THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING

TO BE HELD WEDNESDAY, MARCH 6, 2019 AT 7:00 P.M.

AGENDA

1. **CALL TO ORDER**

2. **DECLARATIONS OF INTEREST**

3. **PRIORITIZATION OF AGENDA**

4. **ADOPTION OF MINUTES**

   i) THAT the minutes of the Committee/Council Meeting held on February 20, 2019 be adopted circulated. **RsI.**

5. **DEPUTATIONS**

   Matters Arising.

6. **PLANNING/BUILDING**

   i) Report of the Clerk/Planner C-2019-04 **(attachment)**
   Re: Trachuk/Gagne Limiting Distance Agreement, 17 and 18 Peninsula Shores Road, Harris Lake.

   Matters Arising.

7. **BY-LAW ENFORCEMENT**

   Matters Arising.

8. **FIRE PROTECTION**

   Matters Arising.

9. **EMERGENCY MANAGEMENT**

   i) Report of the Community Emergency Management Coordinator CEMC-2018-01 **(attachment)**
   Re: 2019 ICS Based Emergency Response Plan.

   Matters Arising.

10. **RECREATION**

    Matters Arising.

THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING

TO BE HELD WEDNESDAY, MARCH 6, 2019 AT 7:00 P.M.

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11. **PUBLIC WORKS**

Matters Arising.

12. **ENVIRONMENT**

i) Waste Management**.**

ii) Scott Hanselman, Provincial Officer/Water Inspector, Ministry of the Environment, Conservation, and Parks. **(attachment)**
Re: 2018-19 McDougall Nobel Drinking Water Distribution System Final Report.

Matters Arising.

13. **FINANCE**

i) Accounts Payable. **Rsl.**

ii) Marsha Rivers, Chief Executive Officer, Belvedere Heights. **(attachment)**
Re: 2019 Municipal Levy.

iii) District Social Services Board. **(attachment)**
Re: 2019 Budget and Municipal Levy.

Matters Arising.

14. **ADMINISTRATION**

i) Ed Horba, P. Eng. Project Manager, Transportation, GHD. **Rsl.**
Re: MTO GWP 5200-12-00 Highway 400 Rehabilitation Request for a Noise By-law Exemption.

ii) Cheryl Ward, Rotary Club of Parry Sound. **(attachment) Rsl.**
Re: Rotary Strikes Against Cancer 3 Pitch Tournament (formerly RACH), Noise By-law Exemption Request.

iii) Letter from the Honourable Sylvia Jones, Minister of Community Safety and Correctional Services. **(attachment)**
Re: Local Community Safety and Well-Being Plans.

THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING

TO BE HELD WEDNESDAY, MARCH 6, 2019 AT 7:00 P.M.

AGENDA

iv) Association of Municipalities of Ontario (AMO). **(attachment)**
Re: Policy Update – Government Announces New Health Care Plan.

v) Federation of Northern Ontario Municipalities (FONOM). **(attachment)**
Re: FONOM Northeastern Municipal Conference 2019 - Registration Is Now Open.

vi) Association of Municipalities of Ontario (AMO). **(attachment)**
Re: Local Planning Appeal Support Centre (LPASC) Wind Down.

vii) District of Parry Sound Municipal Association. **(attachment)**
Re: 2019 Spring Meeting.

Matters Arising.

15. **REQUESTS FOR SUPPORT**

i) Township of South Stormont. **(attachment)**
Re: Provincial review of the Ontario Municipal Partnership Fund (OMPF).

ii) Municipality of Neebing & Town of Atikokan. **(attachment)**
Re: AMO/ROMA Geographic Zone Areas & Request for ROMA to allow voting by proxy.

iii) Municipality of Red Lake. **(attachment)**
Re: Request Ontario Government to reinstate the Indigenous Culture Fund.

Matters Arising.

16. **MOTIONS OF WHICH NOTICE HAS BEEN PREVIOUSLY GIVEN**

17. **COMMITTEE REPORTS**

i) North Bay Parry Sound District Health Unit. **(attachment)**
Re: News Release - Local data shows 1 in 7 households are food insecure because they don’t have enough money.

ii) North Bay Parry Sound District Health Unit. **(attachment)**
Re: 2019 Board of Health Meeting Schedule.

THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING

TO BE HELD WEDNESDAY, MARCH 6, 2019 AT 7:00 P.M.

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iii) North Bay Parry Sound District Health Unit. **(attachment)**
Re: February 27, 2019 Board of Health Agenda.

Matters Arising.

18. **REPORT OF THE CAO**

19. **GENERAL ITEMS AND NEW BUSINESS**

20. **BY-LAWS**

21. **TRACKING SHEET**
Please be advised that items on the tracking sheet may be discussed during scheduled meetings. **(attachment)**

22. **CLOSED SESSION**

23. **RATIFICATION OF MATTERS FROM CLOSED SESSION**

24. **CONFIRMATION BY-LAW**

i) By-Law No. 2019-12.
Re: To confirm the proceedings of the Committee/Council meeting held on, March 6, 2019.

25. **ADJOURNMENT**

Resolution List for March 6, 2019

THAT the minutes of the Committee/Council meeting held February 20, 2019 be adopted as circulated.

- - - - - - - -

THAT the attached lists of Accounts Payable for March __, 2019 in the amount of $_____ and payroll for February __, 2019 in the amount of $_____ be approved for payment.

- - - - - - - -

THAT as per the February 14, 2019 letter (copy attached) from Ed Horba, P. Eng. Project Manager, Transportation, GHD, requesting a Noise By-law Exemption, regarding the Highway 400 Rehabilitation (reference number MTO GWP 5200-12-00), and pursuant to By-law No. 97-01, Council of The Corporation of the Municipality of McDougall does hereby grant the Ministry of Transportation (MTO) an exemption to By-law No. 97-01, Being a By-law to prohibit or regulate unusual noises or noises likely to disturb the inhabitants of the Township of McDougall. The said exemption is granted from July 22 to November 15, 2019 and from June 1 to November 15, 2020 for the rehabilitation of Highway 400, from 6.6 km north of the Highway 141 Interchange to 0.3 km south of the Mill Lake Bridge which includes the Municipality of McDougall.

