

Regular Council Meeting Agenda

Tuesday, May 12, 2020, 7:00 pm
This meeting is being conducted electronically

Pages

A. Roll Call	
B. Order	
C. Report Out of Closed Meeting	
D. Moment of Silence	
E. National Anthem	
F. Disclosure of Pecuniary Interest	
G. Minutes	
1. April 28, 2020	5 - 14
H. Supplementary Agenda Adoption	
I. Delegations	
J. Communications - For Information	
1. County of Wellington dated January 16, 2020 Re: Farm Property Class Tax Rate Programme	15 - 23
2. Township of Mapleton dated April 21, 2020 Re: Farm Property Class Tax Rate Program	24 - 25
3. Town of Midland dated March 23, 2020 Re: Financial Aid Plan	26 - 27
4. City of Hamilton dated April 23, 2020 Re: Request to Regulate and Enforce Odour and Lighting Nuisances Related to the Cultivation of Cannabis Plants	28 - 29

5.	Federation of Canadian Municipalities dated April 23, 2020 Re: Protecting Vital Municipal Services	30 - 45
6.	Town of Amherstburg dated April 24, 2020 Re: Issues Regarding the Mapping of Provincially Significant Wetlands	46 - 47
7.	Town of Amherstburg dated April 24, 2020 Re: Suspend Time-of-Use Electricity Billing – Support from the Town of Amherstburg	48 - 48
8.	Town of Amherstburg dated April 24, 2020 Re: Support for 100% Canadian Wines Excise Exemption	49 - 52
9.	Town of Amherstburg dated April 24, 2020 Re: Active Transportation	53 - 55
10.	Solicitor General dated April 24, 2020 Re: Community Safety and Well-Being Plan	56 - 156
11.	Township of Montague dated April 27, 2020 Re: Federal Assistance for Municipalities	157 - 157
12.	Township of Amour dated April 29, 2020 Re: Support Resolution - High Speed Internet Connectivity in Rural Ontario	158 - 160
13.	Essex Windsor Solid Waste Authority dated May 1, 2020 Re: No Plastic Bags – Recycling Program Ban	161 - 168
14.	Canadian National Railway dated May 4, 2020 Re: CN Right of Way Vegetation Control	169 - 171

K. Communications - Action Required

1.	Association of Municipalities of Ontario Re: Call for Nominations for 2020-2022 AMO Board of Directors	172 - 179
----	---	-----------

It is recommended:

That the Council of The Corporation of the Town of Tecumseh **nominate** Mayor Gary McNamara to the Office of Director County Caucus in accordance with the 2020-2022 AMO Board of Directors call for nominations.

L. Committee Minutes

- | | | |
|----|--|-----------|
| 1. | Town of Tecumseh Business Improvement Area - February 12, 2020 and March 4, 2020 | 180 - 190 |
|----|--|-----------|

M. Reports

- | | | |
|----|--|-----------|
| 1. | Fire & Emergency Services | |
| a. | FIRE-2020-02 Flooding Preparedness - Canadian Red Cross Service Agreement | 191 - 194 |
| b. | FIRE-2020-06 Amendment to 2020-2024 Fire Equipment 5-Year Capital Works Plan | 195 - 202 |

N. By-Laws

- | | | |
|----|--|-----------|
| 1. | By-Law 2020-39 | 203 - 211 |
| | Being a By-law to authorize the execution of an Emergency Response Services Agreement between The Corporation of the Town of Tecumseh and The Canadian Red Cross Society | |
| 2. | By-Law 2020-40 | 212 - 215 |
| | A By-law to Amend By-law No. 2020-13 being a by-law to govern the proceedings of the meetings of Council and Committees | |
| 3. | By-Law 2020-41 | 216 - 222 |
| | Being a by-law to authorize the execution of an Encroachment Agreement between The Corporation of the Town of Tecumseh and Villa Pia Investments Ltd. | |
| 4. | By-Law 2020-42 | 223 - 230 |
| | Being a by-law to execute a Site Plan Control Agreement between The Corporation of The Town of Tecumseh and Villa Pia Investments Ltd. | |

O. Unfinished Business

- | | | |
|----|--------------|-----------|
| 1. | May 12, 2020 | 231 - 231 |
|----|--------------|-----------|

P. New Business

Q. Motions

- | | | |
|----|---|-----------|
| 1. | Motion - Post Media Closure of Community Newspapers | 232 - 233 |
| | This motion is brought forward by Deputy Mayor Joe Bachetti | |

2. Confirmatory by-law

a. By-Law 2020-43

234 - 235

Being a by-law to confirm the proceedings of the May 12, 2020 regular meeting of the Council of The Corporation of the Town of Tecumseh.

R. Notices of Motion

S. Next Meeting

Tuesday, May 26, 2020

7:00 pm Regular Council Meeting

T. Adjournment

Regular Meeting of Council

Minutes

Date: Tuesday, April 28, 2020
Time: 7:00 pm
Location: This meeting is being conducted electronically

Present:

Mayor, Gary McNamara
Deputy Mayor, Joe Bachetti
Councillor, Bill Altenhof
Councillor, Andrew Dowie
Councillor, Brian Houston
Councillor, Tania Jobin
Councillor, Rick Tonial

Also Present:

Chief Administrative Officer, Margaret Misek-Evans
Director Parks & Recreation Services, Paul Anthony
Director Public Works & Environmental Services, Phil Bartnik
Director Fire Services & Fire Chief, Wade Bondy
Director Information & Communication Services, Shaun Fuerth
Director Planning & Building Services, Brian Hillman
Director Financial Services & Chief Financial Officer, Tom Kitsos
Director Corporate Services & Clerk, Laura Moy
Deputy Clerk & Manager Legislative Services, Jennifer Alexander
Manager Strategic Initiatives, Lesley Reeves

A. Roll Call

B. Order

The Mayor calls the meeting to order at 7:00 pm.

C. Report Out of Closed Meeting

There is no closed meeting.

D. Moment of Silence

A moment of silence is observed for the victims in Nova Scotia.

E. National Anthem

The National Anthem is waived in light of the electronic holding of this meeting.

F. Disclosure of Pecuniary Interest

There is no pecuniary interest declared by a Member of Council.

G. Minutes

- 1. Regular Council Meeting - April 14, 2020**
- 2. Special Council Meeting - April 16, 2020 - Flood Mitigation**

Motion: RCM - 133/20

Moved by Deputy Mayor Joe Bachetti

Seconded by Councillor Rick Tonial

That the April 14, 2020 minutes of the Regular Council Meeting and the April 16, 2020 minutes of the Special Council Meeting, as were duplicated and delivered to the members, **be adopted**.

Carried

H. Supplementary Agenda Adoption

Motion: RCM - 134/20

Moved by Councillor Bill Altenhof

Seconded by Councillor Tania Jobin

That the supplementary item added to the Regular Meeting agenda regarding the letter from the Ministry of Agriculture, Food and Rural Affairs dated April 25, 2020 on Community Gardens, **be approved**

Carried

I. Delegations

There are no delegations presented to Council.

J. Communications - For Information

- 1. Municipality of Mattice-Val Cote dated March 2, 2020**
Re: 911 Misdials
- 2. Watson and Associates Economists Ltd dated April 20, 2020**
Re: Updated Draft Regulation for Development Charges and the Community Benefits Charge
- 3. Municipality of Muskoka dated April 20, 2020**
Re: Resolution to Support for Community Gardens, Garden Centres and Nurseries as essential services during the COVID-19 Pandemic
- 4. Town of Gravenhurst dated April 22, 2020**
Re: Resolution to Support for Community Gardens, Garden Centres and Nurseries as essential services during the COVID-19 Pandemic
- 5. Ministry of Agriculture, Food and Rural Affairs dated April 25, 2020**
Re: Community Gardens

Motion: RCM - 135/20

Moved by Councillor Andrew Dowie

Seconded by Councillor Bill Altenhof

That Communications - For Information 1 through 5 as listed on the Tuesday, April 28, 2020 Regular Council Agenda, **be received**.

Carried

K. Communications - Action Required

There are no communications - action required items presented to Council.

L. Committee Minutes

There are no committee minutes presented to Council.

M. Reports

1. Financial Services

- a. FS-2020-06 COVID-19 Financial Impact Update

Motion: RCM - 136/20

Moved by Councillor Brian Houston

Seconded by Councillor Andrew Dowie

That report FS-2020-06 COVID-19 Financial Impact Update, **be received**.

Carried

2. Parks & Recreation Services

- a. PRS-2020-10 Amend 2020-2024 Arena and Pool (5) Year capital Works Plan Arena Rink B Brine Line Replacement

Motion: RCM - 137/20

Moved by Councillor Brian Houston

Seconded by Councillor Bill Altenhof

That the Rink B Brine Line Replacement capital project be added to the 2020-2024 PRS Arena and Pool (5) Five Year Capital Works Plan;

And that the Rink B Brine Line Replacement Capital project as outlined in this report, in the amount of \$43,000 net of 100% refundable HST, **be authorized and funded** out of the Arena Lifecycle Reserve.

Carried

3. Planning & Building Services

- a. PBS-2020-16 CIP Grant, 12137 Tecumseh Road

Motion: RCM - 138/20

Moved by Councillor Brian Houston

Seconded by Councillor Tania Jobin

That the Grant Application for the Tecumseh Road Main Street Community Improvement Plan (CIP) Financial Incentive Program, for the property located at 12133-12137 Tecumseh Road (Roll Nos. 374405000002300 and 374405000002200), **be deemed eligible and approved** for the Parking Area Improvement Grant Program, for a total amount of \$10,000 toward the parking lot improvements being proposed, all of which is in accordance with Section 11.3 (5) of the CIP, and PBS-2020-16.

Carried

4. Public Works & Environmental Services

- a. PWES-2020-21 Town of Tecumseh Roads Needs Study 2019

Motion: RCM - 139/20

Moved by Councillor Rick Tonial

Seconded by Councillor Brian Houston

That the Town of Tecumseh Road Needs Study 2019 as prepared by Dillon Consulting Limited, **be adopted**;

And that Administration **be authorized** to utilize the recommendations contained within the Road Needs Study 2019 when completing the annual Public Works & Environmental Services Capital Works Plan.

Carried

- b. PWES-2020-22 LAS Sewer and Water Line Warranty Program Service Line Warranties of Canada Inc. Agreement Renewal Term

A member requests that the company communicate to residents the benefits of the sanitary sewer warranty program.

Motion: RCM - 140/20

Moved by Councillor Rick Tonial

Seconded by Councillor Bill Altenhof

That notice **be provided** to Service Line Warranties of Canada Inc. that the Town intends to allow the 'Renewal Term' within section 3(a) of the Agreement to commence, whereby the Agreement will automatically renew for one additional year starting September 29, 2020.

Carried

- c. PWES-2020-23 Larviciding for the 2020 West Nile Virus Program

Motion: RCM - 141/20

Moved by Councillor Brian Houston

Seconded by Councillor Tania Jobin

That correspondence to the Ministry of Environment, Conservation and Parks (MECP) and Pestalto Environmental Health Services Inc. (Pestalto), authorizing the application of larvicides in water bodies in the Town of Tecumseh such as catch basins or ditches found to contain mosquito species known to transmit the West Nile Virus, **be prepared** to support Pestalto's permit application to the MECP;

And that the Town's share of West Nile Virus Program costs **be funded** from an existing budget allowance for this purpose in the 2020 Public Works Operating Budget.

Carried

N. By-Laws

1. By-Law 2020-36

Being a by-law to provide for the adoption of tax rates, area rates and additional charges for Municipal, County and Education purposes for the year 2020.

2. By-law 2020-37

Being a by-law to levy a special charge of the Business Improvement Area and to provide for its collection for the year 2020

Motion: RCM - 142/20

Moved by Councillor Brian Houston

Seconded by Councillor Andrew Dowie

That By-law 2020-36 being a by-law to provide for the adoption of tax rates, area rates and additional charge for Municipal, County and Education purposes for the year 2020.

That By-law 2020-37 being a by-law to levy a special charge of the Business Improvement Area and o provide for its collection for the year 2020.

Be given first and second reading.

Carried

Motion: RCM - 143/20

Moved by Councillor Brian Houston

Seconded by Councillor Bill Altenhof

That By-law 2020-36 being a by-law to provide for the adoption of tax rates, area rates and additional charge for Municipal, County and Education purposes for the year 2020.

That By-law 2020-37 being a by-law to levy a special charge of the Business Improvement Area and to provide for its collection for the year 2020.

Be given third and final reading.

Carried

O. Unfinished Business

1. April 28, 2020

Gateway Signage

A member requests an update on the gateway signage at Howard Avenue and South Talbot Road. The Director Public Works & Environmental Services explains that the Tecumseh Signage Project is incorporated into the 2020 Capital Works Plan and a report will be forthcoming to Council next month.

P. New Business

Speeding on Grant Avenue

A member raises concern over the excessive speeding on Grant Avenue between Hayes Avenue and Riverside Drive. It is requested that Administration raise the issue with the OPP for speed monitoring, as there are many children playing in the area.

Flood Mitigation

A Member extends gratitude to Administration for the quick installation of the permanent berms along Lake St. Clair's shoreline. The berms were installed as a flood mitigation measure as water levels continue to increase and poses a risk for inland flooding.

Post Media Closure of Community Newspaper

The closure of the five community newspapers in the Essex region, including Tecumseh's Shoreline Week, is raised. Members share their disappointment with the loss of a valued community resource for local news. The Chief Administrative Officer indicated that the Town has increased their communication with residents through press releases and Council Connect, which can be found on the Town's website and social media platforms.

Building Permits and By-law Enforcement

A Member inquires on the status of the Town issuing permits and by-law enforcement since the declared emergency of COVID-19. The Director Planning & Building Services explains that the Provincial Order for essential business includes issuing permits. The department continues to process applications, consult with applicants and issue permits. When a permit is issued, the permit holder is notified that they can only proceed with works that are deemed essential. The Director comments on the increased by-law enforcement duties with monitoring recreational facilities and parks, and remarks on positive response with compliance from residents. The Town continues to work closely with the OPP and the Windsor-Essex County Health Unit.

Request for Federal Funding - Support to Municipalities

The Mayor is preparing a letter of support to the Federation of Canadian Municipalities and the Association of Municipalities of Ontario to lobby the Federal and Provincial governments for funding to assist municipalities during COVID-19 pandemic and loss of municipal revenues.

Essex Powerlines

The Mayor explains the current climate in the energy sector, with relief measures in place due to COVID-19, which will have an impact on revenues for utility companies. The Mayor will be preparing a letter to encourage the Federal and Provincial governments to spread cost recovery across the energy sector and not to municipalities and taxpayers.

Q. Motions

1. Refuse Collection Amendment

This motion is brought forward by Councillor Toniai

Motion: RCM - 144/20

Moved by Councillor Rick Toniai

Seconded by Councillor Tania Jobin

Whereas a Declaration of Emergency was made by Mayor Gary McNamara on March 22, 2020, pursuant to the authority granted under subsection 4(1) of the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9 due to the World Health Organization declared COVID-19 pandemic;

And Whereas both the Federal and Provincial Governments have announced enhanced measures to protect Ontarians from COVID-19, including travel restrictions and closures of borders, schools, daycares, public places and non-essential workplaces, and encouraged people to stay home as much as possible,

And Whereas residents while observing orders and public health recommendations to stay home may have additional waste and an insufficient number of hard sided containers for their additional waste;

Now Therefore Be It Hereby Resolved That effective April 28, 2020 to May 28, 2020, residents be permitted to place up to two extra garbage bags (not in hard-sided containers) with their garbage on their scheduled collection day;

And that each bag shall:

- Be strong enough to securely hold its contents
- Weigh no more than 22.7 kilograms (50 pounds)
- Be closed or tied at the top
- Be placed next to your garbage pails (not on top of the pail)
- Not contain sharp objects, paint, batteries or any other household chemical waste;

And further that this temporary approval for two extra garbage bags per household, per collection, be reviewed and authorization be given to the Chief Administrative Officer to extend this provision during the time of Provincial Orders related to COVID-19;

And furthermore that any financial impact be reported through the updates provided to Council on COVID-19 and the quarterly budget variance reporting.

Carried

2. **Procedural By-law Amendment - Electronic Meetings during a Declared Emergency**

This motion is brought forward by Councillor Houston

Motion: RCM - 145/20

Moved by Councillor Brian Houston

Seconded by Councillor Bill Altenhof

Whereas a Declaration of Emergency was made by Mayor Gary McNamara on March 22, 2020, pursuant to the authority granted under subsection 4(1) of the Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9 due to the World Health Organization declared COVID-19 pandemic;

And Whereas the Municipal Emergency Act, 2020 amended the Municipal Act, 2001 to allow for, during emergencies declared locally, or provincially, under the Emergency Management and Civil Protection Act, members of councils, local boards and committees who participate

electronically in open and closed meetings to be counted for purposes of quorum;

And Whereas By-law No. 2020-13 that governs the proceedings of the meetings of Council and Committees/Boards was amended on March 24, 2020, by By-law No.2020-29 to allow Council Members to participate and conduct their meetings electronically during a Declared Emergency;

And Whereas in order for the Town's decision-making Boards and Committees to meet electronically, and for members to participate electronically in meetings and be counted for the purposes of quorum, a further amendment to the Town's Procedural By-law No. 2020-13, as amended by By-law 2020-29, is required.

Now Therefore Be It Hereby Resolved That the Director Corporate Services & Clerk be directed to prepare a further amending by-law to By-law No. 2020-13, as amended, to also allow for Boards and Committees to meet electronically and for the members to participate electronically in meetings and be counted for the purposes of quorum, during a declared emergency;

And that this amending by-law be provided for Council's consideration at their next regular meeting scheduled for Tuesday, May 12, 2020.

Carried

3. **Confirmatory By-law**

a. By-Law 2020-38

Being a by-law to confirm the proceedings of the April 28, 2020 regular meeting of the Council of The Corporation for the Town of Tecumseh

Motion: RCM - 146/20

Moved by Councillor Andrew Dowie

Seconded by Councillor Rick Tonial

That By-Law 2020-38 being a by-law to confirm the proceedings of the Tuesday, April 28, 2020, regular meeting of the Council of The Corporation of the Town of Tecumseh **be given** first, second, third and final reading.

Carried

R. **Notices of Motion**

1. **Deputy Mayor Joe Bachetti - Post Media Closure of Local Newspaper**

This motion will be placed on the next Regular Meeting of Council Agenda.

S. Next Meeting

Tuesday, May 12, 2020

7:00 pm Regular Council Meeting

T. Adjournment

Motion: RCM - 147/20

Moved by Councillor Bill Altenhof

Seconded by Councillor Brian Houston

That there being no further business, the Tuesday, April 28, 2020 meeting of the Regular Council **be adjourned** at 8:34 pm.

Carried

Gary McNamara, Mayor

Laura Moy, Clerk



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Thursday, January 16, 2020
Subject: Farm Property Class Tax Rate Programme

Background:

The Province of Ontario implemented changes to property assessment and introduced taxation reform which came into effect in 1998. Prior to this, farm properties were subject to taxation at the base residential tax rate and farmers applied annually to the Minister of Finance to be reimbursed 75% of the farm portion of taxes paid to the local municipality.

As part of assessment reform, the Province changed the method of delivering farmer's rebates by creating the Farm Property Class Tax Rate Programme under the jurisdiction of the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). Under the new programme, rather than apply annually and wait for property tax rebates, delivery of the programme shifted to local municipal governments and onto the property tax system. Eligible farmland assessment values are now discounted by -75% of their full current value assessment (CVA) to produce a lower weighted assessment base which is used for tax rate setting purposes. With residential tax rates being the benchmark ratio of 1.0, farmlands have been set in legislation to have a 0.25 ratio or lower. The effect of the discounted weighted assessment shifts an increased burden of tax onto all other property classes in the County by way of increasing the benchmark tax rate. Doing so has a pronounced effect on the residential sector which comprises 78% of the County's levy base. By comparison, farmland taxes comprise 7% of the total levy base.

	2019 CVA	% raw CVA	WTD CVA	% Wtd CVA	2019 Levy	% of Levy
Residential	12,584,607,345	68.02%	12,584,474,157	77.91%	77,709,877	77.91%
Multi Residential	86,932,592	0.47%	165,171,925	1.02%	1,019,946	1.02%
Farmland	4,499,862,369	24.32%	1,124,965,592	6.96%	6,946,730	6.96%
Commercial	863,761,038	4.67%	1,287,867,708	7.97%	7,952,660	7.97%
Industrial	368,081,028	1.99%	882,959,280	5.47%	5,452,326	5.47%
Pipeline	41,303,954	0.22%	92,933,897	0.58%	573,872	0.58%
Managed Forest	55,959,714	0.30%	13,989,929	0.09%	86,389	0.09%
County Total	18,500,508,040	100.00%	16,152,362,486	100.00%	99,741,800	100.00%

Challenges facing Rural Municipalities

Shifting of farmland discounted assessment onto residential taxpayers is specific to rural municipalities. Schedule A shows the difference between raw (unweighted) assessment roll values and resulting weighted assessment in Wellington County as compared to a typical urban municipality. In 2019 the residential tax class comprised 68.02% of Wellington County's assessment base, but the residential class pays 77.91% of property taxes once tax ratios are factored in. The farmland ratio of 0.25 has the effect of increasing the residential tax burden by approximately 10% across the County.

Conversely, in an urban municipality with very little farm tax class, the residential assessment base of 78.50% is reduced to 66.27% of total weighted assessment used for tax rate setting purposes. A reduction of more than 12% off the residential tax burden. This causes Wellington County economic competitiveness issues for the County's southern municipalities that border a number of urban municipal centres. Tax policy treatment greatly favours urban municipalities in Ontario.

Since the cost of providing the Farm Property Class Tax Rate Programme was downloaded by the province in 1998; provincial funds have been allocated annually to rural municipalities to offset the tax loss. This was supposed to be a revenue neutral allocation. However, each year transfer amounts from the Ontario Municipal Partnership Fund (OMPF) continue to decline. The Table below shows that a total tax levy of \$34,669,691 was necessary in order to provide the farmland tax incentive rebate benefiting 5,807 farm property owners in Wellington. The OMPF allocation county-wide in 2019 was \$7,065,800 leaving a shortfall of more than \$27 million in levy which is shifted onto every other property owner in Wellington County. This translates to \$754 per property in the County or 15.7% of total taxes for the typical homeowner. This is a significant amount of additional property tax burden that our residents continue to bear annually and which are subject to increase depending on market value of farmlands.

In essence, County residents are providing the -75% rebate instead of the Province for the Farm Property Class Tax Rate Programme, creating significant financial hardship amongst our ratepayers and limiting the County's economic competitiveness with neighbouring jurisdictions.

WELLINGTON COUNTY - 2019 FARMLAND PROPERTIES
OMPF FUNDING TO MITIGATE COST OF FARM PROPERTY CLASS TAX REBATE

Municipality	Municipal Rebates	Municipal OMPF Grant	Municipal Levy Impact	County Rebate* Distribution	Total Additional Levy Required
Puslinch	\$ 232,040	\$ 415,700	\$ (183,660)	\$ 2,846,353	\$ 2,662,693
Guelph/Eramosa	\$ 1,137,235	\$ 490,300	\$ 646,935	\$ 3,120,713	\$ 3,767,649
Erin	\$ 890,468	\$ 593,300	\$ 297,168	\$ 2,852,697	\$ 3,149,866
Centre Wellington	\$ 1,987,127	\$ 319,600	\$ 1,667,527	\$ 5,553,231	\$ 7,220,758
Mapleton	\$ 5,235,570	\$ 837,400	\$ 4,398,170	\$ 1,961,338	\$ 6,359,507
Minto	\$ 1,446,483	\$ 1,604,600	\$ (158,117)	\$ 1,153,001	\$ 994,884
Wellington North	\$ 2,900,554	\$ 1,296,800	\$ 1,603,754	\$ 1,844,780	\$ 3,448,534
Wellington County	\$ 20,840,213	\$ 1,508,100	\$ 19,332,113		
Total	\$ 34,669,691	\$ 7,065,800	\$ 27,603,891	\$ 19,332,113	\$ 27,603,891

Additional levy required to provide farm rebate after OMPF grant

Total Properties **	36,607	Tax per property	\$754
Less # of Farms	5,807		
	30,800	Excluding farms	\$896
Population	97,610	Tax per resident	\$283

* County farm rebate distribution based on local municipal levy % share

** excludes special/exempt properties

Farm Application Deadline Requirements

Another challenge faced by rural municipalities is how the farm application and deadline requirements are administered by OMAFRA (now by AgriCorp). In any given year, many farm owners do not submit their applications within the specified deadline. The result is that many bona fide farm properties end up 'flipping' out of the discounted farm class and into the full residential tax class upon the next roll return. The assessment of these farm values are no longer discounted when calculating total weighted assessment, which is used for tax rate setting purposes.

This creates two distinct ongoing problems for rural municipalities. One is that the benchmark residential tax rate is lower than it otherwise would be; and two, upon approval of the late applications by OMAFRA, municipalities must refund the -75% difference in farm taxes retroactive to January of the current or sometimes even the preceding taxation year. There is no administrative or monetary penalty for late applications. Each year Wellington County finds approximately \$20,000,000 of farmland valuation excluded from the farmland discount programme due to late applications.

This year staff identified a major anomaly with farmland assessment loss of close to \$90,000,000. Upon enquiry, it was reasoned that the extremely high change in farm CVA was due to administrative changes as programme delivery shifted from OMAFRA to AgriCorp. County staff expect that most of the outstanding farm applications will be approved and revert back to the farm tax rate during 2020. Staff have included an additional \$300,000 in estimated property tax write-offs into the 2020 budget to set aside additional funds in preparation for the County's share of potential write-offs as tabled below:

2019 FARMLAND CVA CHANGE OVER TO RESIDENTIAL RT CLASS

(Between September 25 in-year growth and final November 2019 growth)

Possible write-off amounts IF all properties revert back to AGRICORP approved FTIP

	PUSLINCH	GET	ERIN	CTR WELL	MPLTN	MINTO	WN	COUNTY
Est Prop Count	-20	-24	-26	-18	-22	-19	-28	-157
Farm CVA Loss	8,500,000	17,500,000	13,000,000	10,000,000	19,000,000	5,000,000	16,500,000	89,500,000
Res Tax Rate	0.00167135	0.00260652	0.00295749	0.00321969	0.00476387	0.00544891	0.00481749	0.00617506
Res Taxes	14,206	45,614	38,447	32,197	90,514	27,245	79,489	552,668
Farm Tax Rate	0.00041784	0.00065163	0.00073938	0.00080492	0.00119097	0.00136223	0.00120437	0.00154376
Farm Taxes	3,552	11,404	9,612	8,049	22,628	6,811	19,872	138,167
Potential w/o *	(\$10,655)	(\$34,211)	(\$28,835)	(\$24,148)	(\$67,885)	(\$20,433)	(\$59,616)	(\$414,501)
							Grand Total*	(\$660,285)

* excludes Education Tax Component

Farmland Property Assessment Valuation

The Municipal Property Assessment Corporation (MPAC) is responsible for placing current market value assessment (CVA) on all properties in Ontario. The most recent province-wide reassessment updating the base year to January 1, 2016 was returned for the 2017 tax year. As mandated by the Province, any assessment increases are phased-in over a 4-year cycle. MPAC reported the average farmland increase province-wide was 64% and residential CVA increased by 18%. By comparison, Wellington County CVA has increased by 68% and 13% respectively.

In the 2016 Assessment Update Summary, MPAC reports they have strengthened the accuracy and equity of farm valuations by improved sales verification processes of bona fide farmer-to-farmer sales along with undertaking a comprehensive review of vacant farmland sales as far back as January 2008. They report that upward trends continue to increase provincially as demand for farmland outweighs the supply and non-agricultural buyers continue to purchase farmlands creating competition. Agri-Food Canada reported the net worth of an average farm was expected to reach \$2.8 million in 2017.

Staff conducted a preliminary review of open market farm sales in Wellington County during 2018 and 2019. The data reveals that the current 2016 base year CVA of farm properties sold continue to be under-assessed by 27.43%. Sale prices ranged from \$26,000 to \$4,200,000.

Wellington County	2019 Farm Sales	2018 Farm Sales	Total Sales
Number of valid farm sales	97	108	205
Total CVA of farm sales	90,515,500	89,366,400	179,881,900
Combined sale prices	130,333,790	117,533,356	247,867,146
Difference sales to assessment	39,818,290	28,166,956	67,985,246
As a percentage	30.55%	23.97%	27.43%

* source MPAC Municipal Connect

Assessment Act Considerations

Current value assessment is defined as “the amount of money the fee simple, if unencumbered, would realize if sold at arm’s length by a willing seller to a willing buyer.” For farm properties, the province has clearly indicated that farm properties are to be treated different from the concept of current value. Section 19(5) of the Assessment Act requires that current value of the land and buildings should only be used when sales are for farm-purposes only and reflect the productivity of the land for farming purposes.

MPAC assessment methods must only consider farmer-to-farmer sales. In this case, the Assessment Act requires MPAC to exclude any sales to persons whose principal occupation is other than farming. This has the effect of excluding any other type of buyer and highest and best-use considerations from current value assessment.

From a land productivity perspective, land classes are adjusted for their productivity. For example, Class 1 farmlands are the most productive for crops, while on the other end of the scale, Class 6 is for swamp and scrublands that are the least productive. Lands in Wellington County and in particular, the southern portion of the County sell for far more per acre than what farms are assessed at for farm purposes. Analysis undertaken with regard to current assessment appeals shows that the best lands (Class 1) are currently being assessed in the \$14,000 to \$16,000 per acre range for farms. Sales of larger land holdings are selling in the range of \$20,000 to \$25,000 per acre range.

The intent of Section 19(5) of the Assessment Act is to limit and protect farm property from current value considerations outside of farming. This means that generally speaking, farms are naturally under-assessed from general market considerations – providing favourable assessments to the farming community in comparison to true market value.

Other Assessment Considerations

- Farm owners who reside on the property do pay a residential tax component for their home plus one acre of land at the farmland rate. However, the valuation is based on a replacement cost method that produces a much lower value (\$223,125) than non-farm residences (\$424,187) as shown here on the average (County) property value and tax comparison.

Average 2019 Farm and Residential Value and Taxes

2019 farm house CVA	223,125	2019 Average Residential Property CVA	\$424,187
2019 Farmland CVA	901,900		
Average 2019 total farm CVA	\$1,125,025		
2019 farm house taxes	\$2,526		
2019 farmland taxes	\$2,553		
2019 total farm taxes	\$5,079	2019 Average residential taxes	\$4,803

- As seen above, while the average farm value is assessed at over 2.6x the value of the average residential property, overall taxes are comparable.
- According to MPAC's 2019 Market Change Profile report, of the 6,465 properties classified as farms, 1,892 are owned and/or occupied by non-farmers. Although the property owners are not engaged in farm activity or business, their properties are valued as if they are. These non-farmers benefit from lower residential structure values and lower land values, which translate to lower taxes simply by nature of leasing their land to a bona fide local farmer. This treatment can be perceived as rather unfair to typical residential property owners in Wellington County.
- Many owners of farmland also enjoy other property tax discounts if they are eligible to enter into either the Managed Forest Tax Incentive Programme (0.25 ratio) or the Conservation Land Programme which is fully exempt from property taxes.
- In order to receive the farm class tax discount, the owner must have a Farm License and be in the business of farming. Municipal taxes paid are then able to be written off as a business expense on annual income tax returns. Whereas residential property owners are not able to do so.

Impacts of Assessment Increases on the Farming Community

Being predominantly a rural community with strong roots planted in farm trades, Wellington County farmers observed significant increases in their farmland valuation. It is acknowledged that farmland values have increased significantly in the County of Wellington. In the 2012 base year valuation, farmland made up 19.8% of the County's assessment base and 5.4% of the taxable assessment base. For the 2016 base year valuation, farmland now makes up 25.1% of the Wellington County assessment base and 7.2% of the taxable assessment base.

Recently, groups such as the Christian Farmers Federation of Ontario (see correspondence received on this agenda) and the Ontario Federation of Agriculture began approaching local Councils to lower the farmland ratio below 0.25 in order to help offset property tax increases. Their efforts have been successful in some municipalities. Schedule B lists the municipalities that have implemented farmland ratio reductions in Ontario as reported to BMA Consultants in the 2019 Municipal Study Report.

When reviewing the list of municipalities on Schedule B, the majority of those municipalities have very little farmland valuation. Many of the urban municipalities that have granted farm ratio reductions have a much higher commercial and industrial base and farmland makes up a much lower percentage of their assessment base than Wellington County.

Many of the other Counties and rural municipalities that have granted ratio reductions (Brant, Chatham-Kent, Dufferin, Grey, Lambton and Oxford) are located further away from the GTA. These municipalities generally have lower residential assessment values and are not competing with GTA municipalities for business to the same extent as Wellington County.

Property Taxes as a Percentage of Income

- OMAFRA reported that in 2018, Wellington County farmers generated \$804,000,000 of revenue at the farm gate. The table below shows farm property taxes as a percentage of farm income to be 1.49%. Average household income in Wellington County for the same period was \$118,474. Average property tax as a percentage of residential income was significantly higher at 4.02%.

Average Farm and Residential Assessment and Taxation	2018
County average residential value	409,368
Total average property taxes *	4,764
Average income	118,474
Portion of residential income devoted to property taxes	4.02%
 Total farm taxes paid in Wellington County *	 11,971,488
County farmers income **	804,000,000
Portion of farm income devoted to property taxes	1.49%

* total taxes include County, local and Education

Closing Comments

Farmland values have been increasing significantly in the County of Wellington, much like other areas of the province. However, there does not appear to be an imbalance in the level of property tax burden shared by the local farming community in comparison to the average residential taxpayer in Wellington County. Under current legislation, farmland benefits from favourable property tax and assessment treatment.

The County's current assessment base cannot bear a further shift from farmland taxes onto other property types and maintain its economic competitiveness. Wellington County does not have a comparable commercial and industrial assessment base to neighbouring urban municipalities that would support such a shift without significantly burdening our residential and business class owners. Provincial grants such as the Ontario Municipal Partnership Fund, which were originally setup to compensate rural municipalities for the loss in farm taxes has been declining, leaving Wellington County taxpayers to support the industry without adequate province-wide cost sharing.

Wellington County is supportive of its local farming community. We recognize the importance of the agricultural industry on the County and in the Province of Ontario. Wellington supports the farming communities' interests in remaining economically competitive. The County is supportive of returning

the responsibility of funding the farm property class tax rebate programme back to the Province where it could be shared province-wide. Residents in urban municipalities, while retaining the benefits of cheap food and agricultural products, are not contributing financially to the economic competitiveness of the industry.

Recommendation:

That the Farm Property Class Tax Rate Programme report be received for information; and

That Wellington County support agricultural industry efforts in lobbying the Province to provide adequate funding to rural municipalities; and

That County Council pass a resolution in support of returning the responsibility of administering the Farm Property Class Tax Rate Programme back to the Province.

Respectfully submitted,

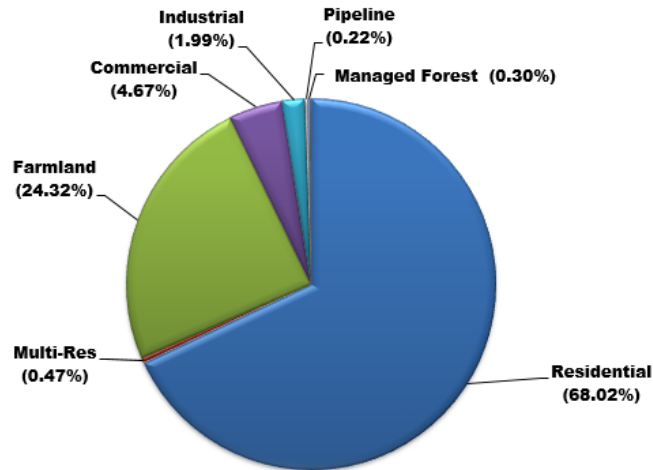
A handwritten signature in black ink, appearing to read 'Ken DeHart', with a stylized flourish extending to the right.

Ken DeHart, CPA, CGA
County Treasurer

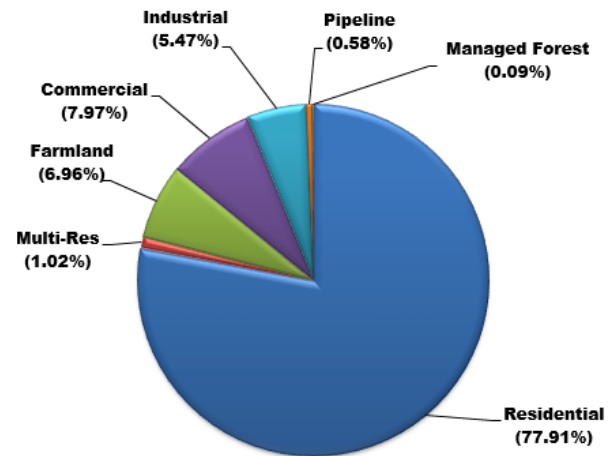
SCHEDULE A

Farm Property Class Tax Rate Programme

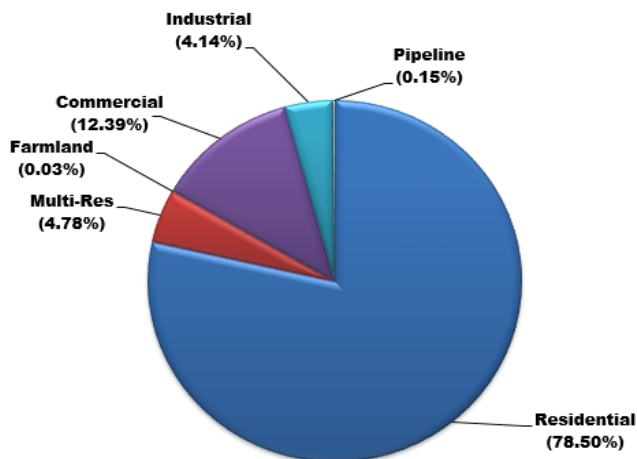
Unweighted Assessment by Property Tax Class 2019
(Share of Property Value - Wellington - Rural)



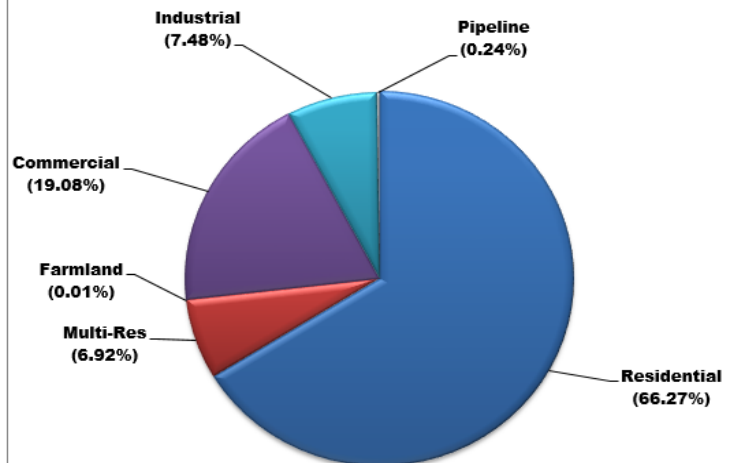
Weighted Assessment by Property Tax Class 2019
(Share of Property Taxes - Wellington - Rural)



Unweighted Assessment by Property Tax Class 2019
(Share of Property Value - Urban)



Weighted Assessment by Property Tax Class 2019
(Share of Property Taxes - Urban)



SCHEDULE B

Farm Property Class Tax Rate Programme

Municipalities with Farmland Ratio Reductions Implemented - 2019

Municipality *	Ratio	Farmland CVA **
Brant County	0.2400	1,319,886,818
Caledon	0.1708	998,099,123
Chathan-Kent	0.2200	5,281,633,220
Dufferin County	0.2300	1,174,945,084
Durham Region	0.2000	2,416,491,305
Greater Sudbury	0.2000	30,618,833
Grey County	0.2400	2,659,127,624
Halton Region	0.2000	971,078,709
Hamilton	0.1767	1,390,781,027
Kingston	0.2125	81,575,403
Lambton County	0.2260	4,794,630,528
London	0.1028	425,488,846
North Bay	0.1500	605,465
Ottawa	0.2000	1,561,813,865
Oxford County	0.2350	5,665,102,027
Prince Edward County	0.2319	401,646,726
Sarnia	0.2260	181,579,114
Average Ratio & CVA	0.2036	1,726,770,807
Wellington County	0.2500	4,464,961,956

* 2019 BMA Study Report - participating municipalities

** from MPAC Provincial Market Change Profile Report



April 21, 2020

To: Municipalities of Ontario – by email

Re: A Resolution to Request the Province of Ontario Review the Farm Property Class Tax Rate Programme in Light of Economic Competitiveness Concerns between Rural and Urban Municipalities

Please be advised that at its March 10, 2020 meeting, the Council of the Township of Mapleton carried the following Resolution 2020-04-14:

WHEREAS the Province of Ontario implemented changes to property assessment and introduced taxation reform which came into effect in 1998;
AND WHEREAS prior to 1998 farm properties were subject to taxation at the base residential tax rate and qualified farmers applied annually to the province to be reimbursed 75% of the farm portion of the taxes paid to the local municipality;
AND WHEREAS the province changed the method of delivering farmer's rebates by creating the Farm Property Class Tax Rate Programme under the jurisdiction of the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA);
AND WHEREAS rather than apply annually and wait for property tax rebates, the delivery of the programme shifted to local municipal governments and onto the property tax system;
AND WHEREAS eligible farmland assessment values are now locally subsidized by 75% of their full current value assessment (CVA) to produce a lower weighted assessment base which is used for tax rate setting purposes;
AND WHEREAS the effect of the locally subsidized weighted assessment shifts an increased burden of tax onto all other property classes within the municipality;
AND WHEREAS these taxation reforms were originally supposed to be revenue neutral and offset by funding from the Ontario Municipal Partnership Fund (OMPF) and its predecessor the Community Reinvestment Fund (CRF);
AND WHEREAS the province has been reducing support from the Ontario Municipal Partnership Fund while the cost of the farm tax rebate programme is continuously increasing;
AND WHEREAS an economically competitive agricultural industry provides affordable food and agricultural products to all Ontarians and is a provincial objective that should be cost shared amongst all of its citizens;
AND WHEREAS the cost of this programme disproportionately falls upon property taxpayers in rural municipalities;
AND WHEREAS higher property taxes in rural municipalities is creating economic competitiveness issues between rural and urban municipalities;

(over for page two)



Page 2 of 2, Mapleton Resolution

Re: Prov. Review of Farm Property Class Tax Rate Programme

AND WHEREAS the province hasn't undertaken a review of this programme since it was implemented in 1998;

NOW THEREFORE the Council of the Township of Mapleton requests that:

1. The Province of Ontario undertake a review of the Farm Property Tax Class Rate Programme to determine:
 - a. The appropriateness of the cost of the Farm Property Tax Class Rate Programme falling disproportionately amongst rural residential and business property owners when the benefit of an economically competitive agricultural industry and affordable food and agricultural products is a provincial objective that should be shared amongst all taxpayers in Ontario;
 - b. The adequacy of funding being provided to rural municipalities to offset the cost of the Farm Property Tax Class Rate Programme;
 - c. The differences between the amount of property taxes paid in rural and urban municipalities and the root causes of those differences;
 - d. Economic competitiveness concerns with disproportionately higher average property taxes being paid in rural municipalities;
 - e. Other methods of delivering the farm tax rebate programme to farmland owners where the cost can be shared province-wide.

AND BE IT FURTHER RESOLVED THAT this motion be sent to Hon. Doug Ford, Premier of Ontario, Hon. Steve Clark, Minister of Municipal Affairs and Housing, Hon. Rod Phillips, Minister of Finance, Hon. Ernie Hardeman, Minister of Agriculture, Food & Rural Affairs, MPP Randy Pettapiece, Hon. Ted Arnott, all Ontario Municipalities, Rural Ontario Municipal Association (ROMA) and Association of Municipalities of Ontario (AMO).

Attached you will find the County of Wellington Committee Report dated January 16, 2020 regarding the 'Farm Property Class Tax Rate Programme' for review and consideration.

Should you have any questions or concerns, please contact the undersigned.

Sincerely

Larry Wheeler
Deputy Clerk

Attach. (1)



March 23, 2020

By Fax to: 613.941.6900 & Twitter @CanadianPM, @JustinTrudeau

The Right Honourable Justin Trudeau
Prime Minister of Canada
Langevin Block,
Ottawa, Ontario, K1A 0A2

Dear Prime Minister:

Re: Direct Payment of Federal Funds to Municipalities to Waive Property Taxes for the Year 2020 - Financial help to alleviate the suffering from COVID-19 Pandemic

It is trite to repeat the human and financial toll of the COVID-19 Pandemic. Similarly, the commitment of the federal, provincial and municipal governments toward alleviating the suffering of Canadians does not require repeating.

We, at the Town of Midland, in the Province of Ontario, are proposing what we believe to be a simple but effective solution to facilitate the delivery of our common and shared commitment to the financial and psychological well-being of all Canadians.

Proposal:

1. Residential Properties (primary residence only)

- a. Waive 100% of the 2020 property taxes for all residential properties currently assessed at or below \$ 500,000.00 by each governing provincial property assessment body; and
- b. Waive 50% of the 2020 property taxes for all residential properties currently assessed below \$ 1,000,000.00; and
- c. Waive 25% of the 2020 property taxes for all residential properties currently assessed above \$1,000,000.00.

2. Industrial, Commercial and Farm Properties

- a. Waive 100% of the 2020 property taxes for all; industrial, commercial and farm properties currently assessed at under \$ 10,000,000.00; and
- b. Waive 50% of the property taxes for the year 2020 for all industrial, commercial and farm properties currently assessed between \$10,000,000.00 and \$ 50,000,000.00; and
- c. Waive 25% of the property taxes for the year 2020 for all industrial, commercial and farm properties assessed above \$50,000,000.00.

3. Federal Transfer Payment to Canadian Municipalities

- a. In lieu of the annual municipal property taxes, the Federal Government transfers funds to municipalities across Canada, as a one-time grant.

Advantages of the Proposal:

1. Quick and timely relief;
2. Direct relief to all Canadian homeowners and the business community;
3. Directly protects Canadians who although may be solvent, are unable to easily meet the financial pressures beyond their personal capacity due to COVID-19;
4. No additional resources required to assess individual need and delivery of the relief;
5. Negligible overhead costs for the disbursement of the relief. In fact, it may cut-down on some of the work for municipal staff; and
6. The financial stimulus received from the federal government will come into circulation immediately and will stay in the community.

There are a multitude of other direct and indirect financial and non-financial benefits that will result from the implementation of this proposal. The biggest non-financial impact is that Canadians will see an immediate financial relief respecting the pressures to make their property tax payments and be better positioned to address other essential needs. In turn, removing this added stress will provide some relief to the already strained financial and health systems.

As you are aware, Canadians are entering this time of crisis with a very high amount of house-hold debt and a great deal of financial fragility. Taking this simple step should alleviate some of those pressures. At the same time, it will keep your municipal governments, and school boards primed for continued productivity and forward momentum to address the fallout from COVID-19.

Thanking you in anticipation of a favourable response.

Sincerely,

The Corporation of the Town of Midland



Stewart Strathearn,
Mayor
ssrathearn@midland.ca



Amanpreet Singh Sidhu,
Chief Administrative Officer
asidhu@midland.ca

c: Town of Midland Council
Association of Municipalities of Ontario
Province of Ontario



OFFICE OF THE MAYOR
CITY OF HAMILTON

April 23, 2020

The Honourable David Lametti
Minister of Justice and Attorney General of Canada
284 Wellington Street
Ottawa, Ontario K1A 0H8

The Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

The Honourable Doug Downey
Attorney General
McMurtry-Scott Building, 11th Floor
720 Bay Street
Toronto, ON M7A 2S9

**Subject: Request to Regulate and Enforce Odour and Lighting Nuisances
Related to the Cultivation of Cannabis Plants**

Dear Minister/Attorney General Lametti, Premier Ford and Attorney General Downey:

At its meeting of April 22, 2020, Hamilton City Council approved Item 5.4(d), which reads as follows:

**5.4 (d) Repeal and Replace Public Nuisance By-law 09-110 and Amend
Administrative Penalty By-law 17-225 (PED20076) (City Wide)**

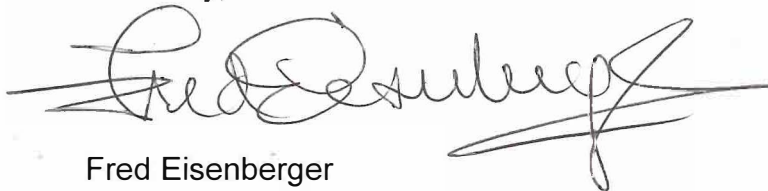
- (a) That the draft by-law, attached as Appendix "A" to Report PED20076, which repeals and replaces By-law 09-110, being a By-law to Prohibit and Regulate Certain Public Nuisances within the City of Hamilton, and amends the Administrative Penalties By-law 17-225 which has been prepared in a form satisfactory to the City Solicitor, be approved and enacted by Council;
- (b) That the Mayor be directed, on behalf of the City of Hamilton, to write to the relevant federal and provincial governments to regulate

and enforce odour and lighting nuisances related to the cultivation of cannabis plants;

- (c) That the Mayor contact the Premier of Ontario, Minister of the Attorney General, and local Members of Parliament to request that the Province extend authority to Municipalities to enforce odor and lighting nuisance complaints stemming from licensed and unlicensed cannabis cultivations within the its jurisdiction; and,
- (d) That the request be sent to other municipalities in Ontario, including the Association of Municipalities of Ontario for their endorsement.