- - - - - - - -

THAT as per the February 25, 2019 letter (copy attached) from Cheryl Ward, Rotary Club of Parry Sound, requesting a Noise By-law Exemption, regarding The Rotary Strikes Against Cancer 3 Pitch Tournament, and pursuant to By-law No. 97-01, Council of The Corporation of the Municipality of McDougall does hereby grant an exemption to By-law No. 97-01, Being a By-law to prohibit or regulate unusual noises or noises likely to disturb the inhabitants of the Township of McDougall. The said exemption is for The Rotary Strikes Against Cancer 3 Pitch Tournament at the Kinsman Park located at 110 Parry Sound Drive, June 15 and 16 and the exemption is until 1:00 a.m local time.

- - - - - - - -

Be It Resolved that the next portion of the meeting be closed to the public at p.m. in order to address a matter pertaining to:

1. the security of the property of the municipality or local board;
2. personal matters about an identifiable individual, including municipal employees or local board employees;
3. a proposed or pending acquisition or disposition of land by the municipality or local board;
4. labour relations or employee negotiations;
5. litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
6. the receiving of advice which is subject to solicitor/client privilege, including communications necessary for that purpose;

7. a matter in respect of which a council, board, committee or other body has authorized a meeting to be closed under another act;

8. an ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ontario Ombudsman appointed under the Ombudsman Act, or a Municipal Ombudsman;

9. subject matter which relates to consideration of a request under the Municipal Freedom of Information and Protection of Privacy Act.

10. the meeting is held for the purpose of educating or training the members and no member discusses or otherwise deals with any matter in a way that materially advances the business or decision making of the Council, Board or Committee.

11. information provided in confidence by another level of government or Crown agency

12. a trade secret or scientific, technical , commercial, financial or labour relations information supplied in confidence which, if released, could significantly prejudice the competitive position of a person or organization

13. a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value

14. a position, plan, procedure, criteria or instruction to be applied to any negotiations carried, or to be carried, on by the municipality or local board

- - - - - - -

THAT Council reconvene in Open Session at p.m.

- - - - - - - -

THAT we do now adjourn at _____ p.m.

THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING

HELD WEDNESDAY, FEBRUARY 20, 2019 AT 7:00 P.M.

MINUTES

Present:	Mayor	D. Robinson (Chairperson)
	Councillor	J. Constable
	Councillor	L. Gregory
	Councillor	J. Ryman

And

DRAFT

CAO	T. Hunt
Clerk	L. West
Treasurer	E. Robinson
Admin/Treasury Assistant	T. Hazzard

Regrets:	Councillor	K. Dixon
	Fire Chief	B. Leduc

1. **CALL TO ORDER**
Mayor Robinson called the meeting to order at 7:00 p.m.

2. **DECLARATIONS OF INTEREST**
Nil

3. **PRIORITIZATION OF AGENDA**
Nil

4. **ADOPTION OF MINUTES**
Resolution No. 2019/13 **Ryman/Gregory**

i) THAT the minutes of the Committee/Council Meeting held on February 6, 2019 be adopted circulated.

"Carried"

5. **DEPUTATIONS**

i) Rita Orr, C.E.O., Parry Sound Public Library.
Re: Parry Sound Public Library 2019 Budget Presentation.
Rita Orr introduced the new library Intern, Hartley Hutchison and noted that she would be remaining at the library following her internship. Ms. Orr gave a brief overview and thanked Council for their support. A short commercial video followed. A request was made to Council for a two to three year increase cycle. Mayor Robinson thanked Ms. Orr and Ms. Hutchison and noted this would be forwarded to budget discussions.

THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING

HELD WEDNESDAY, FEBRUARY 20, 2019 AT 7:00 P.M.

MINUTES

Matters Arising.
Nil

6. **PLANNING/BUILDING**
Nil

Matters Arising.
Nil

7. **BY-LAW ENFORCEMENT**
Nil

Matters Arising.
Nil

8. **FIRE PROTECTION**
Nil

Matters Arising.
Nil

9. **EMERGENCY MANAGEMENT**
Nil

Matters Arising.
Nil

10. **RECREATION**
Nil

Matters Arising.
Nil

11. **PUBLIC WORKS**
Nil

Matters Arising.
Nil

THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING

HELD WEDNESDAY, FEBRUARY 20, 2019 AT 7:00 P.M.

MINUTES

12. **ENVIRONMENT**

i) Waste Management**.**
Nil

ii) Robert Hughes, P. Eng. Georgian Engineering.
Re: Onsite Septic System Inspection for PSCC 05 (Bay Hill Condominiums) as per Conditions of Use Permit on November 27, 2018 (Amended 10/12/18)
This was reviewed by Council.

iii) Municipality of McDougall Nobel Water Distribution System, Large Municipal Residential Drinking Water System.
Re: 2018 Summary Report.
Resolution No. 2019/14 **Gregory/Ryman**
WHEREAS, the Municipality of McDougall owns and operates the Nobel Drinking Water Distribution system (MOE Designation Number 260079131), which has been categorized as a "Large Municipal Residential" Drinking Water System; and
WHEREAS Ontario Regulation 170/03 (as amended – under the Safe Drinking Water Act (SDWA)) requires according to its Schedule 22 – "Summary Reports for Municipalities" that all Large Municipal Residential Drinking Water Systems have a report prepared no later than March 31st of each year addressing the items detailed in the Regulation and is given to the members of Municipal Council in the case of a drinking water system owned by a municipality; and
THEREFORE BE IT RESOLVED THAT the Council of the Municipality of McDougall hereby acknowledges receipt of the report entitled:

"Municipality of McDougall
McDougall Nobel Distribution System
Large Municipal Residential Drinking Water System
Summary Report for 2018"
Prepared February, 2019
Prepared by the Environmental Services Supervisor

"Carried"

Council thanked Mr. Goman for receipt of this report and doing so in a professional manner.

iv) Ontario Drinking-Water Systems Regulation Annual Report.
Re: McDougall Nobel Distribution System.
Resolution No. 2019/15 **Ryman/Gregory**
WHEREAS Drinking Water System Regulation 170/03 requires that the Municipality of McDougall prepare an annual report for its drinking water systems that service the community of McDougall; and
THAT the Municipality of McDougall had these reports prepared by Municipal staff and these reports have been received by the Municipality and delivered to the Ministry of the Environment as required by the regulation;
THEREFORE BE IT RESOLVED that the Council accepts the reports and directs the Administration to advertise to the public that these reports are available at the Municipal Office free of charge.
"Carried"

v) Municipality of McDougall Landfill Site.
Re: 2018 Annual Performance Report Combined Leachate and Groundwater Treatment Facility.
This was reviewed by Council.

Matters Arising.
Nil

13. **FINANCE**

i) Accounts Payable.
Resolution No. 2019/16 **Gregory/Ryman**
THAT the attached lists of Accounts Payable for February 20, 2019 in the amount of $102,577.71 and payroll for February 14, 2019 in the amount of $43,650.64 be approved for payment. **"Carried"**

ii) Bill Spinney, General Manager, Parry Sound Area Community Business & Development Centre (CBDC) Inc.
Re: Municipality of McDougall Contribution to the Parry Sound Area CBDC 2019.
Council noted that this will be forwarded to budget discussions.

iii) Vic Fedeli, Minister of Finance.
Re: 2019 Ontario Municipal Partnership Fund (OMPF).

This was reviewed by Council.

Matters Arising.
The Treasurer noted the following:
- T4's have been issued.
- Interim tax bills are being prepared.
- OMERS reconciliation and report are complete.
- Audit is scheduled for last week of March.
- Grant reporting is in full swing.
- She is working on the budget completion and it will come to Council in March.

14. **ADMINISTRATION**

i) Appointment to District of Parry Sound Municipal Association – Member Ward 3.
Resolution No. 2019/17 **Ryman/Gregory**
THAT the Council of the Corporation of the Municipality of McDougall hereby supports the appointment of Don Carmichael (Township of McKellar) to the District of Parry Sound Municipal Association, Member Ward 3 for the 2018-2022 Term of Council.
"Carried"

ii) West Parry Sound Health Centre.
Re: Issues discussed at the West Parry Sound Health Centre Board of Directors meeting held February 11, 2019.
This was reviewed by Council.

iii) Ed Horba, P. Eng. Project Manager, Transportation, GHD.
Re: MTO GWP 5200-12-00 Highway 400 Rehabilitation Request for a Noise By-law Exemption.
This was reviewed by Council, and staff were directed to proceed with the request.

Matters Arising.
Nil

15. **REQUESTS FOR SUPPORT**
Nil

Matters Arising.
Nil

16. **MOTIONS OF WHICH NOTICE HAS BEEN PREVIOUSLY GIVEN**

THE CORPORATION OF THE MUNICIPALITY OF MCDOUGALL
COMMITTEE/COUNCIL MEETING

HELD WEDNESDAY, FEBRUARY 20, 2019 AT 7:00 P.M.

MINUTES

Nil

17. **COMMITTEE REPORTS**

i) District of Parry Sound Social Services Administration Board.
Re: Notification of Total Honorariums and Expenses received by Board Member Representatives.
This was reviewed by Council.

ii) North Bay Parry Sound District Health Unit.
Re: November 28, 2018 Board of Health Minutes and Finance and Property Committee of the Board of Health Minutes.
This was reviewed by Council.

Councillor Constable noted that he attended the DSSAB meeting last Thursday regarding the budget and there will be a 1% levy increase.

Matters Arising.
Nil

18. **REPORT OF THE CAO**
Mr. Hunt noted the following:
- He met with the Economic Development Office Committee twice regarding the development of the website and a meeting is scheduled for tomorrow morning in town for further discussion.
- Discussions have resumed regarding the proposed pool and an information package is being prepared.
- Mr. Hunt will be away Monday and Tuesday of next week attending the OGRA Conference.

Mayor Robinson noted that he had attended the McDougall Recreation Centre on Family Day, and thanked Mr. & Mrs. Leduc for putting on a great event.

19. **GENERAL ITEMS AND NEW BUSINESS**
Nil

20. **BY-LAWS**

i) By-law 2019-08.
Re: Being a By-Law to adopt a “Council-Staff Relations Policy”.
Read a First, Second and Third Time, Passed, Signed and Sealed this 20th day of February 2019.

ii) By-law 2019-09.
Re: Being a By-Law to adopt a policy respecting "Pregnancy Leave and Parental Leave for Members of Council".
Read a First, Second and Third Time, Passed, Signed and Sealed this 20th day of February 2019.

iii) By-law 2019-10.
Re: Being a By-Law to adopt the "Tree Canopy and Natural Vegetation Preservation Policy".
Read a First, Second and Third Time, Passed, Signed and Sealed this 20th day of February 2019.

21. **TRACKING SHEET**
Please be advised that items on the tracking sheet may be discussed during scheduled meetings.
There were no changes to the tracking sheet.

22. **CLOSED SESSION**
Nil

23. **RATIFICATION OF MATTERS FROM CLOSED SESSION**
Nil

24. **CONFIRMATION BY-LAW**

i) By-Law No. 2019-11.
Re: To confirm the proceedings of the Committee/Council meeting held on February 20, 2019.
Read a First, Second and Third Time, Passed, Signed and Sealed this 20th day of February 2019.