We respectfully request your consideration with regard to this request and look forward to your response.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Fred Eisenberger', with a long horizontal stroke extending to the right.

Fred Eisenberger
Mayor

Copied:

The Honourable Filomena Tassi, M.P., Hamilton West, Ancaster, Dundas
Scott Duvall, M.P., Hamilton Mountain
Bob Bratina, M.P., Hamilton East-Stoney Creek
David Sweet, M.P., Flamborough – Glanbrook
Matthew Green, M.P. , Hamilton Centre
Andrea Horwath, Opposition Party Leader, NDP of Ontario, M.P.P Hamilton Centre
Monique Taylor, M.P.P., Hamilton Mountain
Paul Miller, M.P.P., Hamilton East-Stoney Creek
Donna Skelly, M.P.P., Flamborough-Glanbrook
Sandy Shaw, M.P.P. Hamilton West-Ancaster-Dundas
Association of Municipalities of Ontario
Municipalities of Ontario

Protecting vital municipal services

Urgent federal recommendations to
address the financial crisis in our cities
and communities due to COVID-19

April 23, 2020

Contents

This is a crisis
1

Local leaders
on the
front lines
2

Anatomy of our
financial crisis
4

Fiscal impacts
of COVID-19
6

Summary of
recommendations
8

Proposed
funding model
10

Eyes on
the future
12



This is a crisis

A message from FCM's president

In a matter of weeks, the COVID-19 pandemic has turned life upside down. We now face a public health and economic challenge unlike anything we've seen in our lifetime. As municipalities across the country work to support frontline action and ready essential response services, the financial impact to our operations has created a crisis—and threatens to put the Canadians we serve at further risk.

Across Canada, cities and communities are seeing their finances drift toward collapse. This crisis exposes the cracks in an outdated model that is fundamentally misaligned with the modern reality of the role of local governments. Revenues are plummeting. Unanticipated costs are rising. With few fiscal tools available—and no legal ability to run operating deficits—local leaders face stark choices. Protecting essential services now requires support from other orders of government.

Today, FCM is making that urgent request on behalf of cities and communities across the country. We are calling for emergency operating funding for municipalities—to keep essential services running and Canadians safe and protected.

Canadians are depending on the vital services their local leaders provide, from ensuring tap water is clean to sending paramedics to help the sick to safely sheltering our most vulnerable residents. Cutting back services in the middle of a pandemic would put Canadians at further risk. Instead, municipal leaders must continue to help lead the way, supporting people and businesses through this public health and economic storm. To ensure this work continues with the urgency required—on the ground, where Canadians live—direct emergency federal funding is the only option.

Our federal-municipal partnership has delivered remarkable results. Deepening that partnership now will protect Canadians through this pandemic. And when the time comes, local leaders will be ready to help lead Canada's recovery, so this country can prosper and thrive once again.

Bill Karsten
FCM President

Local leaders on the front lines

Our cities and communities are the front lines of the COVID-19 pandemic. These are the places where Canadians go to work, buy homes, start families, launch businesses, and build the future of this country. As the governments closest to daily life, municipal leaders are mobilizing urgently to keep Canadians safe, and to help people and businesses weather the economic storm.

Municipalities of all sizes are taking extraordinary measures to support Canadians—including our most vulnerable—through this unprecedented public health and economic challenge. They're turning arenas into shelters for the homeless. They're setting up portable hygiene stations. They're deferring property taxes and utility bills for struggling families.

Municipalities are also working day and night to keep essential services running. Bus drivers, paramedics, firefighters, social workers and countless other frontline staff are putting themselves at risk every day to keep Canadians safe and to provide the services people rely on.

In the face of this challenge, essential workers and local leaders are stepping up together as champions for their communities, and this country.

As the national voice for local governments, FCM is fully engaged in this nationwide crisis. We're bringing together communities across the country to help protect people and businesses. Through regular touchpoints with our members—from FCM's Big City Mayors' Caucus and Rural Forum to our provincial-territorial municipal association partners and others—we're convening local expertise, sharing resources and coordinating frontline response efforts.

We're also working directly with federal departments, agencies and decision-makers to help inform Canada's pandemic response. That includes regular scheduled calls with the deputy prime minister and key ministers. This unprecedented engagement is bringing local realities to new federal initiatives—from the Canada Emergency Response Benefit to the Canada Emergency Wage Subsidy—to ensure they meet the needs of Canadians on the ground.

Municipalities in action

The **City of Edmonton, AB** has waived transit fares on all routes and has deployed larger buses to encourage physical distancing, while ensuring essential workers have a safe and reliable way to get to work.

The public library in the **Town of Halton Hills, ON** is using 3D printers to make face shield parts for frontline health care workers. It's also left its Wi-Fi on—despite being closed—so residents without Internet access can apply for provincial and federal resources.

The municipality of **Canton De Gore, QC** has set up a home delivery service for seniors and vulnerable residents—staffed by volunteers—to bring groceries and prescriptions to people confined to their homes.

For more examples of municipal action during the pandemic, go to fcm.ca/COVID19.

Vital municipal services at a glance

COVID-19 is shining a spotlight on the vital role municipalities play in daily life. Now more than ever, Canadians are depending on their local leaders to keep essential services running—to keep people safe and secure through this pandemic. That includes:

- ▶ Local police, ambulance and fire services
- ▶ Maintenance of roads, bridges and other essential infrastructure
- ▶ Safe public transit for essential workers
- ▶ Clean water and wastewater services
- ▶ Garbage collection and recycling
- ▶ Local social services and housing for vulnerable residents
- ▶ Local public health agencies
- ▶ Sustainability and environmental initiatives



Paramedics are on the frontlines providing life-saving services including emergency and non-emergency pre-hospital care to residents. *Photo: City of Toronto*

When the time comes, municipalities will also be ready to lead Canada's recovery, along with our federal partners. Local leaders are already delivering frontline results for Canadians. And they are exceptionally well-placed to deliver stimulus funding quickly—to create jobs and get the economy going. Deepening the federal-municipal partnership even further will help Canada thrive and prosper once again.

Anatomy of our financial crisis

At the best of times, Canada's municipal governments manage a razor-thin fiscal balance to deliver for residents. On the revenue side, they have scant ground to till beyond property taxes and user fees. On the expense side, operating and capital, they must be tremendously cost-efficient with every dollar available. With no legal standing to carry operating deficits, they diligently maintain reserves to carry our communities through cyclical shifts and disruptions.

But these are *historically challenging times*. Municipalities are incurring deep losses due to COVID-19—a combination of foregone revenues (from property taxes and user/utility fees) and unanticipated costs (including public safety measures and support for vulnerable populations). This is not limited to a cash flow challenge; this is a crisis of non-recoverable losses. To continue delivering essential services, many are drawing down limited reserves that were not designed for a crisis of this scale or duration.

Today's crisis exposes cracks in the fundamentally outdated fiscal framework in which municipalities are still forced to operate. And as we now approach a tipping point, our next steps will reverberate

through the lives of Canadians. Insolvency is not an option. Bridge loans cannot address this crisis of permanent losses. Cutting essential services is not an acceptable option, not when Canadians need us most. This is why we are turning to our federal partners for emergency operating funding—to sustain municipal operations and essential services through these extraordinary times.



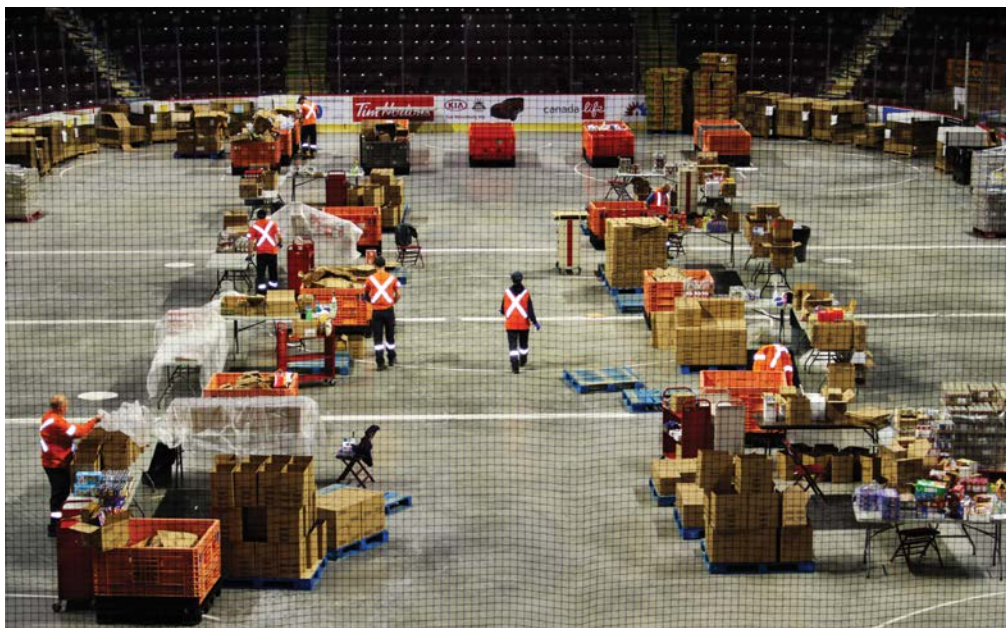
Municipal waste collection operators are keeping municipalities clean and green, while delivering essential services so residents can stay at home.

Photo: City of Toronto

This action will protect essential services Canadians rely on. No one should have to worry if their tap water is clean, whether their garbage will stay on the curb, or when a fire truck or ambulance will arrive.



To keep drivers and riders safe, the City of Selkirk, MB, installed Plexiglas shields and closed off alternating rows inside the buses to encourage physical distancing.
Photo: City of Selkirk



The City of Windsor's WFCU Centre, home of the Windsor Spitfires Junior-A hockey club, has been transformed into a make-shift foodbank to help those in need during the pandemic. *Photo: City of Windsor*

This action will protect the most vulnerable among us. We must continue deploying extraordinary measures to protect people who face enormous challenges staying safe—in our shelters, on our streets.

This action will support Canada's economic recovery. Municipalities will need to hit the ground running to turn stimulus funds into outcomes—and not be cancelling even *existing* capital projects.

Like never before, our municipal-federal partnership has been building better lives for Canadians. Our partnership is grounded in our respective strengths—local leaders are delivery experts closest to people's real needs, the federal government has the fiscal heft to drive nationwide progress. Today, right now, this partnership is the key to carrying Canadians through this pandemic into better days ahead.

Protecting property taxpayers

Covering municipal losses through a one-time property tax levy is not a viable alternative to federal emergency funding given the significant impact it would have on households trying to weather the economic downturn. Bridging municipalities' 2020 fiscal shortfalls without cutting services—assuming six months of physical distancing—would require dramatic residential property tax levies:

Toronto	56%
Calgary	23%
Vancouver	22%
Montreal	18%
Mississauga	17%

Fiscal impacts of COVID-19

The fiscal impacts of COVID-19 have been swift and dramatic. Non-recoverable municipal losses driven by falling revenues and rising costs have led to an unprecedented financial crisis. To absorb this staggering hit in the near term, we are calling for a federal operating infusion of \$10–15 billion over the next six months. This crisis may compound as physical distancing measures continue, and depending on the timing and pace of future economic recovery.

FCM continues to develop insight on the scale of losses that municipalities may face on the road ahead. The extent and nature of losses vary widely by community, depending on multiple factors:

- ▶ Municipalities with **public transit systems** face significant revenue losses at the fare box—estimated at \$400 million per month nationwide. This accounts for 30–50 percent of monthly net losses for these municipalities. In Metro Vancouver, Translink is losing \$75 million monthly. The Toronto Transit Commission reports a \$23.5 million weekly burn rate—with an 85 percent revenue drop in April alone. Critically, transit is an essential service for frontline workers in this pandemic, but with limited ability to reduce operating expenditures, many transit systems are already scaling back service to ensure solvency.
- ▶ Municipalities are deferring **property taxes, utility and other fees** to support struggling residents in the near-term—another major revenue hit. Even after these deferral programs end, there remains a significant risk of property tax delinquency. With even a 10 percent increase in property tax and utility bill delinquencies, the cities of Vancouver and Toronto estimate revenue losses in 2020 of \$130 million and \$684 million, respectively.
- ▶ Municipalities reliant on **hard-hit industries** face compounding pressures. In tourism-driven Banff, Alberta, 85 percent of workers have been laid off. Tourism Calgary has temporarily laid off more than half of its staff, and the city could lose the \$540 million economic impact of the Calgary Stampede. Agriculture: meat plants in High River, Alberta, and in Montreal have closed temporarily, impacting a third of Canada's beef processing capacity and most pork exports. Natural resources: Western Canadian Select is trading at negative prices, and sawmill closures have put thousands out of work, jeopardizing pulp mill jobs in northern and remote communities.



Like many municipalities, the City of Yorkton has converted one of their public rinks into a temporary site run by public health to help alleviate the impact on local hospitals and emergency rooms. *Photo: City of Yorkton*

- ▶ The loss of **user fees from parking and community, culture, and recreation facilities** is another source of foregone revenue. Many municipalities have already temporarily laid off staff at these facilities to reduce costs. The City of Mississauga estimates lost revenue from recreation facilities to reach \$23.3 million by the end of June. The City of Toronto is losing almost \$17 million monthly from foregone parking fees alone. Smaller communities, at relative scale, stand to take a significant hit as well. Prince George, B.C., estimates a monthly loss of \$15–20 per capita.
- ▶ Without emergency operating funding, municipalities will need to reduce planned **capital expenditures** in 2020 to make up for lost revenues. This will further slow economic activity across the country and increase future repair costs. And this scaling-back is enormously counter-productive to the coming need to drive Canada's economic recovery through new capital investment in municipal assets, including core infrastructure and housing.



The Gatineau Police Department controls movement at the entrance to the territory. *Photo: City of Gatineau*

- ▶ **Rural and small communities** face their own unique economic challenges. The agriculture sector has been hit hard. Some municipalities have begun laying off staff—despite having so few to begin with. With limited access to broadband Internet, many rural Canadians are unable to work from home. New Brunswick's Francophone municipalities are facing a total monthly loss of \$10.5 million. Even before the pandemic hit, eight percent of Atlantic Canada's workforce was already depending on Employment Insurance benefits.

Summary of recommendations

With plummeting revenues, rising expenses and a legal proscription against running operating deficits, municipalities are at imminent risk of having to cut essential services to Canadians to remain solvent. The acceptable alternative is emergency operating funding for municipalities, provided by our stable, trusted, national partner: the Government of Canada.

This section summarizes FCM's urgent recommendation. This is based on the best available data on the projected financial impact of COVID-19—amounting to a near-term gap of \$10–15 billion for municipalities nationwide. It assumes that physical distancing directives substantially persist for six months, with direct municipal revenue impacts continuing through the end of 2020 and possibly into 2021 depending on the pace of economic recovery.

The core of our recommendation is an allocation-based formula to deliver a base level of support to all local governments. This is supplemented by targeted measures to meet distinct needs of municipalities as they continue to keep Canadians fully served and protected.

Immediate action

1. **Deliver at least \$10 billion in targeted emergency operating funding to all local governments as direct allocations—with a new hybrid formula modelled on both the proven federal Gas Tax Fund (GTF) and a ridership-based allocation for municipalities that operate transit systems.**
 - ▶ Specifically, allocate at least \$7.6 billion of the fund using a GTF-style allocation formula for all local governments, and \$2.4 billion based 100% on transit ridership.
 - ▶ For municipalities that operate transit systems, provide a single blended transfer.
 - ▶ Immediately provide advance payments to municipalities facing urgent liquidity issues.
 - ▶ Leverage the administrative infrastructure of the federal Gas Tax Fund, where possible, to expedite the rollout of dedicated emergency operating grants.



Municipal road maintenance staff are working around the clock to keep roads safe and accessible for those delivering essential services. *Photo: City of Toronto*

2. **Deliver additional emergency operating funding to individual local governments facing unique financial pressures related to COVID-19 that are not fully met by the hybrid formula above.** Our largest urban centres face distinct challenges supporting self-isolation, sanitation and good health among populations struggling with homelessness and mental health challenges. Smaller communities face unique challenges, starting with access to health care services that can support isolation requirements and urgent care. These and other unique cost drivers will continue to require targeted supports for the full duration of this crisis.



Selkirk, MB Mayor Larry Johansson stopped at a resident's window to admire children's drawings showing their appreciation for essential workers. *Photo: City of Selkirk*

Medium-term action

3. **Commit to revisit the need for additional operating funding within four months.**
 - ▶ Monitor trends in property tax delinquencies and consider additional supports for individuals and businesses that may not be able to pay property taxes after the expiry of short-term municipal deferral programs.
 - ▶ Depending on the duration and severity of the COVID-19 crisis, prepare for possible additional operating funding assistance in both 2020 and 2021.
4. **Provide local governments with the ability to transfer unused allocations** to the federal Gas Tax Fund program for capital expenditures as part of Canada's COVID-19 economic recovery plan.

Proposed funding model

This section presents additional guidance for the emergency operating funding outlined in recommendation #1. Our proposed model features two components: a base allocation for all municipalities, and a supplementary allocation for municipalities that own and operate transit systems. To function—efficiently and nationwide—its design must be straightforward, direct and flexible.

Base allocation *(for all municipalities)*

- ▶ At least \$7.6 billion based on the federal Gas Tax Fund formula.
- ▶ Assumes average of \$35 per capita per month, and six months of physical distancing (starting March 2020).

Supplementary allocation *(for municipalities that own and operate transit systems)*

- ▶ \$2.4 billion based entirely on 2019 transit ridership (population not included in formula).
- ▶ Based on Canadian Urban Transit Association needs assessment (\$400 million/month for six months) and validated through individual city estimates.

Design considerations

- ▶ Municipalities should receive a single transfer that combines the base and supplementary allocation (except in the case of provincially-owned transit systems, such as BC Transit and Metrolinx).
- ▶ This single transfer should provide maximum flexibility to local governments to apply funds towards all operating impacts (foregone revenue and/or unanticipated costs) related to the COVID-19 pandemic.

- ▶ No provincial or municipal matching funds should be required.
- ▶ Requiring provincial matching could cause delays given the varied fiscal capacities of provincial/territorial governments. However, provinces and territories continue to have an important role to play in providing targeted supports for local governments including, but not limited to:
 - ▷ direct support for COVID-19 emergency response and support for vulnerable populations;
 - ▷ expansion or backstop of property tax deferral programs (especially long-term deferment programs that will delay taxes beyond a single fiscal year);
 - ▷ block operating grants for local governments.
- ▶ Given significant downside risks—including the likelihood of future pandemic waves that require physical distancing, and the potential for property tax delinquencies—it is likely that the full allocation under an emergency operating grant will be fully utilized by local governments.



The Vulnerable Person's Registry is a critical program where the elderly and people with special needs are contacted daily, making sure that they are safe and their needs are being met. *Photo: Regional Municipality of Wood Buffalo*

- ▶ Any limited unused funding could be reserved for additional COVID-19-related operating shortfalls in 2020 or 2021, or transferred to the federal Gas Tax Fund to be used for incremental capital expenditures as part of Canada's COVID-19 recovery plan.

Potential impact *(all numbers rounded and approximate):*

Municipality	Preliminary net losses*	Base allocation (GTF formula)	Supplementary allocation (transit)	Total allocation
City of Toronto	\$1.690B	\$575M	\$575M	\$1.150B
Metro Vancouver**	\$900M	\$510M	\$290M	\$795M
City of Calgary	\$400M	\$255M	\$115M	\$370M

* preliminary estimates assuming full year impact of six months of physical distancing

** extrapolation of data provided by City of Vancouver (local government not including transit) and TransLink (transit)

Eyes on the future

Right now our focus is on tackling the public health and economic crisis in our cities and communities—and ensuring local leaders can continue to deliver the essential services Canadians rely on. But we're also keeping an eye on the future—for when Canada is ready to move from response to recovery.

Across the country, municipalities have already begun taking steps to help drive the massive nation-building effort that will be required when the pandemic ends—from getting local businesses back on their feet to implementing job-creating stimulus projects. FCM is supporting this work by collecting and analyzing on-the-ground data that will inform recommendations for Canada's recovery. From housing, to infrastructure, to green, sustainable and resilient projects, cities and communities have a long track-record of delivering results efficiently and effectively. Municipalities will be essential partners in rebuilding the economy we want for the future.

But as with any crisis, it will be just as important to learn lessons from this pandemic. We will honour and celebrate how Canadians and their governments came together in common cause. We will also need to take a critical look at the foundational cracks that have been more harshly exposed in how we approach the role of local governments. In clear view are the outdated tools and authorities granted to municipal leaders, and how they simply do not match the modern role cities and communities play in supporting Canadians and driving our economy. When the time is right, FCM and local leaders will be ready to have that conversation.

In the immediate, we will continue working flat-out, as partners on the front lines, to keep Canadians as safe as possible, and ready our economy for the comeback we're confident we can collectively drive. We're all in this together.



FCM.ca



The Corporation of The Town of Amherstburg

April 24, 2020

Att: Ontario Municipalities

VIA EMAIL

Re: Issues Regarding the Mapping of Provincially Significant Wetlands (PSW's)

At its meeting of March 23rd, 2020, Amherstburg Town Council passed the following:

“That Administration BE DIRECTED to send correspondence in support of Norfolk County's resolution regarding their request that the process for mapping of Provincially Significant Wetlands (PSWs) be significantly improved to allow for transparency and better land owner engagement.”

Motion Carried

encl: Norfolk County correspondence

Regards,

Tammy Fowkes
Deputy Clerk

cc:

The Honourable Steve Clark, Min. of Municipal Affairs and Housing
Association of Municipalities of Ontario (AMO)
Taras Natyshak, MPP, Essex
Chris Lewis, MP, Essex



Norfolk County Office of the Mayor

March 1, 2020

Ontario Municipalities

Dear Heads of Council and Councillors:

Re: Issues regarding the mapping of Provincially Significant Wetlands (PSWs)

Norfolk County Council is working to address significant issues that have come to our attention regarding the mapping of Provincially Significant Wetlands (PSWs).

Following the Ministry's updated mapping related to PSWs, the County updated its Official Plan to bring its policies in line with the new mapping. Following that, the County planning staff introduced a Zoning By-Law amendment to update the zoning to reflect the new mapping and to provide consistency between the Zoning By-Law and the Official Plan. Though the mapping is wholly outside the County's process and control, the zoning by-law amendment was not approved by Council, flowing from significant public concern about the updated mapping affecting people's properties. In some cases, some of these changes were very significant.

The County submitted comments to the province as part of the review of the Provincial Policy statement requesting that the process for PSW mapping be significantly improved to allow for transparency and better land owner engagement, including, for example, a right of appeal or formal dispute resolution process. This will allow for land owners to be properly informed and engaged where land use designations that affect their property may result. The current process appears to be severely underfunded and without any meaningful way for affected residents to engage.

The County is seeking support from other rural municipalities who may be affected by this to address this issue with the province.

Thank you for your consideration of this matter.

Yours Truly,

A handwritten signature in black ink that reads "Kristal Chopp".

Mayor Kristal Chopp
Norfolk County

cc. The Honourable Steve Clark,
Minister of Municipal Affairs and Housing



The Corporation of The Town of Amherstburg

April 24, 2020

Att: Premier Doug Ford
premier@ontario.ca

VIA EMAIL

Re: Suspend Time-of-Use Electricity Billing – Support from the Town of Amherstburg

At its meeting of March 23rd, 2020, Amherstburg Town Council passed the following:

“That Administration BE DIRECTED to send correspondence to the Ontario Energy Board and Essex Power Lines in support of the Premier's recommendation to suspend time-of-use electricity billing.”

Motion Carried

Regards,

Tammy Fowkes
Deputy Clerk

cc:
Ontario Energy Board (OEB)
Essex Powerlines



The Corporation of The Town of Amherstburg

April 24, 2020

The Right Honourable Justin Trudeau
pm@pm.ga.ca

VIA EMAIL

Re: Support for 100% Canadian Wines Excise Exemption

At its meeting of March 23rd, 2020, Amherstburg Town Council passed the following:

“That Administration BE DIRECTED to send correspondence in support of Grey County's resolution regarding 100% Canadian Wines Excise Exemptions.”

Motion Carried

encl: Grey County correspondence

Regards,

Tammy Fowkes
Deputy Clerk

cc:

Ontario Municipalities

Taras Natyshak, MPP, Essex

Chris Lewis, MP, Essex

The Honourable Andrew Scheer, Leader of the Official Opposition: Andrew.scheer@parl.gc.ca

Jagmeet Singh, Leader of the New Democratic Party of Canada: jagmeet.singh@parl.gc.ca

Jo-Ann Roberts, Interim Leader of the Green Party of Canada: leader@greenparty.ca

The Honourable Mary Ng, Minister of Small Business, Export Promotion, and International Trade: mary.ng@parl.gc.ca

Federation of Canadian Municipalities (FCM) info@fcm.ca

Association of Municipalities of Ontario (AMO) amo@amo.on.ca

Vintner's Quality Alliance: info@canadianvintners.com

Ontario Craft Wineries: info@winecouncilofontario.ca; info@ontariocraftwineries.ca

Ontario Craft Cider Association: info@ontariocraftcider.com



Clerk's Department

595 9th Avenue East, Owen Sound Ontario N4K 3E3
519-372-0219 x 1223 / 1-800-567-GREY / Fax: 519-376-8998

March 16, 2020

The Right Honourable Justin Trudeau
By email only: pm@pm.gc.ca

Dear Prime Minister:

Re: Grey County Council Resolution Supporting 100% Canadian Wines Excise Exemption

At the March 12, 2020 session of Grey County Committee of the Whole, resolution CW60-20 was passed by Grey County Council as follows:

Whereas, Canada's federal excise tax currently exempts 100% Canadian wines; and

Whereas, Australia has asked the World Trade Organization (WTO) to rule that this exemption is discriminatory; and

Whereas, if the WTO were to rule with Australia, Canadian wineries making 100% Canadian wine would no longer be exempt; and

Whereas, the present value of the excise exemption is \$39 million annually across Canada; and

Whereas, in the 13 years since this exemption was created, the production of 100% Canadian wine has increased by almost 30 million litres, representing an additional annual contribution of \$2.7 billion to the Canadian economy; and

Whereas, Grey County, specifically the municipalities of Meaford and Town of Blue Mountains, is home to a number of successful, award winning, boutique wineries;

Now Therefore, Be It Resolved That, the County of Grey supports the excise exemption for 100% Canadian wines; and

That, the County of Grey appeals to the Federal government to ensure the exemption remains in place by reaching an agreement

with Australia prior to the WTO ruling; and

That, this motion be forwarded to: The Right Honourable Justin Trudeau, Prime Minister of Canada; The Honourable Andrew Scheer, Leader of the Official Opposition; Yves-François Blanchet, Leader of the Bloc Québécois; Jagmeet Singh, Leader of the New Democratic Party of Canada; Jo-Ann Roberts, Interim Leader of the Green Party of Canada; The Honourable Mary Ng, Minister of Small Business, Export Promotion, and International Trade; Alex Ruff, Member of Parliament for Bruce-Grey-Owen Sound; AMO Member Municipalities; FCM Member Municipalities; Vintner's Quality Alliance; Ontario Craft Wineries; Ontario Craft Cider Association; and

That this resolution be forwarded prior to County Council approval as per Section 25.6 of Procedural By-law 5003-18.

Yours truly,



Heather Morrison

Clerk

(519) 372-0219 x 1227

heather.morrison@grey.ca

www.grey.ca

/kn

cc.

The Honourable Andrew Scheer, Leader of the Official Opposition: Andrew.scheer@parl.gc.ca

Yves-François Blanchet, Leader of the Bloc Québécois: yves-francois.blachet@parl.gc.ca

Jagmeet Singh, Leader of the New Democratic Party of Canada: jagmeet.singh@parl.gc.ca

Jo-Ann Roberts, Interim Leader of the Green Party of Canada: leader@greenparty.ca

The Honourable Mary Ng, Minister of Small Business, Export Promotion, and International Trade: mary.ng@parl.gc.ca

Alex Ruff, Member of Parliament for Bruce-Grey-Owen Sound: alex.ruff@parl.gc.ca

AMO Member Municipalities

FCM Member Municipalities

Vintner's Quality Alliance: info@canadianvintners.com

Ontario Craft Wineries: info@winecouncilofontario.ca; info@ontariocraftwineries.ca

Ontario Craft Cider Association: info@ontariocraftcider.com



The Corporation of The Town of Amherstburg

April 24, 2020

Att: Essex County Council

VIA EMAIL

Re: Active Transportation in the Town of Amherstburg – The Cozmic Queenz

At its meeting of January 27th, 2020, Amherstburg Town Council passed the following:

That:

- 1. The presentation by the Cozmic Queenz regarding Active Transportation in the Town of Amherstburg BE SENT to the County of Essex and all Ontario municipalities; and,***
- 2. Administration BE DIRECTED to bring back a report regarding the availability of bike racks within the Town and the feasibility of motorized scooters for public use.***

Motion Carried

encl: Cozmic Queenz correspondence

Regards,

Tammy Fowkes
Deputy Clerk

cc:
Ontario Municipalities

Bike-O-Rama 5000!

Developed by:

Cozmic Queenz

Team 4389



The Cozmic Queenz First Lego League Team 4389 (Ages 9-13)

Members: Ava and Lily Argoselo, Morgan Humber, Addison & Molly Reaume and Lily Van Grinsven

The Cozmic Queenz is a First Lego League Robotics Amherstburg Community Team. Every year we are tasked with a new real world project. This Year's theme is City Shaper and we are to find a way to make our community better.

We explored our community and discovered that active transportation infrastructure is lacking in the Town of Amherstburg. Mainly we noticed the lack of bicycle parking at both businesses and Town facilities.

We would like to assist the Town of Amherstburg with strategic locations for Bicycle Parking. We would also like to discuss the type of structures used for Bicycle parking and how they are located.

We have designed and manufactured a unique bike parking system for our FLL competition. Our bike parking system will accept a wide range of bike sizes and offers a locker to store personal belongings as well as your bike helmet. It also has a locking system for the bike that is incorporated into the locker and locks both the bike and belongings at the same time. We would like the town to consider these features when purchasing bike systems for the town.

We competed regionally in December and have been chosen to compete provincially in Waterloo on February 1st to represent Amherstburg.

Solicitor General

Office of the Solicitor General

25 Grosvenor Street, 18th Floor
Toronto ON M7A 1Y6
Tel: 416 325-0408
MCSCS.Feedback@Ontario.ca

Solliciteur général

Bureau de la solliciteure générale

25, rue Grosvenor, 18^e étage
Toronto ON M7A 1Y6
Tél.: 416 325-0408
MCSCS.Feedback@Ontario.ca



132-2020-380

By e-mail

April 24, 2020

Dear Head of Council/Chief Administrative Officer/Municipal Clerk:

As you may know, on January 1, 2019, amendments to the *Police Services Act* (PSA) came into force, which mandate every municipality in Ontario to prepare and adopt a Community Safety and Well-Being (CSWB) plan.

As part of these legislative requirements, municipalities must consult with chiefs of police and police services boards or detachment commanders and various other sectors, including health/mental health, education, community/social services and children/youth services, as they undertake the planning process. As previously communicated, municipalities had two years from the in-force date to prepare and adopt their first CSWB plan (i.e., by January 1, 2021). Municipalities also have the flexibility to develop joint plans with neighbouring municipalities and/or First Nations communities, which may be valuable in order to meet the unique needs of the area.

With the COVID-19 outbreak, our government appreciates that municipalities are currently facing unprecedented circumstances in their communities. We also understand that some municipalities may experience delays in their planning and engagement processes as a result of the current provincial emergency.

In order to support our municipal, policing and community partners during this emergency, on April 14, 2020, the government passed the *Coronavirus (COVID-19) Support and Protection Act, 2020*, which amends the PSA to allow the Solicitor General to prescribe a new deadline for the completion and adoption of CSWB plans past January 1, 2021. The amendments came into force immediately upon Royal Assent. This change will help ensure municipalities are able to meet the legislative requirements and complete their CSWB plans. The Ministry of the Solicitor General (ministry) will work with the Association of Municipalities of Ontario, as well as the City of Toronto, to determine an appropriate new deadline that will be set by regulation at a later date. For reference, the new Act can be found at the following link:

<https://www.ola.org/en/legislative-business/bills/parliament-42/session-1/bill-189>

This extension will ensure municipalities, police services and local service providers can continue to dedicate the necessary capacity and resources to respond to the COVID-19 outbreak, while also providing adequate time to effectively undertake consultations, work collaboratively with partners, and develop meaningful and fulsome plans following the provincial emergency. Where possible, municipalities are encouraged to explore

.../2

alternative options to continue on-going planning efforts, such as through virtual engagement (e.g., webinars, teleconferences, online surveys, etc.).

At this time, the ministry would also like to provide some additional resources and remind you of existing resources to further support municipalities and municipal partners as these CSWB plans are prepared and adopted.

The ministry has recently developed two resource documents, which outline examples of data sources and funding opportunities available to support the CSWB planning process (see Appendix A and B). These resource documents were developed in collaboration with the ministry's Inter-Ministerial Community Safety and Well-Being Working Group, which consists of representatives from nine Ontario ministries and the federal government. The documents highlight examples of sector-specific data available at the provincial, regional and local level, which can assist in the identification of local priority risks in the community, as well as funding opportunities that can be leveraged to support the development and implementation of plans.

As you may recall, in spring 2019, the ministry hosted webinar sessions on CSWB planning to assist municipalities, policing and community partners as they began the planning process. The webinars consisted of an overview of the CSWB planning requirements and provided guidance on how to develop and implement effective plans. A recording of these webinars has been made available and can be accessed through the following link: <http://mcscs-erb.adobeconnect.com/p3e0qppm8g30/>.

The ministry has also made updates to its Frequently Asked Questions document to provide more information and clarification regarding CSWB planning, including changes to the CSWB planning provisions that came into force as a result of recent legislation (see Appendix C).

Municipalities are encouraged to continue utilizing the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet to support the planning process (see Appendix D). This booklet includes the CSWB Planning Framework as well as a toolkit of practical resource documents, including a tool on engagement, to guide municipalities, First Nations and their partners as they develop and implement their plans. The booklet is also available on the ministry's website at: <https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSSOPlanningFramework.html>.

If communities have any questions, please feel free to direct them to my ministry staff, Tiana Biordi, Community Safety Analyst, at Tiana.Biordi@ontario.ca or Steffie Anastasopoulos, Community Safety Analyst, at Steffie.Anastasopoulos@ontario.ca.

I greatly appreciate your continued support as we move forward on this modernized approach to CSWB together. Through collaboration, we can work to build safer and stronger communities in Ontario.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Jones', with a stylized, cursive script.

Sylvia Jones
Solicitor General

Enclosures

Data Sources to Support Community Safety and Well-Being (CSWB) Planning

Provincial Data Sources

- **Ontario Government's Open Data Catalogue** includes various data on existing services and health/wellness indicators available at local, regional and/or provincial levels (e.g., Early Development Instrument, Ontario Victim Services, Crime Severity, Violent/Property Crime, etc.): <https://www.ontario.ca/page/open-government>

Education

- **School Board Progress Reports** with data on ten (10) education indicators available by school board: <https://www.app.edu.gov.on.ca/eng/bpr/index.html>
- **Suspension/Expulsion Rates** available by school board: <http://www.edu.gov.on.ca/eng/safeschools/statistics.html>

Community and Social Services

- **Children's Aid Societies (CAS) data**, including number of children in care, referrals, and families served. Data is available for each CAS site location, regional and provincial level. Contact your Regional Office to obtain local data. For the appropriate Regional Office, please visit: <https://www.mcscs.gov.on.ca/en/mcscs/regionalMap/regional.aspx>
- **CAS data on five performance indicators** that reflect the safety, permanency and well-being of children and youth in care. Data is available for each CAS site location, regional and provincial level: <http://www.children.gov.on.ca/htdocs/English/professionals/childwelfare/societies/publicreporting.aspx>
- **Poverty Reduction Strategy Annual Report (2018)** includes data on eleven (11) poverty indicators at the provincial level: <https://www.ontario.ca/page/poverty-reduction-strategy-annual-report-2018>
- **Towards a Better Understanding of NEET Youth in Ontario Report (2018)** provides an analysis of data to estimate the number, characteristics, and labour market status of youth not in education, employment or training (NEET) available at the provincial and census metropolitan area level: <https://blueprint-ade.ca/wp-content/uploads/2018/12/NEET-Youth-Research-Initiative.pdf>
- **Violence Against Women (VAW) Service Provider Survey** highlights feedback on service delivery in the VAW sector available at the regional and provincial levels. For data, please email REU@ontario.ca
- **Employment Ontario Geo-Hub** contains datasets related to social assistance, including data on Ontario Works (OW) and Ontario Disability Support Program recipients. Some datasets are available by Consolidated Municipal Service Manager or District Social Services Administration Board: <http://www.eo-geohub.com/>

Justice

- **Risk-driven Tracking Database (RTD)**: Communities that have been on-boarded to the RTD have access to their own local data. For a copy of the RTD Annual Reports (which outlines regional and provincial data), please email SafetyPlanning@ontario.ca
- **Ontario Provincial Police (OPP) Community Satisfaction Survey**: Contact your local Detachment Commander for local detachment data. 2018 provincial report available online: http://www.opp.ca/tms/entrydata.php?fnc=3&_id=5afae17aaf4f9348be57b7c4
- **OPP Statistical Crime and Traffic data**: Contact your local Detachment Commander for local detachment data. 2018 provincial report available online: <https://www.opp.ca/index.php?&lng=en&id=115&entryid=5d0bdebf241f6e18586f0913>
- **Ontario Court of Justice Criminal Justice Modernization Committee Dashboard** outlines statistical information for various types of metrics, including offence-based statistics available at local court, regional and provincial levels: <http://www.ontariocourts.ca/ocj/stats-crim-mod/>
- **Ontario Court of Justice Criminal Court Offence-Based Statistics** outlines the number of new criminal cases filed available at local court, regional and provincial levels: <http://www.ontariocourts.ca/ocj/stats-crim/>
- **Inmate Data**, including reviews of inmates in segregation with possible mental health conditions available at the institutional and regional levels: <https://www.mcscs.jus.gov.on.ca/english/Corrections/JahnSettlement/CSDatainmatesOntario.html>

Health

- **Health data**: For regional or provincial level health data/requests, please email IMsupport@ontario.ca

Data Sources to Support Community Safety and Well-Being (CSWB) Planning

Municipal Affairs and Housing

- **Financial Information Return** outlines municipal financial data, including expenses, revenues and debt per municipality: <https://efis.fma.csc.gov.on.ca/fir/Welcome.htm>
- **Homeless Enumeration** outlines data on the number of people experiencing homelessness over a specific time period available at the Service Manager level. Contact your local Service Managers to obtain local data. To determine the appropriate Service Manager, please visit: <http://www.mah.gov.on.ca/page1202.aspx>
- **Affordable House Price and Rent Tables** highlight data on house/rent affordability for different household incomes available at the Service Manager and provincial levels. For data, please email Housing.Research@ontario.ca

Additional Data Sources

Statistics Canada and Other National Sources

- **Census Profile 2016:** <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>
 - Examples of CSWB indicators include educational attainment, low income and unemployment
 - Canadian Socio-Economic Information Management System (CANSIM) tables (customized data tables by Ontario regions/communities for specific indicators)
- **Crime/Justice related statistics** through various surveys including:
 - Uniform Crime Reporting Survey: <http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=3302>
 - Homicide Survey: <http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=3315>
 - Adult Correctional Services Survey: <http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=3306>
- **Socio-economic/Health statistics** through various surveys including:
 - Labour Force Survey: <http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=3701>
 - Canadian Community Health Survey: <http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=3226>
 - Aboriginal Peoples Survey: <http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=3250>
 - General Social Survey (Canadian's Safety): <http://www23.statcan.gc.ca/imdb/p2SV.pl?Function=getSurvey&SDDS=4504>
- **Visualization tools** such as the Census Program Data Viewer which allows for the visualization of data by provinces/territories, and census metropolitan areas/subdivision: <https://www.statcan.gc.ca/eng/interact/datavis>
- **Government of Canada - Open Government's Portal:** <https://open.canada.ca/en/open-data>
- **Canadian Institute for Health Information**, including Ontario Mental Health Reporting System, Discharge Abstract Database, National Ambulatory Care Reporting System, etc.: <https://www.cihi.ca/en/access-data-and-reports>
- **First Nations Information Governance Centre**, including the First Nations Regional Health Survey and First Nations Regional Early Childhood, Education and Employment Survey: <http://fnigc.ca/dataonline/>
- **First Nation Profiles** (available through Indigenous and Northern Affairs Canada): <https://open.canada.ca/en/suggested-datasets/indigenous-and-northern-affairs-canada-first-nation-profiles>
- **Community Well-being Index** (available through Indigenous Services Canada): <https://open.canada.ca/data/en/dataset/56578f58-a775-44ea-9cc5-9bf7c78410e6>

Local Sector-Specific Data Sources

- Police services (e.g., data on calls for service, offence occurrences)
- Municipal offices (e.g., data on economic development, services available)
- Local non-profit organizations and/or service providers (e.g., Vital Signs Report)
- School boards (e.g., truancy rates, graduation rates, school violence incidences)
- Hospitals (e.g., ER visits, waitlists for mental health/addictions services)
- Community-wide strategies or reports (e.g., Mental Health and Addictions, Drugs, Homelessness)
- Multi-sectoral tables (e.g., Situation Tables, Local Developmental Services System Planning Tables)

Note: This document includes examples of available data sources and does not represent an exhaustive list.

Funding Opportunities to Support Community Safety and Well-Being (CSWB) Planning

Note: The below list includes examples of funding opportunities that could be leveraged to support the development or implementation of local CSWB plans and does not represent an exhaustive list. Please note that the timing for Call-for-Applications and the eligibility criteria for funding differ for each program.

Provincial Funding Opportunities

Ministry of the Solicitor General

- The **Safer and Vital Communities (SVC) Grant** is available to incorporated non-profit/community-based organizations and First Nations Band Councils to implement local CSWB projects. The theme of the program may differ for each grant cycle.
- The **Proceeds of Crime - Front Line Policing (POC-FLP) Grant**, reinvests assets seized by the provincial and federal governments during criminal prosecutions to support front-line policing efforts related to crime prevention and CSWB initiatives. The program is available to municipal and First Nations police services as well as the Ontario Provincial Police (OPP). The theme of the program may differ for each grant cycle.
- The **Community Safety and Policing (CSP) Grant** supports police services in combatting crime on a more sustainable basis and aims to keep Ontario communities safe. The program is available to police services/boards (municipal and OPP municipal contract locations) who were eligible to receive funding under certain grant programs in 2018-19. The CSP Grant offers two funding streams – one focused on local priorities and the other focused on provincial priorities.

For more information on the above noted grant programs, please email: SafetyPlanning@ontario.ca

Ministry of Children, Community and Social Services

- The **Youth Collective Impact Program** is available to local Youth Collaboratives across the province to learn about, develop, launch and implement collective impact approaches that directly improve outcomes for youth in their community. For more information, please visit: <https://laidlawfdn.org/funding-opportunities/youth-ci/>
- The **Youth Opportunities Fund (YOF)** provides funding for community-based, positive youth development projects that improve outcomes for youth. The YOF provides funding under three streams - Youth Innovations Stream, Family Innovations Stream and Systems Innovations Stream. Eligibility criteria differ for each stream. For more information, please visit: <https://otf.ca/yof>

Ministry of Municipal Affairs and Housing

- The **Community Homelessness Prevention Initiative (CHPI)** provides funding to Ontario's 47 Service Managers with the aim of preventing and addressing homelessness by improving access to adequate, suitable, and affordable housing and homelessness services for people experiencing or at-risk of homelessness. For more information, please visit: <http://www.mah.gov.on.ca/AssetFactory.aspx?did=15972>

Ministry of the Attorney General

- The **Civil Remedies Grant Program** supports projects and initiatives that assist victims of unlawful activity and prevent unlawful activities that result in victimization. The program is available to certain designated entities, primarily composed of law enforcement agencies, including provincial and municipal police, the RCMP and First Nations Police Services. For more information, please email: MAG_CivilRemediesGrants@ontario.ca

Ministry of Seniors and Accessibility

- The **Seniors Community Grant (SCG) program** is available to non-profit community organizations, municipalities and Indigenous groups for projects that target elder abuse prevention and reducing social isolation. For more information, please email: seniorscommunitygrant@ontario.ca

Funding Opportunities to Support Community Safety and Well-Being (CSWB) Planning

Ministry of Energy, Northern Development and Mines

- The **Northern Ontario Heritage Fund Corporation (NOHFC)** aims to stimulate economic development and diversification in Northern Ontario by partnering with communities, businesses, entrepreneurs and youth across Northern Ontario to create jobs and strengthen the economy. The NOHFC includes six programs – Northern Event Partnership Program, Northern Ontario Internship Program, Strategic Economic Infrastructure Program, Northern Community Capacity Building Program, Northern Innovation Program and Northern Business Opportunity Program. The NOHFC is available to organizations in all areas North of, and including, the Northern Ontario based incorporated enterprises including non-profits, First Nations Chiefs, Band Councils, municipalities, for profit business, social enterprises. For more information, please visit: https://nohfc.ca/en/nohfc_programs or email AskNOHFC@ontario.ca

Other Funding Opportunities

Federal Funding Opportunities

- Funding programs are offered by the **Government of Canada's** Public Safety Department and Department of Justice. For more information, please visit <https://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/fndng-prgrms/index-en.aspx> and <https://www.justice.gc.ca/eng/fund-fina/index.html>
- Funding opportunities are available through the **Government of Canada's** New Horizons for Seniors Program, which is a federal grants and contributions program that supports projects for seniors and includes a priority for expanding awareness of elder abuse. For more information, please visit: <https://www.canada.ca/en/employment-social-development/services/funding/new-horizons-seniors-community-based.html>

Other

- The **Ontario Trillium Foundation** offers funding opportunities that focus on improving the well-being of Ontario communities. For more information, please visit: <http://www.otf.ca/en/>

**Frequently Asked Questions: New Legislative Requirements related to
Mandating Community Safety and Well-Being Planning**

1) What is community safety and well-being (CSWB) planning?

CSWB planning involves taking an integrated approach to service delivery by working across a wide range of sectors, agencies and organizations (including, but not limited to, local government, police services, health/mental health, education, social services, and community and custodial services for children and youth) to proactively develop and implement evidence-based strategies and programs to address local priorities (i.e., risk factors, vulnerable groups, protective factors) related to crime and complex social issues on a sustainable basis.

The goal of CSWB planning is to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services and where individuals and families can meet their needs for education, health care, food, housing, income, and social and cultural expression.

2) Why is CSWB planning important for every community?

CSWB planning supports a collaborative approach to addressing local priorities through the implementation of programs/strategies in four planning areas, including social development, prevention, risk intervention and incident response. By engaging in the CSWB planning process, communities will be able to save lives and prevent crime, victimization and suicide.

Further, by taking a holistic approach to CSWB planning it helps to ensure those in need of help receive the right response, at the right time, and by the right service provider. It will also help to improve interactions between police and vulnerable Ontarians by enhancing frontline responses to those in crisis.

To learn more about the benefits of CSWB planning, please see Question #3.

3) What are the benefits of CSWB planning?