25. **ADJOURNMENT**
Resolution No. 2019/18 **Gregory/Ryman**
THAT we do now adjourn at 7:37 p.m.

"Carried"

REPORT TO COUNCIL

Report No.: C-2019-04
Date: February 28, 2019
Council Date: March 6, 2019
From: Lori West, Clerk/Planner
Subject: Trachuk/Gagne Limiting Distance Agreement

Background:

At the regular meeting of Council held June 20, 2018, Council for the Municipality of McDougall passed Resolution No. 2018-80 that approved in principle, subject to conditions a "lot addition" consent on Harris Lake for application B13/2018 (McD) Trachuk. Consent approval was subsequently granted by the Parry Sound Area Planning Board June 25, 2018 by Resolution No. 2018-137. The purpose of the lot addition was to exchange lands to correct existing encroachment issues between Judith Gagne of 18 Peninsula Shores Road, and John Trachuk of 17 Peninsula Shores Road.

Conditions of approval include that the applicants enter into an agreement to implement any spacial separation standards in the Ontario Building Code. The Ontario Building Code permits the Municipality to enter into a Limiting Distance Agreement with the property owners.

A “limiting distance” is required to reduce the risk of fire spreading from a building located on one property to a building located on an adjacent property. The lot addition provides for a cottage setback of 1 metre +/- to the north-east of the proposed Gagne property line, but still does not meet the setback requirements of the Ontario Building Code. The Limiting Distance Agreement drafted in part by John Jackson Planner Inc. and finalized by the Municipal Solicitor, Ed Veldboom of Russell Christie LLP is attached to this report as Schedule A, and sets the required limiting distance of the exposing building face between the properties. This agreement will be registered on title, and will satisfy the condition of consent B13/2018 (McD).

Recommendation:

That Council direct Staff to bring forward a By-law that authorizes the execution by the Mayor and Clerk of an Agreement between Judith Gagne and John Trachuk, and The Corporation of the Municipality of McDougall.

Attachments:

Schedule “A”: Limiting Distance Agreement between Judith Gagne and John Trachuk, and The Corporation of the Municipality of Mcdougall.

C-2019-04 Schedule 'A':
Limiting Distance Agreement between Judith Gagne and John Trachuk and The Corporation of the Municipality of Mcdougall

THIS LIMITING DISTANCE AGREEMENT (the Agreement)
made in triplicate this ____ day of _____, 2019

BETWEEN:

JUDITH GAGNE
(hereinafter called the "Gagne")

of the First Part

-and-

JOHN TRACHUK
(hereinafter called the "Trachuk")

Of the Second Part

-and-

THE CORPORATION OF THE MUNICIPALITY OF McDOUGALL
(hereinafter called the "Municipality")

of the Third Part

DRAFT

WHEREAS Judith Gagne is the owner of the lands described in Schedule "A" paragraph 1 to this Agreement (the Gagne Lands);

AND WHEREAS John Trachuk is the owner of the lands described in Schedule "A", paragraph 2 to this Agreement which will be expanded to include additional lands severed from the Gagne Lands as approval through a "lot addition" consent issued by the Parry Sound Area Planning Board (Consent Application B13/2018(McD)) and all of which lands will be referenced as the "Trachuk Lands;

AND WHEREAS Ontario Regulation 350/06 as amended, under the Ontario Building Code Act, 1992, c.23 defines the "limiting distance" to mean the distance from an exposing building face to a property line, the centre line of a street, lane or public thoroughfare or to an imaginary line between two buildings or fire compartments on the same property, measured at right angles to the exposing building face;

AND WHEREAS upon the completion of the lot addition, the an existing cottage building that will be a minimum of 1 metre from the from the northwest property line (the "Interior Side Property Line") between the Gagne s Lands and the Trachuk Lands;

AND WHEREAS Division B, Article 9.10.14.4 and Article 9.10.15.4 of the Ontario Building Code Compendium ("Building Code") requires a limiting distance in accordance with tables 9.10.14.4 and 9.10.15.4;

AND WHEREAS Division B sentence 4 of Article 9.10.14.2 and sentence 4 of Article 9.10.15.2 of the Building Code permits the limiting distance for an exposing building face to be measured to a point beyond the property line if the owners of the properties

on which the limiting distance is measured and the Municipality enter into an agreement prescribed by Article 9.10.14.2 and 9.10.15.2;

NOW THEREFORE in mutual consideration of the entering into of this Agreement of the benefit of the covenants and agreements herein contained, the parties covenant and agree as follows;

MEASUREMENT OF LIMITING DISTANCE

1. Upon the execution and registration of this Agreement against the title of the Gagne Lands and Trachuk Lands, the Municipality agrees to measure the limiting distance for exposing building faces from a line on the Gagne Lands, running parallel to and measured 2.1 metres from that portion of the Interior Side Property Line which is identified as a dashed line on Schedule B hereto and referenced thereon as the “property lines subject to limiting distance”..

2. The total limiting distance for exposed building faces, for the construction of a building on the Gagne Lands shall be measured 3.1 metres from the side of the existing building face on the Trachuk Lands.

BUILDING RESTRICTIONS

3. Gagne agrees, for the benefit of the Trachuk Lands, not to construct any building or structure on the Gagne Lands, within the required limiting distance of the exposing building face of Subsection 9.10.14 and 9.10.15 of the Building Code measured from a line 2.1 metres from and parallel to the property line as identified on Schedule B.

4. Trachuk agrees for the benefit of the Gagne Lands, not to construct a building or structure or addition to the existing buildings on the Trachuk Lands unless the limiting distance for the exposing building faces in respect of that building or structure is in conformance with the requirements of Subsections 9.10.14. and 9.10.15.of the Building Code.

ENUREMENT

5. This Agreement shall be registered against title of the Trachuk Lands and Gagne Lands and the covenants, provisions and conditions herein contained shall run with the land, and shall enure to the benefit of and be binding upon the respective heirs, executors, administrators, successors and assigns of each of the parties to it.

AMENDMENT

6. This Agreement shall not be amended or deleted from the title without the express written consent of the Municipality.

DRAFT

INDEMNITY

7. The Owner agrees to indemnify the Municipality for any damages arising out of the measurement of the limiting distance in accordance with this agreement.

IN WITNESS WHEREOF the parties hereto have set their hands and seals or caused to be affixed their corporate seals under the hands of the duly authorized officers as the case may be.

_____
Judith Gagne

_____
John Trachuk

THE CORPORATION OF THE
MUNICIPALITY OF McDOUGALL

Per: _____
Dale Robinson, Mayor

Per: _____
Lori West, Clerk

I/We have authority to bind the Corporation

DRAFT

THIS IS SCHEDULE "A"
TO THIS LIMITING DISTANCE AGREEMENT BETWEEN
FRASER GAGNE, JOHN TRACHUK AND THE
CORPORATION OF THE MUNICIPALITY OF MCDOUGALL

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1. PIN 521260199

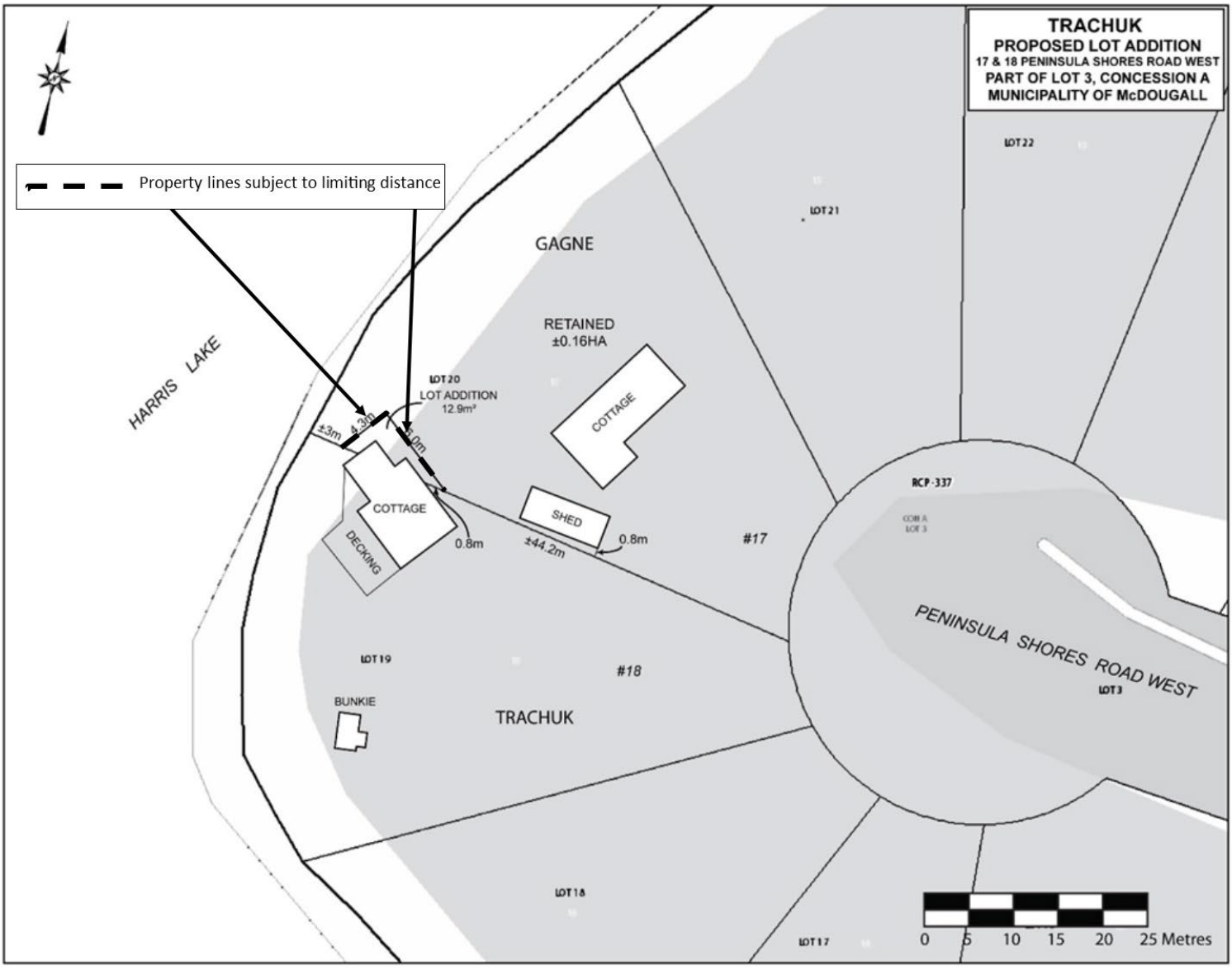
Being Part of Lot 3, Concession A, being Part 17 of Plan PSR-1328, Lot 19 of Registrar's Compiled Plan 337, geographic township of Ferguson, now in the Municipality of McDougall known as 17 Pennisula Shores Road West

2. PIN 521260201

Being Part of Lot 3, Concession A, being Part 18 of Plan PSR-1328, Lot 20 of Registrar's Compiled Plan 337, geographic township of Ferguson, now in the Municipality of McDougall known as 18 Pennisula Shores Road West

DRAFT

THIS IS SCHEDULE "B"
TO THIS LIMITING DISTANCE AGREEMENT BETWEEN
FRASER GAGNE, JOHN TRACHUK AND THE
CORPORATION OF THE MUNICIPALITY OF MCDOUGALL



REPORT TO COMMITTEE OF COUNCIL

REPORT # CEMC-2018-01 DATE: February 26, 2019

REFERENCE: STAFF REPORT TOTAL # PAGES: 1 with attachment

AUTHOR: BRIAN LEDUC, FIRE CHIEF

SUBJECT: 2019 ICS Based Emergency Response Plan

BACKGROUND

In 2018, the West Parry Sound CEMC's / Fire Chiefs introduced a new emergency response plan based on the Incident Command System (ICS) model. The concept being that all partner West Parry Sound Municipalities develop and adopt a common emergency response plan and therefore have continuity in dealing with emergencies. Further, our strategic plan is to share high level staff trained in the ICS system to be able to assist and provide executive coverage of each other's positions if there was a declaration of emergency of long lasting duration. The six participating Municipalities have agreed to this concept in 2016. In 2017 and 2018, staff training was conducted in ICS management.