CSWB planning has a wide range of positive impacts for local agencies/organizations and frontline service providers, as well as the broader community, including the general public. A few key benefits are highlighted below:

- Enhanced communication and collaboration among sectors, agencies and organizations;
- Transformation of service delivery, including realignment of resources and responsibilities to better respond to priorities and needs;
- Increased understanding of and focus on local risks and vulnerable groups;
- Ensuring the appropriate services are provided to those individuals with complex needs;
- Increased awareness, coordination of and access to services for community members and vulnerable groups;
- Healthier, more productive individuals that positively contribute to the community; and
- Reducing the financial burden of crime on society through cost-effective approaches with significant return on investments.

4) When did the new legislative requirements related to CSWB planning come into force and how long do municipalities have to develop a plan?

The new legislative requirements related to CSWB planning came into force on January 1, 2019, as an amendment to the *Police Services Act* (PSA). Municipalities have two years from this date (i.e., by January 1, 2021) or until the later date prescribed by the Solicitor General to develop and adopt their first CSWB plan. The Solicitor General has the ability to prescribe a later deadline in regulation as a result of amendments to the *Police Services Act* that came into force on April 14, 2020 (see question #5 for more information). The CSWB planning provisions are set out in Part XI of the PSA.

The two-year timeframe was based on learnings and feedback from the eight pilot communities that tested components of the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet (see Question #33 for more information on the pilot communities).

In the circumstance of a joint plan, all municipalities involved must follow the same timeline to prepare and adopt their first CSWB plan (see Question #11 and 12 for more information on joint plans).

5) Given the current circumstances regarding COVID-19, will the ministry provide an extension on the timeline for municipalities to prepare and adopt a CSWB plan?

With the COVID-19 outbreak, the ministry appreciates that municipalities are currently facing unprecedented circumstances in their communities. The ministry also understands that some municipalities may experience delays in their planning and engagement processes as a result of the current provincial emergency.

On April 14, 2020, the government passed the *Coronavirus (COVID-19) Support and Protection Act, 2020*, which amends the PSA to allow the Solicitor General to extend the deadline to prepare and adopt CSWB plans. The amendments came into force immediately upon Royal Assent. The amendments allow the Solicitor General to prescribe a new deadline past January 1, 2021, which will help ensure municipalities are able to meet the legislative requirements and complete their CSWB plans. For reference, the new Act can be found at the following link: <https://www.ola.org/en/legislative-business/bills/parliament-42/session-1/bill-189>.

The ministry will work with the Association of Municipalities of Ontario, as well as the City of Toronto, to determine an appropriate new deadline that will be set by regulation at a later date. The ministry will continue to keep stakeholders updated on this process.

6) What changes to the CSWB planning requirements were implemented as a result of the introduction of the *Comprehensive Ontario Police Services Act, 2019*?

On March 26, 2019, the government passed the *Comprehensive Ontario Police Services Act, 2019*, which included amendments to the CSWB planning provisions in the current PSA. These amendments came into force immediately upon Royal Assent (i.e., March 26, 2019) and include the following:

- Advisory Committee:
 - The chief of police of a police force that provides policing in the area (or delegate) must be included on the advisory committee.

- One person may satisfy multiple representation requirements on the advisory committee (e.g., one person could represent a community service as well as an educational service).
- Plans adopted in compliance with the PSA before these changes to the advisory committee section continue to be valid despite these changes.
- Transition:
 - A transition provision allows for plans where consultations took place before January 1, 2019, to be deemed to have met consultation obligations under the PSA if the Solicitor General determines there is substantial compliance with the PSA consultation obligations.
- Publication:
 - Reports relating to the CSWB plan (i.e., reports on the effect the plan is having, if any, on reducing the prioritized risk factors) must also be published on the Internet.

Further, the *Comprehensive Ontario Police Services Act, 2019* created the *Community Safety and Policing Act, 2019* (CSPA). When it comes into force, the new CSPA will replace the PSA. The CSPA will contain the same CSWB planning requirements as the PSA. The following additional CSWB planning provisions will come into force under the CSPA:

- Additional transition provisions relating to the repealing of the PSA, including:
 - Plans that were prepared and adopted under the PSA before it was repealed are still valid under the CSPA despite any changes in the legislation.
- Municipalities must consult with individuals who have received or are receiving mental health or addictions services when preparing or revising a CSWB plan.

7) What are the main requirements for the CSWB planning process?

A CSWB plan must include the following core information:

- Local priority risk factors that have been identified based on community consultations and multiple sources of data, such as Statistics Canada and local sector-specific data;
- Evidence-based programs and strategies to address those priority risk factors; and
- Measurable outcomes with associated performance measures to ensure that the strategies are effective, and outcomes are being achieved.

As part of the planning process, municipalities are required to establish an advisory committee inclusive of, but not limited to, representation from the local police service/board, as well as the Local Health Integration Networks or health/mental health services, educational services, community/social services, community services to children/youth and custodial services to children/youth.

Further, municipalities are required to conduct consultations with the advisory committee, members of public, including youth, members of racialized groups and of First Nations, Métis and Inuit communities, as well as community organizations that represent these groups.

To learn more about CSWB planning, please refer to the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet. The booklet contains practical guidance on how to develop a plan, including a sample CSWB plan.

8) Who is responsible for developing a CSWB plan?

As per the PSA, the responsibility to prepare and adopt a CSWB plan applies to:

- Single-tier municipalities;
- Lower-tier municipalities in the County of Oxford and in counties; and
- Regional municipalities, other than the County of Oxford.

First Nations communities are also being encouraged to undertake the CSWB planning process but are not required to do so by the legislation.

In the case of regional municipalities, the obligation to prepare and adopt a CSWB plan applies to the regional municipality, not the lower-tier municipalities within the region. Further, the lower-tier municipalities are not required to formally adopt the regional plan (i.e., by resolution from their municipal council).

However, there is nothing that prohibits any of the lower-tier municipalities within a region from developing and adopting their own CSWB plan, if they choose, but it would be outside the legislative requirements outlined in the PSA.

In addition, while lower-tier municipalities within counties are responsible for the development of a CSWB plan, under the legislation municipalities have the discretion and flexibility to create joint plans with other municipalities and First Nation band councils. This may be particularly beneficial for counties, where services are often shared across jurisdictions and to increase capacity by leveraging resources through the development of a county-wide plan.

9) Why did the Government of Ontario mandate CSWB planning to the municipality?

CSWB planning was mandated to municipalities to ensure a proactive and integrated approach to address local crime and complex social issues on a sustainable basis. It is important that municipalities have a leadership role in identifying their local priority risks in the community and addressing these risks through evidence-based programs and strategies, focusing on social development, prevention and risk intervention.

Please remember that even though the municipality has been designated the lead of CSWB planning, developing and implementing a CSWB plan requires engagement from all sectors.

10) If a band council decides to prepare a CSWB plan, do they have to follow all the steps outlined in legislation (e.g., establish an advisory committee, conduct engagement sessions, publish, etc.)?

First Nations communities are encouraged to follow the process outlined in legislation regarding CSWB planning but are not required to do so.

11) Can municipalities create joint plans?

Yes, municipalities can create a joint plan with other municipalities and/or First Nation band councils. The same planning process must be followed when municipalities are developing a joint plan.

12) What is the benefit of creating a joint plan (i.e., more than one municipal council and/or band council) versus one plan per municipality?

It may be of value to collaborate with other municipalities and/or First Nations communities to create the most effective CSWB plan that meets the needs of the area. For example, if many frontline service providers deliver services across neighbouring municipalities or if limited resources are available within a municipality to complete the planning process, then municipalities may want to consider partnering to create a joint plan that will address the unique needs of their area. Additionally, it may be beneficial for smaller municipalities to work together with other municipal councils to more effectively monitor, evaluate and report on the impact of the plan.

13) When creating a joint plan, do all municipalities involved need to formally adopt the plan (i.e., resolution by council)?

Yes, as prescribed in legislation, every municipal council shall prepare, and by resolution, adopt a CSWB plan. The same process must be followed for a joint CSWB plan (i.e., every municipality involved must pass a resolution to adopt the joint plan).

14) What are the responsibilities of an advisory committee?

The main role of the advisory committee is to bring various sectors' perspectives together to provide strategic advice and direction to the municipality on the development and implementation of their CSWB plan.

Multi-sectoral collaboration is a key factor to successful CSWB planning, as it ensures an integrated approach to identifying and addressing local priorities. An ideal committee member should have enough knowledge about their respective sector to identify where potential gaps or duplication in services exist and where linkages could occur with other sectors. The committee member(s) should have knowledge and understanding of the other agencies and organizations within their sector and be able to leverage their expertise if required.

15) Who is required to participate on the advisory committee?

As prescribed in legislation, an advisory committee, at a minimum, must include the following members:

- A person who represents:
 - the local health integration network, or
 - an entity that provides physical or mental health services;
- A person who represents an entity that provides educational services;
- A person who represents an entity that provides community or social services in the municipality, if there is such an entity;
- A person who represents an entity that provides community or social services to children or youth in the municipality, if there is such an entity;
- A person who represents an entity that provides custodial services to children or youth in the municipality, if there is such an entity;
- An employee of the municipality or a member of municipal council;
- A representative of a police service board or, if there is no police service board, a detachment commander of the Ontario Provincial Police (or delegate);

- The chief of police of a police service that provides policing in the area (or delegate).

As this is the minimum requirement, municipalities have the discretion to include additional representatives from key agencies/organizations on the advisory committee if needed. Consideration must also be given to the diversity of the population in the municipality to ensure the advisory committee is reflective of the community.

As a first step to establishing the advisory committee, a municipality may want to explore leveraging existing committees or groups with similar multi-sectoral representation and mandates to develop the advisory committee or assist in the selection process.

16) What is meant by a representative of an entity that provides custodial services to children or youth?

In order to satisfy the requirement for membership on the advisory committee, the representative must be from an organization that directly provides custodial services to children/youth as defined under the *Youth Criminal Justice Act* (YCJA). The definition of a youth custody facility in the YCJA is as follows:

- *A facility designated under subsection 85(2) for the placement of young persons and, if so designated, includes a facility for the secure restraint of young persons, a community residential centre, a group home, a child care institution and a forest or wilderness camp. (lieu de garde)*

The member must represent the entity that operates the youth custodial facility, not just provide support services to youth who might be in custody.

It is also important to note that, under the legislation, if a municipality determines that there is no such entity within their jurisdiction, the requirement does not apply.

17) How does a member of the advisory committee get selected?

The municipal council is responsible for establishing the process to identify membership for the advisory committee and has discretion to determine what type of process they would like to follow to do so.

18) In creating a joint plan, do you need to establish more than one advisory committee?

No, regardless of whether the CSWB plan is being developed by one or more municipal councils/band councils, there should only be one corresponding advisory committee.

At a minimum, the advisory committee must include representation as prescribed in legislation (refer to Question #15 for more detail). In terms of creating a joint CSWB plan, it is up to the participating municipal councils and/or First Nation band councils to determine whether they want additional members on the advisory committee, including more than one representative from the prescribed sectors.

19) Who does a municipality have to consult with in the development of a CSWB plan? What sources of data do municipalities need to utilize to develop a CSWB plan?

In preparing a CSWB plan, municipal council(s) must, at a minimum, consult with the advisory committee and members of the public, including youth, members of racialized groups, First Nations, Inuit and Métis communities and community organizations that represent these groups.

To learn more about community engagement, refer to the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet which includes a tool on engaging the community. The booklet also includes resources which help to guide municipalities in their engagement with seniors, youth and Indigenous partners, as these groups are often identified as vulnerable.

In addition to community engagement sessions, data from Statistics Canada and local sector-specific data (e.g., police data, hospital data, education data, etc.) should also be utilized to assist in identifying local priorities. Municipalities and planning partners are encouraged to leverage resources that already exist in the community, including data from their multi-sectoral partners or existing local plans, strategies or initiatives that could inform their CSWB plan (e.g., Neighbourhood Studies, Community Vital Signs Reports, Public Safety Canada's Crime Prevention Inventory, etc.).

Recently, the Ministry of the Solicitor General (ministry) developed a resource document which outlines examples of data sources available to support the planning process. This resource document was developed in collaboration with the ministry's Inter-Ministerial CSWB Working Group, which consists of representatives from nine Ontario ministries and the Federal government. Specifically, the document highlights examples of sector-specific data that is available at the provincial, regional or local level, which can be leveraged to assist in the identification of local priority risks in the community. For a copy of this resource document, please contact SafetyPlanning@ontario.ca.

Further, the ministry also offers the Risk-driven Tracking Database free of charge to communities that have implemented multi-sectoral risk intervention models, such as Situation Tables. The Risk-driven Tracking Database provides a standardized means to collect data about local priorities and evolving trends, which can be used to help inform the CSWB planning process. To learn more about the Risk-driven Tracking Database, please contact SafetyPlanning@Ontario.ca.

20) What is the best way to get members of your community involved in the CSWB planning process?

There are a variety of ways community members can become involved in the planning process, including:

- Attending meetings to learn about CSWB planning and service delivery;
- Volunteering to support local initiatives that improve safety and well-being;
- Talking to family, friends and neighbours about how to make the community a better place;
- Sharing information with CSWB planners about risks that you have experienced, or are aware of in the community;
- Thinking about existing services and organizations that you know about in the community, and whether they are successfully providing for your/the community's needs;
- Identifying how your needs are being met by existing services, and letting CSWB planners know where there are gaps or opportunities for improvement;

- Sharing your awareness of available services, supports and resources with family, friends and neighbours to make sure people know where they can turn if they need help; and
- Thinking about the results you want to see in your community in the longer-term and sharing them with CSWB planners, so they understand community priorities and expectations.

As a result of the COVID-19 outbreak, municipalities may experience challenges undertaking planned or on-going consultation and engagement efforts. Where possible, municipalities may want to explore alternative options to continue with their planning efforts. This may include conducting virtual engagement and consultations with community members through webinars, teleconferences and online surveys.

21) What happens if some sectors or agencies/organizations don't want to get involved?

Given that the advisory committee is comprised of multi-sectoral partners, as a first step, you may want to leverage their connections to different community agencies/organizations and service providers.

It is also important that local government and other senior public officials champion the cause and create awareness of the importance of undertaking the planning process to identify and address local priority risks.

Lastly, if after multiple unsuccessful attempts, it may be of value to reach out to ministry staff for suggestions or assistance at: SafetyPlanning@ontario.ca.

22) Are there requirements for municipalities to publish their CSWB plan?

The PSA includes regulatory requirements for municipalities related to the publication of their CSWB plans. These requirements include:

- Publishing a CSWB plan on the Internet within 30 days after adopting it.
- Making a printed copy of the CSWB plan available for review by anyone who requests it.
- Publishing the plan in any other manner or form the municipality desires.

23) How often do municipalities need to review and update their CSWB plan?

A municipal council should review and, if necessary, update their plan to ensure that the plan continues to be reflective of the needs of the community. This will allow municipalities to assess the long-term outcomes and impacts of their strategies as well as effectiveness of the plan as a whole. Municipalities are encouraged to align their review of the plan with relevant local planning cycles and any other local plans (e.g., municipal strategic plans, police services' Strategic Plan, etc.). Requirements related to the reviewing and updating of CSWB plans may be outlined in regulation in the future.

24) How will municipalities know if their CSWB plan is effective?

As part of the CSWB planning process, municipalities must identify measurable outcomes that can be tracked throughout the duration of the plan. Short, intermediate and longer-term performance measures need to be identified and collected in order to evaluate how effective the plan has been in addressing the priority risks and creating positive changes in the community.

In the planning stage, it is important to identify the intended outcomes of activities in order to measure progress towards addressing those pre-determined priority risks. This can be done through the development of a logic model and performance measurement framework. Some outcomes will be evident immediately after activities are implemented and some will take more time to achieve. The *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet provides a resource on performance measurement, including how to develop a logic model.

Municipalities are required to regularly monitor and update their plan, as needed, in order to ensure it continues to be reflective of local needs and it is meeting the intended outcomes.

25) How will the ministry monitor the progress of a local CSWB plan?

The legislation identifies that a municipality is required to provide the Solicitor General (formerly known as the Minister of Community Safety and Correctional Services) with any prescribed information related to (upon request):

- The municipality's CSWB plan, including preparation, adoption or implementation of the plan;
- Any outcomes from the municipality's CSWB plan; and
- Any other prescribed matter related to the CSWB plan.

Additional requirements related to monitoring CSWB plans may be outlined in regulation in the future.

26) How does a municipality get started?

To get the CSWB planning process started, it is suggested that communities begin by following the steps outlined below:

a) Demonstrate Commitment at the Highest Level

- Demonstrate commitment from local government, senior public officials, and, leadership within multi-sectoral agencies/organizations to help champion the process (i.e., through council resolution, assigning a CSWB planning coordinator, realigning resources, etc.).
- Establish a multi-sector advisory committee with, but not limited to, representation from the sectors prescribed by the legislation.
- Leverage existing partnerships, bodies and strategies within the community.

b) Establish Buy-In from Multi-sector Partners

- Develop targeted communication materials (e.g., email distribution, flyers, memos, etc.) to inform agencies/organizations and the broader public about the legislative requirement to develop a CSWB plan and the planning process, and to keep community partners engaged.
- Engage with partnering agencies/organizations to ensure that all partners understand their role in making the community a safe and healthy place to live.
- Distribute the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet and other relevant resources to all those involved and interested in the planning process.

Once the advisory committee has been established and there is local buy-in, municipalities should begin engaging in community consultations and collecting multi-sectoral data to identify local priority risks. For more information on the CSWB planning process, please refer to the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet.

27) What happens if a municipality does not develop a CSWB plan?

Where a municipality intentionally and repeatedly fails to comply with its CSWB obligations under the legislation, the Solicitor General (formerly known as the Minister of Community Safety and Correctional Services) may appoint a CSWB planner at the expense of the municipality. The appointed planner has the right to exercise any powers of the municipal council that are required to prepare a CSWB plan that the municipality must adopt.

This measure will help ensure that local priorities are identified so that municipalities can begin addressing risks and create long-term positive changes in the community.

28) What if municipalities don't have the resources to undertake this exercise?

Where capacity and resources are limited, municipalities have the discretion and flexibility to create joint plans with other municipalities and First Nation band councils. By leveraging the assets and strengths across neighbouring municipalities/First Nations communities, municipalities can ensure the most effective CSWB plan is developed to meet the needs of the area.

CSWB planning is not about reinventing the wheel – but rather recognizing the work already being made within individual agencies and organizations and build from their progress. Specifically, CSWB planning is about utilizing existing resources in a more innovative, effective and efficient way. Municipalities are encouraged to use collaboration to do more with existing resources, experience and expertise. The *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet provides a resource on asset mapping to help communities identify existing strengths and resources that could be leverage during the planning process.

The ministry also offers several different resources to support the CSWB planning process, including the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet and other resources (please refer to question #29 for more information).

In addition, there are funding opportunities available that could be leveraged to support the development and implementation of local CSWB plans (refer to question #31 for more information). For example, the ministry offers a number of different grant programs that are mostly available to police services to support crime prevention and CSWB initiatives. Please visit the ministry's website for additional information on available grant programs:

<http://www.mcscs.jus.gov.on.ca/english/Policing/ProgramDevelopment/PSDGrantsandInitiatives.html>

Funding programs are also offered by the federal government's Public Safety department. For more information on their programs and eligibility, please visit <https://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/fndng-prgrms/index-en.aspx>.

29) How is the ministry supporting municipalities and First Nation band councils with CSWB planning?

The ministry offers several different resources to support the CSWB planning process including booklets, resource documents, webinars and presentations, and the Risk-driven Tracking Database.

Booklets:

First, as part of the work to develop Ontario's modernized approach to CSWB, the ministry has developed a series of booklets to share information and better support municipalities, First Nations communities and their partners with their local CSWB efforts. Specifically, the ***Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario*** booklet consists of the CSWB Planning Framework as well as a toolkit of practical guidance documents to support communities and their partners in developing and implementing local plans. The booklet also includes resources that can guide municipalities on their engagement with vulnerable groups such as seniors, youth and Indigenous partners. This booklet can be accessed online at:

<http://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSOPlanningFramework.html>.

For reference, the other two booklets developed as part of the series includes:

- ***Crime Prevention in Ontario: A Framework for Action*** – this booklet sets the stage for effective crime prevention and CSWB efforts through evidence and research –
<http://www.mcscs.jus.gov.on.ca/sites/default/files/content/mcscs/docs/ec157730.pdf>.
- ***Community Safety and Well-Being in Ontario: A Snapshot of Local Voices*** – this booklet shares learnings about CSWB challenges and promising practices from several communities across Ontario –
<http://www.mcscs.jus.gov.on.ca/sites/default/files/content/mcscs/docs/ec167634.pdf>.

Resource Documents:

Communities can also utilize the *Guidance on Information Sharing in Multi-sectoral Risk Intervention Models* document (available on the ministry website -

<http://www.mcscs.jus.gov.on.ca/english/Publications/PSDGuidanceInformationSharingMultisectoralRiskInterventionModels.html>). This document was developed by the ministry and supports the CSWB Planning Framework by outlining best practices for professionals sharing information in multi-sectoral risk intervention models (e.g., Situation Tables).

In addition, the ministry recently developed two resource documents, in collaboration with the ministry's Inter-Ministerial CSWB Working Group, which consists of representatives from nine Ontario ministries and the Federal government.

1. The first resource document outlines examples of data sources available to support the planning process. Specifically, the document highlights examples of sector-specific data that is available at the provincial, regional or local level, which can be leveraged to assist in the identification of local priority risks in the community.
2. The second resource document outlines funding opportunities that can be leveraged to support the development and implementation of local CSWB plans.

For a copy of these resource documents, please contact: SafetyPlanning@ontario.ca.

Risk-driven Tracking Database:

Further, the ministry also offers the Risk-driven Tracking Database which provides a standardized means of gathering de-identified information on situations of elevated risk for communities implementing multi-sectoral risk intervention models, such as Situation Tables. It is one tool that can help

communities collect data about local priorities and evolving trends to assist with the CSWB planning process.

Webinars and Presentations:

Additionally, the ministry hosted webinars in spring 2019 to support municipal, policing, and community partners as they engage in the CSWB planning process. These webinars provided an overview of the new legislative requirements and the CSWB Planning Framework as well as guidance on how to develop and implement effective plans. A recording of the webinar is available at the following link: <http://mcscs-erb.adobeconnect.com/p3e0qppm8g30/>.

Lastly, ministry staff are also available to provide direct support to communities in navigating the new legislation related to CSWB planning through interactive presentations and webinars. For more information on arranging CSWB planning presentations and webinars, please contact SafetyPlanning@ontario.ca.

For information on funding supports, please see Question #31.

30) What is the ministry doing to support Indigenous communities with CSWB planning?

Recognizing the unique perspectives and needs of Indigenous communities, the ministry has been working to better support Indigenous partners with the CSWB planning process. Specifically, the ministry has worked with its Indigenous and community partners to develop an additional resource to assist municipalities in engaging with local Indigenous partners as part of their municipally-led CSWB planning process (refer to Appendix D of the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet).

In addition, the ministry is also continuing to work with First Nation community partners to identify opportunities to better support these communities in developing and implementing their own CSWB plans. Specifically, the ministry has identified a partnership opportunity with Public Safety Canada and established a joint approach that aligns the ministry's CSWB Planning Framework with Public Safety Canada's Aboriginal Community Safety Planning Initiative to support CSWB planning in First Nations communities within Ontario. The joint approach is currently being piloted in the Mushkegowuk region.

31) Is any provincial funding available to support local CSWB planning?

The ministry recently developed a resource document which outlines funding opportunities that can be leveraged to support the development and implementation of local CSWB plans. This resource document was developed in collaboration with the ministry's Inter-Ministerial CSWB Working Group, which consists of representatives from nine Ontario ministries and the Federal government. The timing for Calls-for-Applications and the eligibility criteria for funding differ for each program. For a copy of this resource document, please contact SafetyPlanning@ontario.ca.

For example, the ministry currently offers different grant programs that are mostly available to police services, in collaboration with community partners, which could be leveraged for implementing programs and strategies identified in a local CSWB plan. Additional information on the ministry's grant programs can also be found on the ministry's website:

<http://www.mcscs.jus.gov.on.ca/english/Policing/ProgramDevelopment/PSDGrantsandInitiatives.html>

32) What is Ontario’s modernized approach to CSWB?

The ministry has been working with its inter-ministerial, community and policing partners to develop a modernized approach to CSWB that addresses crime and complex social issues on a more sustainable basis. This process involved the following phases:

- Phase 1 – raising awareness, creating dialogue and promoting the benefits of CSWB to Ontario communities through the development of the ***Crime Prevention in Ontario: A Framework for Action*** booklet, which was released broadly in 2012. The booklet is available on the ministry’s website: <http://www.mcscs.jus.gov.on.ca/sites/default/files/content/mcscs/docs/ec157730.pdf>
- Phase 2 – the strategic engagement of various stakeholders across the province, including the public. This phase concluded in November 2014, with the release of the ***Community Safety and Well-Being in Ontario: A Snapshot of Local Voices*** booklet. This booklet highlights feedback from the engagement sessions regarding locally-identified CSWB challenges and promising practices. The Snapshot of Local Voices is also available on the ministry’s website: <http://www.mcscs.jus.gov.on.ca/sites/default/files/content/mcscs/docs/ec167634.pdf>
- Phase 3 – the development of the third booklet entitled ***Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario***, which was released in November 2017. The booklet consists of the Community Safety and Well-Being Planning Framework (Framework) and toolkit of practical guidance documents to assist communities in developing and implementing local CSWB plans. The Framework encourages communities to work collaboratively across sectors to identify local priority risks to safety and well-being and implement evidence-based strategies to address these risks, with a focus on social development, prevention and risk intervention. The Framework also encourages communities to move towards preventative planning and making investments into social development, prevention and risk intervention in order to reduce the need for and investment in and sole reliance on emergency/incident response. This booklet is available on the ministry’s website: <https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSOPanningFramework.html>.

33) Was the CSWB planning process tested in advance of provincial release?

The *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet was developed using evidence-based research, as well as practical feedback from the eight pilot communities that tested components of the Framework and toolkit prior to public release. Further, learnings from on-going community engagement sessions with various urban, rural, remote and Indigenous communities have also been incorporated. The booklet was also reviewed by the ministry’s Inter-ministerial CSWB Working Group, which consists of nine Ontario ministries and Public Safety Canada, to further incorporate multi-sectoral input and perspectives. As a result, this process helped to ensure that the booklet is a useful tool that can support communities as they move through the CSWB planning process.

34) What is a risk factor?

Risk factors are negative characteristics and/or conditions present in individuals, families, communities, or society that may increase social disorder, crime or fear of crime, or the likelihood of harm or victimization to persons or property in a community.

A few examples of risk factors include:

- Risk Factor: Missing School – truancy

- Definition: has unexcused absences from school without parental knowledge
- Risk Factor: Poverty – person living in less than adequate financial situation
 - Definition: current financial situation makes meeting the day-to-day housing, clothing or nutritional needs, significantly difficult
- Risk Factor: Sexual Violence – person victim of sexual violence
 - Definition: has been the victim of sexual harassment, humiliation, exploitation, touching or forced sexual acts

Municipalities and First Nations communities have local discretion to address the risks that are most prevalent in their communities as part of their CSWB plans, which should be identified through consultation with the community and by utilizing/leveraging multiple sources of data.

The *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet includes a list of risk factors and their associated definitions to assist communities in identifying and prioritizing their local priority risks.

COMMUNITY SAFETY AND WELL-BEING PLANNING FRAMEWORK

A Shared Commitment in Ontario

Booklet 3, Version 2

Table of Contents

Message from the Minister of Community Safety and Correctional Services on Behalf of Cabinet	2
Message from the Deputy Minister of Community Safety on Behalf of the Deputy Ministers' Social Policy Committee	3
Section 1 - Introduction	4
Section 2 - The Community Safety and Well-Being Planning Framework.....	7
Section 3 - Critical Success Factors	11
Section 4 - Connecting the Framework to Practice	15
Section 5 - Ontario's Way Forward	18
Section 6 - Toolkit for Community Safety and Well-Being Planning	19
Tool 1 - Participants, Roles and Responsibilities	20
Tool 2 - Start-Up.....	24
Tool 3 - Asset Mapping	27
Tool 4 - Engagement	31
Tool 5 - Analyzing Community Risks	35
Tool 6 - Performance Measurement	38
Appendix A - Information Sharing	43
Appendix B - Engaging Youth	50
Appendix C - Engaging Seniors.....	53
Appendix D - Engaging Indigenous Partners.....	56
Appendix E - Definitions.....	59
Appendix F - Risk and Protective Factors.....	61
Appendix G - Community Safety and Well-Being Plan Sample	71

Message from the Minister of Community Safety and Correctional Services on Behalf of Cabinet



The safety and well-being of Ontarians is, and will always be, a top priority for our government.

That is why we have committed to providing our front-line police officers with the tools and resources they need to combat violence and increase public safety.

But fighting crime head-on is only one part of the equation. We also need to address the root causes of crime and complex social issues by focusing on social development, prevention and risk intervention.

Community safety and well-being cannot rest solely on the shoulders of the police. It is a shared responsibility by all members of the community and requires an integrated approach to bring municipalities, First Nations and community partners together to address a collective goal. Breaking down existing silos and encouraging multi-sectoral partnerships are essential in developing strategies, programs and services to help minimize risk factors and improve the overall well-being of our communities.

This booklet, which includes a framework and toolkit, is designed to support municipalities, First Nations and their partners – including the police – in this undertaking. We need to combat the cycle of crime from happening at all. We need to develop effective crime prevention methods that will improve the quality of life for all.

Our government is committed to fighting crime, victimization and violence on every front because each and every person deserves to live in a safe, secure community. On behalf of Cabinet, we are committed to supporting our local and provincial partners - to keep Ontario safe today, tomorrow and for future generations.

Honourable Sylvia Jones
Minister of Community Safety and Correctional Services

Message from the Deputy Minister of Community Safety on Behalf of the Deputy Ministers' Social Policy Committee



As ministry leaders, we are dedicated to promoting a coordinated, integrated sphere for the development and management of the human services system. We recognize the many benefits of community safety and well-being planning within Ontario communities, including the coordination of services. This booklet provides an excellent platform for communities to undertake collaborative planning, resulting in the development of local community safety and well-being plans.

We have been working hard at the provincial level to mirror the type of collaboration that is required for this type of planning at the municipal level, and we strongly encourage community agencies and organizations that partner with our respective ministries to become involved in the development and implementation of their local plans. Our hope is that this booklet will inspire Ontario communities to form and enhance multi-sectoral partnerships and align policies and programs in all sectors through the community safety and well-being planning process. By working together, we can more efficiently and effectively serve the people of Ontario.

I would like to thank those dedicated to ensuring the safety and well-being of Ontario communities for their involvement in local initiatives and continued support in the development of this booklet.

Mario Di Tommaso, Deputy Minister of Community Safety, on behalf of:

Deputy Minister of Correctional Services/Responsible for Anti-Racism
Deputy Minister of Training, Colleges and Universities
Deputy Attorney General
Deputy Minister Cabinet Office Communications and Intergovernmental Affairs
Deputy Minister Cabinet Office Policy and Delivery
Deputy Minister of Children, Community and Social Services/Responsible for Women's Issues
Deputy Minister of Education
Deputy Minister of Treasury Board Secretariat

Deputy Minister of Consumer Services/Responsible for ServiceOntario and Open Government
Deputy Minister of Finance
Deputy Minister of Francophone Affairs/Seniors and Accessibility
Deputy Minister of Health and Long-Term Care
Deputy Minister of Municipal Affairs and Housing
Deputy Minister of Indigenous Affairs
Deputy Minister of Labour
Deputy Minister of Tourism, Culture and Sport
Deputy Minister of Transportation/Infrastructure
Deputy Minister of Government Services

Section 1 – Introduction

Setting the Stage

The ministry has been working with multi-sectoral government partners and local community and policing stakeholders to develop the Provincial Approach to Community Safety and Well-Being.

As ministry staff travelled across our diverse province throughout 2013 to 2016, we listened closely to local voices that spoke about the need to change the way we look at service delivery in all sectors. The common goal for Ontarians is to get the services they need, when they need them, in an effective and efficient way. Police are often called upon to respond to complex situations that are non-criminal in nature as they operate on a 24/7 basis. We also know that many of these situations, such as an individual experiencing a mental health crisis, would be more appropriately managed through a collaborative service delivery model that leverages the strengths of partners in the community. After engaging Ontario communities on our way forward, we have affirmed that all sectors have a role in developing and implementing local community safety and well-being plans. By working collaboratively at the local level to address priority risks and needs of the community through strategic and holistic planning, we will be better prepared to meet current and future expectations of Ontarians.

This type of planning requires less dependence on reactionary, incident-driven responses and re-focusing efforts and investments towards the long-term benefits of social development, prevention, and in the short-term, mitigating acutely elevated risk. It necessitates local government leadership, meaningful multi-sectoral collaboration, and must include responses that are centred on the community, focused on outcomes and evidence-based (i.e., derived from or informed by the most current and valid empirical research or practice). It is important to note that although there is a need to rely less on reactionary, incident-driven responses, there continues to be a strong role for the police, including police services boards, in all parts of the planning process.

The ultimate goal of this type of community safety and well-being planning is to achieve sustainable communities where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression. The success of society is linked to the well-being of each and every individual.

Purpose

Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario is the third booklet in the series that outlines the Provincial Approach to Community Safety and Well-Being. It is a follow-up to community feedback highlighted in the *Community Safety and Well-Being in Ontario: A Snapshot of Local Voices*, released in 2014, and is grounded in research outlined in the first booklet, *Crime Prevention in Ontario: A Framework for Action*, released in 2012.



Communities across the province are at varying levels of readiness to develop and implement a community safety and well-being plan. As such, this booklet is intended to act as a resource to assist municipalities, First Nations and their partners at different stages of the planning process, with a focus on getting started. More specifically, it highlights the benefits of developing a plan, the community safety and well-being planning framework that supports a plan, critical success factors, and connects the framework to practice with a toolkit of practical guidance documents to assist in the development and implementation of a plan. It also incorporates advice from Ontario communities that have started the process of developing a plan that reflects their unique local needs, capacity and governance structures. Planning partners in Bancroft, Brantford, Chatham-Kent, Kenora, Rama, Sault Ste. Marie, Sudbury and Waterloo tested aspects of the community safety and well-being planning framework and the toolkit to ensure that they are as practical and helpful as possible.

Legislative Mandate

This booklet supports the legislative requirements related to mandating community safety and well-being planning under the *Police Services Act* (effective January 1, 2019). As part of legislation, municipalities are required to develop and adopt community safety and well-being plans working in partnership with a multi-sectoral advisory committee comprised of representation from the police service board and other local service providers in health/mental health, education, community/social services and children/youth services. Additional requirements are also outlined in legislation pertaining to conducting consultations, contents of the plan, and monitoring, evaluating, reporting and publishing the plan. This approach allows municipalities to take a leadership role in defining and addressing priority risks in the community through proactive, integrated strategies that ensure vulnerable populations receive the help they need from the providers best suited to support them.

Municipalities have the flexibility to engage in community safety and well-being planning individually, or in partnership with neighbouring municipalities and/or First Nation communities to develop a joint plan. When determining whether to develop an individual or joint plan, municipalities may wish to consider various factors, such as existing resources and boundaries for local service delivery. It is important to note that First Nation communities are also encouraged to undertake this type of planning, however, they are not required to do so by legislation.

Benefits

Through the ministry's engagement with communities that are developing a plan, local partners identified the benefits they are seeing, or expect to see, as a result of their work. The following benefits are wide-ranging, and impact individuals, the broader community, and participating partner agencies and organizations:

- enhanced communication and collaboration among sectors, agencies and organizations;
- stronger families and improved opportunities for healthy child development;
- healthier, more productive individuals that positively contribute to the community;
- increased understanding of and focus on priority risks, vulnerable groups and neighbourhoods;
- transformation of service delivery, including realignment of resources and responsibilities to better respond to priority risks and needs;
- increased engagement of community groups, residents and the private sector in local initiatives and networks;

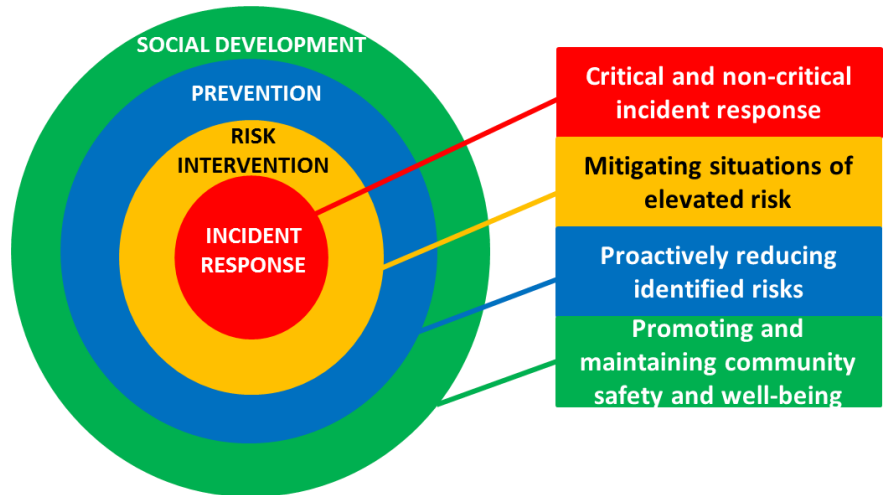
- enhanced feelings of safety and being cared for, creating an environment that will encourage newcomers to the community;
- increased awareness, coordination of and access to services for community members and vulnerable groups;
- more effective, seamless service delivery for individuals with complex needs;
- new opportunities to share multi-sectoral data and evidence to better understand the community through identifying trends, gaps, priorities and successes; and
- reduced investment in and reliance on incident response.

“I believe that community safety and well-being planning situates itself perfectly with many other strategic initiatives that the City is currently pursuing. It has allowed us to consider programs and activities that will produce synergistic impacts across various areas of strategic priority in our community such as poverty reduction, educational attainment and building stronger families. Planning for simultaneous wins is efficient public policy.” - Susan Evenden, City of Brantford

Section 2 – The Community Safety and Well-Being Planning Framework

The community safety and well-being planning framework outlined in this section will help to guide municipalities, First Nations communities and their partners as they develop their local plans. It is crucial for all members involved in the planning process to understand the following four areas to ensure local plans are as efficient and effective as possible in making communities safer and healthier:

1. Social Development;
2. Prevention;
3. Risk Intervention; and
4. Incident Response.



Social Development

Promoting and maintaining community safety and well-being

Social development requires long-term, multi-disciplinary efforts and investments to improve the social determinants of health (i.e., the conditions in which people are born, grow, work, live, and age such as education, early childhood development, food security, quality housing, etc.) and thereby reduce the probability of harm and victimization. Specifically, social development is where a wide range of sectors, agencies and organizations bring different perspectives and expertise to the table to address complex social issues, like poverty, from every angle. The key to successful social development initiatives is working together in ways that challenge conventional assumptions about institutional boundaries and organizational culture, with the goal of ensuring that individuals, families and communities are safe, healthy, educated, and have housing, employment and social networks that they can rely on. Social development relies on planning and establishing multi-sectoral partnerships. To work effectively in this area, all sectors need to share their long-term planning and performance data so they have a common understanding of local and systemic issues. Strategies need to be bolstered or put into place that target the root causes of these issues. Social development in action will be realized when all community members are aware of services available to them and can access those resources with ease. Knowing who to contact (community agency versus first-responder) and when to contact them (emerging risk versus crisis incident) allows communities to operate in an environment where the response matches the need. Communities that invest heavily in social development by establishing protective factors through improvements in things like health, employment and graduation rates, will experience the social benefits of addressing the root causes of crime and social disorder.

The municipality in Sault Ste. Marie has partnered with a local business owner, college and school board to develop the Superior Skills program. Superior Skills provides eight-week intensive skills training to individuals in receipt of social assistance. Skills training is provided based on identified market gaps in the community; such as sewing, light recycling, spin farming, etc. At the end of the training program, the local business owner incorporates a new company for program graduates to begin employment. The goal is to employ 60% of program graduates at the newly formed businesses.

Prevention

Proactively reducing identified risks

Planning in the area of prevention involves proactively implementing evidence-based situational measures, policies or programs to reduce locally-identified priority risks to community safety and well-being before they result in crime, victimization and/or harm. In this area, community members who are not specialists in “safety and well-being” may have to be enlisted depending on the priority risk, such as business owners, if the risk is retail theft, and property managers, if the risk is occurring in their building. Service providers, community agencies and organizations will need to share data and information about things like community assets, crime and disorder trends, vulnerable people and places, to identify priority risks within the community in order to plan and respond most effectively. Successful planning in this area may indicate whether people are participating more in risk-based programs, are feeling safe and less fearful, and that greater engagement makes people more confident in their own abilities to prevent harm. While planning in this area is important, municipalities, First Nations and their partners should be focusing their efforts on developing and/or enhancing strategies in the social development area to ensure that risks are mitigated before they become a priority that needs to be addressed through prevention.

Based on an identified priority risk within their community, Kenora has implemented Stop Now And Plan, which teaches children and their parents emotional regulation, self-control and problem-solving skills. Partners involved in this initiative include a local mental health agency, two school boards and the police. Additional information on this program, and others that could be used as strategies in the prevention area of the plan (e.g., Caring Dads and Triple P – Positive Parenting Program), can be found in the *Snapshot of Local Voices* booklet.

Risk Intervention

Mitigating situations of elevated risk

Planning in the risk intervention area involves multiple sectors working together to address situations where there is an elevated risk of harm - stopping something bad from happening, right before it is about to happen. Risk intervention is intended to be immediate and prevent an incident, whether it is a crime, victimization or harm, from occurring, while reducing the need for, and systemic reliance on, incident response. Collaboration and information sharing between agencies on things such as types of risk has been shown to create partnerships and allow for collective analysis of risk-based data, which can inform strategies in the prevention and social development areas. To determine the success of strategies in this area, performance metrics collected may demonstrate increased access to and confidence in social supports, decreased victimization rates and the number of emergency room visits. Municipalities, First Nations and their partners should be focusing their efforts on developing and/or enhancing strategies in the prevention area to ensure that individuals do not reach the point of requiring an immediate risk intervention.

Chatham-Kent has developed a Collaborative, Risk-Identified Situation Intervention Strategy, involving an agreement between local service providers to support a coordinated system of risk identification, assessment and customized interventions. Service providers bring situations of acutely elevated risk to a dedicated coordinator who facilitates a discussion between two or three agencies that are in a position to develop an intervention. The *Snapshot of Local Voices* booklet includes information on other risk intervention strategies like Situation Tables and threat management/awareness services in schools.

Incident Response

Critical and non-critical incident response

This area represents what is traditionally thought of when referring to crime and safety. It includes immediate and reactionary responses that may involve a sense of urgency like police, fire, emergency medical services, a child welfare organization taking a child out of their home, a person being apprehended under the *Mental Health Act*, or a school principal expelling a student. Many communities invest a significant amount of resources into incident response, and although it is important and necessary, it is reactive, and in some instances, enforcement-dominated. Planning should also be done in this area to better collaborate and share relevant information, such as types of occurrences and victimization, to ensure the most appropriate service provider is responding. Initiatives in this area alone cannot be relied upon to increase community safety and well-being.

Mental Health Crisis Intervention Teams provide an integrated, community-based response to individuals experiencing mental health and/or addictions issues. They aim to reduce the amount of time police officers spend dealing with calls that would be better handled by a trained mental health specialist, and divert individuals experiencing a mental health crisis from emergency rooms and the criminal justice system. Additional information on a local adaptation of these teams, the Community Outreach and Support Team, can be found in the *Snapshot of Local Voices* booklet.

Refocusing on Collaboration, Information Sharing and Performance Measurement

In order for local plans to be successful in making communities safer and healthier, municipalities, First Nations and their partners need to refocus existing efforts and resources in a more strategic and impactful way to enhance collaboration, information sharing and performance measurement. This can be done by identifying the sectors, agencies and organizations that need to be involved, the information and data required, and outcomes to measure the impacts of the plan. Different forms of collaboration, information sharing and performance measurement will be required in each of the planning areas (i.e., social development, prevention, risk intervention and incident response). Those involved in the plan should be thinking continuously about how their respective organizational strategic planning and budgeting activities could further support strategies in the plan.

Conclusion

Planning should occur in all four areas, however, the majority of investments, time and resources should be spent on developing and/or enhancing social development, prevention and risk intervention strategies to reduce the number of individuals, families and communities that reach the point of requiring an incident response. Developing strategies that are preventative as opposed to reactive will ensure efficiency,

effectiveness and sustainability of safety and well-being service delivery across Ontario. It is also important to explore more efficient and effective ways of delivering services, including front-line incident response, to ensure those in crisis are receiving the proper supports from the most appropriate service provider. Keeping in mind the focus on the community safety and well-being planning framework, the next section will highlight critical success factors for planning.

Section 3 – Critical Success Factors

The community safety and well-being planning framework is intended to get municipalities, First Nations and their partners thinking in new ways about local issues and potential solutions by exploring options to address risks through social development, prevention and risk intervention. While this may spark interest in beginning a local collaborative planning process, there are several factors that will be critical to the successful development and implementation of a plan.

The following critical success factors should be taken into consideration when developing a plan:

- Strength-Based;
- Risk-Focused;
- Awareness and Understanding;
- Highest Level Commitment;
- Effective Partnerships;
- Evidence and Evaluation; and
- Cultural Responsiveness.



Strength-Based

Community safety and well-being planning is not about reinventing the wheel – it’s about recognizing the great work already happening within individual agencies and organizations, and using collaboration to do more with local experience and expertise. Ontario communities are full of hard-working, knowledgeable and committed individuals who want to make their communities safe and healthy places, and it is important to leverage these individuals when developing a plan. Helpful information and guidance may also be found by talking to other communities in order to build on their successes and lessons learned.

“Community safety and well-being touches every resident and is important to all aspects of our community - from education to health to economic development. It is an area of community planning in which many community members are greatly interested and excited to be involved.” - Lianne Sauter, Town of Bancroft

Risk-Focused

Community safety and well-being planning is based on an idea that has been a focus of the health sector for many years – it is far more effective, efficient and beneficial to an individual’s quality of life to prevent something bad from happening rather than trying to find a “cure” after the fact. For that reason, local plans should focus on risks, not incidents, and should target the circumstances, people and places that are most

vulnerable to risk. As a long-term prevention strategy, it is more effective to focus on *why* something is happening (i.e., a student has undiagnosed Attention Deficit Disorder and challenges in the home) than on *what* is happening (e.g., a student is caught skipping school). Risks should be identified using the experiences, information and data of community members and partners to highlight the issues that are most significant and prevalent in the community. For example, many communities are engaging a wide range of local agencies and organizations to discuss which risks they come across most often, and are compiling available data to do additional analysis of trends and patterns of risk to focus on in their plan.

Awareness and Understanding

Community safety and well-being planning requires that each community member understands their role in making the community a safe and healthy place to live. It is important to engage individuals, groups, agencies, organizations and elected officials to work collaboratively and promote awareness and understanding of the purpose and benefits of a strategic, long-term plan to address community risks. For example, it may be more helpful to speak about outcomes related to improved quality of life in the community – like stronger families and neighbourhoods – rather than reduced crime. This is not just about preventing crime. This is about addressing the risks that lead individuals to crime, and taking a hard look at the social issues and inequalities that create risk in the first place. Potential partners will likely need to understand what they are getting into – and why – before they fully commit time and resources.

“I think it is important to change the conversation early on in the process. A social development approach to community safety and well-being is a marathon rather than a sprint.” - Susan Evenden, City of Brantford

Highest Level Commitment

As the municipality has the authority, resources, breadth of services and contact with the public to address risk factors and to facilitate community partnerships, Ontario communities confirmed that municipalities are best placed to lead the community safety and well-being planning process. In First Nations communities, obtaining buy-in from the Chief and Band Council will provide a strong voice in supporting community safety and well-being planning. This type of planning is a community-wide initiative that requires dedication and input from a wide range of sectors, agencies, organizations and groups. To ensure that all the right players are at the table, it is critical to get commitment from local political leadership, heads of agencies and organizations, as well as other key decision-makers who can champion the cause and ensure that their staff and resources are available to support the planning process.