ANALYSIS

In February 2018, the common ICS based Emergency Response Plan was introduced to Council. Staff from the six partner Municipalities have been working jointly in organizing the common and cooperative approach to emergency management. To summarize, the strategy of the common emergency response plan and joint executive team include:

- Member Municipalities agree to work together to manage emergencies (completed)
- Assign staff to the Emergency Preparedness Planning Committee (completed)
- Assign executive and managerial staff to the Emergency Preparedness Operational Group (completed)
- Train planning, executive and managerial staff, as a cohesive group, to ICS level 200 and 300 (completed)
- Train planning, executive and managerial staff, as a cohesive group to ICS level 400 (under development)
- Participate jointly in annual meetings, training, planning and emergency exercising (in development)

To date, CEMC's have used the past year to work in the new methodology and adopt the new ICS Emergency Response Plan. Therefore, we should bring the ICS Emergency Response Plan back for third and final reading.

RECOMMENDATION

It is the recommendation of the CEMC / Fire Chief that the new ICS based Emergency Response Plan, common to the participating West Parry Sound Municipalities is adopted as circulated.

West Parry Sound Area

Emergency Response Plan 2018

The Township of the Archipelago
The Township of Carling
The Municipality of McDougall
The Township of McKellar
The Town of Parry Sound
The Township of Seguin

2018 Edition

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Introduction

1.1 Definition of an Emergency

The West Parry Sound area is on the southern boundary of Northern Ontario. For the purposes of this plan the West Parry Sound area is comprised of the geographical boundaries of: The Township of the Archipelago, The Township of Carling, The Municipality of McDougall, The Township of McKellar, the Town of Parry Sound and The Township of Seguin.

The Ontario Government defines an emergency as: "A situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident, or an act whether intentional or otherwise."

In order to protect residents, visitors, properties, businesses, critical infrastructure and economic stability, the West Parry Sound Area Municipalities possess a detailed emergency response plan designed to mitigate the damages created by an emergency. In the event of an emergency, the West Parry Sound Area Municipalities promote a coordinated approach to emergency planning that includes partner municipalities, emergency response agencies, community agencies and private sector partners.

The West Parry Sound Area Municipalities take an all-hazards approach to emergency planning that takes into account a broad spectrum of potential hazards. Having undertaken a comprehensive hazard identification and risk assessment, the following situations have been deemed to pose the greatest risk to the residents of the West Parry Sound Area:

- Meteorological events (e.g. flood or flash flood, forest or urban fire, snowstorm, ice storm, extreme temperatures, windstorms, including tornadoes)
- Accidents (e.g. hazardous material spill, explosions, transportation accidents, building collapse, water contamination, train derailment)
- Technological failures (e.g. power failures, phone system interruptions)
- Intentional acts (e.g. labour strike, crime, arson, civil unrest)
- Outbreaks of disease (human or animal borne)

Major emergency events that significantly impact area residents or the day-to-day business of the Municipalities in the West Parry Sound Area may require complex, coordinated emergency response. In such cases, one or several West Parry Sound Area Municipalities may choose to make a formal Declaration of Emergency.

This type of emergency is defined as a situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise (*Emergency Management and Civil Protection Act, 2006*)**.**

As mandated by the *Emergency Management and Civil Protection Act*, *2006,* all municipalities in Ontario must have an emergency response plan and an emergency management planning program. The West Parry Sound Response Plan is also the document upon which the West Parry Sound Area partner municipalities can create co-operative mutual aid and assistance agreements that greatly improve the effectiveness of our response to larger-scale emergencies.

The plan has been designed and is maintained by a joint task force known as the West Parry Sound Area Emergency Management Program Committee. This committee is comprised of representatives from each partner municipality. Each partner municipality has endorsed this emergency response plan. Every official, municipal department and agency must be prepared to carry out assigned responsibilities in the declaration of an emergency. The emergency response plan has been developed to provide key officials, agencies and departments of the West Parry Sound Area Municipalities with important emergency response information relating to:

- Declaration, notification and termination of an emergency
- Locations of primary and alternate EOC's and PEOC's
- Roles and responsibilities during an emergency
- A coordinated response during an emergency
- Hazard-specific response plans
- Resource management
- Emergency telecommunications plans
- Critical infrastructure assurance plan
- Continuity of operations plan
- CBRN memorandum of understanding and response plans
- Requests for assistance and mutual aid

We encourage residents, businesses and interested visitors to be aware of the provisions of this Emergency Response Plan.

2

Aim and Purpose

2.1 Purpose of the West Parry Sound Area Emergency Response Plan

The West Parry Sound Area Emergency Response Plan is a strategic plan for support, management and assistance in the event of an emergency to the area municipalities of The Township of the Archipelago, the Township of Carling, The Municipality of McDougall, the Township of McKellar, the Town of Parry Sound and the Township of Seguin.

The support and assistance that West Parry Sound Area Emergency Municipalities provide to each other may be in the form of coordinating or sharing information, coordinating resources, and/or providing resources that the municipalities request or determine are necessary to help manage the emergency.