Effective Partnerships

No single individual, agency or organization can fully own the planning exercise – a plan will only be as effective as the partnerships and multi-sector collaboration that exist among those developing and implementing the plan. Due to the complex nature of many of the issues that impact the safety and well-being of individuals, families and communities, including poverty, mental health issues, addictions, and domestic violence, a wide range of agencies, organizations and services need to be involved to create comprehensive, sustainable solutions. This may begin through **communication** between service providers, where information is exchanged to support meaningful relationships while maintaining separate objectives and programs. **Cooperation** between agencies and organizations is mutually beneficial because it means that they provide assistance to each other on respective activities. **Coordination** takes partnerships a step further

through joint planning and organization of activities and achievement of mutual objectives. **Collaboration** is when individuals, agencies or organizations are willing to compromise and work together in the interest of mutual gains or outcomes. Working in this way will be critical to the development of an effective, multi-sector plan. Many municipalities, First Nations and their partners that are developing local plans have found that having a dedicated coordinator is very helpful in supporting and facilitating collaboration among all the different partners involved in the development of the plan. As partners work together and find new and more effective ways of tackling common challenges, they may begin to operate in **convergence**, which involves the restructuring of services, programs, budgets, objectives and/or staff.

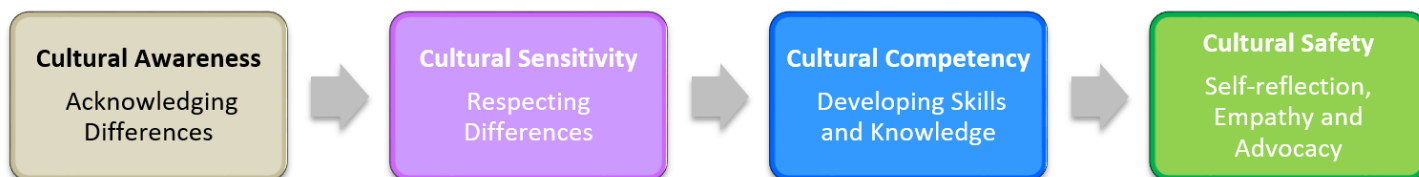
In Sault Ste. Marie, a local multi-agency service delivery model focuses on providing vital services and programs under one roof, and acts as a support to a specific neighbourhood through the Neighbourhood Resource Centre – a collaborative effort of 32 local agencies and groups.

Evidence and Evaluation

Before a plan can be developed, it will be important to gather information and evidence to paint a clear picture of what is happening in the community to support the identification of local priority risks. Some communities have already started to gather and analyze data from various sources, including Statistics Canada, police and crime data, as well as data on employment levels, educational attainment rates, social services and health care information. If gaps in service or programming are found in locally-identified areas of risk, research should be done to determine the most appropriate evidence-based response to be put into place. On the other hand, communities that already have evidenced-based strategies in place that directly respond to a local priority risk identified in their plan should review each strategy to ensure outcome measures are established and that they are showing a positive impact. Depending on these results, enhancing or expanding these strategies should be considered. Once a completed plan is implemented, data and information will be equally critical in order to evaluate how effective it has been in addressing the priority risks and creating positive changes in the community. The same data and information sources that indicated from the beginning that housing and homelessness, for example, was a priority risk in the community, should be revisited and reviewed to determine whether that risk has been reduced. Sharing evidence that the plan is creating better outcomes for community members will help to build trust and support for the implementing partner agencies and organizations, the planning process, and the plan itself.

Cultural Responsiveness

Cultural responsiveness is the ability to effectively interact with, and respond to, the needs of diverse groups of people in the community. Being culturally responsive is a process that begins with having an awareness and knowledge of different cultures and practices, as well as one's own cultural worldview. It involves being open to, and respectful of, cultural differences and developing skills and knowledge to build effective cross-cultural relationships. It also includes developing strategies and programs that consider social and historical contexts, systemic and interpersonal power imbalances, acknowledge the needs and worldviews of different groups, and respond to the specific inequities they face.



As part of the planning process, community safety and well-being plans should take into consideration, at a minimum, the following elements of diversity, as well as how these elements intersect and shape the experiences of individuals/groups (e.g., increasing risks to harm, victimization and crime):

- Ethnicity (e.g., racialized communities, Indigenous communities);
- Gender identity and sexual orientation (e.g., lesbian, gay, bisexual, transgender, transsexual, 2 spirited, intersex, queer and questioning);
- Religion;
- Socioeconomic status;
- Education;
- Age (e.g., seniors, youth);
- Living with a disability;
- Citizenship status (e.g., newcomers, immigrants, refugees); and/or
- Regional location (e.g., living in northern, rural, remote areas).

Communities should tailor programs and strategies to the unique needs and strengths of different groups, as well as to address the distinct risk factors they face. Planners should strive towards inclusion in their communities by proactively removing barriers to participation and engaging diverse groups in meaningful ways.

See Appendix B for Engaging Youth, Appendix C for Engaging Seniors, and Appendix D for Engaging Indigenous Partners.

Conclusion

Municipalities, First Nations and their partners should be considering the critical success factors throughout the process of developing, implementing, reviewing, evaluating and updating the plan. The next section will connect the community safety and well-being planning framework and critical success factors to practical advice and guidance when undergoing this planning process.

Section 4 – Connecting the Framework to Practice

This section is meant to connect the community safety and well-being planning framework and critical success factors of community safety and well-being planning with the operational practice of developing, implementing, reviewing, evaluating and updating the plan. There is no right or wrong first or last step. Communities have suggested that it can take anywhere between one to two years to develop a plan, and those with the municipality or Band Council in a lead role made the most headway. To provide additional operational support and resources, Section 6 includes a toolkit of guidance documents that builds on the following concepts and identifies specific tools in each area for consideration:

- Obtaining Collaborative Commitment;
- Creating Buy-In;
- Focusing on Risk;
- Assessing and Leveraging Community Strengths;
- Evidence and Evaluation; and
- Putting the Plan into Action.

Obtaining Collaborative Commitment

Demonstrated commitment from local governance, whether it is the municipality or Band Council, can have a significant impact on multi-sector buy-in, and is most effective if completed at the beginning of the planning process. This type of commitment can be demonstrated in various ways – through a council resolution, attending meetings, creating a coordinator position, realigning resources and/or creating awareness among staff. Collaboration exists in communities across Ontario, whether it is through strong bilateral partnerships or among multiple partners. The community safety and well-being planning process requires drawing on existing partnerships as well as creating new ones. This may involve leveraging an existing body, or creating a new structure to develop, refine or reaffirm outcomes, strategies and measures in social development, prevention, risk intervention and incident response. Commitment from multiple sectors will usually occur once they have an understanding of what community safety and well-being planning is meant to achieve and its benefits. Commitment may be solidified through agreeing upon goals, objectives, performance measurement and roles and responsibilities.

See Tool 1 for guidance on participants, roles and responsibilities, Tool 2 for guidance on start-up, and Tool 3 for guidance on asset mapping.

Creating Buy-In

In order to ensure that each community member, agency and organization understands what community safety and well-being planning is, and to begin to obtain buy-in and create partnerships, municipalities, First Nations and their partners may choose to start by developing targeted communication materials. They may also wish to meet with and/or bring together service providers or community members and take the time to explain the community safety and well-being planning framework and important concepts and/or get their feedback on local risks. Designing a visual identity and creating marketing and/or promotional material may also help to obtain multi-sectoral buy-in and allow community members to identify with the plan.

See Tool 4 for guidance on engagement.

Focusing on Risk

Engaging community members and service providers to document risks is the first step. The range of risks identified will be dependent on the sources of information, so it is important to engage through various methods, such as one-on-one interviews with multi-sectoral service providers, focus sessions with vulnerable groups, and/or surveys with public drop boxes. Risk identification and prioritization is the next task that should be done by looking at various sources of data and combining it with feedback from the community.

See Tool 4 for guidance on engagement and Tool 5 for analyzing community risks.

Assessing and Leveraging Community Strengths

Achieving a community that is safe and well is a journey; before partners involved in the development of a plan can map out where they want to go, and how they will get there, they need to have a clear understanding of their starting point. It is important that community members do not see community safety and well-being planning as just another planning exercise or creation of a body. It is about identifying local priority risks and examining current strategies through a holistic lens to determine if the right sectors, agencies and organizations are involved or if there are overlaps or gaps in service or programming. Some communities may find there is a lack of coordination of existing strategies. To address this they should look at existing bodies and strategies and see how they can support the development and implementation of the plan. Other communities may discover that there are gaps in service delivery, and should do their best to fill these gaps through, for example, the realignment of existing resources. As every community is different in terms of need and resources, it is recognized that some communities, such as some First Nations communities, may experience difficulties identifying existing strategies due to a lack of resources. It may be of value for some communities to collaborate with neighbouring municipalities and/or First Nations communities to create joint community safety and well-being plans. For example, where capacity and resources are limited, or many services are delivered across jurisdictions, communities can leverage the assets and strengths of neighbouring communities to create a joint plan that will address the needs of the area.

See Tool 3 for guidance on asset mapping.

Evidence and Evaluation

Once risks are prioritized, if gaps in service or programming are found in any or all areas of the plan, research should be done to determine the most appropriate evidence-based response to be put into place to address that risk, while considering local capacity and resources. Some may find after risk prioritization that they already have evidence-based strategies in place that directly respond to identified risks that will be addressed in their plan. At the planning stage, it is important to identify the intended outcomes of those activities in order to measure performance and progress towards addressing identified risks through the development of a logic model and performance measurement framework. Some outcomes will be evident immediately after activities are implemented and some will take more time to achieve. Whether planning for promoting and maintaining community safety and well-being through social development, working to reduce identified risks, or mitigating elevated risk situations or incident responses, it is equally important for planning partners to set and measure their efforts against predetermined outcomes.

See Tool 6 for guidance on performance measurement.

Putting the Plan into Action

It is important to ensure that strategies put into place in each area of the plan for each priority are achievable based on local capacity and resources. To achieve success, the right individuals, agencies and organizations need to be involved, outcomes benchmarked, and responsibilities for measurement identified. Developing an implementation plan will help municipalities, First Nations and their partners stay organized by outlining who is doing what and when, in each planning area, who is reporting to whom, and the timing of progress and final reports. The date of the next safety and well-being planning cycle should align with the other relevant planning cycles (e.g., municipal cycle) and budgeting activities to ensure alignment of partner resources and strategies. Once the plan is documented and agreed upon by multi-sector partners, it is then time to put it into action with regular monitoring, evaluation and updates to achieve community safety and well-being.

See Appendix G for a sample plan.

Conclusion

Municipalities, First Nations and their partners should consider these steps when planning for community safety and well-being. The most important considerations to remember when planning is that the framework is understood, the critical success factors exist in whole or in part, and that the plan responds to local needs in a systemic and holistic way.

Section 5 – Ontario’s Way Forward

Overall, this booklet responds to the most common challenge articulated by communities across the province – the need to change the way we look at service delivery in all sectors moving forward so that Ontarians can get the services they need, when they need them. To ensure that community safety and well-being planning achieves its intended outcomes, champions will need to continue to lead the way forward to address the root causes of crime and social disorder and increase community safety and well-being now and into the future.

This booklet strongly encourages municipalities, First Nations and their partners to undertake an ongoing holistic, proactive, collaborative planning process to address local needs in new and innovative ways. Developing local plans with multi-sectoral, risk-based strategies in social development, prevention and risk intervention will ensure that risk factors associated with crime and victimization are addressed from every angle. In the longer term, information and data gathered through the planning process will provide an opportunity for multi-sector partners at the local and provincial levels to evaluate and improve the underlying structures and systems through which services are delivered.

The ministry will continue to support Ontarians as they undertake community safety and well-being planning, implementation and evaluation, in collaboration with community, policing and inter-ministerial partners. To further support this shift at the provincial level, the ministry will be looking at smarter and better ways to do things in order to deliver services in a proactive, targeted manner. This will be done through the use of evidence and experience to improve outcomes, and continuing well-established partnerships that include police, education, health and social services, among others, to make Ontario communities safer and healthier.

Section 6 – Toolkit for Community Safety and Well-Being Planning

The ministry has prepared a toolkit to assist municipalities, First Nations and their partners in developing, implementing, reviewing, evaluating and updating a local plan. These tools have been tested by Ontario communities and include valuable feedback from local practitioners across the province. Overall learnings from these communities have been incorporated into the toolkit, including the processes undertaken to develop local plans.

The following toolkit includes:

- Tool 1 – Participants, Roles and Responsibilities
- Tool 2 – Start-Up
- Tool 3 – Asset Mapping
- Tool 4 – Engagement
- Tool 5 – Analyzing Community Risks
- Tool 6 – Performance Measurement
- Appendix A – Information Sharing
- Appendix B – Engaging Youth
- Appendix C – Engaging Seniors
- Appendix D – Engaging Indigenous Partners
- Appendix E – Definitions
- Appendix F – Risk and Protective Factors
- Appendix G – Community Safety and Well-Being Plan Sample

In addition, as part of the Provincial Approach to Community Safety and Well-Being, the ministry has developed other resources that are available to municipalities, First Nations and their partners to support local community safety and well-being planning. These include:

- Crime Prevention in Ontario: A Framework for Action
- Community Safety and Well-Being in Ontario: A Snapshot of Local Voices

Tool 1 – Participants, Roles and Responsibilities

The Champion and Coordinator(s)

Each community will approach community safety and well-being planning from a different perspective and starting point that is specific to their unique needs, resources and circumstances. Some communities may have champions and others may need to engage them to educate the public and serve as a face for the plan. In municipalities, the community safety and well-being planning process should be led by a clearly identifiable coordinator(s) that is from the municipality. In First Nations communities, the coordinator(s) may be from the Band Council or a relevant agency/organization.

Role of Champion(s)

Champions are public figures who express their commitment to community safety and well-being planning and rally support from the public and community agencies/organizations. It should be an individual or group who has the ability to motivate and mobilize others to participate, often because of their level of authority, responsibility or influence in the community. The more champions the better. In many communities this will be the mayor and council, or Chief and Band Council in a First Nations community.

A champion may also be a:

- Community Health Director;
- Local elected councillor at the neighbourhood level;
- Chief Medical Officer of Health;
- Municipal housing authority at the residential/building level; or
- School board at the school level.

Role of the Coordinator(s)

The coordinator(s) should be from an area that has knowledge of or authority over community safety and well-being, such as social services. As the coordinator(s) is responsible for the coordination/management of the plan, this should be someone who has working relationships with community members and agencies/organizations and is passionate about the community safety and well-being planning process.

Key Tasks of the Coordinator(s)

- The key tasks include recruiting the appropriate agencies/organizations and individuals to become members of an advisory committee. This should include multi-sectoral representation and people with knowledge and experience in responding to the needs of community members.

“The City of Brantford is best positioned in terms of resources, breadth of services and contact with the public to both address risk factors and to facilitate community partnerships. Specifically, the City can access a wide range of social services, housing, child care, parks and recreation and planning staff to come together to create frameworks that support community safety.” - Aaron Wallace, City of Brantford

Responsibilities of the Coordinator(s)

- Planning and coordinating advisory committee meetings.
- Participating on the advisory committee.
- Planning community engagement sessions.
- Ensuring the advisory committee decisions are acted upon.
- Preparing documents for the advisory committee (e.g., terms of reference, logic model(s), the plan).
- Receiving and responding to requests for information about the plan.
- Ensuring the plan is made publicly available.

See Appendix F for risk and protective factors, Tool 6 for guidance on performance measurement and Appendix G for a sample plan.

Advisory Committee

The advisory committee should be reflective of the community and include multi-sectoral representation. For example, a small community with fewer services may have seven members, and a larger community with a wide range of services may have 15 members. It may involve the creation of a new body or the utilization of an existing body. To ensure the commitment of the members of the advisory committee, a document should be developed and signed that outlines agreed upon principles, shared goals, roles and resources (e.g., terms of reference).

Members of the Advisory Committee

- Member agencies/organizations and community members recruited to the advisory committee should be reflective of the diverse make-up of the community and should have:
 - Knowledge/information about the risks and vulnerable populations in the community;
 - Lived experience with risk factors or part of a vulnerable group in the community;
 - Understanding of protective factors needed to address those risks;
 - Experience developing effective partnerships in the community;
 - Experience with ensuring equity, inclusion and accessibility in their initiatives; and
 - A proven track record advocating for the interests of vulnerable populations.
- Individual members will ideally have the authority to make decisions on behalf of their respective agencies/organizations regarding resources and priorities, or will be empowered to do so for the purposes of developing the plan.
- Advisory committees should, at a minimum, consist of the following representation:
 - An employee of the municipality or First Nations community;
 - A person who represents the education sector;
 - A person who represents the health/mental health sector;
 - A person who represents the community/social services sector;
 - A person who represents the children/youth services sector;
 - A person who represents an entity that provides custodial services to children/youth;
 - A person who represents the police service board or a Detachment Commander.

See Tool 2 for guidance on start-up and Tool 3 for guidance on asset mapping.

Responsibilities of the Advisory Committee

- Leading community engagement sessions to inform the development of the plan.
- Determining the priorities of the plan, including references to risk factors, vulnerable populations and protective factors.
- Ensuring outcomes are established and responsibilities for measurement are in place and approving performance measures by which the plan will be evaluated, as well as the schedule and processes used to implement them.
- Ensuring each section/activity under the plan, for each priority risk, is achievable.
- Ensuring the right agencies/organizations and participants are designated for each activity.
- Owning, evaluating and monitoring the plan.
- Aligning implementation and evaluation of the plan with the municipal planning cycle and other relevant sector specific planning and budgeting activities to ensure alignment of partner resources and strategies.
- Setting a future date for reviewing achievements and developing the next version of the plan.
- Thinking about ways in which the underlying structures and systems currently in place can be improved to better enable service delivery.

See Tool 4 for guidance on engagement and Tool 5 for analyzing community risks.

Key Tasks of the Advisory Committee

- Developing and undertaking a broad community engagement strategy to build on the members' awareness of local risks, vulnerable groups and protective factors.
- Developing and maintaining a dynamic data set, and ensuring its ongoing accuracy as new sources of information become available.
- Determining the priority risk(s) that the plan will focus on based on available data, evidence, community engagement feedback and capacity.
 - After priority risks have been identified, all actions going forward should be designed to reduce these risks, or at least protect the vulnerable groups from the risks.
- Based on community capacity, developing an implementation plan or selecting, recruiting and instructing a small number of key individuals to do so to address the selected priority risk(s) identified in the plan.

Implementation Teams

For each priority risk determined by the advisory committee, if possible and appropriate, an implementation team should be created or leveraged to implement strategies (e.g., programs or services) to reduce the risk. The need for implementation team(s) will depend on the size and capacity of the community and the risks identified. For example, a small community that has identified two priority risks that can be effectively addressed by the advisory committee may not require implementation teams. On the other hand, a large community with six priority risks may benefit from implementation teams to ensure each risk is addressed. They may also establish fewer teams that focus on more than one priority risk. If planning partners determine it is appropriate for them to have a new implementation team to ensure the commitment, a document should be developed and signed that outlines agreed upon principles, shared goals and roles.

"It's important to ensure that committee members want to be there and have a strong understanding of safety and well-being planning." - Dana Boldt, Rama Police Service

Members of Implementation Teams

Members of the implementation team(s) should be selected based on their knowledge of the risk factors and vulnerable groups associated with the priority, and have access to relevant information and data. They may also have lived experience with risk factors or be part of a vulnerable group in the community. Members of implementation teams should have:

- In-depth knowledge and experience in addressing the priority risks and which protective factors and strategies are needed to address those risks.
- A proven track record advocating for the interests of vulnerable populations related to the risk.
- The ability to identify the intended outcomes or benefits that strategies will have in relation to the priority risk(s) and suggest data that could be used to measure achievement of these outcomes.
- Experience developing effective stakeholder relations/ partnerships in the community.
- Experience ensuring equity, inclusion and accessibility in their initiatives.

See Tool 6 for guidance on performance measurement and Appendix G for a sample plan.

Responsibilities and Tasks of Implementation Teams

- Identify strategies, establish outcomes and performance measures for all four planning areas related to the priority risk, including promoting and maintaining community safety and well-being, reducing identified risks, mitigating elevated risk situations and immediate response to urgent incidents.
- Engage community members from the vulnerable populations relevant to the priority risk to inform the development of the strategies in each area.
- Establish an implementation plan for the strategies in each area which clearly identifies roles, responsibilities, timelines, reporting relationships and requirements.
- Monitor the actions identified in the implementation plan, whether it is the creation, expansion and/or coordination of programs, training, services, campaigns, etc.
- Report back to the advisory committee.

Tool 2 – Start-Up

Once partners involved in community safety and well-being planning have established an advisory committee or implementation team(s), they should document important information pertaining to each group, including background/context, goals/purpose, objectives and performance measures, membership, and roles and responsibilities. Making sure that everyone knows what they are trying to achieve will help the group(s) stay on track and identify successes of the plan.

For many planning partners, this will be done using a terms of reference. The following was created to guide the development of this type of document. Some planning partners may decide to develop a terms of reference for their advisory committee and each implementation team, while others may decide to develop one that includes information on each group; this will depend on a variety of factors such as the community's size, their number of risk factors and implementation team(s).

Background and Context

When developing a terms of reference, planning partners may wish to begin by providing the necessary background information, including how they have reached the point of developing an advisory committee or implementation team, and briefly describing the context within which they will operate. This should be brief, but include enough detail so that any new member will have the necessary information to understand the project's context.

Goals and Purpose

Planning partners may then wish to identify:

- the need for their advisory committee or implementation team (i.e., why the group was created and how its work will address an identified need); and
- the goal(s) of their group/project. A goal is a big-picture statement, about what planning partners want to achieve through their work – it is the change they want to make within the timeframe of their project.

Objectives and Performance Measures

If the planning partners' goal is **what** they plan to achieve through their work, then their objectives are **how** they will get there – the specific activities/tasks that must be performed to achieve each goal. It is important to ensure that goals and objectives are **Specific, Measurable, Achievable, Results-focused and Time-bound (SMART)** so that partners will know exactly what information to look at to tell if they have achieved them. Information and data that help planning partners monitor and evaluate the achievement of goals and objectives are called performance measures or performance indicators. See Section 5 of the toolkit for more information and guidance on performance measures.

For each goal identified, planning partners may list specific objectives/deliverables that will signify achievement of the goal when finished. For each objective/deliverable, they may list the measures that will be used to evaluate the success of the results achieved. To help planning partners stay organized, they may wish to create a chart such as the one below, which includes example goals/objectives and performance measures.

These may look different for the advisory committee and implementation team(s). For example, the goals/objectives of the advisory committee may relate to the development of the plan, where the goals/objectives of an implementation team may be related to reducing a specific risk identified in the plan through the expansion of an existing program. Planning partners should develop their own goals/objectives and performance measures depending on need, resources and capacity.

Goal/Objectives	Performance Measures
Goal: To engage a diverse range of stakeholders in the development and implementation of the plan Objective: Develop a community engagement/communications strategy	Number of engagement sessions held Number of different sectors engaged Number of community members and organizations that see their role in community safety and well-being planning Knowledge of what community safety and well-being planning means and association with the plan brand
Goal: To reduce youth homelessness Objective: To help youth without a home address find stable housing	Number of youth accessing emergency shelters Number of youth without a home address Number of youth living/sleeping on the streets Number of youth living in community housing
Goal: Increased educational attainment rates Objective: To prevent youth from leaving school and encourage higher education	Number of youth dropping out of high-school Number of youth graduating high-school Number of youth enrolling in post-secondary education Number of youth graduating from post-secondary education Number of education sessions held for post-secondary institutions Number of youth meeting with academic advisors

Membership

Planning partners' terms of reference should also identify the champion and coordinator(s) of their plan and members of the advisory committee or implementation team(s) by listing the names and agencies/organizations of each member in a chart (see example below). This will help to identify if there are any sectors or agencies/organizations missing and ensure each member is clear about what their involvement entails.

Notes:

- The champion is a public figure who expresses their commitment to developing and implementing a plan and rallies support from the public and community agencies/organizations. The coordinator(s), from the municipality or Band Council, should be responsible for the coordination/management of the plan and should be someone who has working relationships with community members and agencies/organizations and is passionate about the community safety and well-being planning process.
- Member agencies and organizations recruited to the advisory committee should have knowledge of and supporting data about the risks and vulnerable populations in the area to be covered under the plan, as well as have established stakeholder relations. Members must have the authority to make decisions on behalf of their respective agencies/organizations regarding resources and priorities, or will be empowered to do so for the purposes of developing the plan.
- Members of the implementation team(s) should be selected based on their knowledge about the risk factors and vulnerable groups associated with the priority, have access to more information about them,

have established stakeholder relations with the vulnerable groups to effectively carry out the project, experience with developing and implementing local strategies, and have the specialized knowledge and technical capacities to specify objectives, set benchmarks and measure outcomes.

- It is important to include community leaders/organizations that advocate for the interests of the vulnerable populations on both the advisory committee and implementation teams. It is also important to ensure representation from diverse communities and equity, inclusion and accessibility in the planning and implementation of initiatives.

Name	Organization	Role
Mayor John B.	City of X	Champion – advocates for the plan through public speaking engagements, etc.
Jane D.	City of X	Coordinator – coordinates meetings, assists in planning community engagement sessions, records meeting minutes, etc.
Shannon T.	Public Health Centre	Member – attends meetings, identifies potential opportunities for collaboration with organizations activities, etc.

Roles and Responsibilities

It will also be important for planning partners to define the specific functions of their advisory committee or implementation team(s) to ensure that its members understand what they are trying to achieve and ultimately what they are responsible for.

See pages 22 for examples of advisory committee responsibilities and page 23 for examples of implementation team responsibilities.

Logistics and Process

Planning partners should also document logistics for their advisory committee or implementation team(s) so that its members know how much of their time they are required to commit to the group and are able to plan in advance so they can attend meetings as required. This may include:

- membership (e.g., identifying and recruiting key stakeholders);
- frequency of meetings;
- quorum (how many members must be present to make and approve decisions);
- meeting location;
- agenda and materials;
- meeting minutes; and
- expectations of members.

Support and Sign-Off

Finally, after all members of the advisory committee or implementation team(s) agree to the information outlined above, in order to solidify their acceptance and commitment, each member should sign the terms of reference.

Tool 3 – Asset Mapping

Achieving community safety and well-being is a journey; before partners involved in the development of a plan can map out where they want to go, and how they will get there, they need to have a clear understanding of their starting point. Early in the planning process, they may wish to engage in asset mapping to help to:

- identify where there is already work underway in the community to address a specific issue and to avoid duplication;
- identify existing strengths and resources;
- determine where there may be gaps in services or required resources; and
- capture opportunities.

Mapping community assets involves reviewing existing bodies (i.e., groups/committees/ boards), analyzing social networks, and/or creating an inventory of strategies. This will help to ensure that planning is done as efficiently and effectively as possible.

Existing Body Inventory

When the community safety and well-being planning coordinator(s) from the municipality or Band Council is identifying members of their bodies to assist in the development and implementation of their plan, creating an inventory of existing bodies will help to determine if it is appropriate for them to take on these roles. Often there is repetition of the individuals who sit on committees, groups, boards, etc., and utilizing a body that already exists may reduce duplicative efforts and ultimately result in time savings.

Mapping existing bodies is also beneficial in order to make connections between a community's plan and work already being done, revealing potential opportunities for further collaboration. The chart below outlines an example of how bodies may be mapped:

Existing Body	Purpose/Mandate	Members	Connection to Plan	Opportunities for Collaboration
Youth Homelessness Steering Committee	To address youth homelessness by increasing employment opportunities for youth and reducing waitlists for affordable housing	Municipality School Board Mental Health Agency Child Welfare Organization Employment Agency	Unemployment is a priority risk factor within the community that the plan will focus on addressing	A representative from the municipality sits on this committee as well as the advisory committee and will update on progress made
Mental Health Task Force	To ensure community members that are experiencing mental health issues are receiving the proper supports	Band Council Hospital Drop-in Health Clinic Mental Health Agency Child Welfare Organization Homeless Shelter	Mental health is a priority risk factor within the community that the plan will focus on addressing	This group will be used as an implementation team to develop and enhance strategies to address mental health in social development and prevention

Social Network Mapping

Social network mapping is used to capture and analyze relationships between agencies/organizations within the community to determine how frequently multi-sectoral partners are working together and sharing information, and to assess the level of integration of their work. This information may be collected through surveys and/or interviews with community agencies/organizations by asking questions such as: What agencies/organizations do you speak to most frequently to conduct your work? Do you share information? If yes, what types of information do you share? Do you deliver programs or services jointly? Do you depend on them for anything?

Relationships may be assessed on a continuum such as this:

Relationship	Description	Example
No relationship	No relationship of any kind	All sectors, agencies/organizations are working independently in silos
Communication	Exchanging information to maintain meaningful relationships, but individual programs, services or causes are separate	A school and hospital working together and sharing information only when it is required
Cooperation	Providing assistance to one another with respective activities	The police visiting a school as part of their annual career day
Coordination	Joint planning and organization of schedules, activities, goals and objectives	Community HUBs across Ontario – Various agencies housed under one structure to enhance service accessibility, with minimal interaction or information shared between services
Collaboration	Agencies/organizations, individuals or groups are willing to compromise and work together in the interest of mutual gains or outcomes	Situation Tables across Ontario – Representatives from multiple agencies/organizations meeting once or twice a week to discuss individuals facing acutely elevated risk of harm to reduce risk
Convergence	Relationships evolve from collaboration to actual restructuring of services, programs, memberships, budgets, missions, objectives and/or staff	Neighborhood Resource Center in Sault Ste. Marie – Agencies/organizations pool together resources for renting the space and each dedicate an individual from their agency to physically work in one office together to support wraparound needs

Collecting this information will allow planning partners to identify relationship gaps and opportunities. For example, through this exercise there may be one agency/organization that has consistently low levels of collaboration or convergence with others. In this case, the community safety and well-being planning coordinator(s) from the municipality or Band Council may wish to reach out to their local partners, including those represented on their advisory committee, to develop strategies for enhancing relationships with this agency/organization. If appropriate, this may involve inviting them to become involved in the advisory committee or implementation team(s).

Strategy Inventory

When deciding on strategies to address priority risks within a plan, it is important to have knowledge of strategies (e.g., programs, training, etc.) that are already being offered within the community. In some instances, a community may have several programs designed to reduce an identified risk, but there is a lack of coordination between services, resulting in a duplication of efforts. The community safety and well-being planning coordinator from the municipality or Band Council may then bring each agency/organization together to develop an approach to more efficiently deliver that strategy. Other planning partners may find that there are significant service gaps in relation to a specific area of risk, and that implementing a new strategy in order to close the gap may have a significant impact on the lives of the people experiencing that risk.

To assist with planning, it may be helpful to identify the risks addressed by each strategy, the area of the framework that the program falls under (i.e., social development, prevention, risk intervention and incident response), funding, and anticipated end dates. This will provide a sense of what strategies have limited resources and lifespans, as well as insight into which strategies may require support for sustainability.

When undertaking this exercise, planning partners may develop a template similar to this:

Strategy Name/Lead	Description	Key Risk Factors Addressed	Area of the Framework	Funding/ Source	End- Date
Stop Now and Plan (SNAP) Children's Mental Health Agency	SNAP is a gender sensitive, cognitive behavioural family-focused program that provides a framework for effectively teaching children and their parents how to regulate emotions, exhibit self-control and use problem-solving skills.	Youth impulsivity, aggression, poor self-control and problem solving	Prevention	\$100,000/ year Federal Grant	12/2018

Threat Management/Awareness Services Protocol School Board	Threat Management/Awareness Services aim to reduce violence, manage threats of violence and promote individual, school and community safety through early intervention, support and the sharing of information. It promotes the immediate sharing of information about a child or youth who pose a risk of violence to themselves or others.	Negative influences in the youth's life, sense of alienation and cultural norms supporting violence	Risk Intervention	\$100,000/year Provincial Grant	12/2018
Age-Friendly Community Plan Municipal Council	Age Friendly Community Plan aims to create a more inclusive, safe, healthy and accessible community for residents of all ages.	Sense of alienation, person does not have access to housing	Social Development	\$50,000/year Provincial Grant	03/2017

Tool 4 – Engagement

In the development of local plans, municipalities or Band Councils should conduct community engagement sessions to ensure a collaborative approach and inform the community safety and well-being planning process. Partners may want to create promotional and educational materials in order to gain public support for and encourage participation in the plan. They may want to collect information from the community to contribute to the plan (i.e., identifying and/or validating risks).

This section is intended to guide planning partners as they develop communication materials and organize community engagement; each section may be used for either purpose.

Introduction and Background

Planning partners may begin by providing the necessary background and briefly describing the context of community safety and well-being planning.

Purpose, Goals and Objectives

Planning partners may then wish to identify why communication materials are being developed and/or why the community is being engaged by asking themselves questions such as: What are the overall goals of the plan? What are the specific objectives of the communication materials and/or community engagement sessions?

Stakeholders

A plan is a community-wide initiative, so different audiences should be considered when encouraging involvement in its development/implementation. For a plan to be successful in enhancing community safety and well-being, a variety of diverse groups and sectors must be involved in the planning process.

This may include:

- community members with lived experiences and neighbourhood groups, including but not limited to individuals from vulnerable groups, community youth and seniors (see Appendix B for Engaging Youth and Appendix C for Engaging Seniors), faith groups, non-for-profit community based organizations and tenant associations;
- local First Nations, Métis and/or Inuit groups, on or off reserve, and urban Indigenous organizations (see Appendix D for Engaging Indigenous Partners);
- police, fire, emergency medical and other emergency services, such as sexual assault centres and shelters for abused women/children, to collect data on the occurrences they have responded to most frequently, as well as relevant locations and vulnerable groups;
- acute care agencies and organizations, including but not limited to child welfare and programs for at-risk youth, mental health, women's support, primary health care, addictions treatment, to collect information on the people they serve;
- health agencies and organizations, including but not limited to Public Health Units, Community Care Access Centres, Community Health Centres, Indigenous Health Access Centres, and Long-Term Care Homes;

- social development organizations, such as schools and school boards, social services, youth drop-in centres, parental support services, community support service agencies and Elderly Persons Centres, to collect information on the people they serve;
- cultural organizations serving new Canadians and/or ethnic minorities, including Francophone organizations; and
- private sector, including but not limited to bankers, realtors, insurers, service organizations, employers, local business improvement areas, local business leaders and owners, to collect information about the local economy.

“Develop an engagement strategy that is manageable and achievable given the resources available – you won’t be able to engage every single possible partner, so focus on a good variety of community organizations, agencies and individuals and look for patterns.” - Lianne Sauter, Town of Bancroft

Planning partners should consider keeping a record of the groups that they have reached through community engagement, as well as their identified concerns, to support the analysis of community risks for inclusion in their plan.

See Tool 5 for guidance on analyzing community risks.

Approach

In order to gain support and promote involvement, planning partners should think about how they can best communicate why they are developing a plan and what they want it to achieve. Some planning partners may do this through the development of specific communication tools for their plan. For example, one community that tested the framework and toolkit created a name and logo for the work undertaken as part of their plan – Safe Brantford – and put this on their community surveys, etc. This allows community members to recognize work being done under the plan and may encourage them to become involved.

Additionally, when planning for community engagement, partners involved in the plan should think about the different people, groups or agencies/organizations they plan to engage with, and the best way to engage them. They should ask themselves questions such as: what information do I want to get across or get from the community and what method of communication or community engagement would help me do this most effectively? For example, planning partners could have open town hall meetings, targeted focus groups by sector, one-on-one interviews with key people or agencies/organizations, or provide an email address to reach people who may be uncomfortable or unable to communicate in other ways. They may also distribute surveys and provide drop-boxes throughout the community. It is important to consider not only what planning partners want to get from engaging with community members, stakeholders and potential partners, but also what they might be hoping to learn or get from this process. As much as possible, partners to the plan should use these considerations to tailor their communication/community engagement approach based on the people/groups they are engaging.

See Appendix B for guidance on engaging youth and Appendix C for guidance on engaging seniors.

Materials and Messaging

Based on the type of engagement undertaken, planning partners may need to develop supporting materials to share information about their work and to guide their discussions. Materials should strive to focus the discussions to achieve the intended objectives of the engagement sessions, and may include some key messages about the community's work that they want people to hear and remember. Regardless of the audience, partners to the plan should develop basic, consistent information to share with everyone to ensure they understand what is being done, why they are a part of it, and what comes next. It will be important to ensure that materials and messages are developed in a way that manages the expectations of community members – be clear about what can be achieved and what is unachievable within the timeframe and resources.

With that, planning partners should ensure that all materials and messaging are accessible to a wide range of audiences, so that everyone is able to receive or provide information in a fair manner. For additional information, please refer to the *Accessibility for Ontarians with Disabilities Act, 2005*.

Logistics

When engaging the community, it will be important to have logistics sorted out so that the individuals/groups targeted are able to attend/participate. To do this, planning partners may want to consider the following:

- scheduling (e.g., How many community engagement sessions are being held? How far apart should they be scheduled? What time of day should they be scheduled?);
- finances (e.g., Is there a cost associated with the meeting space? Will there be snacks and refreshments?);
- travel accommodations (e.g., How will individuals get to the community engagement sessions? Is it being held in an accessible location? Will hotel arrangements be required?);
- administration (e.g., consider circulating an attendance list to get names and agency/organization and contact details, assign someone to take notes on what is being said at each session); and
- accessibility issues/barriers to accessibility (e.g., information or communication barriers, technology barriers and physical barriers).

Risks and Implications

While community engagement should be a key factor of local plans, some planning partners may encounter difficulties, such as resistance from certain individuals or groups. To overcome these challenges, they should anticipate as many risks as possible, identify their implications and develop mitigation strategies to minimize the impact of each risk. This exercise should also be done when developing communication materials, including identifying potential risks to certain messaging. This may be done by using a chart such as the one below.

Risk	Implication	Mitigation Strategy
Organizations from various sectors do not see their role in community safety and well-being planning	Risks are not being properly addressed using a collaborative, multi-sector approach	Reach out to multi-sector organizations and develop clear communication materials so they are able to clearly see their role
Individuals experiencing risk will not attend or feel comfortable speaking about their experiences	Information collected will not reflect those with lived experience	Engage vulnerable groups through organizations that they may be involved with (e.g., senior's groups, homeless shelters, etc.)
Outspoken individuals who do not believe in planning for community safety and well-being in attendance	Opinions of everyone else in attendance may be negatively impacted	Assign a strong, neutral individual who holds clout and feels comfortable taking control to lead the engagement session

Community Engagement Questions

Whether planning partners are engaging individual agencies/organizations one-on-one or through town hall meetings, they should come prepared to ask questions that will allow them to effectively communicate what they want to get across or information they want to receive. Questions asked may vary depending on the audience. For example, a neighbourhood-wide town hall session might include only a few open-ended questions that initiate a broad discussion about a range of safety and well-being concerns. A more focused community engagement session with a specific organization or sector might include questions that dive deeper into a specific risk, challenges in addressing that risk, and potential strategies to be actioned through the plan to mitigate those risks.

Timelines

To ensure all required tasks are completed on time or prior to engagement, planning partners may wish to develop a work plan that clearly identifies all of the tasks that need to be completed in advance.

This may be done using a chart such as this:

Activity/Task	Lead(s)	Timelines
Prepare a presentation with discussion questions	Kate T. (municipality) and Shannon F. (public health)	Two weeks in advance of engagement session
Reach out to community organizations that work with vulnerable groups for assistance in getting them to the sessions	Fionne P. (municipality) and Emily G. (education)	Twelve weeks in advance of engagement session

Tool 5 – Analyzing Community Risks

One of the ways partners involved in planning may choose to identify or validate local risks is through town hall meetings, where agencies/organizations and community members are provided with an opportunity to talk about their experiences with risk. Others may decide to have one-on-one meetings with community agencies/organizations or focus groups to discuss risks that are most common among those they serve.

This section is intended to assist planning partners in capturing the results of their community engagement, including who was engaged, what risks were identified, and how those risks can be analyzed and prioritized. This process will be crucial as they move towards developing risk-based approaches to safety and well-being.

Summary of Community Engagement Sessions

Planning partners may begin by writing a summary of their community engagement sessions, including the time period in which they were conducted, types of outreach or communication used, successes, challenges and findings, and any other key pieces of information or lessons learned. They may then record the people, agencies/organizations and sectors that were engaged and participated in their community engagement sessions in a chart similar to the one below, in order to show the diverse perspectives that have fed into their plan, and to help assess whether there are any other groups or sectors that still need to be engaged.

Sector/Vulnerable Group	Organization/Affiliation
Health	Hospital Public Health Unit Community Care Access Centre
Education	School Board High School Principal Alternative Education Provider
Housing	Community Housing Office Landlords
Emergency responders	Police service/Ontario Provincial Police Fire Department Ambulance
Social services	Employment Centre Family/Parenting Support Services Community Recreation Centre Women's Shelters Local Indigenous Agencies
Mental health and addictions	Treatment/Rehabilitation Centre Mental Health Advocacy Addiction Support Group
Indigenous peoples	Band/Tribal Councils Local Indigenous community organizations (e.g., local Métis Councils) Local Indigenous service providers (e.g., Indigenous Friendship Centres)

At-risk youth	Youth from the Drop-in Centre
Seniors	Elder Abuse Response Team Community Support Service Agencies

Identified Risks

Planning partners will then want to capture the risks identified through their community engagement, and indicate who has identified those risks. If a risk has been identified by many different sectors and agencies/organizations, it will demonstrate how widely the community is impacted by that risk, and will also indicate the range of partners that need to be engaged to address the risk. Examples of this kind of information are included in the table below.

Risk	Identifying Sectors/Organizations/Groups
Missing school – chronic absenteeism	principal, school board, police, parents in the community
Physical violence – physical violence in the home	women's shelter, police services, hospital, school, child welfare agency
Housing – person does not have access to appropriate housing	emergency shelter, police, mental health service provider, citizens

Priority Risk Analysis

Once planning partners have compiled the risks identified through their community engagement, it is likely that some will stand out because they were referenced often and by many people, agencies/organizations. These risks should be considered for inclusion in the priority risks that will be addressed in the plan. The number of risks planning partners choose to focus on in their plan will vary between communities and will depend on the number of risks identified and their capacity to address each risk. For example, planning partners from larger communities where multiple risks have been identified may choose to have five priority risks in their plan. On the other hand, planning partners from smaller communities with multiple risks identified may choose to address three priority risks. Partners should not include more risks than they have the resources and capacity to address.

“There are some priorities that seem to affect many sectors on different levels through preliminary discussion. Data reports and community engagement sessions will assist in the overall identification of prioritized risks for initial focus within the plan.” - Melissa Ceglie, City of Sault Ste. Marie

Additionally, planning partners should refer to local research to support and/or add to priority risks identified during their community engagement. This is important as in order for plans to effectively increase a community's safety and well-being, they should focus on risks that **experience and evidence** show are prevalent. When analyzing the identified risks to determine which ones will be priorities, and how they would be addressed in the plan, planning partners may wish to walk through and answer the following questions for each risk:

- **What is the risk?**
 - For example, is the risk identified the real problem, or is it a symptom of something bigger? As with the above example of the risk of poor school attendance, planning partners might think about what is causing students to miss school, and consider whether that is a bigger issue worth addressing.
 - Which community members, agencies/organizations identified this risk, and how did they describe it (i.e., did different groups perceive the risk in a different way)?
- **What evidence is there about the risk – what is happening now?**
 - How is this risk impacting the community right now? What has been heard through community engagement?
 - Is there specific information or data about each risk available?
 - How serious is the risk right now? What will happen if the risk is not addressed?
- **What approach does the community use to address what is happening now?**
 - Incident response or enforcement after an occurrence;
 - Rapid intervention to stop something from happening;
 - Implement activities to reduce/change the circumstances that lead to the risk; or
 - Ensure that people have the supports they need to deal with the risk if it arises.
- **How could all of the approaches above be used to create a comprehensive strategy to address each priority risk that:**
 - Ensures all community members have the information or resources they need to avoid this risk;
 - Targets vulnerable people/groups that are more likely to experience this risk and provide them with support to prevent or reduce the likelihood or impact of this risk;
 - Ensures all relevant service providers work together to address shared high-risk clients in a quick and coordinated way; and
 - Provides rapid responses to incidents using the most appropriate resources/agencies?
- **Where will the most work need to be done to create a comprehensive strategy to address the risk? Who will be needed to help address any existing service gaps?**

Risk-driven Tracking Database

Many communities have already started implementing strategies in the four planning areas of the Framework to address their local risks. In support of the planning process, the ministry initiated the Risk-driven Tracking Database to provide a standardized means of gathering de-identified information on situations of elevated risk of harm in the community.

The Risk-driven Tracking Database is one tool that can be used by communities to collect information about local priorities (i.e., risks, vulnerable groups and protective factors) and evolving trends to help inform the community safety and well-being planning process. It is recommended that this data be used in conjunction with other local data sources from various sectors.

For additional information on the Risk-driven Tracking Database, please contact SafetyPlanning@Ontario.ca.

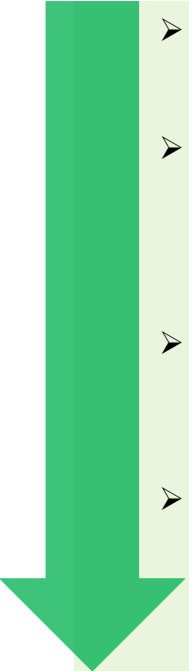
Tool 6 – Performance Measurement

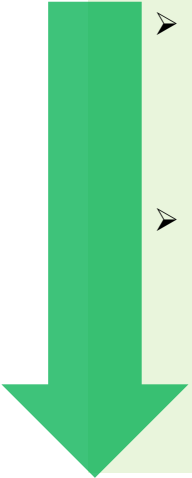
In the development stage of a plan, it is necessary to identify and understand the key risks and problems in the community and then to explore what can be done to address them.

In order to choose the best strategies and activities for the specific risk or problem at hand, partners involved in planning should seek out evidence of what works by conducting research or engaging others with experience and expertise in that area. Leverage the strengths of existing programs, services or agencies/organizations in the community and beyond to implement activities that are proven to achieve results and improve the lives of those they serve.

At the planning stage, it is also important to identify the intended outcomes of those activities in order to measure performance and progress made towards addressing identified problems. **Outcomes** are the positive impacts or changes activities are expected to make in a community. Some outcomes will be evident immediately after activities are implemented and some will take more time to achieve. Whether planning for incident response, mitigating elevated risk situations, working to reduce identified risks, or promoting and maintaining community safety and well-being through social development, it is equally important for planning partners to set and measure their efforts against predetermined outcomes.

When performance measurement focuses on outcomes, rather than completion of planned activities, it presents opportunities for ongoing learning and adaptation to proven good practice. Performance measurement can be incorporated into the planning process through a logical step-by-step approach that enables planning partners to consider all the components needed to achieve their long-term outcome, as outlined below.

- 
- Inputs: financial, human, material and information resources dedicated to the initiative/program (e.g., grant funding, dedicated coordinator, partners, analysts, evaluators, laptop, etc.).
 - Activities: actions taken or work performed through which inputs are used to create outputs (e.g., creation of an advisory committee and/or implementation team(s), development, enhancement or review of strategies in social development, prevention, risk intervention or incident response, etc.).
 - Outputs: direct products or services resulting from the implementation of activities (e.g., multi-sector collaboration, clients connected to service, development of a plan, completion of a program, etc.).
 - Immediate Outcomes: change that is directly attributable to activities and outputs in a short time frame. Immediate outcomes usually reflect increased awareness, skills or access for the target group (e.g., increased awareness among partners and the community about the plan and its benefits, increased protective factors as a result of a program being implemented like increased self-esteem, problem solving skills, etc.).

- 
- **Intermediate Outcomes:** Change that is logically expected to occur once one or more immediate outcomes have been achieved. These outcomes will take more time to achieve and usually reflect changes in behaviour or practice of the target group (e.g., increased capacity of service providers, improved service delivery, reduction of priority risks, etc.).
 - **Long-term Outcome:** The highest-level change that can reasonably be attributed to the initiative/program as a consequence of achievement of one or more intermediate outcomes. Usually represents the primary reason the initiative/program was created, and reflects a positive, sustainable change in the state for the target group (e.g., improved community safety and well-being among individuals, families and communities, reduced costs associated with and reliance on incident responses, etc.).

When choosing which outcomes to measure, it is important for planning partners to be realistic about what measurable impact their activities can be expected to have in the given timeframe. For example, their project goal might be to reduce the number of domestic violence incidents in the community. This would require sustainable changes in behaviour and it may take years before long-term trends show a measurable reduction. It may be easier to measure immediate to intermediate level outcomes such as increased speed of intervention in situations of high-risk for domestic violence, or increased use of support networks by victims or vulnerable groups.

A logic model should be completed during the planning phase of the plan in order to map out the above components for each identified risk or problem that will be addressed. Please see below for a logic model sample.

Following the identification of outcomes, corresponding indicators should be developed. An **indicator** is an observable, measurable piece of information about a particular outcome, which shows to what extent the outcome has been achieved. The following criteria should be considered when selecting indicators:

- relevance to the outcome that the indicator is intended to measure;
- understandability of what is being measured and reported within an organization and for partners;
- span of influence or control of activities on the indicator;
- feasibility of collecting reasonably valid data on the indicator;
- cost of collecting the indicator data;
- uniqueness of the indicator in relation to other indicators;
- objectivity of the data that will be collected on the indicator; and
- comprehensiveness of the set of indicators (per outcome) in the identification of all possible effects.

Outcomes, indicators and other information about the collection of indicator data should be mapped out early on in order to ensure that performance measurement is done consistently throughout the implementation of activities, and beyond, if necessary. This information forms the **performance measurement framework (PMF)** of the plan (or for each risk-based component of the plan). Please see below for a sample PMF template where this information may be captured.

A PMF should be completed to correspond with a logic model, as follows:

1. Specify the geographical **location**; a bounded geographical area or designated neighbourhood.
2. From the Logic Model, list the identified **outcomes** at the immediate, intermediate and long-term level, as well as the **outputs**. It is important to measure both outputs and outcomes – output indicators show that planning partners are doing the activities they set out to do, and outcome indicators show that their activities and outputs are having the desired impact or benefit on the community or target group.
3. Develop key performance **indicators**;
 - a. Quantitative indicators – these are numeric or statistical measures that are often expressed in terms of unit of analysis (the number of, the frequency of, the percentage of, the ratio of, the variance with, etc.).
 - b. Qualitative indicators – qualitative indicators are judgment or perception measures. For example, this could include the level of satisfaction from program participants and other feedback.
4. Record the **baseline data**; information captured initially in order to establish the starting level of information against which to measure the achievement of the outputs or outcomes.
5. Forecast the achievable **targets**; the “goal” used as a point of reference against which planning partners will measure and compare their actual results against.
6. Research available and current **data sources**; third party organizations that collect and provide data for distribution. Sources of information may include project staff, other agencies/organizations, participants and their families, members of the public and the media.
7. List the **data collection methods**; where, how and when planning partners will collect the information to document their indicators (i.e., survey, focus group).
8. Indicate data collection **frequency**; how often the performance information will be collected.
9. Identify who has **responsibility**; the person or persons who are responsible for providing and/or gathering the performance information and data.

Sample Logic Model:

PRIORITY/RISKS: poor school performance, low literacy, low graduation rates

VULNERABLE/TARGET GROUP: youth and new immigrants

LONG-TERM OUTCOME

Increased Community Safety and Well-Being

INTERMEDIATE OUTCOME

Increased Educational Attainment

IMMEDIATE OUTCOMES

- Community is better informed of issues faced related to community safety and well-being (education specifically)
- Impacts of not graduating from high-school communicated to students, community members and service providers
- Increased access to education for students in receipt of social assistance
- Expansion of lunch-time and after-school reading programs in schools

OUTPUTS

- Forty-seven youth and youth service providers engaged in the plan
- Awareness of evidence-based strategies to increase graduation
- Partnerships created between local university, college, social services
- Twenty-five students from low income neighbourhoods provided access to free summer tutoring

ACTIVITIES

- Distribution of engagement survey
- Community engagement sessions
- One-on-one meetings with local university, college and social services
- Broker partnerships between social services, neighbourhood hubs, library and school boards

INPUTS

- Over 1,000 hours of the community safety and well-being planning coordinator's time
- Two thousand copies of an engagement survey
- Refreshment and transportation costs for engagement sessions
- Five hundred hours of the manager of strategic planning and community development's time
- Five hours of time dedicated by representatives of the local college, university, social service center, school board and library

Sample Performance Measurement Framework:

Expected Outcomes	Indicators	Baseline Data	Targets	Data Sources	Data Collection Methods	Frequency	Responsibility
Long-Term Outcomes Use outcome from Logic Model - e.g., Increased community safety and well-being	# of people employed	employment rate from the year the plan starts	5% increase	municipality	collect from municipality	every 2 years (the plan is for 4 years)	municipality
Intermediate Outcomes Use outcomes from Logic Model - e.g., Increased educational attainment	# of students graduated from high-school	graduation rate from the year the plan starts	5% increase	school board(s)	collect from school boards	at the end of every school year	school board
Immediate Outcomes Use outcomes from Logic Model - e.g., Community is better informed of issues faced related to community safety and well-being (education specifically)	# of community members that have attended engagement sessions	no comparison - would start from "0"	200 people	municipal community safety and well-being planning coordinator	collect attendance sheets at the end of every session	at the end of the first year of planning	municipal community safety and well-being planning coordinator
Outputs Use outputs from Logic Model - e.g., 25 students from low income neighbourhoods provided access to free tutoring	# of students that have completed the tutoring program	no comparison - would start from "0"	100% completion	social service tutors	collect attendance sheets	each year at the end of summer	social services manager running the program

Appendix A – Information Sharing

There are many different types of activities that may be used to address priority risks in each of the four planning areas. Collaborative, multi-sectoral risk intervention models, such as Situation Tables, are one example of initiatives that are widely used across the province in risk intervention. They involve multi-sector service providers assisting individuals, families, groups and places facing acutely elevated risk of harm by connecting them to resources in the community within 24 to 48 hours. As information sharing has been identified by many communities as a barrier to the success of these models, this section was developed to provide guidance. In addition to the information sharing guidance below, the Risk-driven Tracking Database is another tool available to support communities implementing their multi-sectoral risk intervention models (see Tool 5 – Analyzing Community Risks).

While the following speaks specifically to multi-sectoral risk intervention models, the importance of sharing information in each of the four planning areas cannot be understated. In order for planning to be effective, multi-sector agencies and organizations must work together, including sharing information in social development on long-term planning and performance data between sectors, in prevention on aggregate data and trends to inform priority risks, in risk intervention on risks facing individuals, families, groups and places and in incident response on a situation at hand.

Guidance on Information Sharing in Multi-Sectoral Risk Intervention Models

Please note that not all aspects of the information sharing principles and Four Filter Approach outlined below are prescribed in legislation and many may not be mandatory for your specific agency or organization. Together, they form a framework intended to guide professionals (e.g., police officers, educators from the school boards, mental health service providers, etc.) that are engaged in multi-sectoral risk intervention models (e.g., Situation Tables) that involve sharing information.

The sharing of personal information and personal health information (“personal information”) requires compliance with the Freedom of Information and Protection of Privacy Act (FIPPA), Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the Personal Health Information Protection Act (PHIPA), and/or other pieces of legislation by which professionals are bound (e.g., the Youth Criminal Justice Act). With that, before engaging in a multi-sectoral risk intervention model, all professionals should familiarize themselves with the applicable legislation, non-disclosure and information sharing agreements and professional codes of conduct or policies that apply to their respective agency or organization.

Considerations should also be made for undergoing a Privacy Impact Assessment (PIA) and entering into a confidentiality agreement. Conducting a PIA and entering into information sharing agreements is recommended to ensure that adequate standards for the protection of personal information are followed.

For information on PIAs, refer to the “Planning for Success: Privacy Impact Assessment Guide” and “Privacy Impact Assessment Guidelines for the Ontario Personal Health Information Protection Act” which are available on the Information and Privacy Commissioner of Ontario website.

Once the decision has been made to participate in a multi-sectoral risk intervention model, such as a Situation Table, agencies/organizations should also ensure transparency by making information about their participation publicly available, including the contact information of an individual who can provide further information or receive a complaint about the agency/organization's involvement.

*Note: Information contained below should not be construed as legal advice.

Information Sharing Principles for Multi-Sectoral Risk Intervention Models

Information sharing is critical to the success of collaborative, multi-sectoral risk intervention models and partnerships that aim to mitigate risk and enhance the safety and well-being of Ontario communities. Professionals from a wide range of sectors, agencies and organizations are involved in the delivery of services that address risks faced by vulnerable individuals and groups. These professionals are well-placed to notice when an individual(s) is at an acutely elevated risk (see definition outlined on page 46) of harm, and collaboration among these professionals is vital to harm reduction.

Recognizing that a holistic, client-centered approach to service delivery is likely to have the most effective and sustainable impact on improving and saving lives, professionals involved in this approach, who are from different sectors and governed by different privacy legislation and policy, should consider the following common set of principles. It is important to note that definitive rules for the collection, use and disclosure of information are identified in legislation, and the following principles highlight the need for professional judgment and situational responses to apply relevant legislation and policy for the greatest benefit of individual(s) at risk.

Consent

Whenever possible, the ideal way to share personal information about an individual is by first obtaining that individual's consent. While this consent may be conveyed by the individual verbally or in writing, professionals should document the consent, including with respect to the date of the consent, what information will be shared, with which organizations, for what purpose(s), and whether the consent comes with any restrictions or exceptions.

When a professional is engaged with an individual(s) that they believe is at an acutely elevated risk of harm, and would benefit from the services of other agencies/ organizations, they may have the opportunity to ask that individual(s) for consent to share their personal information. However, in some serious, time-sensitive situations, there may not be an opportunity to obtain consent. In these instances, professionals should refer to pieces of legislation, including privacy legislation, which may allow for the sharing of personal information absent consent.

With or without consent, professionals may only collect, use or disclose information in a manner that is consistent with legislation (i.e., FIPPA, MFIPPA, PHIPA and/or other applicable legislation to which the agency/organization is bound), and they must always respect applicable legal and policy provisions.

Professional Codes of Conduct

It is the responsibility of all professionals to consider and adhere to their relevant professional codes of conduct and standards of practice. As in all aspects of professional work, any decision to share information must be executed under appropriate professional discipline. This presumes the highest standards of care, ethics, and professional practice (e.g., adherence to the policies and procedures upheld by the profession) will be applied if and when personal information is shared. Decisions about disclosing personal information must also consider the professional, ethical and moral integrity of the individuals and agencies/organizations that will receive the information. The decision to share information must only be made if the professional is first satisfied that the recipient of the information will also protect and act upon that information in accordance with established professional and community standards and legal requirements. As this relates to collaborative community safety and well-being practices, this principle reinforces the need to establish solid planning frameworks and carefully structured processes.

Do No Harm

First and foremost, this principle requires that professionals operate to the best of their ability in ways that will more positively than negatively impact those who may be at an acutely elevated risk of harm. Decisions to share information in support of an intervention must always be made by weighing out the benefits that can be achieved for the well-being of the individual(s) in question against any reasonably foreseeable negative impact associated with the disclosure of personal information. This principle highlights what professionals contemplate about the disclosure of information about an individual(s) in order to mitigate an evident, imminent risk of harm or victimization. This principle ensures that the interests of the individual(s) will remain a priority consideration at all times for all involved.

Duty of Care

Public officials across the spectrum of human services assume within their roles a high degree of professional responsibility – a duty of care – to protect individuals, families and communities from harm. For example, the first principle behind legislated child protection provisions across Canada is the duty to report, collaborate, and share information as necessary to ensure the protection of children. Professionals who assume a duty of care are encouraged to be mindful of this responsibility when considering whether or not to share information.

Due Diligence and Evolving Responsible Practice

The Office of the Information and Privacy Commissioner of Ontario (IPC) is available and willing to provide general privacy guidance to assist institutions and health information custodians in understanding their obligations under FIPPA, MFIPPA and PHIPA. These professionals are encouraged to first seek any clarifications they may require from within their respective organizations, as well as to document, evaluate and share their information sharing-related decisions in a de-identified manner, with a view to building a stronger and broader base of privacy compliant practices, as well as evidence of the impact and effectiveness of information sharing. The IPC may be contacted by email at info@ipc.on.ca, or by telephone (Toronto Area: 416-326-3333, Long Distance: 1-800-387-0073 (within Ontario), TDD/TTY: 416-325-7539). Note that FIPPA,

MFIPPA and PHIPA provide civil immunity for any decision to disclose or not to disclose made reasonably in the circumstances and in good faith.

Acutely Elevated Risk

For the purposes of the following Four Filter Approach, “acutely elevated risk” refers to any situation negatively affecting the health or safety of an individual, family, or specific group of people, where professionals are permitted in legislation to share personal information in order to eliminate or reduce imminent harm to an individual or others.

For example, under section 42(1)(h) of FIPPA, section 32(h) of MFIPPA and section 40(1) of PHIPA, the following permissions are available.

Section 42(1)(h) of FIPPA and section 32(h) of MFIPPA read:

An institution shall not disclose personal information in its custody or under its control except, in compelling circumstances affecting the health or safety of an individual if upon disclosure notification is mailed to the last known address of the individual to whom the information relates.

*Note: written notification may be made through methods other than mail to the last known address. The individual should be provided with a card or document listing the names and contact information of the agencies/organizations to whom their personal information was disclosed at filters three and four, at or shortly after the time they are provided information on the proposed intervention.

Section 40(1) of PHIPA reads:

A health information custodian may disclose personal health information about an individual if the custodian believes on reasonable grounds that the disclosure is necessary for the purpose of eliminating or reducing a significant risk of serious bodily harm to a person or group of persons.

“Significant risk of serious bodily harm” includes a significant risk of both serious physical as well as serious psychological harm. Like other provisions of PHIPA, section 40(1) is subject to the mandatory data minimization requirements set out in section 30 of PHIPA.

Four Filter Approach to Information Sharing

In many multi-sectoral risk intervention models, such as Situation Tables, the discussions may include sharing limited personal information about an individual(s) such that their identity is revealed. For that reason, the Ministry encourages professionals to obtain express consent of the individual(s) before the collection, use and disclosure of personal information. If express consent is obtained to disclose personal information to specific agencies/organizations involved in a multi-sectoral risk intervention model for the purpose of harm reduction, the disclosing professional may only rely on consent to disclose personal information and collaborate with the specific agencies/organizations and only for that purpose.

If it is not possible to obtain express consent and it is still believed that disclosure is required, professionals in collaborative, multi-sectoral risk intervention models are encouraged to comply with the Four Filter Approach outlined below.

Under the Four Filter Approach, the disclosing agency/organization must have the authority to disclose and each recipient agency/organization must have the authority to collect the information. The question of whether an agency/organization “needs-to-know” depends on the circumstances of each individual case.

Filter One: Initial Agency/Organization Screening

The first filter is the screening process by the professional that is considering engaging partners in a multi-sectoral intervention. Professionals must only bring forward situations where they believe that the subject individual(s) is at an acutely elevated risk of harm as defined above. The professional must be unable to eliminate or reduce the risk without bringing the situation forward to the group. This means that each situation must involve risk factors beyond the agency/organization’s own scope or usual practice, and thus represents a situation that could only be effectively addressed in a multi-sectoral manner. Professionals must therefore examine each situation carefully and determine whether the risks posed require the involvement of multi-sectoral partners. Criteria that should be taken into account at this stage include:

- The intensity of the presenting risk factors, as in: Is the presenting risk of such concern that the individual’s privacy intrusion may be justified by bringing the situation forward for multi-sectoral discussion?
- Is there a significant and imminent risk of serious bodily harm if nothing is done?
- Would that harm constitute substantial interference with the health or well-being of a person and not mere inconvenience to the individual or a service provider?
- Did the agency/organization do all it could to mitigate the risks before bringing forward the situation?
- Do the risks presented in this situation apply to the mandates of multiple agencies/organizations?
- Do multiple agencies/organizations have the mandate to intervene or assist in this situation?
- Is it reasonable to believe that disclosure to multi-sectoral partners will help eliminate or reduce the anticipated harm?

Before bringing a case forward, professionals should identify in advance the relevant agencies or organizations that are reasonably likely to have a role to play in the development and implementation of the harm reduction strategy.

Filter Two: De-identified Discussion with Partner Agencies/Organizations

At this stage, it must be reasonable for the professional to believe that disclosing information to other agencies/organizations will eliminate or reduce the risk posed to, or by, the individual(s). The professional then presents the situation to the group in a de-identified format, disclosing only descriptive information that is reasonably necessary. Caution should be exercised even when disclosing de-identified information about the risks facing an individual(s), to ensure that later identification of the individual(s) will not inadvertently result in disclosure beyond that which is necessary at filter three. This disclosure should focus on the information necessary to determine whether the situation as presented appears to meet, by consensus of the table, both the threshold of acutely elevated risk, outlined above, and the need for or benefit from a multi-agency intervention, before any identifying personal information is disclosed.

The wide range of sectors included in the discussion is the ideal setting for making a decision as to whether acutely elevated risk factors across a range of professionals are indeed present. If the circumstances do not meet this threshold, no personal information may be disclosed and no further discussion of the situation should occur. However, if at this point the presenting agency/organization decides that, based on the input and consensus of the table, disclosing limited personal information (e.g., the individual's name and address) to the group is necessary to help eliminate or reduce an acutely elevated risk of harm to an individual(s), the parties may agree to limited disclosure of such information to those agencies/organizations at filter three.

Filter Three: Limited Identifiable Information Shared

If the group concludes that the threshold of acutely elevated risk is met, they should determine which agencies/organizations are reasonably necessary to plan and implement the intervention. Additionally, the presenting agency should inform the table of whether the individual has consented to the disclosure of his or her personal information to any specific agencies/organizations. All those agencies/organizations that have not been identified as reasonably necessary to planning and implementing the intervention must then leave the discussion until dialogue about the situation is complete. The only agencies/organizations that should remain are those to whom the individual has expressly consented to the disclosure of his or her personal information, as well as those that the presenting agency reasonably believes require the information in order to eliminate or reduce the acutely elevated risk(s) of harm at issue.

Identifying information may then be shared with the agencies/organizations that have been identified as reasonably necessary to plan and implement the intervention at filter four.

Any notes captured by any professionals that will not be involved in filter four must be deleted. Consistency with respect to this “need-to-know” approach should be supported in advance by way of an information sharing agreement that binds all the involved agencies/organizations.

*Note: It is important that the agencies/organizations involved in multi-sectoral risk intervention models be reviewed on a regular basis. Agencies/organizations that are rarely involved in interventions should be removed from the table and contacted only when it is determined that their services are required.

Filter Four: Full Discussion Among Intervening Agencies/Organizations Only

At this final filter, only agencies/organizations that have been identified as having a direct role to play in an intervention will meet separately to discuss limited personal information required in order to inform planning for the intervention. Disclosure of personal information in such discussions shall remain limited to the personal information that is deemed necessary to assess the situation and to determine appropriate actions. Sharing of information at this level should only happen to enhance care.

After that group is assembled, if it becomes clear that a further agency/organization should be involved, then professionals could involve that party bearing in mind the necessary authorities for the collection, use and disclosure of the relevant personal information.

If at any point in the above sequence it becomes evident that resources are already being provided as required in the circumstances, and the professionals involved are confident that elevated risk is already being mitigated, there shall be no further discussion by the professionals other than among those already engaged in mitigating the risk.

The Intervention

Following the completion of filter four, an intervention should take place to address the needs of the individual, family, or specific group of people and to eliminate or mitigate their risk of harm. In many multi-sectoral risk intervention models, the intervention may involve a “door knock” where the individual is informed about or directly connected to a service(s) in their community. In all cases, if consent was not already provided prior to the case being brought forward (e.g., to a Situation Table), obtaining consent to permit any further sharing of personal information in support of providing services must be a priority of the combined agencies/organizations responding to the situation. If upon mounting the intervention, the individual(s) being offered the services declines, no further action (including further information sharing) will be taken.

It is important to note that institutions such as school boards, municipalities, hospitals, and police services are required to provide written notice to individuals following the disclosure of their personal information under section 42(1)(h) of FIPPA and section 32(h) of MFIPPA (see note on page 46). Even where this practice is not required, we recommend that all individuals be provided with written notice of the disclosure of their personal information. This should generally be done when the intervention is being conducted. In the context of multi-sectoral risk intervention models, such written notices should indicate the names and contact information of all agencies to whom the personal information was disclosed at filters three and four, whether verbally or in writing.

Report Back

This “report back” phase involves professionals receiving express consent from the individual(s) to provide an update regarding their intervention to the group, including to those who did not participate in the intervention. This may involve reporting back, in a de-identified manner, on pertinent information about the risk factors, protective factors and agency/organization roles that transpired through the intervention. In the absence of express consent of the individual(s), the report back must be limited to the date of closure and an indication that the file can be closed or whether the intervening agencies need to discuss further action. If the file is being closed, limited information may be shared regarding the reason for closure (e.g., connected to service).

Appendix B – Engaging Youth

Many communities that tested the framework and toolkit identified youth as a priority group for their plan, facing risk factors such as coming from a single parent family, leaving care, unsupervised children, etc. There is also significant research literature that supports the active participation and inclusion of youth in decision-making as a way of addressing exclusion and marginalization. This section was developed for adults in communities that are undertaking the community safety and well-being planning process to help them understand a youth perspective and how to meaningfully engage youth.

Benefits of Youth Engagement

The following are some of the benefits to engaging youth in the community safety and well-being planning process:

- opportunity for new understanding of the lived reality of youth;
- opportunity to inform broader community safety and well-being plans, and other initiatives that may be developed to address identified risk areas;
- opportunity to breakdown stereotypes/assumptions about young people. In particular, assumptions related to risk areas that may involve youth;
- long-term opportunity for creation of on-the-ground community policies and programs that are increasingly responsive to the needs of youth;
- shared learning of current issues as youth often raise questions that have not been thought of by adults;
- new ideas, energy and knowledge;
- creates healthy and positive community connections between youth and adults, leading to social cohesion; and
- opportunity to ask what youth are traditionally excluded from and offers an opportunity to get them to the table.

Additionally, the following are benefits that youth engagement can have on the youth themselves:

- build pride/self-esteem for being contributors to a larger purpose (i.e., local plans with a youth perspective);
- opportunities to build skills, for example:
 - **communication** – opportunities for youth to assist in the creation of material (i.e., advertisement, pamphlets, etc.);
 - **analytical** – opportunities to analyze and interpret information that is gathered to inform the plan from a different perspective;
- connection to positive adult(s); and
- inclusion and a voice into what is happening in the community.

Practical Tips

The following are some practical tips for engaging youth during the community safety and well-being planning process.

Explaining the Project

- Create youth-friendly materials about community safety and well-being planning – posters, postcards and social media, such as Facebook, Twitter, etc.
- Work with youth to define how they will participate by allowing the youth to help co-create the purpose of their engagement and their role in planning.
- When young people are able to design and manage projects, they feel some sense of ownership in the project. Involvement fosters motivation, which fosters competence, which in turn fosters motivation for future projects.
- Explain upfront what their role will be. Try and negotiate roles honestly while ensuring any promises made are kept.
- Try for a meaningful role, not just token involvement, such as one-off consultation with no follow-up.

Collaboration

- Adults should collaborate with youth and not take over.
- Provide youth with support and training (e.g., work with existing community agencies to host consultation sessions, ask youth allies and leaders from communities to facilitate consultation, recruit youth from communities to act as facilitators and offer support and training, etc.).
- Partner with grassroots organizations, schools and other youth organizations. By reaching out to a variety of organizations, it is possible to gather a wider range of youth perspectives.
- Provide youth with opportunities to learn and develop skills from the participation experience. For example, an opportunity to conduct a focus group provides youth with the opportunity to gain skills in facilitation and interviewing.

Assets

- Look at youth in terms of what they have to offer to the community and their capacities – not just needs and deficits.
- Understand that working with youth who are at different ages and stages will help adults to recognize how different youth have strengths and capacities.
- Ask youth to help map what they see as community assets and community strengths.

Equity and Diversity

- Identify diverse groups of youth that are not normally included (e.g., LGBTQ (Lesbian, gay, bi-sexual, two-spirited, transgendered, questioning, queer), racialized youth, Indigenous youth, Francophone youth, youth with disabilities, immigrant youth, etc.).
- Proactively reach out to youth and seek the help of adults that the youth know and already trust.
- When working with diverse communities, find people that can relate to youth and their customs, cultures, traditions, language and practices.
- Understand and be able to explain why you are engaging with particular groups of youth and what you will do with the information that you gather.

Forming an Advisory Group

One way of gathering youth perspectives is to form a youth advisory group.

- Look for a diversity of participants from wide variety of diverse backgrounds. For example, put a call out to local youth-serving organizations, schools, etc.
- Spend time letting the youth get to know each other and building a safe space to create a dialogue.
- Depending on the level of participation, have youth and/or their parents/guardians sign a consent form to participate in the project.
- Keep parents/guardians of the youth involved and up-to-date on progress.
- Find different ways for youth to share their perspectives as not all youth are ‘talkers’. Engage youth through arts, music and taking photos.
- An advisory group provides a good opportunity for youth to socialize with peers in a positive environment and to work as a team.

Recognition and Compensation

- Youth advisory group members can be volunteers, but try to compensate through small honorariums and by offering food and covering transportation costs where possible. This will support youth that might not traditionally be able to get involved.
- Recognition does not have to be monetary. For example, meaningful recognition of the youth’s participation can include letters for community service hours or a letter that can be included in a work portfolio that describes in detail their role in the initiative.

Appendix C – Engaging Seniors

There are many reasons to engage seniors (those aged 65 and over) in the development of local plans. For example, encouraging youth and providing them with opportunities to form relationships with seniors may help to reduce intergenerational gaps. Demographic aging is also impacting many Ontario communities as older persons increasingly make up greater portions of the population. The importance of safety and security for older Ontarians has been recognized under Ontario's Action Plan for Seniors and a growing number of initiatives present opportunities to connect community safety and well-being planning to seniors and their service providers. This section was developed to assist partners involved in the community safety and well-being planning process to identify opportunities to engage seniors and create linkages with other activities that are already underway.

Benefits of Seniors' Engagement

Engaging seniors in the community safety and well-being planning process is a natural extension of the roles that they already play in their communities, as employees, volunteers, or members of various agencies/organizations. It may involve direct engagement with seniors themselves, senior's agencies/organizations or service providers, and provide an:

- opportunity for new understanding of the lived reality of seniors;
- opportunity to breakdown stereotypes/assumptions about older people and the contributions they can make to their communities;
- long-term opportunity for creation of on-the-ground community policies and programs that are increasingly responsive to the needs of seniors and the shared benefits these may have for people of all ages;
- source for new ideas, energy, knowledge and experience; and
- opportunity to create healthy and positive community connections between people of all ages, leading to social cohesion.

Additionally, the following are benefits that engagement can have on the seniors themselves:

- provide opportunities to apply skills and share knowledge with other generations;
- maintain or enhance social connections; and
- build a sense of inclusion and voice into what is happening in the community as a contributor to a larger community purpose.

Building Connections

The following are some opportunities and considerations for engaging seniors during the community safety and well-being planning process.

Seniors Organizations

Seniors are members of many local agencies/organizations and a number of large senior's agencies/organizations have local chapters across the province. Partnering with a variety of these groups will allow for a wide range of seniors' perspectives and access to the diverse strengths and capacities of seniors from different ages and lived experience. For more information on seniors agencies/organizations that may be active in your community, please refer to the Ontario Seniors' Secretariat website.

When reaching out to seniors, planning partners are encouraged to consider the following approaches to ensure diversity and equity:

- identify diverse groups of seniors (e.g., LGBTQ, Indigenous seniors and elders, older adults with disabilities, immigrant or newcomer seniors);
- identify individuals/groups that can relate to seniors and their customs, cultures, traditions, language and practices; and
- when forming advisory groups with seniors' representation, consider compensation options such as small honorariums or offering food and covering transportation costs where possible (this will support seniors that might not traditionally be able to get involved).

Service Providers

When forming an advisory group or other engagement approaches that include service provider perspectives, consider reaching out to agencies/organizations that are familiar with the needs of older adults, including:

- Community Care Access Centres;
- Long Term Care Homes, Retirement Homes, or seniors housing providers;
- police services, including those with Seniors Liaison Officers and Crimes against Seniors Units;
- Elderly Person Centres;
- community support service agencies (funded by Local Health Integration Networks to provide adult day programs, meal delivery, personal care, homemaking, transportation, congregate dining, etc.);
- Municipal Recreation and Health and Social Service Departments; and
- Social Planning Councils and Councils on Aging.

Local Linkages

Existing local engagement and planning mechanisms may be leveraged to help connect seniors and service providers throughout the community safety and well-being planning process. By making these linkages, synergies and efficiencies may be achieved. Some of these mechanisms may include:

- Seniors/Older Adult Advisory Committees
 - Established by local governments to seek citizen and stakeholder input into the planning and delivery of municipal services that impact older adults.

- Local Elder Abuse Prevention Networks
 - There are over 50 local networks across the province that help address the needs of vulnerable seniors and the complex nature of elder abuse. They link health, social services and justice agencies/organizations to improve local responses to elder abuse and help deliver public education, training, and facilitate cross-sectoral knowledge exchange between front-line staff, often including advice on managing elder abuse cases. Contact information for local elder abuse prevention networks can be found on the Elder Abuse Ontario website.
- Age-Friendly Community (AFC) Planning Committees
 - Based on the World Health Organization's eight dimension framework, the AFC concept highlights the importance of safe and secure environments, social participation and inclusion, all of which are aligned with senior's participation in the community safety and well-being planning process.
 - Many communities are developing AFC plans to help create social and physical environments that allow people of all ages, including seniors, to participate fully in their communities. Local AFC planning committees are being established to lead the completion of needs assessments and multi-sectoral planning. To support planning, the Ontario Seniors' Secretariat has created an AFC Planning Guide and an AFC Planning Grant Program. More information about AFCs and local activity underway can be found on the Ministry of Seniors Affairs website.
- Accessibility Advisory Committees
 - Under the *Ontarians with Disabilities Act, 2001*, municipalities with more than 10,000 residents have to establish local accessibility advisory committees. Most of the members of these committees are people with disabilities, including seniors.
 - Over 150 Ontario municipalities have set up local accessibility advisory committees. The committees work with their local councils to identify and break down barriers for people with disabilities.
 - Engaging accessibility advisory committees in community safety and well-being planning would contribute to the development of inclusive policies and programs that serve all members of a community. For more information about Accessibility Laws, please visit the Government of Ontario accessibility laws web page.

Appendix D – Engaging Indigenous Partners

Engaging and collaborating with Indigenous partners, including those who are First Nations, Inuit and Métis, is an important part of local community safety and well-being efforts. Ontario has the largest Indigenous population in Canada, with 85 per cent of Indigenous peoples in Ontario living in urban and rural areas.¹ Indigenous peoples are also the youngest, most diverse and rapidly growing population² in Canada and continue to present unparalleled opportunities through their values, innovative practices and approaches that can enhance the lives of all Canadians.

Cultural responsiveness is crucial to the community safety and well-being planning process and should be captured in the development of strategies and programs that are identified in local plans. By including community specific culture and identity as part of planning, it will enable the development of sustainable and strategic programming at the local level. Communities should acknowledge that effective planning involves understanding and responding to the unique factors and inequalities that different groups face. For example, Indigenous peoples may face specific risk factors due to the impact of historical events, such as colonialism and assimilation policies. In addition, social emergencies that overwhelm services in Indigenous communities can also impact services delivered by surrounding municipalities.

Building relationships with Indigenous partners early in the planning process can help ensure that local plans incorporate the strengths, perspectives, contributions and needs of Indigenous peoples, organizations and communities. By respecting each other's priorities and perspectives, municipalities can build trust with Indigenous partners. This can also help to develop relationships, respond to potentially challenging issues and work collaboratively to achieve social and economic well-being for all community members.

This section has been developed as a guide for municipalities that are undertaking the community safety and well-being planning process in understanding how to meaningfully engage and collaborate with Indigenous partners.

Outcomes of Indigenous Engagement

The following are some of the positive outcomes that can be realized by working with Indigenous partners as part of the community safety and well-being planning process:

- Creating and supporting communities where Indigenous peoples feel safe, have a sense of belonging, and are seen as equal contributors to the decisions that affect community safety and well-being;
- Establishing partnerships and positive relationships founded in mutual respect;
- Gaining an understanding of, and better responding to, the lived realities of Indigenous peoples and the intergenerational trauma that they face;
- Acknowledging and addressing systemic biases within existing systems and breaking down stereotypes impacting Indigenous peoples;
- Co-developing culturally relevant solutions to meet the unique and diverse needs of Indigenous peoples;

¹ Statistics Canada, 2016 Census

² Statistics Canada, 2016 Census

- Creating new or supporting existing grassroots community strategies that are well-grounded in cultural recognition, led by Indigenous peoples and communities, and have shared, long-term benefits for all community members.

Key Principles for Engagement

When engaging with Indigenous partners, there is not a one-size fits all approach, as each partner offers a unique perspective and may have specific governance structures, engagement processes or protocols that should be respected.

The following are some key principles to consider when engaging and collaborating with Indigenous partners during the community safety and well-being planning process:

- **Take time to build trust and understanding:** When engaging with Indigenous partners, it may take several meetings to build a strong connection, due to factors such as historical events, cultural protocols and availability of resources. Successful engagement occurs in the context of effective working relationships, which are developed over time and built on respect and trust. Be willing to develop lasting relationships.
- **Know the history:** Before you enter the conversation, you should have some understanding of the relationships between Indigenous and non-Indigenous communities. Learn from local Indigenous community members, political/organizations' leadership, provincial Indigenous organizations, Elders, youth and others, to understand the historical and present day circumstances. The Report and Calls to Action from the Truth and Reconciliation Commission of Canada can also be a useful resource to guide discussions.
- **Understand the impact of lived experiences:** Recognize that many Indigenous peoples, communities and organizations are dealing with the intergenerational and on-going impact of colonization. Indigenous partners may be at different stages in reconnecting and reclaiming their cultural traditions and teachings and therefore engagement and collaboration may have different outcomes for everyone involved. Consideration of additional diversities that exist within and between Indigenous peoples and communities will also strengthen the outcomes of this work.
- **Be prepared for the conversation:** Step into your conversations with a good sense of what you can bring to a partnership and establish clear expectations. Invest in your staff to be ready for the conversation, for example a starting point could include participating in Indigenous cultural competency training. Further, knowledge of protocol creates a stable foundation of mutual respect, and sets the tone for the engagement. It is common practice when meeting with Indigenous partners to acknowledge the territory and follow any cultural protocol to start new relationships in a positive way.
- **Identify shared priorities and objectives:** Engagement is an opportunity to collaborate with Indigenous partners. When determining objectives for engagement, a best practice is to work with Indigenous partners to develop an engagement process that works for everyone. Be open to creating a joint agenda of issues and priorities and work together to develop initiatives and strategies.
- **Engage early and often:** Indigenous partners are often engaged at the end of a project's development when there is little opportunity to provide meaningful input. Engage Indigenous partners early on in a project's development and work together to determine the best approach for engagement. Ask Indigenous partners how they would like to be involved and develop clear roles and responsibilities that will support and strengthen mutual accountability. For example, invite Indigenous community representatives or organizations to participate on the advisory committee as part of the community safety and well-being planning process.

- **Have reasonable timelines and create safe spaces for engagement:** Effective planning requires you to build in adequate timelines for partners to respond to requests for engagement. Recognize that different Indigenous partners may have unique circumstances which impact their ability to participate in engagement sessions. Engagement should be culturally safe and accessible for all who want to participate.

As a starting point for engagement, reach out and ask if and how Indigenous partners may wish to be involved. Municipalities may look to engage members and/or leadership of urban Indigenous communities within the municipality, neighbouring First Nation communities (e.g., Band/Tribal Councils), First Nation police services, local Indigenous community organizations (e.g., local Métis Councils), provincial Indigenous organizations (e.g., Tungasuvvingat Inuit) and local Indigenous service providers (e.g., Indigenous Friendship Centres).

For additional guidance, municipalities should refer to Ontario's Urban Indigenous Action Plan, which has been co-developed by the Government of Ontario, the Ontario Federation of Indigenous Friendship Centres, the Métis Nation of Ontario and the Ontario Native Women's Association. It is a resource and guide that supports the development of responsive, inclusive policies, programs and evaluations with, and that meet the needs of, urban Indigenous communities.

Appendix E – Definitions

Acutely elevated risk: a situation negatively affecting the health or safety of an individual, family, or specific group of people where there is a high probability of imminent and significant harm to self or others (e.g., offending or being victimized, lapsing on a treatment plan, overt mental health crisis situation, etc.). In these situations, agencies and organizations may be permitted in legislation to share personal information in order to prevent imminent harm. This often involves circumstances that indicate an extremely high probability of the occurrence of victimization from crime or social disorder, where left unattended, such situations will require targeted enforcement or other emergency, incident response.

Collaboration: individuals, agencies or organizations, working together for a common purpose; acknowledging shared responsibility for reaching consensus in the interest of mutual outcomes; contributing complementary capabilities; willing to learn from each other; and benefiting from diverse perspectives, methods and approaches to common problems.

Community engagement: the process of inviting, encouraging and supporting individuals, human services agencies, community-based organizations and government offices and services to collaborate in achieving community safety and well-being.

Community safety and well-being: the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.

Crime prevention: the anticipation, recognition and appraisal of a crime risk and the actions taken – including the integrated community leadership required – to remove or reduce it.

Evidence-based: policies, programs and/or initiatives that are derived from or informed by the most current and valid empirical research or practice that is supported by data and measurement.

Partners: agencies, organizations, individuals from all sectors, and government which agree to a common association toward mutual goals of betterment through shared responsibilities, complementary capabilities, transparent relationships, and joint decision-making.

Protective factors: positive characteristics or conditions that can moderate the negative effects of risk factors and foster healthier individuals, families and communities, thereby increasing personal and/or community safety and well-being.

Risk factors: negative characteristics or conditions in individuals, families, communities or society that may increase social disorder, crime or fear of crime, or the likelihood of harms or victimization to persons or property.

Social determinants of health: the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These are protective factors of health and well-being including access to income, education, employment and job security, safe and healthy working conditions, early childhood development, food security, quality housing, social inclusion, cohesive social safety network, health services, and equal access to all of the qualities, conditions and benefits of life without regard to any socio-demographic differences. The social determinants of health are the same factors which affect individual, family and community safety and well-being.

Appendix F – Risk and Protective Factors

The following definitions were adopted, created and/or refined by the ministry in consultation with its community and provincial partners. They are complementary to the risk and protective factors identified in the *Crime Prevention in Ontario: A Framework for Action* booklet, and are also consistent with the Risk-driven Tracking Database. They are intended to guide partners involved in the community safety and well-being planning process as they identify local risks to safety and well-being and develop programs and strategies to address those risks. These risk and protective factors are commonly used by communities across the province that have implemented multi-sectoral risk intervention models.

Risk Factors

Antisocial/Problematic Behaviour (Non-criminal)

Risk Factor	Definition
Antisocial/Negative Behaviour - antisocial/negative behaviour within the home	resides where there is a lack of consideration for others, resulting in damage to other individuals or the community (i.e., obnoxious/disruptive behaviour)
Antisocial/Negative Behaviour - person exhibiting antisocial/negative behaviour	is engaged in behaviour that lacks consideration of others, which leads to damages to other individuals or the community (i.e., obnoxious/disruptive behaviour)
Basic Needs - person neglecting others' basic needs	has failed to meet the physical, nutritional or medical needs of others under their care
Basic Needs - person unable to meet own basic needs	cannot independently meet their own physical, nutritional or other needs
Elder Abuse - person perpetrator of elder abuse	has knowingly or unknowingly caused intentional or unintentional harm upon older individuals because of their physical, mental or situational vulnerabilities associated with the aging process
Gambling - chronic gambling by person	regular and/or excessive gambling; no harm caused
Gambling - chronic gambling causes harm to others	regular and/or excessive gambling that causes harm to others
Gambling - chronic gambling causing harm to self	regular and/or excessive gambling; resulting in self-harm
Housing - person transient but has access to appropriate housing	has access to appropriate housing but is continuously moving around to different housing arrangements (i.e., couch surfing)
Missing - person has history of being reported to police as missing	has a history of being reported to police as missing and in the past has been entered in the Canadian Police Information Centre (CPIC) as a missing person

Risk Factor	Definition
Missing - person reported to police as missing	has been reported to the police and entered in CPIC as a missing person
Missing - runaway with parents' knowledge of whereabouts	has run away from home with guardian's knowledge but guardian is indifferent
Missing - runaway without parents knowledge of whereabouts	has run away and guardian has no knowledge of whereabouts
Physical Violence - person perpetrator of physical violence	has instigated or caused physical violence to another person (i.e., hitting, pushing)
Sexual Violence - person perpetrator of sexual violence	has been the perpetrator of sexual harassment, humiliation, exploitation, touching or forced sexual acts
Threat to Public Health and Safety - person's behaviour is a threat to public health and safety	is currently engaged in behaviour that represents danger to the health and safety of the community (i.e., unsafe property, intentionally spreading disease, putting others at risk)

Criminal Involvement

Risk Factor	Definition
Criminal Involvement - animal cruelty	has been suspected, charged, arrested or convicted of animal cruelty
Criminal Involvement - arson	has been suspected, charged, arrested or convicted of arson
Criminal Involvement - assault	has been suspected, charged, arrested or convicted of assault
Criminal Involvement - break and enter	has been suspected, charged, arrested or convicted of break and enter
Criminal Involvement - damage to property	has been suspected, charged, arrested or convicted of damage to property
Criminal Involvement - drug trafficking	has been suspected, charged, arrested or convicted of drug trafficking
Criminal Involvement - homicide	has been suspected, charged, arrested or convicted of the unlawful death of a person
Criminal Involvement - other	has been suspected, charged, arrested or convicted of other crimes
Criminal Involvement - possession of weapons	has been suspected, charged, arrested or convicted of possession of weapons
Criminal Involvement - robbery	has been suspected, charged, arrested or convicted of robbery (which is theft with violence or threat of violence)
Criminal Involvement - sexual assault	has been suspected, charged, arrested or convicted of sexual assault
Criminal Involvement - theft	has been suspected, charged, arrested or convicted of theft
Criminal Involvement - threat	has been suspected, charged, arrested or convicted of uttering threats

Education/Employment

Risk Factor	Definition
Missing School - chronic absenteeism	has unexcused absences from school without parental knowledge, that exceed the commonly acceptable norm for school absenteeism
Missing School - truancy	has unexcused absences from school without parental knowledge
Unemployment - person chronically unemployed	persistently without paid work
Unemployment - person temporarily unemployed	without paid work for the time being

Emotional Violence

Risk Factor	Definition
Emotional Violence - emotional violence in the home	resides with a person who exhibits controlling behaviour, name-calling, yelling, belittling, bullying, intentional ignoring, etc.
Emotional Violence - person affected by emotional violence	has been affected by others falling victim to controlling behaviour, name-calling, yelling, belittling, bullying, intentional ignoring, etc.
Emotional Violence - person perpetrator of emotional violence	has emotionally harmed others by controlling their behaviour, name-calling, yelling, belittling, bullying, intentionally ignoring them, etc.
Emotional Violence - person victim of emotional violence	has been emotionally harmed by others who have controlled their behaviour, name-called, yelled, belittled, bullied, intentionally ignored them, etc.

Family Circumstances

Risk Factor	Definition
Parenting - parent-child conflict	ongoing disagreement and argument between guardian and child that affects the functionality of their relationship and communication between the two parties
Parenting - person not providing proper parenting	is not providing a stable, nurturing home environment that includes positive role models and concern for the total development of the child
Parenting - person not receiving proper parenting	is not receiving a stable, nurturing home environment that includes positive role models and concern for the total development of the child
Physical Violence - physical violence in the home	lives with threatened or real physical violence in the home (i.e., between others)
Sexual Violence - sexual violence in the home	resides in a home where sexual harassment, humiliation, exploitation, touching, or forced sexual acts occur

Risk Factor	Definition
Supervision - person not properly supervised	has not been provided with adequate supervision
Supervision - person not providing proper supervision	has failed to provide adequate supervision to a dependant person (i.e., child, elder, disabled)
Unemployment - caregivers chronically unemployed	caregivers are persistently without paid work
Unemployment - caregivers temporarily unemployed	caregivers are without paid work for the time being

Gang Issues

Risk Factor	Definition
Gangs - gang association	social circle involves known or supported gang members but is not a gang member
Gangs - gang member	is known to be a member of a gang
Gangs - threatened by gang	has received a statement of intention to be injured or have pain inflicted by gang members

Housing

Risk Factor	Definition
Housing - person doesn't have access to appropriate housing	is living in inappropriate housing conditions or none at all (i.e., condemned building, street)

Mental Health and Cognitive Functioning

Risk Factor	Definition
Cognitive Functioning - diagnosed cognitive impairment/limitation	has a professionally diagnosed cognitive impairment/limitation
Cognitive Functioning - suspected cognitive impairment/limitation	suspected of having a cognitive impairment/limitation (no diagnosis)
Cognitive Functioning - self-reported cognitive impairment/limitation	has reported to others to have a cognitive impairment/limitation
Mental Health - diagnosed mental health problem	has a professionally diagnosed mental health problem
Mental Health - grief	experiencing deep sorrow, sadness or distress caused by loss
Mental Health - mental health problem in the home	residing in a residence where there are mental health problems
Mental Health - not following prescribed treatment	not following treatment prescribed by a mental health professional; resulting in risk to self and/or others

Risk Factor	Definition
Mental Health - self-reported mental health problem	has reported to others to have a mental health problem(s)
Mental Health - suspected mental health problem	suspected of having a mental health problem (no diagnosis)
Mental Health - witnessed traumatic event	has witnessed an event that has caused them emotional or physical trauma
Self-Harm - person has engaged in self-harm	has engaged in the deliberate non-suicidal injuring of their own body
Self-Harm - person threatens self-harm	has stated that they intend to cause non-suicidal injury to their own body
Suicide - affected by suicide	has experienced loss due to suicide
Suicide - person current suicide risk	currently at risk to take their own life
Suicide - person previous suicide risk	has in the past, been at risk of taking their own life

Neighbourhood

Risk Factor	Definition
Poverty - person living in less than adequate financial situation	current financial situation makes meeting the day-to-day housing, clothing or nutritional needs, significantly difficult
Social Environment - frequents negative locations	is regularly present at locations known to potentially entice negative behaviour or increase the risks of an individual to be exposed to or directly involved in other social harms
Social Environment - negative neighbourhood	lives in a neighbourhood that has the potential to entice negative behaviour or increase the risks of an individual to be exposed to or directly involved in other social harms

Peers

Risk Factor	Definition
Negative Peers - person associating with negative peers	is associating with people who negatively affect their thoughts, actions or decisions
Negative Peers - person serving as a negative peer to others	is having a negative impact on the thoughts, actions or decision of others

Physical Health

Risk Factor	Definition
Basic Needs - person unwilling to have basic needs met	person is unwilling to meet or receive support in having their own basic physical, nutritional or other needs met
Physical Health - chronic disease	suffers from a disease that requires continuous treatment over a long period of time

Risk Factor	Defintion
Physical Health - general health issue	has a general health issue which requires attention by a medical health professional
Physical Health - not following prescribed treatment	not following treatment prescribed by a health professional; resulting in risk
Physical Health - nutritional deficit	suffers from insufficient nutrition, causing harm to their health
Physical Health - physical disability	suffers from a physical impairment
Physical Health - pregnant	pregnant
Physical Health - terminal illness	suffers from a disease that cannot be cured and that will soon result in death

Substance Abuse Issues

Risk Factor	Definition
Alcohol - alcohol abuse by person	known to excessively consume alcohol; causing self-harm
Alcohol - alcohol abuse in home	living at a residence where alcohol has been consumed excessively and often
Alcohol - alcohol use by person	known to consume alcohol; no major harm caused
Alcohol - harm caused by alcohol abuse in home	has suffered mental, physical or emotional harm or neglect due to alcohol abuse in the home
Alcohol - history of alcohol abuse in home	excessive consumption of alcohol in the home has been a problem in the past
Drugs - drug abuse by person	known to excessively use illegal/prescription drugs; causing self-harm
Drugs - drug abuse in home	living at a residence where illegal (or misused prescription drugs) have been consumed excessively and often
Drugs - drug use by person	known to use illegal drugs (or misuse prescription drugs); no major harm caused
Drugs - harm caused by drug abuse in home	has suffered mental, physical or emotional harm or neglect due to drug abuse in the home
Drugs - history of drug abuse in home	excessive consumption of drugs in the home has been a problem in the past

Victimization

Risk Factor	Definition
Basic Needs - person being neglected by others	basic physical, nutritional or medical needs are not being met
Crime Victimization - arson	has been reported to police to be the victim of arson
Crime Victimization - assault	has been reported to police to be the victim of assault (i.e., hitting, stabbing, kicking, etc.)