The West Parry Sound Area emergency management program incorporates the five pillars of emergency management: prevention, mitigation, preparedness, response, and recovery in an effort to foster disaster resilient communities.

The aim of this response plan is to make provision for the extraordinary arrangements and measures that may have to be taken to protect the health, safety, welfare, environment and economic health of the residents, businesses and visitors in the West Parry Sound Area when faced with an emergency.

This plan enables a centralized controlled and coordinated response to emergencies in the West Parry Sound Area, complies with the legislated requirements of the *Emergency Management and Civil Protection Act* and was adopted by the area municipalities.

2.2 Scalability

The cornerstone of this plan, like the ICS model, is the ability to scale the response according to the severity and impact of the emergency. Additionally it is fundamentally important for each municipality to maintain the right to manage emergencies within their own borders if they are able to do so with their own resources. When an emergency occurs, the impacted municipality may choose to manage the emergency with its own staff or request the assistance of the Emergency Command Group to manage the emergency or supplement existing efforts.

3

Authority

The *Emergency Management and Civil Protection Act* (*EMCPA*) is the legal authority for emergency response plans in Ontario.

The *EMCPA* states that:

> Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan. [*EMCPA*, s. 3(1)]
>
> The emergency response plan shall, assign responsibilities to municipal employees, by position, respecting implementation of the emergency response plan; and set out procedures for notifying the members of the municipal emergency control group of the emergency. [*O. Reg. 380/04*, s. 15(2)].

As enabled by the *Emergency Management and Civil Protection Act*, this emergency response plan and its elements have been:

- Issued under the authority of *area Municipal By-laws* and
- Filed with the Office of the Fire Marshal and Emergency Management , Ministry of Community Safety and Correctional Services

4

Actions Prior To Declaration

The West Parry Sound Area Municipalities have established Emergency Monitoring Status Indicators to identify specific phases of an emergency event and the actions or monitoring that the CEMCs, Emergency Command Group and municipal staff will undertake during each phase.

West Parry Sound Area Emergency Monitoring Status Indicators

Municipal Status **ROUTINE** **GREEN**	Declaration of **Routine** conditions means that the Area Municipalities are operating under normal conditions. Under these conditions the Municipalities maintain ongoing surveillance for abnormal events.
Municipal Status **ENHANCED** **YELLOW**	Declaration of **Enhanced** conditions means that an abnormal event, potential or actual emergency has been detected or is in development. Under these conditions the Area Municipalities enhance its surveillance and monitoring activities and takes appropriate related actions. Any area CEMC can increase their Status to ENHANCED. At this time all area CEMCs and potential Emergency Command Group members will be notified and report back with their availability.
Municipal Status **EMERGENCY** **RED**	Declaration of **Emergency** conditions means that a municipality and/or two or more of area municipalities is in an emergency response mode. Under these conditions the West Parry Sound Area Municipalities implements the Emergency Response Plan and activates appropriate (EOC) Emergency Operations Centre(s) in order to coordinate the appropriate response activities.
Municipal Status **RECOVERY** **GREY**	Declaration of **Recovery** conditions means that the Area Municipality or Municipalities is working to ensure a smooth transition from Enhanced or Emergency Conditions to Routine Conditions.

4.1 Actions of the West Parry Sound Area Municipal Employees

When an emergency exists but has not yet been declared to exist, Municipal employees may take such actions under this emergency response plan as may be required to protect property and the health, safety and welfare of the inhabitants of the West Parry Sound Area.

4.2 Command Group Notification Process

- Upon receipt of a warning of a potential emergency, the responding municipal department will immediately contact the CEMC of the impacted municipality to request that the notification system be activated.
- Upon notification of the impending situation, the CEMC will decide the scale of the emergency. The Emergency Information Officer (EIO) with be responsible to contact the required Emergency Command Group (ECG) personnel according to the scale as decided by the impacted CEMC.
- Upon being notified of a possible impending emergency, it is the responsibility of all ECG officials to notify their staff and volunteer organizations of the situation.

The Emergency notification contact list, including contact numbers for requesting assistance or activating the Emergency Response Plan, is attached as ANNEX A.

4.3 Request from one Municipality to the Group for Assistance.

The West Parry Sound Area Emergency Response Plan provides coordinated emergency support to municipalities in the event of an emergency. An area municipality may request assistance from the other municipalities at any time as is outlined in the Municipal Assistance Agreement. Details can be found in section 16 and Annex I.

4.4 Request for Assistance from the Province of Ontario

A Head of Council, the Emergency Operations Centre Director, or the CEMC may request assistance from the Province of Ontario at any time without any loss of control or authority by contacting Office of the Fire Marshal and Emergency Management (OFMEM). Confidential contact information for OFMEM can be found in ANNEX A-3.

4.4.1 *Office of the Fire Marshal and Emergency Management (OFMEM)*

For routine matters, OFMEM staff may be reached between 0900-1700 hours, Monday to Friday.

4.4.2 *OFMEM Provincial Emergency Operations Centre*

Office of the Fire Marshal and Emergency Management staffs the Provincial Emergency Operational Centre (PEOC) on a 24/7 basis. The West Parry Sound Area Municipalities should report emergencies to the Provincial Emergency Operational Centre (PEOC) Duty Officer. Contact information can be found in ANNEX A-3.

When a Municipality or Municipalities declares an emergency, it must notify Office of the Fire Marshal and Emergency Management immediately and fax a copy of the emergency declaration as soon as possible. A copy of the Declaration of Emergency Form can be found in ANNEX F.

In the rare event that the PEOC Duty Officer cannot be reached, to report an emergency, please contact the Ontario Provincial Police (OPP) Duty Officer. Contact information for the OPP can be found in ANNEX A-2.

4.4.3 *OFMEM Community Field Officer*

Contact Information for the OFMEM Community Field Officer can be found in ANNEX A-3.