Risk Factor	Definition
Crime Victimization - break and enter	has been reported to police to be the victim of break and enter (someone broke into their premises)
Crime Victimization - damage to property	has been reported to police to be the victim of someone damaging their property
Crime Victimization - other	has been reported to police to be the victim of other crime not mentioned above or below
Crime Victimization - robbery	has been reported to police to be the victim of robbery (someone threatened/used violence against them to get something from them)
Crime Victimization - sexual assault	has been reported to police to be the victim of sexual assault (i.e., touching, rape)
Crime Victimization - theft	has been reported to police to be the victim of theft (someone stole from them)
Crime Victimization - threat	has been reported to police to be the victim of someone uttering threats to them
Elder Abuse - person victim of elder abuse	has knowingly or unknowingly suffered from intentional or unintentional harm because of their physical, mental or situational vulnerabilities associated with the aging process
Gambling - person affected by the gambling of others	is negatively affected by the gambling of others
Gangs - victimized by gang	has been attacked, injured, assaulted or harmed by a gang in the past
Physical Violence - person affected by physical violence	has been affected by others falling victim to physical violence (i.e., witnessing; having knowledge of)
Physical Violence - person victim of physical violence	has experienced physical violence from another person (i.e., hitting, pushing)
Sexual Violence - person affected by sexual violence	has been affected by others falling victim to sexual harassment, humiliation, exploitation, touching or forced sexual acts (i.e., witnessing; having knowledge of)
Sexual Violence - person victim of sexual violence	has been the victim of sexual harassment, humiliation, exploitation, touching or forced sexual acts

Protective Factors

Education

Protective Factor	Definition
Academic achievement	successful at school (i.e., obtains good grades)
Access to/availability of cultural education	availability of programming and/or curriculum that includes cultural diversity, including First Nations, Francophone, etc.
Adequate level of education	has obtained at least their high school diploma

Protective Factor	Definition
Caring school environment	attends a school that demonstrates a strong interest in the safety and well-being of its students
Involvement in extracurricular activities	engaged in sports, school committees, etc., that provide stability and positive school experience
Positive school experiences	enjoys/enjoyed attending school and generally has/had a positive social experience while at school
School activities involving the family	school and family supports are connected through activities

Family Supports

Protective Factor	Definition
Adequate parental supervision	caregivers are actively involved in ensuring safety and well-being
Both parents involved in childcare	two parents that are both strong, positive figures in their life
Family life is integrated into the life of the community	family life is integrated into the life of the community, creating strong social bonds
Open communication among family members	communication among family members allows for open and honest dialogue to discuss problems
Parental level of education	parents have at least received their high school diplomas
Positive relationship with spouse	relationship with spouse is positive and their spouse positively affects their thoughts, actions or decisions
Positive support within the family	positive and supportive caregivers/relatives whom they can rely on
Single parent family with a strong father or mother figure	although they are from a single parent family, they have one strong, positive father or mother figure
Stability of the family unit	consistent family environment
Strong family bond	relationships with parents and/or other family members based on bond which may prevent them from engaging in delinquent behaviour
Strong parenting skills	strong parental monitoring, discipline, clear standards and/or limits set with child/youth

Financial Security and Employment

Protective Factor	Definition
Financial stability	financially stable and able to provide the necessities of life
Ongoing financial supplement	receiving a financial supplement which provides a regular non-taxable benefit (e.g., housing subsidy, Guaranteed Income Supplement, Old Age Security, Ontario Disability Support Program, etc.)

Protective Factor	Definition
Positive work environment	working in an environment that is safe, supportive and free of harassment/discrimination
Stable employment	steady paid employment
Temporary financial support	receiving a financial supplement on a short or fixed-term basis in order to overcome a temporary obstacle (e.g., Ontario Works, etc.)
Work life balance	positive use of time; employment schedule includes adequate down-time and time to pursue personal interests

Housing and Neighbourhood

Protective Factor	Definition
Access to/availability of resources, professional services and social supports	access to/availability of resources, professional services and social supports
Access to stable housing	stable housing is available that they may access at any time
Appropriate, sustainable housing	lives in appropriate, sustainable housing, in which they are reasonably expected to remain
Housing in close proximity to services	lives in close proximity to resources, professional services and social supports
Positive, cohesive community	resides in a community that promotes positive thoughts and/or behaviour and has a reasonable level of social cohesion
Relationships established with neighbours	relationships with neighbours assist in providing a strong network of support

Mental Health

Protective Factor	Definition
Accessing resources/services related to mental health	currently accessing resources and/or services (i.e., involved in counselling, seeing a psychologist, addictions counselling, etc.)
Adaptability	ability and willingness to adjust to different situations while communicating and building relationships
Personal coping strategies	the ability to solve/minimize personal and interpersonal problems related to stress or conflict
Self-efficacy	belief in their own ability to complete tasks and reach goals; self-motivated
Self esteem	positive perceptions of his/her self-worth
Taking prescribed medication	taking prescribed medication for a mental health disorder in accordance with doctor's instructions

Physical Health

Protective Factor	Definition
Accessing consistent resources/services to improve on-going physical health issue	established and ongoing medical support for a chronic health issue through a consistent service provider
Accessing resources/services to improve a temporary physical health issue	accessing resources and/or services to treat a short-term illness or injury
Demonstrates commitment to maintaining good physical health	exercises regularly, eats a balanced diet
Positive physical health	appears to be in good physical health
Primary care physician	has a family doctor

Pro-social/Positive Behaviour

Protective Factor	Definition
Optimism and positive expectations for future	has a positive expectation for their future which could lead to positive decisions/behaviour
Positive interpersonal skills	the ability to interact positively and work effectively with others
Positive pro-social behaviours	engages in activities/behaviours that positively impact others prompted by empathy, moral values, sense of personal responsibility (e.g., sharing, volunteering, etc.)
Sense of responsibility	takes responsibility for their own actions
Strong engagement/affiliation in community, spiritual and/or cultural activities	involved in positive activities with cultural, religious, spiritual and/or social groups that strengthen community ties and social support
Strong problem-solving skills	the ability to address issues and solve day-to-day problems in an effective, calm manner

Social Support Network

Protective Factor	Definition
Close friendships with positive peers	associates with people who positively affect their thoughts, actions or decisions
High level of trust in community support services	believes community support services are willing/able to help/influence them in a positive way
High level of trust in police	believes the police are willing/able to help them in a positive way
Positive role models/relationship with adult	engagement with a positive role model/adult who they receive support from and can look up to

Appendix G – Community Safety and Well-Being Plan Sample

The following is an example of what a plan may look like. It is intended to guide local partners involved in the community safety and well-being planning process as they summarize work undertaken in the development of their plan. While planning partners should include information in their plan related to the headings below (i.e., members of their advisory committee and implementation team(s), overview of community engagement, risks, activities and outcomes, etc.) it is left up to local discretion.

A plan is meant to be a living document, and should be updated as communities move forward in their work. While the plan itself will be important for planning partners to stay organized and inform the community of the way forward, the most valuable outcomes from this process will be improved coordination of services, collaboration, information sharing and partnerships between local government, agencies and organizations and an improved quality of life for community members.

Municipality/First Nation: Municipality of Grassland

Coordinator(s):

Coordinator: Claudia T., Social Services, Municipality of Grassland

Co-Coordinator: Steffie A., Department Head, Grassland Catholic School Board

Grassland Community Safety and Well-Being Planning Committee Members (Advisory Committee):

- Claudia T., Municipality of Grassland (Social Services)
- Silvana B., Municipality of Grassland (Communications)
- Steffie A., Grassland Catholic School Board
- James L., Grassland Public School Board
- Morgan T., Community Elder
- Fionne Y., Children's Mental Health Centre
- Yoko I., Grassland Hospital
- Stephanie L., Social Services
- Shannon C., Ontario Works
- Ram T., Ontario Disability Support Program
- Emily J., Grassland Police Services Board
- Nicole P., Grassland Police Service
- Sheniz K., Grassland Probation and Parole
- Stephen W., Local Indigenous Agency
- Oscar M., University of Grassland, Data Analytics

Community Background:

The Grassland community has a population of 64,900, with approximately 40% made up of those between the ages of 15 and 29. There are 54% males and 46% females in the community. The majority of residents living in Grassland were born in Grassland, with only 20% coming from another community, province or country. As a result, most of the population is English speaking; however, there are some smaller neighbourhoods with a strong presence of French-speaking individuals. Most residents of Grassland are single, with 30% of the population being married or in a common-law relationship; there is also a high presence of single-parent households. Most of the land is residential, with several retail businesses in the downtown core. Households living in Grassland have an average annual income of \$65,000.

Community Engagement:

To support the identification of local risks, partners involved in the development of Grassland's community safety and well-being plan hosted two community engagement sessions at the community centre. The first session had 25 participants, and the second session had 53 participants. Each of these sessions were open to the public, and included representation from a variety of agencies/organizations from a wide range of sectors, including but not limited to local elementary and secondary schools, university, hospital, community agencies, private businesses, addictions support centres, mental health centres, long-term care homes, retirement homes and child welfare organizations. Members of the public and vulnerable groups also attended, including youth and seniors themselves. A number of open-ended questions were posed at the engagement sessions to encourage and facilitate discussion, such as: What is the Grassland community doing well to ensure the safety and well-being of its residents? What are challenges/issues in the Grassland community and opportunities for improvement?

To receive more specific information regarding risks, planning partners conducted 14 one-on-one meetings with community agencies/organizations (some attended the town-hall meeting and some did not). These meetings were initiated by the municipal coordinator, as she grew up in the community and already had a strong working relationship with many of these agencies/organizations. Questions were asked such as: What are the barriers to success that you see in your organization? What are the risks most often faced by the individuals and families that you serve? Agencies/organizations that were engaged during this phase include:

- Grassland Catholic School Board
- Employment Centre
- Children's Mental Health Centre
- Grassland Hospital
- Ontario Works
- Grassland Police Service
- Grassland Senior's Association
- Local Homeless Shelter
- Organization that works with offenders
- Addictions Centre
- Women's Shelter
- Local First Nations and Métis Organization
- Francophone Organization
- LGBTQ Service Organization

Priority Risks:

The following risks were selected by the planning committee as priorities to be focused on in their four year plan:

- Low Educational Attainment Rates
 - At the town-hall community engagement sessions, members of the public and the local school boards identified a lack of educational attainment in Grassland. Statistics provided by Ontario Works also indicated that Grassland has an above-average number of individuals being financially supported by their services that have not obtained their high-school diploma. The local school boards have noticed a significant increase in the number of individuals dropping out before they reach grade 12 in the past two years. This was supported by statistics received from Statistics Canada, which show Grassland having a significantly high number of people that have not completed high-school compared to other municipalities of a similar size.
- Mental Health
 - Mental health was identified most frequently (12 out of 14) by the agencies/organizations that were engaged on a one-on-one basis as being a risk faced by many of the individuals and families they serve.
- Domestic Violence
 - Statistics provided by the Grassland Police Service indicate that they respond to more calls related to domestic violence than any other type of incident. Grassland also has the largest women's shelter within the region; it is often over-populated with women having to be referred to services outside of the municipality.

Implementation Teams and Members:

- Increasing Educational Attainment Working Group
 - **Purpose:** to increase educational attainment in Grassland by creating awareness about the impacts of dropping out of school and ensuring youth receive the support they need to graduate.
 - **Membership:** this group includes representation from the planning committee as well as organizations that were engaged during community engagement whose mandate aligns with this group's purpose. Specifically, membership consists of:
 - Julie M., Grassland Catholic School Board
 - Ray A., Grassland Public School Board
 - Shannon C., Ontario Works
 - Ram T., Ontario Disability Support Program
 - Claudia T., Municipality of Grassland (Social Services)
 - Sam S., Employment Centre
 - Stephen W., Local Indigenous Agency
 - Allan R., youth living in the community
- Mental Health Task Force
 - **Purpose:** to ensure Grassland community members who are experiencing mental health issues are properly diagnosed and have access to the most appropriate service provider who can assist in addressing their needs.
 - **Membership:** this group has been in place for the past two years and was identified after completing an asset mapping exercise of existing bodies as a body that could be responsible for coordinating/developing strategies related to mental health. Existing members will continue to be on this implementation team and include:

- Mary M., Municipality of Grassland (Social Services)
- Fionne Y., Children’s Mental Health Centre
- James Y., Grassland Hospital
- Susan B., Addictions Centre
- Todd S., Grassland Catholic School Board
- Lynn W., Grassland Public School Board
- Morgan T., Community Elder
- Domestic Violence Prevention Working Group
 - **Purpose:** to ensure victims of domestic violence are receiving the proper supports from the most appropriate service provider and are provided with assistance in leaving their abusive relationships.
 - **Membership:** this group includes representation from the planning committee as well as organizations that were engaged during community engagement whose mandate aligns with this group’s purpose. Specifically, membership consists of:
 - Emily J., Grassland Police Service
 - Aiesha Z., Women’s Shelter
 - Stephanie L., Social Services
 - Lisah G., Social Services
 - Kail L., Grassland Hospital
 - Frank C., Victim Services
 - Sean D., Local Indigenous Agency

Plans to Address Priority Risk

Priority Risk #1: Low Educational Attainment

Approximately 20% of the population of Grassland has not obtained their high school diploma. As a result, employment opportunities for these individuals are limited and the average household income is much lower than the provincial average. This has resulted in an increase in property crime in the past several years as these individuals strive to provide for themselves and their families.

Vulnerable Group: youth between the ages of 12-17

Risk Factors: missing school – chronic absenteeism, truancy, low literacy, low educational attainment, learning difficulties, behavioural problems

Protective Factors: positive school experiences, optimism and positive expectations for future, self-esteem, positive support within the family

Activities:

- Broker partnerships between social services, neighbourhood hubs, library and school boards (social development) – this will be done collectively by the Increasing Educational Attainment Working Group
- Community engagement sessions involving youth (prevention) – this will be done at the onset by the planning committee
- One-on-one meetings with local university, college and social services (prevention) – this will be done at the onset by the planning committee

- Review outcomes of lunch-time and after-school reading programs in schools to consider enhancement and expansion (prevention)
- Implement the Violent Threat Risk Assessment Protocol (risk intervention) – this will be a joint effort of the Grassland Catholic and Public School Boards

Immediate Outcomes:

- Community is better informed of issues faced related to community safety and well-being (education specifically)
- Impacts of not graduating from high-school communicated to students, community members and service providers
- Increased access to education for students in receipt of social assistance
- Expansion of lunch-time and after-school reading programs in schools
- A coordinated approach to supporting youth who pose a risk of violence to themselves or others
- Better school experiences for troubled youth

Intermediate Outcomes:

- Increase graduations rates

Long-Term Outcomes:

- Increase community safety and well-being through an increase in employment rates and income levels

Priority Risk #2: Mental Health

More than 50% of the Grassland Police Services' social disorder calls are responding to those with a mental health issue. This has created tension within the community as the police are not properly equipped to handle these types of situations. These individuals are becoming involved in the criminal justice system, rather than receiving the support that they require.

Vulnerable Group: individuals between the ages of 15 and 45

Risk Factors: poor mental health, learning difficulties, low self-esteem, impulsivity, mistreatment during childhood, neglect

Protective Factors: self-esteem, adaptability, housing in close proximity to services, access to/availability of resources, professional services and social supports

Activities:

- Broker partnerships between mental health service providers (social development) – this will be done collectively by the Mental Health Task Force
- Community engagement sessions (prevention) – this will be done at the onset by the Planning Committee
- One-on-one meetings with local mental health service providers (prevention) – this will be done at the onset by the planning committee and additional meetings will also be arranged by the Mental Health Task Force
- Broker partnerships with private sector building development companies with the aim of increasing housing opportunities in priority neighbourhoods (prevention) – this will be done by the Mental Health Task Force

- Implementation of the Youth Outreach Under 18 Response Service to eliminate service gaps for youth on waitlists by providing them with short-term support until other services may be accessed (risk intervention) – this will be led by the Children’s Mental Health Centre
- Implementation of an evidence-based collaborative model of police and mental health workers responding to mental health calls together (e.g., COAST) (incident response)

Immediate Outcomes:

- Mental health service providers interacting to reduce a duplication of services
- Individuals experiencing mental health issues receiving support from the most appropriate service provider
- Individuals in the community are aware and more sensitive to those experiencing mental health issues
- Individuals experiencing mental health issues are connected to stable housing that is in close proximity to services
- Development of relationship with private sector building companies

Intermediate Outcomes:

- The level of mental health service availability meets the needs of the population

Long-Term Outcomes:

- Increase community safety and well-being through availability of affordable housing in areas of need due to partnership between the municipality and private sector building company

Priority Risk #3: Domestic Violence

There are a significant number of women (as well as some men) in Grassland in violent relationships. While the severity varies between cases, many of these victims continue to return to their spouses after the police have been involved. As a result, there are a significant number of children being taken away from their families and being put into foster care.

Vulnerable Group: women and children in the community

Risk Factors: physical violence in the home, emotional violence in the home, mistreatment during childhood, parent’s own abuse/neglect as a child, unsupportive/abusive spouses, young mothers

Protective Factors: self-esteem, positive relationship with spouse, strong family bond, positive support within the family, stability of the family unit

Activities:

- Engage women’s shelters, local hospital and police to create an anti-relationship-violence campaign (social development) – this will be done collectively by the Domestic Violence Prevention Working Group with support from the municipality
- Engagement of victims in community engagement (prevention) – this will be done at the onset by the planning committee and additional meetings will also be arranged by the Domestic Violence Prevention Working Group
- Implementation of a healthy relationships program (prevention) – this will be a joint effort of the local Women’s Shelter and Grassland Hospital

- Implementation of a Situation Table to ensure individuals at risk of victimization and/or harm are connected to a service provider before an incident occurs (risk intervention) – this will be led by the municipality with participation from all planning committee members and other agencies/organizations who were engaged one-on-one

Immediate Outcomes:

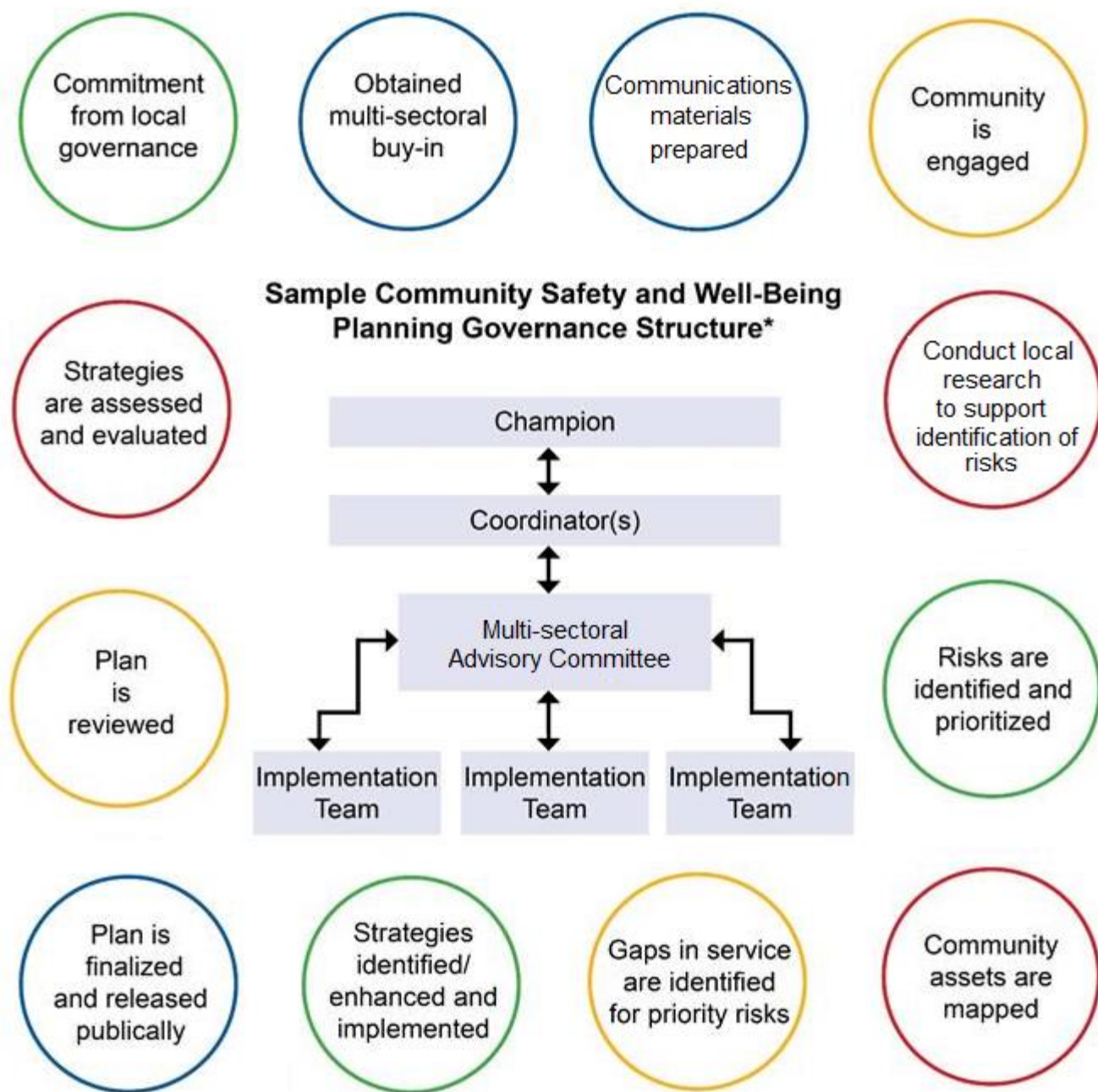
- Increase victim's awareness of services in the community
- Awareness of the impact of domestic violence on children
- Enrolment in a healthy relationships program for those who have been arrested for domestic-violence related offences
- Connecting individuals with acutely elevated risk to service

Intermediate Outcomes:

- Victims of domestic violence are provided with the support they require to leave their situation and/or victims and perpetrators are provided with the support they require to improve their situation

Long-Term Outcomes:

- Increase community safety and well-being



***Note: governance structures may look different in each community**

This diagram includes an example of a governance structure for the community safety and well-being planning process. The roles and responsibilities of the participants represented in this diagram are highlighted in Tool 1: Participants, Roles and Responsibilities. The diagram also highlights different steps to the community safety and well-being planning process that are described throughout this document. As community safety and well-being planning may look different in each community, the different steps can be flexible and adaptable for each community across Ontario.

Thank you for your commitment to community safety and well-being planning. The ministry welcomes your thoughts, comments and input on this booklet. Please send your comments to SafetyPlanning@Ontario.ca.

In addition, the ministry would also like to thank our inter-ministerial, policing and community partners who participated in the development of this booklet, including the pilot communities who tested components of the community safety and well-being planning framework and toolkit. Thank you for your ongoing support and feedback throughout this process.

Ministry Contributors:

Stephen Waldie, Director, External Relations Branch, Public Safety Division,
Oscar Mosquera, Senior Manager, External Relations Branch, Public Safety Division
Shannon Ciarallo (Christofides), External Relations Branch, Public Safety Division
Stephanie Leonard (Sutherland), External Relations Branch, Public Safety Division
Morgan Terry, External Relations Branch, Public Safety Division
Steffie Anastasopoulos, External Relations Branch, Public Safety Division
Nicole Peckham, External Relations Branch, Public Safety Division
Emily Jefferson, External Relations Branch, Public Safety Division
Tiana Biordi, External Relations Branch, Public Safety Division
Jwan Aziz, External Relations Branch, Public Safety Division



April 27th, 2020

The Right Honourable Justin Trudeau via email
Prime Minister of Canada
Langevin Block
Ottawa, Ontario, K1A 0A2

Re: Federal Assistance for Municipalities

Dear Prime Minister:

Municipalities across Canada are working hard to respond to the ongoing international crisis. On a day-to-day level, Canadians depend on municipal services including fire and emergency services, essential road maintenance, garbage and recycling, bylaw enforcement, and building permits. However, municipalities need help from our federal partners to deliver these services while also supporting their residents.

At the Regular Meeting of April 21st, 2020, the Council of the Township of Montague passed the following motion:

MOVED BY: J. Carroll
SECONDED BY: I. Streight

RESOLUTION NO: 88-2020
DATE: April 21, 2020

That the Township of Montague supports the proposal in principle from the Town of Midland, for the federal government to provide grant funding municipalities to forgive tax payments.

And that the motion be sent to all municipalities across Ontario; local MPs and MPPs and AMO

CARRIED

Please find the attached letter from the Town of Midland detailing a potential funding arrangement. The Township of Montague supports this, or the proposed funding arrangement recommended by the Federation of Canadian Municipalities through the Gas Tax Fund, also attached.

Thank you,

Jasmin Ralph
Clerk Administrator

Cc: Association of Municipalities of Ontario
Cc: All Ontario Municipalities



DISTRICT OF PARRY SOUND

56 ONTARIO STREET
PO BOX 533
BURK'S FALLS, ON
POA 1C0

(705) 382-3332

(705) 382-2954

Fax: (705) 382-2068

Email: info@armourtownship.ca

Website: www.armourtownship.ca

April 29, 2020

Honourable Doug Ford
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

Re: Support Resolution - High Speed Internet Connectivity in Rural Ontario

At its meeting held on April 28, 2020, the Council of the Township of Armour passed Resolution #6 supporting our Councillor Rod Ward's letter regarding the need to make substantial investments in high-speed internet connectivity in the rural areas of Ontario.

A copy of Council's Resolution #6 dated April 28, 2020 and Councillor Ward's letter is attached for your consideration.

Sincerely,

Charlene Watt
Deputy Clerk

Cc: MPP Norm Miller, MP Scott Aitchison and Ontario Municipalities

Enclosures



CORPORATION OF THE TOWNSHIP OF ARMOUR

RESOLUTION

Date: April 28, 2020

Motion # 6

That the Council of the Township of Armour supports the letter, dated April 15, 2020 from Councillor Rod Ward, on the need to make substantial investments in high-speed internet connectivity in rural areas. Furthermore, that this resolution and the letter be circulated to Scott Aitchison, MP for Parry Sound-Muskoka, Norm Miller, MPP for Parry Sound-Muskoka and all Ontario municipalities requesting their support.

Moved by:

Blakelock, Rod	<input type="checkbox"/>
Brandt, Jerry	<input checked="" type="checkbox"/>
MacPhail, Bob	<input type="checkbox"/>
Ward, Rod	<input type="checkbox"/>
Whitwell, Wendy	<input type="checkbox"/>

Seconded by:

Blakelock, Rod	<input checked="" type="checkbox"/>
Brandt, Jerry	<input type="checkbox"/>
MacPhail, Bob	<input type="checkbox"/>
Ward, Rod	<input type="checkbox"/>
Whitwell, Wendy	<input type="checkbox"/>

Carried / Defeated

Declaration of Pecuniary Interest by:

Recorded vote requested by:

Recorded Vote:

Blakelock, Rod
Brandt, Jerry
MacPhail, Bob
Ward, Rod
Whitwell, Wendy

For	Opposed
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

April 15, 2020

To whom it may concern,

The COVID-19 pandemic in Ontario has highlighted both our positive responses to a crisis, and some definite shortcomings in infrastructure, systems and services which need to be addressed on a long-term basis. Setting priority on solving these issues will be a challenge, given the differing agendas and the strained budgets. Solving fundamental issues should focus on the most basic needs as a starting point. One of the clear needs in a rural community such as the Almaguin Highlands, highlighted further by recent events, is the need for proper high-speed internet connectivity. Healthcare and education are both going down a path where appropriate connectivity is assumed. Like many models that move outward from metropolitan areas, this assumption is lost on rural areas. For the vast majority of households in our community, true high-speed connectivity simply does not exist. For the vast majority of future strategies in healthcare and education, there is an assumption that it does exist.

Even in areas in the Almaguin Highlands which have 'high-speed' internet, the overall infrastructure is still limited. It is certainly not designed to deal with a sudden huge peak in demand. Whereas the capacity in large urban centres is built to handle the added throughput, there are clear limitations here. The best way to explain it is a comparison to hydro. Imagine if everyone went home at the same time and turned their lights on, but because there wasn't enough hydro capacity overall, all lights were 50% dimmer than normal and some appliances simply didn't work. We no longer have to imagine what happens with internet speed during peak usage. Suddenly during the COVID pandemic, people are working from home who have never worked from home. Kids are trying to do courses on-line. People who are not working are turning on-line to stay connected. Video-conferencing, which was a totally foreign concept to many, is now part of daily routine. Any idea how much internet bandwidth video uses? It's no wonder we hit a wall.

The future of healthcare sees patients being monitored and cared for in their own homes, through the use of technology. The future of education sees students doing much of their learning on-line. The future of business and commerce sees the ability to function outside the 'bricks and mortar' of an office location. Malls disappear and on-line shopping is the norm. For some, that future has already arrived. Our area has already been drastically affected by cutbacks in the area of healthcare and education through gradual decreases in budgets and services. Technology offers us the ability to level the playing field to a great extent. High-speed connectivity cannot be seen as a luxury or a nice-to-have, any more than hydro should be seen that way. In order to solve some other problems (i.e. skyrocketing budgets in healthcare and education) the wise investment is in providing connectivity for every resident in the province.

A handwritten signature in dark ink, appearing to read 'Rod Ward', with a stylized flourish at the end.

Rod Ward
Councillor
Armour Township



Essex-Windsor Solid Waste Authority

360 Fairview Ave. West, Suite 211 Essex, ON N8M 3G4

ph: 519-776-6441 f: 519-776-6370

tf: 1-800-563-3377 / tty: 1-877-624-4832

email: ask@ewswa.org / web: www.ewswa.org

May 1, 2020

Dear Municipal Partner,

Subject: “NO PLASTIC BAGS...Period!” – A RECYCLING PROGRAM BAN-JUNE 1, 2020

The Essex-Windsor Solid Waste Authority (EWSWA) would like to thank you for all your years of dedication to making recycling a priority in Essex-Windsor. We know that there are many challenges to recycling at municipal facilities; therefore, we applaud you for all your efforts.

We are sending this letter to inform you that our regional recycling program will no longer be collecting recycling that contains plastic bags. While plastic bags has never been an accepted material in our recycling program, it may have been picked up during recycling curbside collection in the past. As of June 1, 2020, the EWSWA recycling collectors will be supporting this plastic bag ban by not collecting recycling that contains plastic bags. Placing plastic bags in recycling receptacles adds cost to the taxpayer and results in substantial issues at our local recycling plants and end markets. As such, we are asking for your continued cooperation through this recycling program update and have provided you support and information in this mail-out to do so.



1 of 4

H:\EWSWA\everyone\1 - Special Projects - Waste Diversion\2020 Heather\Plastic Bag Ban\Letters\Municipalities

What is happening with recycling collection on June 1, 2020?

On June 1, 2020, if your recycling collector observes any plastic bags in a recycling cart or box, it will not get collected. We ask that you educate your janitorial staff, employees, and other users on our recycling “Do’s and Don’ts” listed below to ensure that your recycling continues to receive collection without interruption.

ITEM	DO’s	DON’Ts
Acceptable EWSWA Recycling Receptacles	Use EWSWA approved recycling carts or boxes. Visit ewswa.org for information.	Never set out recycling in plastic bags.
Moving Recyclables from workstations/or recycling depots within your facilities to Curbside Recycling Receptacles	Bring recycling from workstations/recycling depots directly to curbside recycling receptacles by using a container/reusable bag and empty loose recyclables in the right (i.e., paper versus container) recycling receptacle.	Never bring recycling from each workstation or recycling depots in a plastic bag and place this bag full of recyclables in a recycling receptacle.
Plastic Bag Disposal	Once you are done using plastic bags, they go in the garbage.	Never put plastic bags loose in a recycling cart/box.
Plastic Bags Noted as “Recyclable” through Symbols or Text	Reuse these bags for storage or garbage liners and place small bags in the garbage.	Never put these bags in for recycling, even if they say they are recyclable.

“Bye, Bye Plastic Bag” Information Resource

To ensure your success, the EWSWA and its municipal partners have created a “Bye, Bye Plastic Bags!” resource and have included it in this mail-out as a guide. This is a valuable resource to answer questions that you and your staff may have, so we ask that you take a few minutes to review it. To better assist users of your recycling program, we recommend that you send this out electronically to all staff and/or post this resource in public areas (e.g., lunchrooms, near photocopiers, staff bulletin boards, and near recycling areas) throughout your facilities. This resource is free and available for you to distribute to every employee and post throughout your facilities to support the June 1, 2020 ban date. The EWSWA will distribute flyers upon request to any municipality who is willing to post and distribute them.

EWSWA Recycling Inventory Available For Free to Municipal Partners

Below are some products that EWSWA offers to assist our municipal partners with recycling. These products will support the reduction in plastic bag contamination in your recycling which will help ensure that your recycling carts get collected on June 1, 2020. EWSWA offers these products to our municipal partners at **NO CHARGE & FREE DELIVERY** if the minimum order requirement is met. If you are interested kindly fill out the order form and submit to htaylor@ewswa.org. Our Waste Diversion Coordinator Heather Taylor will contact you to arrange delivery.

- **95-gallon Recycling Carts are \$100 each.**
- **Recycling cart labels are FREE** and will encourage correct recycling practices. EWSWA offers labels for both programs (i.e., paper and container). Updating your carts with new labels will help reduce contamination and allow janitorial staff, employees, and other users to see what goes where. Delivery of labels is only offered if other inventory is ordered.
- **Regular Blue Box Program Red and Blue Boxes are \$6 each.**
- **Mini Red and Mini Blue boxes are \$3 each.** Mini Red and Mini Blue recycle boxes will also support staff to keep paper and containers separate within smaller workstations and they will support them to empty recyclable contents directly into recycling carts/boxes. These also eliminate plastic bags that may be used as a transport mechanism in the recycling process.
- **FREE Recycling Posters** may also help remind staff on proper recycling! Delivery of posters is only offered if other inventory is purchased.

For more information on the items listed above or for support during this program update, please feel free to contact Heather Taylor, Waste Diversion Coordinator via email: htaylor@ewswa.org or phone 519-776-6441 x 1395.

All of our efforts together can continue our momentum on being a great recycling community. We thank you in advance for your ongoing support for our Essex-Windsor recycling and waste diversion programs.

Sincerely,



Catharine Copot-Nepszy, Manager of Waste Diversion

EWSWA Recycling Inventory Order Form



Please email completed form to htaylor@ewswa.org. Thank you for your assistance in this matter.

Municipality: _____
 Address: _____
 City: _____
 Postal Code: _____
 Email: _____
 Contact Person: _____
 Phone Number: _____

Product	Quantity	Unit Price	Total
95-gallon Recycling Carts		\$100/unit	*No Charge
Mini Red Boxes		\$3/unit	*No Charge
Mini Blue Boxes		\$3/unit	*No Charge
Regular Red Box		\$6/unit	*No Charge
Regular Blue Box		\$6/unit	*No Charge
Paper Recycling Cart Labels		FREE	
Container Recycling Cart Labels		FREE	
Recycling Posters		FREE	
"Bye, Bye Plastic Bag!" Resource		FREE	
*NO CHARGE for our municipal partners		Subtotal	
		HST-13% (Subtotal x 0.13)	
		TOTAL (Subtotal + HST)	

INSIDE THIS ISSUE

Plastic Bag Ban	1
No Plastic Bags Period!	2
Gotta Be Loose!	3
2020 Truckload Sale	3
Enviro Tip / Shredded Paper	3
Garden Gold Compost	4
Garden Gold Voucher	4
Recycle Coach App	4

Bye, Bye Plastic Bags!



No Plastic Bags in Recycling

This ban applies to Windsor/Essex County: single family homes, townhouses/condos, apartment buildings, businesses, institutions and industry.

DID YOU KNOW?



Plastic bags are used for an average of 12 minutes - but some can take up to 1,000 years to breakdown.

Windsor-Essex County continues to be a leader in forward thinking environmental practices for this region. The ban on plastic bags will help reduce contamination and equipment issues at the recycling plant, which will both save the taxpayer money and create a better quality recycling product. Banning plastic bags from recycling will also help stop the use of single-use plastic locally.

This recycling program refresh is a reminder that plastic bags have never been part of our recycling program. Any plastic bags that arrive at our recycling plant eventually end up in the landfill.

As of June 1, 2020, any recycle boxes/carts that contain plastic bags will **NOT** be picked up. **Plastic bags with a recycling symbol (loop) are banned too.**

We thank you for your continued support in keeping Windsor-Essex a great recycling region!

Banned from recycling June 1, 2020

No Plastic Bags - PERIOD!

Recycle boxes/carts that contain plastic bags will **NOT** be picked up starting June 1, 2020.

Below are many examples of plastic bags to better guide you. Plastic bags belong in the garbage once you are done with them. **Thank you for supporting this ban.**

Photos are for illustration purposes only, and provide a general 'snapshot' of the many types of plastic bag/film products.

No Plastic Bags



Transparent Recycling Bags



Grocery Bags



Bread Bags



Newspaper Bags



Chip / Snack Bags



Frozen Food Bags

No Plastic Wrap



Case Wrap -any type (water/drink, etc.)



Case Wrap - any type (paper towels, toilet paper, etc.)



Bubble Wrap



Plastic Film/Cling Wrap



Plastic Wipe Wrap



Candy / Granola Bar Wrap

No Plastic Pouches / Tubes



Flexible Plastic



Food Pouches



Pet Pouches (Food / Treats)



Pop Up Pouch



Yogurt Tubes



Beauty / Body / Hygiene Tubes

No Plastic Packaging



Plastic Packaging



Air Pillows



Shipping Peanuts



Food Packaging



Plastic CD / DVD's & Cases



Plastic Tarp



Banned from recycling June 1, 2020

Where you live, work and play! (home, businesses, schools, hospitals, etc.)

Gotta Be Loose!

Any item going into a recycling cart/box must be in LOOSE.
If your cart/box contains any plastic bags it will NOT be collected.



Photos are for illustration purposes only. Rules also apply to paper products and 'paper' carts.

In Recycle Carts/Boxes:



- Don't put items in plastic bags.
- Don't put plastic bags loose in the carts.
- Don't use plastic bags as a liner.
- Don't mix paper and containers in the same cart.



- Place products LOOSE in the appropriate cart.
- Label your cart - either 'paper' or 'container' based on your needs. A sticker(s) will be provided.
- Throw any plastic bags in the garbage once you are finished with them.

ENVIRO TIP



Shredded Paper & White Office Paper

Place in a paper bag, label and set out for recycling collection in Red (Paper) box/cart.

Truckload Sale

POSTPONED / COVID-19

We will reschedule the 2020 Truckload Sale once the State of Emergency is lifted.

Visit ewswa.org for the latest information on services, facilities and events. Download our Recycle Coach App to receive updates via your smartphone.

.....

Home Hardware Stores

If you require any EWSWA merchandise (see photos below), it can usually be found at a local Home Hardware Store. Please call your local Home Hardware Store to confirm availability first. (HST will be added to prices below.)



\$6
each

Recycle Boxes



\$60
each

Recycling Cart
35 gal / 132 L



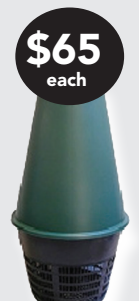
\$75
each

Recycling Cart
65 gal / 246 L



\$35
each

Backyard
Composter



\$65
each

Green Cone
Digester

Stickers will be PROVIDED to label the recycling cart for either "PAPER" or "CONTAINER".

Recycle Coach App



Download our **FREE Recycle Coach App** to your phone, so you can access:

Your municipal collection schedule (garbage, recycling, yard waste, etc.), as well as holiday delay reminders;

'Real Time' updates (facility openings & closings, collection delays, events, etc.);

Search function tells you "What Goes Where?";

Available at the App Store and Google Play.



Garden Gold Compost Program

Garden Gold Compost is currently available by DELIVERY ONLY (due to Covid-19).



AVAILABLE NOW - BULK DELIVERY / Taxes included in price.

Call 1-800-563-3377 for an appointment.

Payment due before time of delivery. **Payment by credit or e-transfer only.** Customer must be home at time of delivery.

Windsor, Essex, LaSalle & Tecumseh
\$62.09 delivery + \$13.50 per cubic yard

Amherstburg, Kingsville, Leamington & Lakeshore
\$101.64 delivery + \$13.50 per cubic yard

Once the State of Emergency is lifted, compost sales at the facilities (below) will resume. Taxes are included in prices.

Public Drop Off Depot (Windsor)
3560 North Service Rd. E.

1 Available: **April - November**
Mon. - Sat.: 8:00 a.m. to 5:00 p.m.

- **Pre-bagged Garden Gold:**
\$3.25 per bag or 4 bags for \$11.00
- **Bag Your Own:**
\$4.00 per bag (bag included)
- **Bulk Loads:**
\$13.50 per cubic yard (mechanical loading provided)

Transfer Station #2 (Kingsville)
2021 Albuna Townline (County Rd. 31)

2 Available: **April - October**
Mon. - Fri.: 8:00 a.m. to 4:00 p.m.
Sat.: 8:00 a.m. to 1:00 p.m.

- **Pre-bagged Garden Gold:**
\$3.25 per bag or 4 bags for \$11.00
- **Bag Your Own:**
\$4.00 per bag (bag included)
- **Bulk Loads:**
\$8.48 per cubic yard (mechanical loading provided)

Regional Landfill (Essex)
7700 County Rd. 18

3 Available: **April - October**
Mon. - Fri.: 9:00 a.m. to 3:00 p.m.
Compost **not available** on Saturdays.

- **Bulk Loads:**
\$8.48 per cubic yard (mechanical loading provided)

Note: Pre-bagged and Bag-Your-Own are **NOT** available at this facility.

CASH ONLY

PRE-BAGGED GARDEN GOLD VOUCHER

- **CASH ONLY** - coupon does not apply to debit or credit orders.
- Valid for 2020 (when facilities re-open). WHILE SUPPLIES LAST!
- Coupon is valid for pre-bagged Garden Gold Compost only.
- Coupon valid at the Public Drop Off Depot (Windsor) & Transfer Station #2 (Kingsville) only.
- Customer must present coupon at time of purchase. One coupon per transaction.
- Discount applies to total transaction (e.g. 10 bags of compost for \$20)
- Purchaser may have to assist with loading on large orders or at busy times.



5 BAGS FOR \$10.00

The above voucher is valid as soon as our facilities re-open. Please check ewswa.org for facility updates.



Essex-Windsor Solid Waste Authority



@ewswa



E-Newsletter: Go to ewswa.org to subscribe.





Luanne Patterson

Senior System Manager
Environmental Assessment

Directrice de l'analyse des systèmes
Évaluation environnementale

Box 8100
Montreal, Quebec Canada
H3C 3N4

Boite 8100
Montréal, Québec/Canada
H3C 3N4

5/4/2020

RE: CN RIGHT OF WAY VEGETATION CONTROL

Dear Mayor,

We are reaching out in order to advise you of our vegetation control activities in your area between May and October 2020. A regularly updated schedule will be available at www.cn.ca/vegetation.

If not managed properly, trees, brush or other vegetation can severely compromise public safety. Vegetation can impede the view motorists have of incoming trains, increase the risk of crossing accidents. Moreover, unwanted vegetation can damage the integrity of the railway, interfere with signals and switches, contribute to track side fires, compromise employee safety, reduce visibility for train crews at road crossings/train control signals and track side warning devices, to name a few of the potential risks. Our annual vegetation control program is designed to mitigate these risks by managing brush, weeds and other undesirable vegetation. In short, CN's vegetation control program is a critical contributor to safe operations; hence, these vegetation control measures assist in contributing to the overall safety of the communities through which we operate.

CN manages vegetation using both chemical and mechanical methods. CN is sensitive to concerns your community may have regarding chemical vegetation control. At CN, we are committed to environmental safety and sustainability

The track infrastructure is composed of two main sections, the ballast section typically ranging from 16-24 feet (which is primarily gravel and supports the track structure) and the right of way portion (which is the area outside of the ballast to the CN property boundary).

The 16-24 feet ballast section and areas around signals and communications equipment that is critical for safe railway operations must be managed using chemical methods. Application in these safety critical areas is done using spray truck or spray train with downcast nozzles that spray a short distance above the ground surface with shrouded booms. The right of way section is primarily maintained using mechanical control methods such as mowing or brush cutting. Small areas within the right of way that contain noxious or invasive weeds may be chemically treated.



CN must use chemical control techniques on the ballast section throughout the network for safety reasons. When chemicals are applied to the ballast section via spray train or truck, as outlined in the photo below, additives called surfactants that make the chemical work better may be included to help manage the application.



CN has retained professional contractors qualified to undertake this work who are required to comply with laws and regulations applicable to CN. In addition, the contractors ensure that vegetation control is performed with consideration of the environment and in accordance with the highest industry standards.

Should your Town/City have any noxious weed removal requests, we ask that you contact CN's Public Inquiry Line at contact@cn.ca or fill out the form at www.cn.ca/vegetation before June 1, 2020 with the specific information and location. CN will make every effort to include those locations as part of our 2020 Vegetation Management Program. All notices sent after the above mentioned date will be included in the 2021 Vegetation Management Plan.

We look forward to collaborating with you and answering any questions you may have regarding our vegetation control activities in your community. In that respect, please find attached the notices CN is publishing in local papers to advise the public. We would kindly ask that you post copies on your community's website and at City Hall or other central locations for a wider distribution.

For any questions or more information, please contact the CN Public Inquiry Line by telephone at 1-888-888-5909, or by email at contact@cn.ca.

Please also find our FAQ's regarding the program at the following address: www.cn.ca/vegetation.

Best regards,

Luanne Patterson
Senior Systems Manager, Environmental Assessment

**2020 – 2022
AMO BOARD OF DIRECTORS
Call for Nominations**

April 28, 2020

Tuesday, April 28, 2020

To: Head and Members of Council
From: Trevor Wilcox, Secretary-Treasurer, AMO

Please be advised that in accordance with the Association's governing by-law, the Secretary-Treasurer is requesting nominations to the 2020 – 2022 AMO Board of Directors.

Attached please find:

- A summary of the offices for which elections will be held at the 2020 Annual Meeting;
- An estimate of the annual time commitment required to serve on the AMO Board of Directors and for those who will then serve on the AMO Executive Committee; and
- Nomination Form

Candidates reflecting Ontario's diversity are encouraged to seek election to the AMO Board. The names of all qualified individuals who are duly nominated will appear on the ballot for election to the Board. From the [AMO By-Law No. 2](#) Part 3, qualifications are:

3.3 Qualifications of Directors.

a) Every Director shall:

- be an individual of eighteen (18) or more years of age;
- be an elected official of a Member Municipality or an employee of a Member Municipality of the Corporation;
- not be an undischarged bankrupt; and
- not be declared incapable.

b) The position of Secretary-Treasurer is to be filled by an employee of a Member Municipality and also meet the qualifications of 3.3 a).

Qualified Nominees must obtain a Council resolution of support which must also specify the Caucus or position for which the individual is being nominated. In order to provide the broadest representation possible, AMO By-law No. 2 stipulates that a member municipality can only have one representative on the Board unless another representative is on the Board as an appointed official from a municipal group. See Section 3.4(e)*

A completed Nomination Form and supporting material must be received no later than 12:00 noon on Monday, June 22, 2020. Nominations will not be accepted beyond that date. AMO's Chief Returning Officer, Peter Fay, will certify the nomination. A Nominations Report will be issued no later than Friday, July 24, 2020.

Please forward a completed Nomination Form to the Association via email amoelections@amo.on.ca or fax at (416) 971-6191 or mail to the attention of Brian Rosborough, Executive Director. Scans and photographic images of documents are acceptable.

All candidates will be contacted to confirm receipt of their nominations and at that time will receive further information on the election process.

If you have any questions regarding this information, please contact Brian Rosborough, Executive Director at (416) 971-9856, ext. 362, e-mail brosborough@amo.on.ca or Lorna Ruder, Executive Assistant, ext. 341, email lruder@amo.on.ca

Commitment:

The following is an estimate of time individuals can normally expect to devote for service on the AMO Board of Directors and Executive Committee (i.e. Chair of each Caucus).

Executive Meetings:	10 days
Memorandum of Understanding Meetings: (Executive Committee only)	8 days
Board Meetings:	6 days
AMO Conference:	3 days
Other Commitments: (task forces, other meetings)	up to 6 days, depending on interest

Board Meetings:

Board meetings are normally held on the fourth Friday in September, November, January, March and June and on the Saturday and Sunday in advance of the AMO Annual Conference in August. The June meeting is normally held in the President's or Secretary-Treasurer's home municipality. In addition to the Board meetings, Board members may also serve on AMO Task Forces.

Executive Meetings:

Executive meetings are held on the Thursday before a scheduled Board meeting and on the fourth Thursday of the month when there is no Board meeting. Memorandum of Understanding (MOU) meetings are specifically scheduled annually in concert with the Ministry of Municipal Affairs and Housing.

AMO Board/Executive/Volunteer Expense Reimbursement Policy

This policy applies to members of the Executive and Board as it relates to Executive Committee meetings (including MOU meetings) and Board of Directors meetings.

Travel Expense:

AMO will reimburse travel expenses in excess of \$300.00 per meeting for AMO Board of Directors, AMO Executive Committee meetings, and MOU meetings, which are generally held in the City of Toronto or the President or Secretary-Treasurer's municipality. Travel expenses refer to airfare, train fare, car mileage, public transit, and parking costs, and shall not apply to AMO Board of Directors/Executive meetings that are held prior to or following the AMO Annual Conference or Symposiums. Members are expected to make the most efficient and cost-effective travel arrangements.

Mileage Rates:

Automobile travel allowance rates are

- \$0.59 for the first 5,000 kilometers, and
- \$0.53 for each additional kilometer.

AMO's mileage rate is based on Revenue Canada's current "Automobile Deduction Limits and Expense Benefit Rates for Business" and is adjusted annually to reflect any changes.

Accommodation/Meals:

There is no provision for the reimbursement of accommodation and meals.

Northern Ontario Exception:

Northern Ontario Executive Committee and Board members are expected to take advantage of airfare savings and make the most efficient and cost-effective travel arrangements. As some Northern Ontario board/executive members have connecting flights making it impossible to complete their travel without incurring accommodation and meal expenses, AMO will reimburse a maximum of three days accommodation and meal expenses.

Notice of Elections:

Elections will be held for the 2020 -2022 AMO Board of Directors consistent with the AMO By-law No. 2. Positions include:

- President (must be a municipal elected official).
- Secretary-Treasurer (must be a municipal staff official).
- 6 County Caucus Directors. To be Elected: Three elected officials and one municipal employee to be elected by caucus constituency at the conference. Appointed Officials: Chairs of the Eastern and Western Ontario Wardens Caucuses.
- 7 Large Urban Caucus Directors. To be Elected: Five elected officials and one municipal employee to be elected by caucus constituency at the conference. Appointed Official: Chair of the Large Urban Mayors' Caucus of Ontario.
- 6 Northern Caucus Directors. To be Elected: Four elected officials to be elected by caucus constituency at the conference: two from the Northeast and two from the Northwest. Appointed Officials: Chairs of the Federation of Northern Ontario Municipalities and the Northern Ontario Municipal Association.
- 7 Regional and Single Tier Caucus Directors. To be Elected: Six elected officials to be elected by caucus constituency at the conference. Appointed Official: Chair of the Mayors and Regional Chairs of Ontario's Single Tier Cities and Regions.
- 6 Rural Caucus Directors. To be Elected: Four elected officials and one municipal employee to be elected by caucus constituency at the conference. Appointed Official: Chair of the Rural Ontario Municipal Association.
- 6 Small Urban Caucus Directors. To be Elected: Four elected officials and one municipal employee to be elected by caucus constituency at the conference. Appointed Official: Chair of Ontario Small Urban Municipalities.

Each of the above elected caucus members shall serve a two-year term.

Note: in the event the conference is held virtually, conference delegates will vote through electronic means.

*Excerpt from AMO By-law No. 2, Section 3.4 (e): No Member Municipality may be represented on the Board by more than one Director elected to the Board (either a municipal elected official or a municipal employee) except in the case where the Director is an appointed Director as set out in Section 3.4 b) ii).... (summarized above).

NOMINATION FORM
2020 – 2022 AMO Board of Directors

- Candidates reflecting Ontario’s diversity are encouraged to seek election to the AMO Board.
- It is the responsibility of the person nominated to file a complete and accurate Nomination Form.
- Nominations will be accepted no later than **12:00 noon Monday, June 22, 2020.**
- Council Resolution of support must accompany the form and must specify the Board Office position.

Please type or print clearly:

Nominee’s Name, as it is to appear on the ballot

Nominee’s Municipal Position Title

Nominee’s Municipality

Municipal Address (Include Postal Code)

Municipal Address (Include Postal Code)

Nominee’s Email address and phone number

Nominated for the Office of (check one only):

- ☐ President
- ☐ Secretary-Treasurer
- ☐ Director County Caucus
- ☐ Director Large Urban Caucus
- ☐ Director Northern Caucus
- ☐ Director Regional & Single Tier Caucus
- ☐ Director Rural Caucus
- ☐ Director Small Urban Caucus

☐ *A Council Resolution confirming Board Office Nomination and Council support for the Nomination is ATTACHED*

Consent of Nominee and Statement of Qualification:

I, the Nominee mentioned in this Nomination Form do hereby consent to such Nomination and declare that I am qualified to be elected and to hold the office for which I am nominated.

Signature of Nominee and date

Certificate of AMO's Chief Returning Officer:

I, Peter Fay, the Chief Returning Officer, appointed by the Association of Municipalities of Ontario, to officiate over these elections, do hereby certify that I have examined the Nomination Form of the aforementioned Nominee filed with me and am satisfied that such Nominee is qualified to be nominated to the office indicated above.

Signature of Chief Returning Officer and date

Date Nomination Form received in AMO Office

A Regular General Meeting of the Town of Tecumseh BIA (TOTBIA) Members held as of
Wednesday, February 12, 2020 at 12122 Tecumseh, Rd. E. Unit 2, Tecumseh, ON, at the hour of 6:00 PM.

(TOTBBM-1-2)

CALL TO ORDER

The meeting is called to order at 6:10 p.m. by Candice Dennis, Chair

(TOTBBM –2-2)

ROLL CALL

Chair	Candice Dennis
Director	Linda Proctor
Director	Jules Champoux
Councilor	Andrew Dowie
Director	Michael Kennedy
Director	Shane Meloche

Regrets:	Vice Chair	Joseph Fratangeli
	Treasurer	Paul Bistany
	Director	Scott Harris
	Director	Brian Houston

Minute Taker:	Coordinator	Paula Rorai
---------------	-------------	-------------

Guest: No guests at this meeting.

(TOTBBM – 3-2)

DISCLOSURE OF PECUNIARY INTEREST - No disclosure at this meeting.

(TOTBBM – 4-2)

DELEGATIONS – No delegations at this meeting.

(TOTBBM – 5-2)

COMMUNICATIONS

5.1 TOTBIA Board of Management Meeting Minutes

Motion: (BBM-3/20) Moved by: L. Proctor
Second by: J. Champoux

THAT the minutes of the Town of Tecumseh TOTBIA Regular Board of Management Meeting held on January 15, 2020 be approved as distributed.

APPROVED.

CARRIED.

5.2 LETTERS FROM – No letters at this meeting.

(TOTBBM – 6-2)

REPORTS

- 6.1 CHAIR REPORT** – C. Dennis discusses the need to edit the coordinator posting and post it by next week and suggests that hours of operation are separate from office hours. It was suggested that the BIA sponsor a few activities and have a tent at the Corn Festival and that there may be discount rates offered to BIA Members. Chair also reports on the Tecumseh Life Spring/Summer magazine which is an excellent marketing program for both the Town and Members who some have already reserved ad space. It is highly suggested that the all of the back issues of the magazine be upload on the BIA website.

6.2 TREASURER REPORT: P. Rorai reports that due to internal issues with the contracted company and that 2019-year-end has not been completed; the January month end financial reports have not been prepared. These reports will be ready at the next meeting.

6.3 COORDINATOR REPORT – P. Rorai reports

6.3.1 Membership Statistics

- New businesses in the BIA area:
 - Vene Concept Store, 14306 Tecumseh Rd., Naples Plaza
 - Southpoint Periodontics, 13158 Tecumseh Rd. E., Tecumseh Business Plaza
- Members closed/moved/new owners/names:
 - New Name: Cutting board WAS Family Style Deli, 14301 Tecumseh Rd. E.
- New Associate Members
 - Potential New Members:
 - Lombardi Barber Shop
 - Sherwin Williams Paint

Total Number of Members currently open/established for business in the Tecumseh BIA:

Open – 406
 Empty Units/Bldgs. – 34
 Empty Lots/– 16
 Houses - 12
 Property Owners – 139 (29 Plazas)
 Grand Total - 607

Arts/Entertainment	5
Dining	60
Health & Wellness	135
Home/ Commercial	
Services	14
Professional Services	62
Retail	130
Vacant Lots	16
Property Owners	139
Vacant Units/Bldgs.	34
Residential/Commercial	
Houses	12
	607

- 6.3.2** Grand Openings for Members – None currently.
- 6.3.3** Welcome Wagon – waiting to hear back from the representative
- 6.3.4** Home-Base Business Report – currently none
- 6.3.5** License Plate – waiting for the final draft to proof and approve.
- 6.3.6** Tecumseh Dollar Report – see attached.
- 6.3.7** The BIA office will be closed as of March 5 thru 23.

6.4 COUNCIL REPORT –

Highlights from the January 28, 2020

- Procedural By-Law Review: Council considered amendments to the Procedural By-Law, which sets the rules and procedures by which Council conducts its business for the Town. The amendments to the by-law relate to Bill 68 Modernizing Ontario's Municipal Act, 2017 (Bill 68) and pertain to: privacy measures for information, the order of

business at meetings; delegation requests; and, prolonged absences of members of Council. An amending by-law will be brought to the next Regular Council meeting.

- Alternate Members of County Council: Council approved the appointment of an alternate to County Council as outlined in Bill 68. Currently the Mayor and Deputy Mayor represent Tecumseh on County Council with the Mayor elected as Warden for this term. All of the other local municipalities have appointed an alternate. Councillor Jobin was chosen via random draw. A by-law will be brought to next Regular Council meeting to put this in place.
- Code of Conduct: revisions to the Code of Conduct for Members of Council and Local Boards (including Committees) were received and approved by Council. In accordance with Bill 68, municipalities must establish a code of conduct to establish guidelines for ethical conduct of Members. The code of conduct is applied by an appointed Integrity Commissioner (IC). The Town has had a code of conduct since 2014 and it is reviewed from time to time. Under the current recommended changes as per Bill 68, the IC now applies certain sections of the Municipal Conflict of Interest Act for Council and the code of conduct also reflects changes to the manner in which the IC will conduct an investigation, based upon best practices.
- Financial Management Policy: Council reviewed and adopted a Financial Management Policy for the Town, including financial goals and objectives, key principles and a policy framework for budget and financial planning, revenues, expenditures, reserve and reserve funds, asset management planning, debt, investment, and accounting, auditing & financial reporting.
- Urban Hens: Council reviewed the by-law drafted to implement the Urban Hens two-year pilot project. The by-law will be considered for adoption at the next Regular Council meeting. Council also approved amending the 2020 Fees and Charges by-law to include the \$25.00 annual license fee. Applications for the program will be available by the end of February with communications posted on our website at www.tecumseh.ca.

Regular Council Meeting:

- Property Taxes: Council received the year-end report on the 2019 Taxes Receivable which outlined the status of outstanding property taxes for all of Tecumseh. The number of properties in arrears has gone down since 2017 when there were 613 properties in arrears to 569 in 2019 and only one property currently at risk of tax sale in the first half of 2020. The sale date is set for April 22 and advertisements will begin mid-March unless the property is redeemed before that time. The Town has not had a tax sale since amalgamation.
- Tecumseh Fire and Rescue Services 2019 Year-End Report: Council received the 2019 year-end report from the Tecumseh Fire and Rescue Services Department. The department handled 394 calls in 2019 including 99 rescue calls and 27 property fire calls. The department responded to 135 false alarms and continues to encourage property owners to check their alarm systems and C.O. monitors to ensure they are working properly to avoid false alarms. Council previously approved amendments to the Town's Fire Alarm By-Law to address issues with "at-fault" or false alarms. This change means that owners with a registered alarm will be allowed two at-fault (false) alarms before being subject to a false alarm fee. Following the two alarms, a fee of approximately \$463 per hour for the Fire Service response will be imposed. Unregistered alarms will be charged following the first at-fault alarm. Owners in Town who have a fire alarm that dials 9-1-1 are encouraged to check the settings to avoid any false alarms.
- Lakewood Park Pier Deck: Council approved awarding the \$121,936 contract to replace the Lakewood pier deck to Facca Incorporated. The project is the result of a report from the design contractor on options to reduce the amount of annual maintenance on the wood structure. The deck will be replaced with concrete and full construction details, including a schedule, will be provided once the contract is finalized. Construction is expected to be complete by June 1, 2020 weather permitting.

Regular Meeting of Council is Tuesday, February 11, 2020

- Zoning Application—Lesperance Road and County Road 42: Council held a public meeting to hear from the owners of a property located on the Northeast corner of the County Road 42 and Lesperance Road intersection. The owners are seeking to have the property designation changed from "Neighbourhood Commercial" to "Medium Density Residential" to allow for the construction of four, six-unit, three-storey, multi-unit dwellings. This was the second Public Meeting on the project and Council was provided with a revised proposal and summary of how issues from the first meeting were addressed. Council directed Administration to prepare draft Official Plan Amendment and Zoning By-law Amendment documents for consideration for adoption at a future Regular Meeting of Council.
- Mandated Paperless Billings: Council heard from Essex Powerlines on their mandated paperless billing initiative and supported the program. This project was the result of Council's climate emergency declaration and their direction to Administration to identify priority action items that reduce carbon emissions. Essex Powerlines Corporation invited Tecumseh to join their Digital Transportation Strategy and Water Billing Savings Initiative that

seeks to reduce paper use by moving to digital billing. 22% of Essex Powerlines Corporation customer base is currently paperless and the company hopes to raise that figure to 75% by January 1, 2021. Essex Powerlines estimates that its current paper bill printing produces more than 14,000 kg of carbon dioxide equivalent per year. Residents can sign up for paperless billing via the online account at www.myaccount.essexpowerlines.ca.

- 2020 Citizen Satisfaction Survey: Council heard from Probe Research Inc. and received the full report on the 2020 Citizen Satisfaction Survey. This is the fourth time the survey has been conducted following Council's commitment to conduct the survey every two years. The last survey was completed prior to the 2018 Municipal Election. The Town continues to have a high satisfaction rating with 97% of the survey respondents noting they were somewhat to very satisfied with the Town's services.
- 2020 Essex Power in Youth in Community Fund: Council received the report on the 2020 Essex Power in Youth Community Fund. The fund was created by Essex Powerlines Corporation to distribute funding equally among its four shareholders (Amherstburg, LaSalle, Leamington, Tecumseh), to support community activities geared toward Youth. In the past, the fund has sponsored activities like Breakfast with Santa, Outdoor Movie Nights, Earth Day, free skates and swims and various youth sports groups. Tecumseh will receive \$10,000 this year and the Parks and Recreation Services Department will continue to oversee and manage the fund.
- Radar Speed Surveys: Council received a report on radar speed surveys conducted in 2019. Public Works and Environmental Services deployed radar speed trailers to 13 locations in Town and found four streets where motorists were traveling 10 kilometres over the speed limit. This information along with details about time of day and direction of traffic were immediately provided to the OPP for enforcement purposes. Public Works is also reviewing the data to determine if additional traffic calming measures may be necessary. Radar speed surveys will continue in response to complaints as they arise.
- Tecumseh Transit: Council received the annual report on Tecumseh Transit. 2019 ridership increased to pre-2016 levels at over 28,000. Several route revisions were made in mid-2018 and 2019 was the first full year of their use. 2019 revenue also increased by 4.1% to almost \$25,000. Also noted in the report was the ongoing discussions Administration continues to have with their counterparts in Windsor. Transit Windsor recently completed a comprehensive review of their services and identified significant opportunities for enhanced transit in the Oldcastle Hamlet. Transit Windsor is considering introducing a pilot program to extend transit service to Oldcastle Hamlet to cover a greater area through a hybrid of conventional fixed route service and on-demand service. Discussions on this service will continue in 2020 with further detailed reports provided to Council as discussions progress.
- CIP Grants: Council approved \$3,000 for the preparation of drawings for façade and parking lot improvements to 1222 Lesperance Road. The building was formerly home to Billiards Plus and is now occupied by Halliwill Seguin LLP Law Firm. The owners hope to complete façade improvements, repairs to the stucco and windows and install new signage.
- Financial Policy: Council approved the Financial Management Policy, a new policy that covers eight elements of financial management and which will provide decision making guidance for financial sustainability over the long-term. The Financial Management Policy outlines the Town's philosophy on financial matters and it aligns with the Town's strategic plan.
- St. Mark's Pumping Station: Council approved adding the St. Mark's Pumping Station—Pump Repair capital project to the 2020-2024 Public Works and Environmental Services Five Year Capital Works Plan with the approximate cost of \$36,000 funded out of the Storm Sewer Lifecycle Reserve. The project is the result of a study completed by Dillon Consulting in fall 2019 in response to high lake water levels in Lake St. Clair. The St. Mark's Pumping Station is planned for decommissioning however in the short-term if a pump failure occurs, it would require significant funding to maintain storm water pumping in an emergency scenario. In 2019, the existing stand-by pump and duty pump were assessed by Lekter Industrial Services and the manufacturer to determine scope and cost of repairs to reduce the risk of pump failure before the station is decommissioned. Lekter will be retained to undertake the rehabilitation of the second pump at St. Mark's Pump Station as a result of the assessment.

6.5 COMMITTEE REPORTS

6.5.1 Marketing Committee – No report at this meeting.

6.5.2 Membership Committee

6.5.2.1 Tecumseh Dollar Program – See attached report.

6.5.2.2 Associated Membership – See Coordinators report.

6.5.3 Streetscaping Committee

6.5.3.1 BIA Parkette – No report at this meeting.

6.5.3.2 Bike Racks – Waiting for Public Works to install bike racks on municipal property and deliver racks to those Members who want the rack installed on private property in the spring.

6.5.4 Events Committee

6.5.4.1 Night Market – Dates have been changed to Friday, June 26, and Friday, July 24, 2020.

6.5.4.2 BIA Christmas Party – The 2020 Christmas Party date is reserved for November 28, 2020; a \$500 deposit has been sent to Beach Grove and M. Kennedy will sponsor the event.

6.5.4.3 Banner Contest – The Coordinator sent letters to the various school boards asking permission to drop off banner contest entry forms in the schools. The themes for this year's banner contest is 'What is Your Favorite Book Character'. The awards ceremony will be held on Friday, May 1, 2020 in the Center Ice Room in the Tecumseh Arena.

6.5.5 2020 Budget Committee

6.5.5.1 The Coordinator reformatted to match the accounts that have been revised in the new chart of accounts. A draft of the budget will be ready for review at the next board meeting to be ready for the annual general meeting be held on March 4, 2020 for the Membership to review and discuss the proposed budget prior to forwarding to council for approval.

6.5.6 Governance Committee

6.5.6.1 Memorandum of Understanding - No report at this meeting.

(TOTBBM – 7-2)

UNFINISHED BUSINESS

7.1 Coordinators Position – over 120 resumes have been submitted and the recruiting committee will be reviewing and selecting candidates for interviews for anticipated hiring date in mid-March.

7.2 License Plate Covers – Waiting for new proof.

7.3 Way Finding Signage – Board agrees to differ this project until 2020.

(TOTBBM – 8-2)

NEW BUSINESS

8.1 None at this time.

(TOTBBM – 9-2)

NEXT MEETING

The TOTBIA Annual General Meeting is schedule on **Wednesday, March 4, 2020 at 6:00 PM in the BIA Conference Room.**
The next regular general meeting is scheduled on **Wednesday, March 4, 2020 after the AGM** in the BIA Conference Room.

(TOTBBM – 10-2)
ADJOURNMENT

Motion: (BBM-4/20)

Moved by: J. Champoux

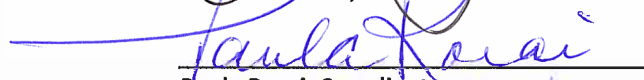
Second by: L. Proctor

THAT there being no further business, the February 12, 2020 regular general meeting of the TOTBIA Board of Management be adjourned at 7:30 PM.

CARRIED.

APPROVED.



Candice Dennis, Chair

Paula Rorai, Coordinator

Minutes of a Regular General Meeting of the Town of Tecumseh Business Improvement Area (TOTBIA)

A Regular General Meeting of the Town of Tecumseh BIA (TOTBIA) Members held as of
Wednesday, March 4, 2020 at 12122 Tecumseh, Rd. E. Unit 2, Tecumseh, ON, at the hour of 7:00 PM.

(TOTBBM-1-3)

CALL TO ORDER

The meeting is called to order at 7:00 p.m. by Candice Dennis, Chair

(TOTBBM –2-3)

ROLL CALL

Chair	Candice Dennis
Treasurer	Paul Bistany
Director	Scott Harris
Director	Brian Houston
Director	Linda Proctor
Director	Michael Kennedy

Regrets:	Vice Chair	Joseph Fratangeli
	Director	Jules Champoux
	Councilor	Andrew Dowie
	Director	Shane Meloche

Minute Taker:	Coordinator	Paula Rorai
---------------	-------------	-------------

Guest: No guests at this meeting.

(TOTBBM – 3-3)

DISCLOSURE OF PECUNIARY INTEREST - No disclosure at this meeting.

(TOTBBM – 4-3)

DELEGATIONS – No delegations at this meeting.

(TOTBBM – 5-3)

COMMUNICATIONS

5.1 TOTBIA Board of Management Meeting Minutes

Motion: (BBM-5/20) Moved by: S. Harris
Second by: P. Bistany

THAT the minutes of the Town of Tecumseh TOTBIA Regular Board of Management Meeting held on February 12, 2020 be approved as distributed.

APPROVED.

CARRIED.

5.2 **LETTERS FROM** – No letters at this meeting.

NOMINATIONS FOR EXECUTIVES – Paula Rorai

At 7:07 p.m. C. Dennis hands over the meeting to the Coordinator to conduct the nominations of Chair, Vice Chair and Treasurer for the remainder of 2020

1. Chair Nomination

Coordinator states Nominations are now open for the position of Chair.

P. Rorai hears a nomination and restates the nomination for Chair.

Candice Dennis is nominated for the position of Chair.

P. Rorai asks C. Dennis if she will accept the position. Candice Dennis accepts the nomination for Chair with the understanding that at the end of December 2020 the Board opens the floor for nominations of Chair as well as the other Executive positions for 2021. There are no other nominations for Chair.

Motion: (BBM-6/20) Moved by: M. Kennedy
Second by: P. Bistany

THAT Candice Dennis be appointed as Chair of the BIA Board of Management until December 31, 2020.

APPROVED.

CARRIED.

2. Vice Chair Nomination

P. Rorai states Nominations are now open for the position of Vice Chair.

P. Rorai hears a nomination and restates the nomination for Vice Chair.

Mike Kennedy is nominated for the position of Vice Chair.

P. Rorai asks if he accept the position. Mike Kennedy accepts the nomination for Vice Chair with the understanding that at the end of December 2020 the Board opens the floor for nominations of Vice Chair as well as the other Executive positions for 2021.

There are no other nominations for Vice Chair.

Motion: (BBM-7/20) Moved by: L. Proctor
Second by: B. Houston

THAT Michael Kennedy be appointed as Vice Chair of the BIA Board of Management until December 31, 2020.

CARRIED.

APPROVED.

3. Treasurer Nomination

P. Rorai states Nominations are now open for the position of Treasurer.

P. Rorai hears a nomination and restates the nomination for Treasurer.

Paul Bistany is nominated for the position of Treasurer.

P. Rorai asks if he accept the position. Paul Bistany accepts the nomination for Treasure with the understanding that at the end of December 2020 the Board opens the floor for nominations of Treasurer as well as the other Executive positions for 2021.

There are no other nominations for Treasurer.

Motion: (BBM-8/20) Moved by: C. Dennis
Second by: L. Proctor

THAT Paul Bistany be appointed as Treasure of the BIA Board of Management until December 31, 2020.

CARRIED.

APPROVED.

The nominated Chair takes over the regular general meeting as of 7:15 p.m.

(TOTBBM – 6-3)

REPORTS

6.1 CHAIR REPORT – C. Dennis discusses the status of interviews for the Coordinators position and after presenting the top 4 candidates; the Board agrees on the selected candidate that meets all the requirements.

Motion: (BBM-9/20) Moved by: M. Kennedy
Second by: S. Harris

THAT authorization be given to the Chair to offer the BIA Coordinator position to the selected candidate and if accepted, enter the candidate into a standard employment contract with a start date of March 30, 2020.

CARRIED.

APPROVED.

6.2 TREASURER REPORT: P. Bistany reports on the month end financial reports

Due to inaccuracies in the transition of the Sage Accounting to the Xero Accounting software, the January and February month end reports are differed until 2019-year end is completed; these reports will be presented at the next Board meeting.

6.3 COORDINATOR REPORT – P. Rorai reports

6.3.1 Membership Statistics

- New businesses in the BIA area:
- Members closed/moved/new owners/names:
- New Associate Members
 - Potential New Members:
 - Lombardi Barber Shop
 - Sherwin Williams Paint

Total Number of Members currently open/established for business in the Tecumseh BIA:

Open – 406
Empty Units/Bldgs. – 34
Empty Lots/– 16
Houses - 12
Property Owners – 139 (29 Plazas)
Grand Total - 607

Arts/Entertainment	5
Dining	60
Health & Wellness	135
Home/ Commercial	
Services	14
Professional Services	62
Retail	130
Vacant Lots	16
Property Owners	139
Vacant Units/Bldgs.	34
Residential/Commercial	
Houses	12
	607

6.3.2 Grand Openings for Members – None currently.

6.3.3 Home-Base Business Report – None currently.

6.4 COUNCIL REPORT –

Highlights from the February 25, 2020 meetings of Council

- Official Plan: Council held a special meeting to review the draft of the new Official Plan. The plan consolidates the three Official Plans of Tecumseh, St. Clair Beach and Sandwich South which currently govern the Town's planning practices. The new plan introduces new policies reflecting current planning issues, upper-tier plan policies and agency/public comments received through consultations. Public comments included a greater mix and range of housing, the creation of complete communities, improved traffic conditions, more trails and bike paths, the establishment of a Farmer's Market, and providing public community facilities. The draft Official Plan will be provided to Council for full review on March 10 with public Open House sessions to follow in April. A formal Public Council Meeting will be held in early May and the final document is

expected to be adopted by Council by early July. Subsequently, final approval will be sought from Essex County. Full details on the plan and the process as it goes along will be posted at www.tecumseh.ca.

- **Minimum Maintenance Standards for Roads:** Council received a report on the minimum standards for road maintenance and adopted a by-law on them. Minimum standards are governed by the Municipal Act, 2001 and Ministry of Transportation Ont. Regulation 239/02: Minimum Maintenance Standards for Municipal Highways. That regulation came into effect in November 2002. The Town had adopted a minimum standards by-law in 2003 and in the years since that adoption, there have been a number of amendments to the Ontario Regulations. To be consistent with the Provincial Legislation, By-Law 2020-17 was prepared. The new by-law will be reviewed annually for any future amendments to the Provincial regulations.
- **Year End Building Permit Report:** Council received the 2019 Year End Permit Report from Building Services. Construction values in 2019 were approximately \$58.6 million, 60% higher than 2018. This substantial increase is a function of a number of large non-residential building additions, one of which had an individual value of \$15 million. The number of permits is down 27% from 2018. Total revenue to the Town from Building Permits in 2019 was \$398,706.
- **Watermain Replacement on Highway 3 and County Road 11:** Council approved the watermain replacement Highway 3/County Road 11 tender and awarded SheaRock Construction Group the \$1.3 million contract. The project involves the replacement of the watermain at the Highway 3/County Road 11 intersection from Oldcastle Road westerly to approximately 450 m west of County Road 11 (Walker Road) and along County Road 11 from McCord Lane southerly to just south of Highway 3. Construction is expected to begin this spring and will take approximately 10 weeks to complete, weather permitting. Traffic impacts will be shared publicly as scheduled.
- **2019 Water Distribution Report:** Council adopted the Annual Summary Report for the Tecumseh (Water) Distribution System for the year 2019. The report is prepared annually in accordance with the Safe Water Act, O.Reg. 170/03. For 2019, there were no reported non-compliance issues and lead sampling showed no concerns. Monthly water flow averaged 291,000 cubic meters. The full report will be posted at www.tecumseh.ca/waterreports.
- **Water Inspection Report:** As part of the year end reporting on Tecumseh's water system, Council received the report on the Ministry of the Environment, Conservation and Parks Inspection of the Tecumseh (Water) Distribution System. The inspection was conducted on January 26, 2020 and covered the period March 1, 2019 to December 31, 2019. The inspection involved a comprehensive review of Town records and inspection documents, review of operating procedures and interviews with Water staff. The Town received a 100% inspection rating—the best possible rating achievable. Council commended the Town's water staff for continuing to provide high quality service and ensuring access to safe drinking water.

Highlights from the March 3, 2020 meetings of Council

6.5 COMMITTEE REPORTS

6.5.1 Marketing Committee – No report at this meeting.

6.5.2 Membership Committee

6.5.2.1 Tecumseh Dollar Program – See attached report.

6.5.2.2 Associated Membership – See Coordinators report.

6.5.3 Streetscaping Committee

6.5.3.1 BIA Parkette – No report at this meeting.

6.5.3.2 Bike Racks – Waiting for Public Works to install bike racks on municipal property and deliver racks to those Members who want the rack installed on private property in the spring.

6.5.3.3 License Plates – Final proof was distributed for approval.

6.5.4 Events Committee

6.5.4.1 Night Market – Dates have been changed to Friday, June 26, and Friday, July 24, 2020. Have asked Green Valley Plaza and East Point Trails for approval to hold the June 26th event.

6.5.4.2 BIA Christmas Party – The 2020 Christmas Party date is reserved for November 28, 2020; a \$500 deposit has been sent to Beach Grove and M. Kennedy will sponsor the event.

6.5.4.3 Banner Contest – The Coordinator sent letters to the various school boards asking permission to drop off banner contest entry forms in the schools. The themes for this year's banner contest is 'What is Your Favorite Book Character'. The awards ceremony will be held on Friday, May 1, 2020 in the Center Ice Room in the Tecumseh Arena.

6.5.5 Governance Committee

6.5.5.1 Memorandum of Understanding - No report at this meeting.

(TOTBBM – 7-3)

UNFINISHED BUSINESS

7.1 Way Finding Signage – Board agrees to differ this project.

(TOTBBM – 8-3)

NEW BUSINESS

8.1 The Tecumseh Accessibility Advisory Committee is looking for a sponsor to purchase a flag for the National Accessibility Week 2020. The flag will be raised in front of Town Hall and the price is estimated to be \$110.00. Coordinator asks if the Board would be interested in sponsoring the flag. Differ this until additional information is forward to the BIA.

(TOTBBM – 9-3)

NEXT MEETING

The next regular general meeting is scheduled on **Wednesday, April 8, 2020** in the BIA Conference Room.

(TOTBBM – 10-3)

ADJOURNMENT

Motion: (BBM-10/20)

Moved by: L. Proctor

Second by: P. Bistany

THAT there being no further business, the March 4, 2020 regular general meeting of the TOTBIA Board of Management be adjourned at 8:30 PM.

CARRIED.

APPROVED.

**DRAFT ONLY
MINUTES NOT APPROVED**

Candice Dennis, Chair

Paula Rorai, Coordinator



The Corporation of the Town of Tecumseh

Fire & Rescue Services

To: Mayor and Members of Council

From: Wade Bondy, Director Fire Services & Fire Chief

Date to Council: May 12, 2020

Report Number: FIRE-2020-02

Subject: Flooding Preparedness – Canadian Red Cross Service Agreement

Recommendations

It is recommended:

That By-Law 2020-39 authorizing the Mayor and Clerk to execute an agreement with The Canadian Red Cross Society for provision of emergency response services during an emergency within the Town of Tecumseh **be adopted**.

And that the Fire Chief's report FIRE-2020-02 regarding the Flooding Preparedness – Canadian Red Cross Service Agreement **be received**.

Background

At its special meeting held April 16, 2020, Council received report FIRE-2020-05 titled "Amendment to the Town of Tecumseh Flood Response Plan" that detailed modifications to the plans for an emergency shelter / reception center due to the COVID-19 pandemic.

As part of the revised flood emergency plans, registration of evacuees would be completed virtually, either online or via telephone. This registration method would eliminate the need for evacuees to physically attend a registration centre, leading to increased safety for both staff and evacuees and is in accordance with current Public Health Ontario recommendations related to the COVID-19 pandemic.

Comments

The Canadian Red Cross Society (Red Cross) is able to provide registration services for evacuees through telephone or online means, making a central point of contact for evacuees

and their families. In addition, they are able to provide supplies such as cots and personal hygiene kits for evacuees if required. At this time during the COVID-19 pandemic, the Red Cross has indicated that all of their services would be provided virtually; there will be no on-site support. The scope of services that would be provided is detailed in the agreement.

A County wide agreement is being negotiated with the Red Cross for the provision of support services during emergencies. The current high lake levels and increasing risk of flooding in the Town make securing a provider for these services a high priority. The agreement being recommended by this report would serve as an interim agreement to secure these services until the County wide agreement (currently under negotiation) has been executed. The agreement would not be signed until such time as the services are required however Council approval is being sought by this report to expedite same.

As no formal reception center or temporary shelter would be set up, a location would still be required for evacuees to obtain information related to hotel and transportation options or other information related to the emergency. In addition, evacuees that have been assisted in evacuation by Fire Services or Town staff and are awaiting transportation to their temporary housing location would need a safe place to wait.

In order to provide these services, Town staff would establish an information / transfer center that would be staffed by Town personnel. This information / transfer center would not be intended to house evacuees long-term, but only during the time prior to their transportation elsewhere. In keeping with Public Health Ontario recommendations, social distancing and other protective measures, such as requiring evacuees to wear masks and disinfect their hands, would be required at the center. Administration is in the process of planning for such a center.

Consultations

Parks & Recreation Services
Financial Services

Financial Implications

The Town would be responsible for costs associated with Red Cross services during an emergency under this agreement. The total costs would be dependant on the use of the services during an emergency.

The 2020 approved budget does not include an allocation for costs of this nature. Any costs incurred will be charged to the Emergency Measures operating budget and will result in an unfavourable budget variance (or deficit).

Operating budget deficits are typically funded through the Town's Tax Rate Stabilization Reserve. Should disaster recovery funding assistance be available, any amounts recoverable will credit the Tax Rate Stabilization Reserve.

Link to Strategic Priorities

Applicable	2019-22 Strategic Priorities
<input type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input type="checkbox"/>	Ensure that Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input checked="" type="checkbox"/>	Integrate the principles of health and wellness into all of Tecumseh's plans and priorities.
<input type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input checked="" type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☒

Website ☐

Social Media ☐

News Release ☐

Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Wade Bondy
Director Fire Services & Fire Chief, C.E.M.C.

Reviewed by:

Paul Anthony, RRFA
Director Parks & Recreation Services

Recommended by:

Margaret Misek-Evans, MCIP, RPP
Chief Administrative Officer

Attachment Number	Attachment Name
None	None



The Corporation of the Town of Tecumseh

Fire & Rescue Services

To: Mayor and Members of Council

From: Wade Bondy, Director Fire Services & Fire Chief

Date to Council: May 12, 2020

Report Number: FIRE-2020-06

Subject: Amendment to 2020-2024 Fire Equipment Five Year Capital Works Plan

Recommendations

It is recommended:

That the purchase of replacement self-contained breathing apparatus equipment **be added** to the 2020-2024 Fire Equipment Five Year Capital Works Plan, in the year 2020;

And that the amount of \$305,900 including non-rebateable HST **be authorized and funded** through the Fire Equipment Lifecycle Reserve.

Executive Summary

The purpose of this report is to seek approval to expedite the purchase of replacement self-contained breathing apparatus (SCBA) equipment in 2020 to take advantage of a discount available through a cooperative purchase with the Township of Wilmot.

Background

The current inventory of SCBA used by Fire Services' personnel were purchased and placed into service in 2009, as approved by Council (Motion RCM-305/09). The SCBA, manufactured by MSA Safety Inc., had a service life of 10 years; however, with proper care and maintenance this lifespan was anticipated to extend slightly beyond the 10-year period.

At its meeting held December 10, 2019, Council approved (Motion RCM 396/19) the Fire Five (5) Year Capital Works Plan, as recommended by Report No. FIRE-2019-08. Development of

a replacement program for SCBA was identified in the report as one of the items to be undertaken in 2020.

Comments

In researching replacement options and costs for SCBA equipment, Administration would provide the following information.

National Fire Protection Association (NFPA) Standards Update

At the time of purchase, the SCBA were certified to NFPA 1981, Standard on Open-Circuit Self-Contained Breathing Apparatus (SCBA) for Emergency Services, 2007 Edition, which was the current standard at the time. NFPA standards are updated on an approximate 5-year cycle and NFPA 1981 has been updated twice since 2009, most recently in 2019.

The 2019 update to NFPA 1981 contained significant changes to the requirements for SCBA. Two key safety improvements required under the 2019 standard are the following:

- The requirement for the end of service time indicator (i.e. low air alarm) to activate when the air supply reaches 35% of a full bottle, as opposed to the previous requirement to activate at 20-25%. This earlier activation provides the firefighter significantly more time to retreat from a dangerous atmosphere prior to running out of breathing air.
- The requirement for two distinct actions to be taken to remove a regulator from a face piece (mask) has been added. This requirement greatly reduces the chance of a regulator inadvertently being pulled out of a face piece in a dangerous environment.

Both of these changes would greatly improve the safety of firefighters in hazardous environments.

Status of Current SCBA Inventory

As with any asset that experiences heavy use, once the asset is beyond its anticipated lifespan additional maintenance is typically required and maintenance costs increase accordingly. The warranty duration for the existing SCBA was 10 years and has now expired.

The existing SCBA would remain in service until such time as Fire Services has taken delivery and been trained on use of the new SCBA. Administration has reached out to vendors to investigate the salvage value of the equipment. Any funds received for the equipment would be used to offset the purchase price of the new SCBA. Currently, two of the 36 SCBA units have been taken out of service due to the costs of required repairs making repair of the units not financially viable.

With respect to the SCBA air cylinders, NFPA standards limit the lifespan of cylinders to 15 years, with hydrostatic testing required every 5 years. In 2009, 108 air cylinders were purchased together with the SCBA and all 108 are still in service today. It is anticipated that the cylinders will remain in service until 2024. Phased replacement of the cylinders will be proposed in a future year's budget for Council's consideration and is shown in Attachment 1 in

years 2022, 2023 & 2024. According to NFPA standards, cylinders that are retired from service must be made inoperable.

SCBA Evaluation

In 2020, both the LaSalle Fire Service and Lakeshore Fire Services are scheduled to replace their inventory of SCBA. LaSalle Fire Service arranged demonstrations from three manufacturers - 3M Scott Fire & Safety, Drager, and MSA Safety Inc. - and invited representatives from Tecumseh Fire Services to take part in the demonstrations.

SCBA provided by the three manufacturers were evaluated for safety features, ease of use, comfort, and ongoing maintenance requirements. SCBA manufactured by MSA Safety Inc. (model G1) was the preferred option for Tecumseh Fire Services in all categories following the evaluation. The proposed MSA G1 SCBA come with a 15-year lifespan and warranty.

In addition, by purchasing the MSA SCBA, Fire Services would be able to use our existing air cylinders with the new SCBA, meaning we would be able to utilize the remaining years of service life of the cylinders prior to their replacement.

Continued use of MSA SCBA also ensures interoperability with neighbouring fire departments including LaSalle and Windsor. At the time of this report, Lakeshore was undecided as to the supplier of their new SCBA.

Cooperative Purchase

In 2019, the Township of Wilmot issued RFP 2019-18 for the supply of MSA G1 SCBA, which closed August 2, 2019. This RFP included a cooperative purchase clause that required the successful proponent to extend pricing submitted under the RFP to fire departments from Waterloo Region and surrounding areas for purchases completed in 2020. The successful proponent under this RFP was AJ Stone Company Ltd.

AJ Stone Company Ltd. has provided a quote for the supply of MSA Safety Ltd. G1 SCBA to Tecumseh Fire Services based on the Township of Wilmot RFP pricing, forming the basis of the financial implications noted in this report.

The Town's Purchasing Policy allows the participation in cooperative purchasing with other government agencies where it is in the best interests of the Town, and the purposes, goals and objectives of the policy are complied with by the other government agency. The RFP issued by the Township of Wilmot was issued in accordance with their Purchasing By-Law (2014-45) which required a publicly issued RFP and Council approval for goods valued over \$50,000.

Administration is recommending the purchase of replacement SCBA equipment in 2020 in order to take advantage of the discount available through the cooperative purchase with the Township of Wilmot.

Consultations

Financial Services

Financial Implications

A quote provided by AJ Stone Company Ltd. in the amount of \$305,900 including non-rebateable HST for the purchase of the 36 SCBA units represents a savings of approximately \$37,000 based on pricing received in a previous quote provided for the equipment. This pricing would only be available for a purchase completed in 2020, under the terms of the Township of Wilmot's RFP. Further, any salvage value from the existing SCBA would be used to offset the purchase costs of the new equipment.

Funding for this purchase will come from the Lifecycle (LC) Fire Equipment reserve. The Amended 2020-2024 Fire Equipment Five-Year Capital Works Plan is included in this report as Attachment 1.

This purchase will put the LC Fire Equipment reserve into a deficit position in which this reserve is projected to remain for the extent of the five-year capital plan. An increase to the annual allocation will be required such that the reserve will be able to recover from its deficit position and return to financial stability. Based on known expenditure requirements and costs reflected in Attachment 1, an increase to the annual allocation of \$30,000 is required to resolve the deficit position over the course of a few years and should be considered during the 2021 budget process. See Attachment 2 for projected reserve balance assuming an annual allocation increase of \$30,000 effective for 2021.

The previous SCBA replacement cost in 2009 was approximately \$185,000 for 36 units. The Town's complement of firefighters has increased to 42 members since the last replacement and while the number of SCBA units remains at 36, additional masks must be purchased for the new staff. Additionally, the replacement cost of SCBA has increased in excess of 60% during this same timeframe.

Link to Strategic Priorities

Applicable	2019-22 Strategic Priorities
<input type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input type="checkbox"/>	Ensure that Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input checked="" type="checkbox"/>	Integrate the principles of health and wellness into all of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☒

Website ☐

Social Media ☐

News Release ☐

Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Wade Bondy
Director Fire Services & Fire Chief, C.E.M.C.

Reviewed by:

Tom Kitsos, CPA, CMA, BComm
Director Financial Services & Chief Financial Officer

Recommended by:

Margaret Misek-Evans, MCIP, RPP
Chief Administrative Officer

Attachment Number	Attachment Name
1	Amended 2020 – 2024 Fire Equipment Five (5) Year Capital Works Plan
2	Projected LC Fire Equipment Reserve with Allocation of \$30,000 in 2021

Attachment 1 - Amended 2020 - 2024 Fire Equipment Five (5) Year Capital Works Plan

LC Fire Equipment (1700)	2020	2021	2022	2023	2024
Opening Balance (\$)	221,350.00	-72,350.00	-47,600.00	-124,850.00	-152,100.00
Budget allocation	45,000.00	45,000.00	45,000.00	45,000.00	45,000.00
Funds Available	266,350.00	-27,350.00	-2,600.00	-79,850.00	-107,100.00
Swiss Phone Pagers	3,000.00	0.00	0.00	0.00	0.00
Firefighter Helmets	4,000.00	0.00	0.00	0.00	0.00
Leather Boots	5,000.00	0.00	0.00	0.00	0.00
Firefighter Bunker Gear	20,800.00	0.00	0.00	0.00	0.00
Total Committed	32,800.00	0.00	0.00	0.00	0.00
Balance Uncommitted	233,550.00	-27,350.00	-2,600.00	-79,850.00	-107,100.00
Fire Equipment Proposed Expenditure	2020	2021	2022	2023	2,024.00
Swiss Phone Pagers	0.00	3,000.00	3,000.00	3,000.00	3,000.00
Firefighter Helmets	0.00	2,250.00	2,250.00	2,250.00	2,250.00
Leather Boots	0.00	2,000.00	2,000.00	2,000.00	2,000.00
Firefighter Bunker Gear	0.00	13,000.00	13,000.00	13,000.00	13,000.00
Vehicle Extrication	0.00	0.00	50,000.00	0.00	0.00
SCBA	305,900.00	0.00	0.00	0.00	0.00
SCBA Cylinders (108)	0.00	0.00	52,000.00	52,000.00	52,000.00
Total Proposed	305,900.00	20,250.00	122,250.00	72,250.00	72,250.00
Closing Balance	-72,350.00	-47,600.00	-124,850.00	-152,100.00	-179,350.00

Attachment 2 - Projected LC Fire Equipment Reserve with Allocation Increase of \$30,000 in 2021

LC Fire Equipment (1700)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Opening Balance (\$)	-72,350.00	-17,600.00	-64,850.00	-62,100.00	-59,350.00	-4,600.00	50,150.00	104,900.00	159,650.00	214,400.00
Budget allocation	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00	75,000.00
Funds Available	2,650.00	57,400.00	10,150.00	12,900.00	15,650.00	70,400.00	125,150.00	179,900.00	234,650.00	289,400.00
Swiss Phone Pagers	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Firefighter Helmets	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Leather Boots	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Firefighter Bunker Gear	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Committed	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Balance Uncommitted	2,650.00	57,400.00	10,150.00	12,900.00	15,650.00	70,400.00	125,150.00	179,900.00	234,650.00	289,400.00
Fire Equipment Proposed Expenditure	2021	2022	2023	2,024.00	2,025.00	2,026.00	2,027.00	2,028.00	2,029.00	2,030.00
Swiss Phone Pagers	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
Firefighter Helmets	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00	2,250.00
Leather Boots	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Firefighter Bunker Gear	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00	13,000.00
Vehicle Extrication	0.00	50,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SCBA	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SCBA Cylinders (108)	0.00	52,000.00	52,000.00	52,000.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Proposed	20,250.00	122,250.00	72,250.00	72,250.00	20,250.00	20,250.00	20,250.00	20,250.00	20,250.00	20,250.00
Closing Balance	-17,600.00	-64,850.00	-62,100.00	-59,350.00	-4,600.00	50,150.00	104,900.00	159,650.00	214,400.00	269,150.00

The Corporation of the Town of Tecumseh

By-Law Number 2020 - 39

Being a By-law to authorize the execution of an Emergency Response Services Agreement between The Corporation of the Town of Tecumseh and The Canadian Red Cross Society

Whereas a state of emergency has been declared by Declaration of Emergency dated March 22, 2020 of the head of council of the Town of Tecumseh, Mayor Gary McNamara pursuant to the authority granted under subsection 4(1) of the *Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9* respecting “Management of and to take actions necessary for municipal flood issues in accordance with the Tecumseh Emergency Response Plan”.

And Whereas an Order to Take Measures was issued on April 16, 2020 by Mayor Gary McNamara under the authority granted under subsection 4(1) of the *Emergency Management and Civil Protection Act, R.S.O. 1990, c. E.9* requiring residents owning and/or occupying properties within the affected area to take immediate actions in accordance with Schedule A of the Order to Take Measure to mitigate the threat of flooding.

And Whereas The Canadian Red Cross Society (CRC) is responding to the Tecumseh Emergency Response Plan to assist emergency-affected persons and provide emergency relief;

And Whereas The Corporation of the Town of Tecumseh (Corporation) and CRC wish to put into place a legal arrangement to confirm that CRC will provide emergency relief services, and that the Corporation will reimburse CRC on a cost recovery basis;

And Whereas under Section 5 of the Municipal Act 2001, S.O. 2001 c.25, the powers of a municipality shall be exercised by its Council by by-law;

Now Therefore the Council of The Corporation of The Town of Tecumseh enacts as follows:

1. **That** the Mayor and the Clerk be and they are hereby authorized and empowered on behalf of The Corporation of the Town of Tecumseh, to execute an Emergency Response Services Agreement between The Corporation of the Town of Tecumseh and The Canadian Red Cross Society dated the 12th day of May, 2020, a copy of which Emergency Response Services Agreement is attached hereto and forms part of this by-law and to do such further and other acts which may be necessary to implement the said Emergency Response Services Agreement.
2. **And that** this by-law shall come into force and take effect upon on the date of the third and final reading thereof.

Read a first, second, third time and finally passed this 12th day of May, 2020.

Gary McNamara, Mayor

Laura Moy, Clerk

EMERGENCY RESPONSE SERVICES AGREEMENT

This Agreement is made as of May 12, 2020 between:

THE CORPORATION OF THE TOWN OF TECUMSEH (“Entity”)

and

THE CANADIAN RED CROSS SOCIETY,

a not-for-profit corporation and registered charity incorporated under the laws of Canada,
having its head office in Ottawa, Ontario
(“CRC”)

WHEREAS, CRC is responding to the Tecumseh Emergency Response Plan to assist emergency-affected persons and provide emergency relief;

AND WHEREAS, the Entity and CRC wish to put into place a legal arrangement to confirm that CRC will provide these and other emergency relief services, and that the Entity will reimburse CRC on a cost recovery basis;

NOW THEREFORE, in consideration of the mutual promises and covenants herein, the Entity and CRC (each, a **“Party”** and together, the **“Parties”**) agree as follows:

1. SERVICE PROVISION

- 1.1 CRC will provide services and materials to persons affected by the Tecumseh Emergency Response Plan (**“Emergency-Affected Persons”**) as set out more particularly in **Schedule “A”**. CRC may also provide, upon discussion with and the mutual agreement of the Entity, additional emergency relief and recovery services.
- 1.2 CRC will communicate and coordinate with the Entity in its provision of the Services, and will share information as needed to facilitate emergency relief efforts.
- 1.3 CRC will identify all personnel and equipment with the CRC emblem on the service delivery site;
- 1.4 The Parties will each designate a representative of their respective organizations who will work with the other Party for the duration of this Agreement.

2. REIMBURSEMENT

- 2.1 The Entity will reimburse CRC for the costs incurred in providing the services listed in Section 1.1 (the **“Services”**) and in accordance with Schedule “A” of this Agreement, including a reasonable provision for administrative costs incurred, upon invoice from CRC and the provision of appropriate supporting information, on a cost recovery basis.

- 2.2 This Agreement shall not prevent CRC from providing additional services, at its own expense and on its own initiative, or from fundraising to support such additional services. The Entity will not be invoiced for costs of Services covered by donations or fundraising, but allocation of fundraising revenues shall be in CRC's sole discretion.

3. **PRIVACY**

- 3.1 **Privacy.** Each Party shall act in accordance with their respective privacy policies and applicable privacy laws and shall take reasonable steps to facilitate the other Party's compliance.
- 3.2 Each Party will keep confidential all personal information obtained in connection with this Agreement and shall use or disclose such information only for purposes of emergency response or as required by law. Certain persons may further request:
- a) that the information they provide to CRC not be disclosed to others, including family members ("**Restricted Files**"). Upon being advised by CRC, this higher level of confidentiality shall be respected by the Entity; and
 - b) that the information they provide to CRC not be disclosed to the Entity ("**Non-Disclosed Files**"). In these cases, CRC will inform the Entity of the services provided to such persons only in anonymized or aggregated form.
- 3.3 **Confidentiality.** Each Party shall protect any confidential information of the other Party obtained in connection with this Agreement, and shall use or disclose it only as required for the purposes of this Agreement or as required by law.

4. **GENERAL**

- 4.1 **Notice.** Contractual notices shall be given in writing by personal delivery, by postage prepaid registered mail, or by email, to the addresses of the Parties as follows,

CRC:

Tatjana Radovanovic
Senior Director, Ontario Operations
Canadian Red Cross
Greater Toronto Area
21 Randolph Avenue
Toronto, Ontario M6P 4G4
Tatjana.Radovanovic@redcross.ca

Entity:

Margaret Misek-Evans
Chief Administrative Officer
Town of Tecumseh
917 Lesperance Road
Tecumseh, Ontario N8N 1W9
mevans@tecumseh.ca

or at such subsequent address given by such Party to the other Party by Notice in writing from time to time.

- 4.2 **Term.** This Agreement shall be effective upon execution. It may be terminated by either Party upon 15 days' notice. Termination shall not affect any obligations which have been undertaken prior to the date of termination.
- 4.3 **Entire Agreement.** This Agreement constitutes the entire agreement between the Parties. It may be amended only by written instrument signed by both Parties.
- 4.4 **Amendments.** Amendments to this Agreement must be agreed upon in writing between the Parties.
- 4.5 **Media Communications.** No Party shall make any public statement relating to this Agreement, the Services or the other Party without prior consultation with and the approval of the other Party.
- 4.6 **Logo Use.** The Entity shall not use the logo, name or emblem of CRC without CRC's prior review and written approval
- a) The emblem of the CRC is a red cross on a white background, a recognized sign internationally as a symbol of protection and neutrality, while the logo of the CRC consists of the emblem and the phrase "Canadian Red Cross / Canadian Red Cross."
- 4.7 **Limitation.** CRC may withdraw, reduce or limit its service provision if it is unable to provide services without compromising the health or safety of CRC employees or volunteers.
- 4.8 **Governing Law.** This Agreement shall be interpreted in accordance with, and governed by, the laws of the province of Ontario and the federal laws of Canada applicable therein, excluding conflict of law provisions.

IN WITNESS WHEREOF each of CRC and the Entity have caused this Agreement to be signed and delivered by its duly authorized representative:

For the Entity:

For the Canadian Red Cross Society:

Name (print):

Name (print):

Title:

Title:

Date:

Date:

SCHEDULE “A”

The Services

The CRC is able to provide the emergency response services set out below (the “**Services**”).

The specific Services to be provided will be determined by CRC and the Entity in coordination, with consideration given to the capacity of the Entity and CRC, in order to promote efficiency and avoid duplication. CRC will determine the appropriate method of service delivery for the requested Services.

The CRC is able to provide services in two manners:

1. Organization: The CRC will organize, supervise, and directly provide the Services to the affected population on behalf of the Entity.
2. Support: The CRC will deploy volunteer resources who will support the Entity in providing the agreed upon the Services.

The Entity requires the following Services:

*(**Indicate below by checking the appropriate box the services the Entity requires**)*

Services		Organization of the Service	Volunteer Support
Registration (For the purpose of Family Reunification) – via remote means (online or by telephone) including creation and maintenance of the registration database		X	
Reception and Information	In a Reception Center		
	In a Lodging/Shelter		
Lodging/Shelter	Congregate shelter, beds and material distribution		
	Commercial Lodging (hotel, motel, etc.)		
	Supply of cots, pillows & blankets	X	
Food/Feeding Services	Commercial Food services (restaurants)		
	Other (cafeteria, caterer, etc.)		
Clothing	(or laundry services)		
Personal Services	(such as personal hygiene kits, baby products, incontinent aids, plush teddy’s for children)	X	

CRC will work in collaboration with community organizations to avoid duplication of services offered to beneficiaries. Further services may be provided subject to discussion and mutual agreement between the Parties.

Reimbursement

As set out in section 2.1 of this Agreement, the Entity agrees to reimburse the CRC for direct, operational and programmatic and support service costs incurred in providing the Services.

Direct Costs

The CRC will charge for the expenses of direct assistance to Disaster-Affected People (shelter, food, clothing, personal and general services) under the Disaster Response Individual and Family Assistance Standards (the “**Standards**”). The current version of these Standards is included in “**Annex 1**”. The CRC will notify the Entity as soon as possible if, due to an exceptional situation, it is obliged to exceed the amounts indicated in the Standards.

The CRC will also charge for other eligible costs incurred in carrying out the Services. These expenses must be:

- a) Direct costs;
- b) Directly attributable to the Services;
- c) Reasonable; and
- d) Actually incurred.

Eligible costs may include:

- a) Personnel (staff and volunteers)
 - The per-diem rates for reimbursement for all CRC Personnel is \$80.00/day
- b) Program costs;
- c) Sub-contractors (i.e. professional services);
- d) Logistics (cost of transporting, storing, and distributing supplies and materials);
- e) Travel expenses including, but not limited to flights, accommodation and incidental; and
 - Note: the current reimbursement for personal vehicle usage is 0.45cents/kilometer
- f) Project equipment and inventory.

Indirect Costs

The CRC will also apply a 12% indirect costing rate against the invoices in order for the CRC to recover indirect costs incurred for undertaking the Services. In all financial statements, the 12% shall be reported as a flat fee. The CRC has no obligation to provide further substantiating document or information to the Entity for this indirect costing rate.



Disaster Response Individual and Family Assistance Standards (For Response Levels 1-2)

Service	Service Option	Max. Amounts	Standards for Providing Assistance
Food	Groceries First person in household Each additional person	Daily Weekly \$25 \$100 \$13 \$40	CRC will be able to provide means for a family to acquire groceries or eat restaurant meals on a daily/weekly basis. Groceries are provided when the family has cooking facilities.
	Restaurant Meals Breakfast Lunch Dinner	\$52 \$12 \$12 \$28	CRC will be able to provide restaurant meals per day or by meal as determined by the needs assessment. These values include a tip of 15%.
	Infant Formula (per infant)	\$13	CRC will be able to provide means to acquire infant formula for each infant of a family.
	Non-Winter Clothing Adult Child (under 12 years)	\$140 \$115	CRC will be able to provide means to acquire one set of non-winter clothing or one set of winter clothing (including coat and boots) per adult and child of a family.
Clothing	Winter Clothing Adult Child (under 12 years)	\$230 \$200	CRC distributes only new clothing. CRC can refer beneficiaries to community resources for additional clothing.
	Laundry supplies (per household) Dry Cleaning Adult Child (under 12 years)	\$30 \$140 \$115	CRC will be able to provide means to either wash clothes or utilize dry cleaning services. Laundry supplies include detergent, bleach and cleaning agents. Dry cleaning costs up to the limit of the allowance may be claimed in lieu of purchasing new clothes.
	Commercial Lodging Hotel/motel (per night) Campground	\$170 \$60	CRC will be able to provide means for staying in a hotel/motel per night for a family of four. In hotels/motels, an additional room may be provided if a family cannot be accommodated in one room. CRC will be able to provide means for staying in a campground if desired by the family. Lodging may be provided for up to 3 days. Extension of this service requires supervisory approval. Personal insurance should be used as the primary form of support. CRC will be able to provide towels/washcloths for those staying in a shelter/friends & family.
Lodging	Shelter/Friends and Family Towels and washcloth (per person)	\$15	
Personal Services	Hygiene kit	per person	Personal hygiene kits are distributed whenever possible. If not available, provide the allocated dollars to purchase these items.
	Hygiene products Adult Child	\$13 \$5	CRC will be able to provide means to acquire a one-time purchase of hygiene products per adult and child.
	Baby Products (per each infant)	\$45	CRC will be able to provide means to acquire one-time purchase of baby products or incontinent aids. Additional requests require supervisory approval.
	Incontinent Aids (per person)	\$45	
	Blanket/Plush Toy	per person	Blankets and plush toys are distributed when required.
	Prescriptions	approval req'd	CRC will facilitate access to health care items. Based on the needs assessment, CRC may pay for one refill of essential medications and replacements or repair of eyeglasses, dentures and hearing aids when no other financial support is available. Supervisory approval is required for this assistance.
	Medical Aids	approval req'd	
Transportation	Local Transportation Taxi/bus fare/pass (per family)	\$75	CRC will be able to provide means of transportation <u>up to a maximum of \$75 per family</u> when regular means of transportation has changed. CRC supports people who cannot stay at their home and require transportation from their home to another location.
Other Service	Any additional services would be in accordance to Provincial/National DM direction as required.		



Disaster Response Individual and Family Assistance Standards (For Response Levels 1-2) For Northern and Remote Indigenous Communities (including major urban centres in Territories)

Service	Service Option	Max. Amounts	Standards for Providing Assistance
Food	Groceries First person in household Each additional person	Daily Weekly \$31 \$125 \$17 \$50	CRC will be able to provide means for a family to acquire groceries or eat restaurant meals on a daily/weekly basis. Groceries are provided when the family has cooking facilities.
	Restaurant Meals Breakfast Lunch Dinner	\$66 \$14 \$14 \$38	CRC will be able to provide restaurant meals per day or by meal as determined by the needs assessment. These values include a tip of 15%. Food may be provided up to 3 days. Extension of this service requires supervisor approval.
	Infant Formula (per infant)	\$17	CRC will be able to provide means to acquire infant formula for each infant of a family.
Clothing	Non-Winter Clothing Adult Child (under 12 years)	\$192 \$160	CRC will be able to provide means to acquire one set of non-winter clothing or one set of winter clothing (including coat and boots) per adult and child of a family.
	Winter Clothing Adult Child (under 12 years)	\$320 \$272	CRC distributes only new clothing. CRC can refer beneficiaries to community resources for additional clothing.
	Laundry supplies (per household)	\$40	CRC will be able to provide means to either wash clothes. Laundry supplies include detergent, bleach and cleaning agents.
Lodging	Commercial Lodging Hotel/motel (per night)	\$225	CRC will be able to provide means for staying in a hotel/motel per night for a family of four. In hotels/motels, an additional room may be provided if a family cannot be accommodated in one room.
	Shelter/Friends and Family Towels and washcloth (per person)	\$28	Lodging may be provided for up to 3 days. Extension of this service requires supervisory approval. Personal insurance should be used as the primary form of support. CRC will be able to provide towels/washcloths for those staying in a shelter/friends & family.
Personal Services	Hygiene kit	per person	Personal hygiene kits are distributed whenever possible. If not available, provide the allocated dollars to purchase these items.
	Hygiene products Adult Child	\$17 \$8	CRC will be able to provide means to acquire a one-time purchase of hygiene products per adult and child.
	Baby Products (per each infant)	\$57	CRC will be able to provide means to acquire one-time purchase of baby products or incontinent aids. Additional requests require supervisory approval.
	Incontinent Aids (per person)	\$57	
	Blanket/Plush Toy	per person	Blankets and plush toys are distributed when required.
Transportation	Local Transportation Taxi/bus fare/pass (per family)	\$100	CRC will be able to provide means of transportation <u>up to a maximum of \$100 per family</u> when regular means of transportation has changed. CRC supports people who cannot stay at their home and require transportation from their home to another location.
Other Service	Any additional services would be in accordance to Provincial/National DM direction as required.		

The Corporation of the Town of Tecumseh

By-Law Number 2020 - 40

A By-law to Amend By-law No. 2020-13 being a by-law to governing the proceedings of the meetings of Council and Committees

Whereas By-law No. 2020-13 was passed on February 11, 2020 pursuant to the *Municipal Act, 2001* for governing the calling, place and proceedings of meetings;

And whereas The Corporation of the Town of Tecumseh's business must continue to proceed during times of Emergency;

And whereas Council members may not be able to attend Council meetings in person during times of Emergency;

And whereas section 238(3.1) of the *Municipal Act, 2001* states that a procedure by-law may provide that a member of council, can participate electronically in a meeting which is open to the public to the extent and in the manner set out in the by-law;

And whereas section 238(3.3) of the *Municipal Act, 2001* states that a procedure by-law may provide that, during any period where an emergency has been declared to exist in all or part of the municipality under section 4 or 7.0.1 of the *Emergency Management and Civil Protection Act*, a member of a council who is participating electronically in a meeting may be counted in determining whether or not a quorum of members is present at any point in time; and a member of a council, can participate electronically in a meeting that is closed to the public

And whereas the Council of The Corporation of the Town of Tecumseh considers it necessary and desirable to allow for the electronic participation of members in open and closed Council meetings during times of Emergency;

And whereas circumstances during times of Emergency may result in times where members of Council may not be able to attend Council meetings and business must continue;

Now Therefore the Council of The Corporation of The Town of Tecumseh enacts as follows:

1. **That** By-law No. 2020-13 is amended by inserting the attached Schedule "A" which shall form Schedule "A" to By-law No. 2020-13 and shall form part of By-law No. 2020-13 and shall have the same effect as if it comprised part of the body of the by-law.
2. **That** By-law No. 2020-29 is hereby repealed.
3. **That** this By-law shall come into force and effect upon passage.

Read a first, second, third time and finally passed this 12th day of May, 2020.

Gary McNamara, Mayor

Laura Moy, Clerk

Schedule A

By-law No. 2020-40 – Amending By-law 2020-13

Definitions

“Electronic Attendance” means attendance at a meeting by use of telephone, computer, or other digital means that:

- i. enables all of the meeting’s participants to see, hear and speak with each other, and
- ii. enables the public to see and hear the statements and votes of the Council Members in electronic attendance during the part of the meeting that is open to the public;

“Emergency” means an emergency existing in the Town and declared in accordance with the *Emergency Management and Civil Protection Act*;

Electronic Attendance by Council Members at Meetings

Electronic Attendance by Council, Committee and Local Board Members at meetings shall only be permitted:

1. For meetings during an Emergency and where the Member’s health or the health of others will be threatened by the attendance of the Member at a meeting.
2. Electronic Attendance by Members will be permitted in a meeting closed to the public, as permitted by Section 239 of the Municipal Act, 2001.
3. If a Member intends to attend the meeting by Electronic Attendance, the Member shall provide the Clerk of notice of the Member’s intention 6 or more hours prior to the time at which the meeting is scheduled to commence.
4. Members attending the meeting through means of Electronic Attendance shall be included in the calculation of quorum.
5. In the event of an interruption in the communications’ link to a Member in Electronic Attendance, the Chair may:
 - a. decide to take a short recess until it is determined whether or not the link can be re-established, or
 - b. continue the meeting and treat the interruption in the same manner as if a member who is physically present leaves the meeting room.

6. No Member shall speak to a question or motion until the Member has been recognized by the Mayor or Chair. A Member shall signal his/her/their desire to speak by verbally request when the Chair has opened the floor for discussion.”
7. Every Member present at a meeting when a question is put, shall vote, unless prohibited by statute. If prohibited, the Clerk shall record the name of the Member and the reason that he or she is prohibited from voting. A Member attending the meeting through means of Electronic Attendance shall vote by audibly stating “in favour” or “opposed.”

The Corporation of the Town of Tecumseh

By-Law Number 2020 - 41

Being a by-law to authorize the execution of an Encroachment Agreement between The Corporation of the Town of Tecumseh and Villa Pia Investments Ltd.

Whereas Villa Pia Investments Ltd. (Owner) is the registered owner of certain lands and premises in the Town of Tecumseh;

And Whereas the Owner has applied to The Corporation of the Town of Tecumseh (Corporation) for permission to create and thereafter continue one or more encroachments of the public highway known as Tecumseh Road, which encroachment(s) is/are more particularly;

And Whereas the Owner and the Town are desirous of entering into an Encroachment Agreement pertaining to the Owner's use of the Corporation's right of way;

And Whereas under Section 5 of the *Municipal Act 2001*, S.O. 2001, c.25, the powers of a municipality shall be exercised by its Council by by-law.

Now Therefore the Council of The Corporation of The Town of Tecumseh enacts as follows:

1. **That** the Mayor and Clerk be and they are hereby authorized and empowered on behalf of The Corporation of the Town of Tecumseh, to execute an Encroachment Agreement between The Corporation of the Town of Tecumseh and Villa Pia Investments Ltd. dated 12th day of May 2020, a copy of which Encroachment Agreement is attached as hereto and forms part of this by-law and to do so such further and other acts which may be necessary to implement the said Encroachment Agreement.
2. **And that** this by-law shall come into force and take effect upon the date of the third and final reading thereof.

Read a first, second, third time and finally passed this 12th day of May, 2020.

Gary McNamara, Mayor

Laura Moy, Clerk

THIS AGREEMENT made in triplicate, this _____ day of _____, 2020,

BETWEEN:

THE CORPORATION OF THE TOWN OF TECUMSEH

Hereinafter called the TOWN of the FIRST PART

- and -

VILLA PIA INVESTMENTS LTD.

Hereinafter called the LICENSEE of the SECOND PART

WHEREAS:

1. the Licensee is the registered owner of certain lands and premises in the Town of Tecumseh, in the County of Essex and Province of Ontario, more particularly described in Schedule "A" annexed hereto and forming part of this agreement (the Licensee Lands"); and
2. the Licensee has applied to the Town for permission to create and thereafter continue one or more encroachment(s) of the public highway known as Tecumseh Road, which encroachment(s) is/are more particularly described in the Site Plan a reduced copy of which is attached as Schedule "B" annexed hereto and forming part of this agreement and otherwise on file at Town offices (the "Encroachment").

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises, and other good and valuable consideration, the parties hereto hereby agree as follows.

1. The Town permits the Licensee to occupy and use the said public highway for the purpose of the continuing Encroachment for a maximum term not exceeding the lifetime of the encroaching structure. In the event of any disagreement as to the estimated or actual lifetime of the encroaching structure, the opinion of the Town's Chief Building Inspector shall prevail and be final and binding on the parties. Notwithstanding the foregoing, the term hereof shall automatically terminate and be at an end in the event that the portion of the public highway subject to the Encroachment, shall be closed or stopped up by the Town so as to no longer constitute a public highway with the Town being at liberty (without obligation) to convey the lands comprising the extent of the encroachment to the Licensee at the sole expense and cost of the Licensee and otherwise on such terms as the parties may agree.
2. The Licensee covenants and agrees to maintain the said encroachment in good repair at all times and to the satisfaction of the Town's Chief Building Inspector.
3. The Licensee further covenants and agrees to obtain the necessary permits from all pertinent departments of the Town prior to any work on the Encroachment, and to comply with all federal, provincial and municipal legislation pertaining to the construction, maintenance, repair and existence of the Encroachment and the Site Plan Agreement executed by the parties and registered on title to the Licensee Lands.
4. It is expressly agreed that upon destruction, removal or replacement of the encroaching structure, or upon partial destruction or damage to the encroaching structure from any cause including the voluntary act of the owner(s) thereof, to the extent of more than sixty percent (60%) of its assessed value, exclusive of its foundations, or upon breach by the Licensee of any of the provisions of this agreement which breach shall not have been corrected by

Licensee within 30 days of demand or such sooner time noted in such demand if in the Town's opinion such breach may adversely affect the public interest, the permission hereby granted shall, without any further action or notice and at the sole option of the Town, be terminated and at an end and the Town may require the Licensee to forthwith remove the Encroachment and restore the lands encroached upon to the satisfaction of the Chief Building Inspector of the Town and upon failure so to do so the Town may itself do all things necessary for the removal of the Encroachment and for such purpose may enter upon the Licensee Lands and the expense of such removal, restoration and entry shall be paid by the Licensee forthwith upon demand and payment of such expenses may, in the discretion of the Town, be enforced in the same manner as property taxes payable in respect of the Licensee Lands.

5. The Licensee further covenants and agrees to pay to the Town, any additional property taxes or other rates and charges, if any, levied or imposed on or in respect of the said portion of the public highway encroached upon or over by the Encroachment.

6. The Licensee further covenants and agrees to assume the responsibility and to pay for any additional costs or charges which the Town, Essex Power Corporation, Essex Powerlines Corporation, Union Gas Limited, Cogeco Cable or Bell Canada, and their respective successors and assigns, may reasonably incur in the future installation or relocation of their services or utility plants by reason of the Encroachment and the payment of such costs may be enforced in the same manner as property taxes payable in respect of the Licensee Lands.

7. It is further understood and agreed by and between the parties that if due to any emergency so declared by the Town's Chief Building Inspector, vacant possession of the lands encroached upon is required by the Town (whether in its own behalf or at the request of the utility providers mentioned in this agreement) for the purpose of installing, repairing or maintaining watermains or pipes, wires, conduits, sewers or other services or utilities, the Town may give notice to the Licensee forthwith at any time to forthwith deliver vacant possession of the Encroachment to the Town and to therefrom remove all chattels, equipment, fixtures, parking areas, buildings and structures, as the case may be, installed or located therein or thereupon by the Licensee, and upon such notice having been given, the Licensee shall forthwith deliver clear and vacant possession of the Encroachment to the Town, provided that if the Licensee fails so to do, the Licensee shall pay to the Town or any such service provider any costs or additional costs, expenses or damages incurred by the Town or any such service provider by reason of the Licensee's failure. A notice given under this section shall not constitute a termination of this agreement but shall be a suspension thereof which shall be in force and effect during the time the work aforesaid is being carried out, and following the completion of such work this agreement shall again come into and be in full force and effect subject to all the terms, covenants, conditions and provisos hereof.

8. It is further understood and agreed by and between the parties that if the portion of the public highway encroached upon is required by the Town for its purposes, the Licensee shall remove the said Encroachment and restore the said public highway to the condition of the surrounding area at its own expense on sixty (60) days written notice from the Town so to do; provided that if the Licensee fails to remove the Encroachment and restore as aforesaid, the Town may enter upon the Licensee Lands and remove the Encroachment and restore the lands encroached upon, and the expense of such removal and restoration shall be paid by the Licensee forthwith on demand, or at the option of the Town the payment of such expense may be enforced in the same manner as property taxes payable in respect of the Licensee Lands.

9. It is further understood and agreed by and between the parties hereto that if the Town at any time exercises its power or right to terminate this agreement or demand the removal of the Encroachment or suspend or revoke the permission granted herein, the Town shall not be liable to pay any compensation for any loss, costs or damages which may be incurred by the Licensee or any person claiming under the Licensee by reason of such termination, demand or revocation.

10. The Licensee further covenants and agrees to defend, indemnify and save harmless the Town of, from and against all loss, costs or damages which it may suffer or be put to and from and against all claims or actions which may be made or brought against the Town by reason of the Encroachment, its construction, existence, repair or maintenance or resulting therefrom in any way whatsoever, unless such loss, costs, damages, claims or actions arise due to

the negligence of the Town, or the Town's officers, agents or employees.

11. The Licensee further covenants and agrees to provide and maintain public liability and property damage insurance in a form (containing endorsements naming the Town as an additional named insured and providing a cross-liability/separation of insureds clause) in the amount of at least FIVE MILLION DOLLARS (\$5,000,000.00) and satisfactory in form and content (including policy limit) to the Chief Building Inspector of the Town, and a true copy of the said insurance policy shall be filed with the Clerk of the Town. Licensee acknowledges and agrees that the Town shall be entitled to require that such policy limit amount be increased from time to time during the term hereof to take into account inflationary pressures and relevant judicial awards.

12. It is further understood and agreed by and between the parties hereto that by the execution of these presents, the Licensee does hereby expressly and completely release the Town from any and all liabilities, suits, claims and demands (whether for property damage or for personal injury or death and whether founded in tort, contract or quasi-contract) which at any time might be exerted by the Licensee arising out of the existence of the Encroachment or out of any act or omission of the Town, unless the liability, suit, claim or demand arises due to the negligence of the Town or the Town's officers, agents or employees.

13. It is further understood and agreed by and between the parties hereto that if the Licensee agrees to sell the Licensee Lands, the Licensee shall give notice to the Town of such sale at least ten (10) days prior to the completion thereof.

14. It is further understood and agreed by and between the parties hereto that all notices, demands and requests which may be or are required to be given by the Town to the Licensee or by the Licensee to the Town under the provisions of this agreement shall be in writing and may be mailed or delivered and shall be addressed in the case of the Licensee to hereto, and in the case of the Town, to the Clerk, Town Hall, 917 Lesperance Road, Tecumseh, Ontario, N8N 1W9, or to such other address as either party may from time to time designate by written notice to the other.

15. It is further understood and agreed by and between the parties hereto that notwithstanding anything hereinbefore or hereinafter contained and further notwithstanding the execution of this agreement, this agreement shall not go into force or have any effect unless and until this agreement has been registered by and at the expense of the Licensee at the Land Registry Office for Essex (No. 12) and a registered copy thereof delivered to the Clerk of the Town.

16. All professional fees and other expenses, costs and charges incurred by the Town in connection with the preparation and registration of this agreement shall be payable by the Licensee to the Town upon demand, and this agreement shall not have force or effect unless and until such fees, expenses, costs and other charges have been paid in full.

17. It is further understood and agreed between the parties hereto that this agreement shall be binding upon and enure to the benefit of the parties and their respective heirs, personal representatives, successors and permitted assigns, it being acknowledged that in the event of the Licensee selling, conveying, transferring or entering into an agreement for sale or of transfer of any title to or interest in part or all of the Licensee Lands to a purchaser or transferee not approved of in writing by the Town (which approval may not be unreasonably withheld by the Town, but may be made subject to conditions including a condition that such purchaser or transferee enter into a fresh encroachment agreement with the Town in the Town's then standard or usual form), the Town may forthwith terminate this agreement or demand the immediate removal of the Encroachment or forthwith revoke the permission granted for the Encroachment, and may enter upon the Licensee Lands in whole or in part and remove the Encroachment and restore the lands encroached upon and the expense of such removal and restoration shall be paid by the Licensee or by such unapproved purchaser or transferee forthwith on demand or, at the Town's option, the payment of such expense may be enforced in the same manner as property taxes payable in respect of the Licensee Lands; and the Town shall not be liable to pay any compensation for any loss, costs or damages which may be incurred by the Licensee or by such unapproved purchaser or transferee by reason of such termination, demand, revocation, entry,

removal, or restoration.

PROVIDED HOWEVER, that notwithstanding the foregoing, the permission to encroach and this agreement shall be assignable to and assumable by a bona fide mortgagee or chargee of the Licensee Lands.

IN WITNESS WHEREOF, the said parties hereunto affixed their signatures and corporate seals, attested to by the hands of their proper officers duly authorized in that behalf.

Signed, sealed and delivered)	THE CORPORATION OF THE
)	TOWN OF TECUMSEH
in the presence of:)	
)	Per: _____
)	Name: Gary McNamara
)	Title: Mayor
)	
)	c/s
)	Per: _____
)	Name: Laura Moy
)	Title: Clerk
)	
)	VILLA PIA INVESTMENTS LTD.
)	
)	Per: _____
)	Name: Ricardo Vennettilli
)	Title: Authorized Signing Officer
)	
)	c/s
)	I have authority to bind the Corporation.

Schedule A

PT LT 149 CON 1 SANDWICH EAST AS IN R888650; TECUMSEH
being all of PIN 01597-0366 (LT)

PT LT 149 CON 1 SANDWICH EAST AS IN R634854; TECUMSEH
Being all of PIN 01597-0367 (LT)



The Corporation of the Town of Tecumseh

By-Law Number 2020 - 42

Being a by-law to execute a Site Plan Control Agreement between The Corporation of The Town of Tecumseh and Villa Pia Investments Ltd.

Whereas Villa Pia Investments Ltd. (Owner) owns and has developed a certain parcel or tract of lands and premises situated in the corporate limits of the Town of Tecumseh (Lands);

And Whereas a Site Plan Control Agreement (Original Agreement) between the Owner and The Corporation of the Town of Tecumseh (Corporation) has been entered into, an execution copy of which was registered in the Land Registry Office of Essex (No. 12) as instrument No. CE666310 on July 10, 2015;

And Whereas the Corporation has enacted by-laws designating the Lands as a site plan control area in pursuance of the *Planning Act of Ontario* and as a condition to the approval of the plans and drawings referred to in subsection 41(4) of the *Planning Act*, required that an agreement be entered into by virtue of subsection 41(7)(c) of the *Planning Act*;

And Whereas the Owner and Corporation are desirous of entering into an agreement to amend the Original Agreement;

And Whereas the Owner has amended the site plan and drawings for the subject lands, and the Corporation has approved the amendments, together with certain amendments to the text of the Original Agreement;

And Whereas under Section 5 of the *Municipal Act, 2001, S.O. 2001 c.25*, the powers of a municipality shall be exercised by its Council by by-law.

Now Therefore the Council of The Corporation of The Town of Tecumseh enacts as follows:

1. **That** the Mayor and Clerk be are hereby authorized and empowered on behalf of The Corporation of the Town of Tecumseh, to execute a Site Plan Control Amending Agreement between The Corporation of the Town of Tecumseh and Villa Pia Investments Ltd. dated the 12th day of May, 2020, a copy of which Site Plan Control Amending Agreement is attached hereto and forms part of this by-law and to do such further and other acts which may be necessary to implement the said Site Plan Control Amending Agreement.
2. **And That** this by-law shall come into force and take effect upon on the dated of the third and final reading thereof.

Read a first, second, third time and finally passed this 12th day of May, 2020.

Gary McNamara, Mayor

Laura Moy, Clerk

THE CORPORATION OF THE TOWN OF TECUMSEH

SITE PLAN CONTROL AMENDING AGREEMENT

THIS AGREEMENT made in triplicate this _____ day of _____, 2020.

B E T W E E N :

THE CORPORATION OF THE TOWN OF TECUMSEH,
hereinafter called the “Town”

Of the First Part,

- and -

VILLA PIA INVESTMENTS LTD.
hereinafter called the “Owner”

Of the Second Part.

WHEREAS:

- 1) The Owner owns and has developed that certain parcel or tract of lands and premises, situate, lying and being in the Town of Tecumseh, and being more particularly described in Schedule “A” attached ;
- 2) A site plan control agreement (the “Original Site Plan Control Agreement” “Original Agreement”) between the Owner and The Town has been entered into, an execution copy of which was registered in the Land Registry Office of Essex (No. 12) as instrument No. CE666310 on July 10, 2015 respecting said development;
- 3) The Town has enacted by-laws designating the subject lands as a site plan control area in pursuance of the Planning Act of Ontario and as a condition to the approval of the plans and drawings referred to in subsection 41(4) of the Planning Act, required that this agreement be entered into by virtue of subsection 41(7)(c) of the Planning Act;
- 4) The Original Agreement is hereby amended as set out herein, all of which is hereinafter referred to as “the Site Plan Agreement” and the amendment affects all of the lands described in Schedule “A” hereto, which lands are herein called the “subject lands”.
- 5) The Owner has amended the site plan and drawings for the subject lands, and the Town has approved the amendments, together with certain amendments to the text of the Original Agreement;

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises, other good and valuable consideration, and the sum of Five dollars (\$5.00) now paid by the Owner to the Town (the receipt and sufficiency of which is hereby acknowledged), the parties agree as follows:

- 1) The Site Plan attached as Schedule “B” to the Original Site Plan Control Agreement, is hereby deleted and repealed, and is hereby replaced by Site Plans A1.1 and A1.2, the originals of which has been signed by the parties and is on file with the town and reduced copies of which are annexed hereto as Schedule “B1” and Schedule “B2” hereinafter “the Site Plan”.
- 2) The Owner shall, at its own expense, develop the Lands with the amenities, facilities, works, services and in accordance with each and every of the obligations described and set out in this agreement, the Original Agreement, and in accordance with the Site Plan (all of which are hereinafter collectively called the “Services”).
- 3) **CONDITIONS**

3.1 Conditions Precedent

It is a condition precedent to the coming into force of this Agreement that the Owner complete the following simultaneously with the execution of this Agreement:

- a) The Owner shall convey or dedicate to the Municipality upon demand and without cost and free of encumbrance the lands shown on the Site Plan for road widening as previously called for in section 5.2 of the Original Agreement including, as necessary, retaining an Ontario Land Surveyor to prepare and register a reference plan providing a description to accommodate the preparation and registration of the transfer.
 - b) The Owner enter into an encroachment agreement with the Municipality to accommodate the encroachment of the Owner's improvements onto the abutting road allowance as identified on the Site Plan.
- 4) The Owners agree to fulfil all of the covenants set out herein to the satisfaction of the Municipality within ONE (1) year of the date of execution of this Agreement.
 - 5) The Owner shall reimburse the Municipality for all the Municipality costs with respect to the development, including without limiting the generality of the foregoing, the fees and disbursements of its Engineer, and Solicitor. The Municipality shall deliver invoices to the owner in a timely fashion payment for which shall be due immediately.
 - 6) In the event of any default by the Owner in the performance of any of the terms and conditions of this Agreement, the Municipality at its discretion shall, in addition to other remedies available to the Municipality, be entitled to refuse building permits with respect to the development and/or shall be entitled to refuse building and/or occupancy permits with respect to any buildings, and/or shall be entitled to issue stop work orders with respect to any matters in respect of which a building permit has been issued and/or may refuse to grant to the Owner any permissions, permits, certificates, approvals or authorities of any kind or nature which the Owner would have been entitled to receive had the Owner otherwise complied with the Municipality's requirements in this agreement, and/or shall be entitled to refuse to issue releases, all of which may be done until such time as the default has been cured in a manner satisfactory to the Municipality.
 - 7) The owner acknowledges that this agreement is entered into pursuant to section 41(11) of the Planning Act, R.S.O. 1990 c.P.13 and amendments thereto, and that a bylaw has been passed by the Municipality approving the entering into of this Agreement by the Municipality and incorporating the terms of this Agreement into that bylaw, and further that section 427 of The Municipal Act, S.O. 2001, c.25 and amendments thereto, applies to all requirements of this Agreement. If the Owner neglects to undertake any matter or thing required to be done by this Agreement and such default continues after SEVEN (7) days of the Owner being given written notice by the Municipality of such default, in addition to other remedies available to the Municipality, the Municipality may direct that such matter or thing shall be done at the expense of the Owner, and the Municipality may recover the costs incurred in doing it, by action or by adding such costs to the tax role and collecting them in the same manner as taxes; the Owner hereby authorizes the Municipality (including, without limiting the generality of the foregoing, its employees, agents and servants) to enter upon the Lands to do any such matter or thing.
 - 8) Pursuant to Section 41(10) of the said Planning Act, R.S.O. 1990, c.P.13 and amendments thereto, this Agreement shall be registered against the Lands to which it applies, as a first charge, at the Owner's expense, and the Municipality is entitled to enforce the provisions hereof against the Owners, who shall be jointly and severally liable for the Owners' covenants and obligations outlined herein, and, subject to the provisions of The Registry Act, R.S.O. 1990, c.R.20 and amendments thereto, and the Land Titles Act, R.S.O. 1990, c.L.5 and amendments thereto, against any and all subsequent owners of the Lands.
 - 9) The Owners hereby consent to the registration of this Agreement on the title of the Lands, said registration (as well as the preparation of this Agreement) to be at the Owners' expense. Where any schedule is required to be deleted from the version of the Agreement registered on title, it may be noted as being on file at the Town's offices without affecting the validity of such schedule or its incorporation as part of this Agreement.
 - 10) The owners agree to obtain a postponement of any mortgages or other encumbrances which may affect the Lands.

- 11) The parties otherwise agree that in all other respects, each and every of the provisions, terms, conditions and covenants contained in the Original Agreement, be and they are hereby ratified and confirmed, to be fully enforced in accordance with their provisions.
- 12) In the event of conflict between this amending agreement and the Site Plan Agreement, the terms of this Agreement shall govern.
- 13) This agreement shall enure to the benefit of and be binding upon the parties hereto, their respective successors and assigns.

IN WITNESS WHEREOF, the said parties hereunto affixed their signatures and corporate seals, attested to by the hands of their proper officers duly authorized in that behalf.

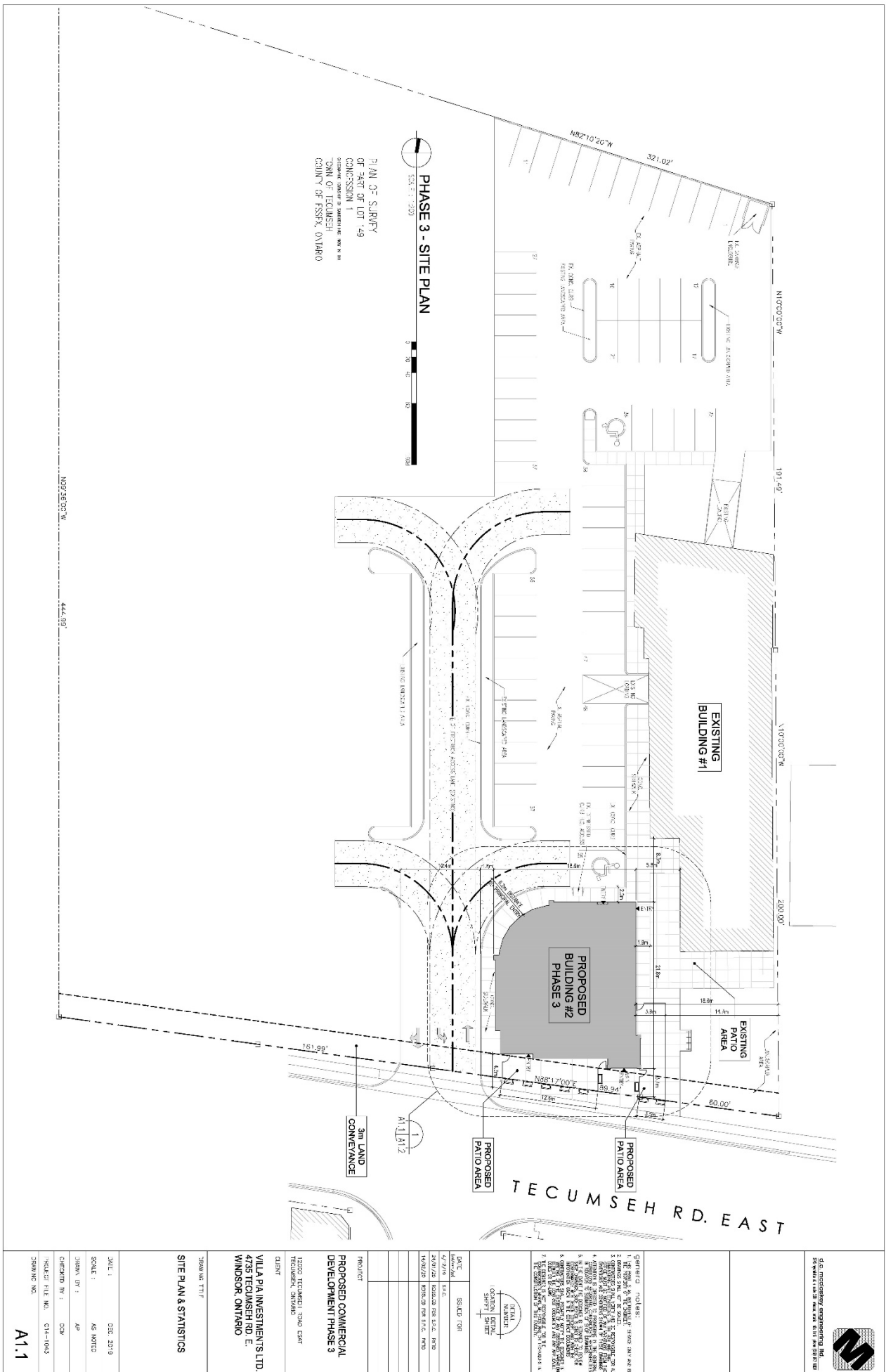
Signed, sealed and delivered)	THE CORPORATION OF THE
)	TOWN OF TECUMSEH
in the presence of:)	
)	Per:_____
)	Name: Gary McNamara
)	Title: Mayor
)	c/s
)	Per:_____
)	Name: Laura Moy
)	Title: Clerk
)	
)	VILLA PIA INVESTMENTS LTD.
)	
)	Per:_____
)	Name: Ricardo Vennettilli
)	Title: Authorized Signing Officer
)	c/s
)	I have authority to bind the Corporation.

Schedule A

PT LT 149 CON 1 SANDWICH EAST AS IN R888650; TECUMSEH
being all of PIN 01597-0366 (LT)

PT LT 149 CON 1 SANDWICH EAST AS IN R634854; TECUMSEH
Being all of PIN 01597-0367 (LT)

Site Plan



Site Plan



UNFINISHED REGULAR COUNCIL BUSINESS

	Meeting Date	Resolution	Subject	Action/Direction	Depart.	Status/Action Taken
18/18	April 24, 2018		Cada Library Renovations	It is directed that Administration provide a report on the Cada Library to include consultations with TAAC, SAC, YAC, CAC, and other stakeholders on the current options proposed to refresh or renovate the current library building.	PRS/CAO	Funding was approved in the 2020-2024 Buildings 5-year Capital Works Plan (RCM-397/19) to contract the services of an architect to work with the Town's and Essex County Library's administrations to hold public input sessions and complete concept designs to modernize the facility for Town and County Councils approvals.
19/18	May 22, 2018		Property Standards By-law (Zoning)	It is directed that Administration harmonize the by-law regarding disconnected tractor-trailers on residential properties to be consistent within the Town.	PBS	In progress
28/18	September 25, 2018		Municipal Tree Cutting	Administration is asked to look into a tree cutting and trimming policy for municipal trees that includes provisions for residents who wish to cost share in tree maintenance.	PWES/CS/PRS	Report to be provided in Q1 of 2020
01/20	April 28, 2020		Refuse Collection	Delegation of Authority to add collection measures should it become necessary in the event of a flood event.	PWES/CS	

Notice of Motion – May 12, 2020 Regular Meeting of Council

Background:

At the April 28, 2020, Regular Meeting of Council, a Notice of Motion was given that a resolution relating to the recent news of Post Media Network Inc. which owns Tecumseh Shoreline Week, will be closing its publication permanently, along with 4 other community newspapers in the County of Essex, as the newspaper conglomerate navigates the financial fallout due to the COVID-19 pandemic.

Tecumseh's Shoreline Week was established in 1992, as a weekly newspaper providing local coverage of Town news, events, sports, and editorials. It has strong readership being delivered to 20,450 homes, and provides a vibrant communication platform for local business to raise awareness and promote local services.

Community newspapers plays an unique role for local governments as a forum for local issues and encourages community engagement. The Town of Tecumseh was a strong supporter of Shoreline Week with regular advertisements on news and events as a means to communicate with residents.

Statutory advertisements are also placed in the local papers at a cost savings from the local larger newspaper.

Print media is relied upon by persons of various demographics that do not have access to social or other media.

Resolution:

Moved By: Deputy Mayor Joe Bachetti

Seconded by:

Whereas community newspapers, including Shoreline Week, provide the only print source of local coverage and information in their communities, and facilitates pride and a sense of community that residents and businesses are proud of;

And Whereas the Shoreline Week maintains a strong readership and a valuable media source that residents go to for their local news;

And Whereas the Shoreline Week often provides the only voice for residents to facilitate involvement on local issues that ultimately shape our community, or to celebrate and acknowledge the Town's rich history, businesses and its people;

And Whereas community newspapers fulfill a major gap in local news coverage, where media coverage originating from larger municipalities is minimal or scarce;

And Whereas the permanent closure of operations for Shoreline Week, and other community newspapers will have a devastating effect on informing residents of news and events in small and rural communities, and shut down a community voice for discussion on local decisions;

And Whereas community newspapers are vital communications to area residents by municipalities and marketing tool for businesses in small and rural communities;

Now Therefore Be It Hereby Resolved that the permanent closure of **Shoreline Week and its sister** community weekly newspapers owned by Postmedia Network Inc. will hinder the ongoing efforts of the Town of Tecumseh to effectively reach and inform all residents of key Council decisions that affect their community and opportunities to participate in local community events;

And that Postmedia Network Inc. reconsider their decision to permanently close Shoreline Week and other local community weekly newspapers in an effort to preserve an open forum for accountability and transparency in local government and continue to facilitate community engagement;

And that Postmedia Network Inc. consider the introduction of alternative models to maintain local news coverage in communities such as Tecumseh, such as continuing online community newspapers with portals such as those provided by Metroland Media Group;

And further that this resolution be circulated to Postmedia Network Inc. president Andrew MacLeod, and area municipalities for support.

The Corporation of the Town of Tecumseh

By-Law Number 2020 - 43

Being a by-law to confirm the proceedings of the May 12, 2020 regular meeting of the Council of The Corporation of the Town of Tecumseh.

Whereas pursuant to Section 5(1) of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, the powers of a municipality shall be exercised by its Council; and

Whereas pursuant to Section 5(3) of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

Whereas it is deemed expedient that the proceedings of the Council of The Corporation of the Town of Tecumseh at this Session be confirmed and adopted by by-law.

Now Therefore the Council of The Corporation of The Town of Tecumseh Enacts as follows:

1. **That** the actions of the Council of The Corporation of the Town of Tecumseh in respect of all recommendations in reports and minutes of committees, all motions and resolutions and all other action passed and taken by the Council of The Corporation of the Town of Tecumseh, documents and transactions entered into during the May 12, 2020, meeting of Council, are hereby adopted and confirmed, as if the same were expressly embodied in this By-law.
2. **That** the Mayor and proper officials of The Corporation of the Town of Tecumseh are hereby authorized and directed to do all the things necessary to give effect to the action of the Council of The Corporation of the Town of Tecumseh during the said May 12, 2020, meeting referred to in paragraph 1 of this By-law.
3. **That** the Mayor and the Clerk are hereby authorized and directed to execute all documents necessary to the action taken by this Council as described in Section 1 of this By-law and to affix the Corporate Seal of The Corporation of the Town of Tecumseh to all documents referred to in said paragraph 1.

Read a first, second, third time and finally passed this 12th day of May, 2020.

Gary McNamara, Mayor

Laura Moy, Clerk