4.5 How to Report an Emergency to OFMEM

When the a Municipality or Municipalities declares an emergency, it must notify Office of the Fire Marshal and Emergency Management immediately and fax a copy of the emergency declaration (see 4.4.2) as soon as possible.

5

Convening the West Parry Sound Area Emergency Command Group

5.1 Emergency Command Group Notification

A request to activate the West Parry Sound Area Emergency Notification System may be made by any of the following if they believe an emergency exists or has the potential to develop. They can do this by contacting the Community Emergency Management Coordinator (CEMC) of the affected municipality:

- Premier or Lieutenant Governor in Council
- Any member of the Emergency Group (ECG)
- The head of Council (or designate) of any area municipality
- Other individuals as identified as having authority in an area municipal plan

The request is made by contacting CEMC of the affected municipality who shall proceed as follows:

- Where an emergency exists, the CEMC will decide the scale of the Emergency and the necessary response. For small scale emergencies the CEMC may decide to use their own staff and resources. The CEMC may decide that the Emergency is significant and decide to request assistance from the Emergency Command Group (ECG) The Emergency Information Officer as designated by the CEMC with be responsible for contacting the required ECG members.
- Where an Emergency impacts more than one Municipality the CEMCs from those municipalities will decide who will be the Incident Commander (IC), Emergency Information Officer (EIO) and the location of the Emergency Operations Centre (EOC).
- Upon being notified to convene, it is the responsibility of all CCG officials to report to the designated Emergency Operations Center (EOC) and notify their staff and volunteer organizations

5.2 Emergency Notification Procedure

The Emergency notification contact list, including contact numbers for requesting assistance or activating the Emergency Response Plan, is attached as ANNEX A.

The content of the messages transferred during Emergency Notification procedures will be standardized to include the following:

1. Reason for the call: describe (pending or potential) emergency situation
2. Status of notification “ALERT”, “STAND BY” or “CALL TO ASSEMBLE”
3. Location of the Emergency Operation Centre (EOC) or meeting room
4. Special precautions to take (routes to EOC or meeting room, hazards, health risk, etc.)
5. Verbal update and instructions concerning notification status
6. Request to repeat the verbal message to ensure information is understood

6

Declaration, Notification and Termination of Emergency

6.1 Authority to Declare

The *Emergency Management and Civil Protection Act* authorizes a Head of Council, to declare that an emergency exists. The decision to declare and manage an emergency can be made one municipality, on their own, or by one or more municipalities in a coordinated effort. In either case, whether an Emergency involves an individual municipality or a group of municipalities, an Emergency Command Group will be formed. In the case of an emergency that is of the scale to be managed by an individual municipality the ECG will be comprised of representatives of the affected municipality; in the case of an Emergency that involves more than one municipality the ECG will be comprised of representatives from the partner municipalities. The Emergency Command Group will make recommendations to individual municipalities on whether to declare an Emergency. If needed, the West Parry Sound Emergency Management Program Committee will convene in a strategic and safe location that is separate from the EOC, to provide advice to the ECG.

The Declaration of Emergency Form can be found in ANNEX F.

The factors affecting the decision to declare an emergency include:

a) The resources (personnel and material) that the Area Municipalities have committed or needs to commit, to the emergency affecting the area municipalities
b) A determination that the emergency affects a large portion of the population of more than one municipality
c) The Area Municipalities requirement for external funding both in coordinating the emergency and during the recovery process

6.2 Notification of Declaration

Upon the declaration of an Emergency, the Emergency Command Group (ECG) will control and co-ordinate the response to the emergency.

Upon such declaration, a Head of Council (or designate) will notify:

1) Office of the Fire Marshal and Emergency Management immediately and fax a copy of the emergency declaration as soon as possible
2) Heads of Council of area municipalities
3) The public
4) Neighbouring municipal officials as required
5) Local Member of the Provincial Parliament (MPP)
6) Local Member of Parliament (MP)
7) Media
8) Solicitor General (as per the *Emergency Management and Civil Protection Act* Section 4.3)

** N.B. the Solicitor General is deemed to be the Minister of Community Safety and Correctional Services

6.3 Termination of an Emergency

A County state of emergency may be terminated at any time by the following individuals:

- A Head of Council
- The Municipal Council
- Premier of Ontario

Similar to the declaration of an emergency, the following parties will be notified of the termination:

- Office of the Fire Marshal and Emergency Management ; with a faxed copy of the termination (ANNEX F)
- Head of Council of area municipalities
- Members of Municipal Council
- Neighbouring municipal officials, as required by the affected area
- Local Member of Provincial Parliament (MPP)
- Local Member of Parliament (MP)
- The Office of the Solicitor General (Minister of Community Safety and Correctional Services)
- The media
- The public
- Solicitor General (as per the *Emergency Management and Civil Protection Act* Section 4.3)

** N.B. the Solicitor General is deemed to be the Minister of Community Safety and Correctional Services

6.4 Provincial Emergency

Pursuant to s. 7 of the *Emergency Management and Civil Protection Act* the Premier of Ontario may:

- By order declare that an emergency exists throughout Ontario or in any part of the province
- Direct and control the administration, facilities and equipment of the municipality in the emergency area, and, without restricting the generality of the foregoing, the exercise by the municipality of its powers and duties in the emergency area is subject to the direction and control of the Premier
- Require any municipality to provide such assistance as he or she considers necessary to an emergency area or any part of the emergency area that is not within the jurisdiction of the municipality and direct and control the provision of such assistance.

7

Emergency Operations Centre (EOC)

7.1 EOC Locations in the West Parry Sound Area

In an emergency the ECG will convene at a designated Emergency Operations Center (EOC). In the event that this EOC is inaccessible due to the nature of the emergency, an alternate EOC will be used. The location of each EOC is confidential and accessible only to authorized individuals to maintain the safety and security of the EOC for the ECG members.

The EOC affords the ECG the ability to meet and to coordinate an effective response to mitigate the impacts of the emergency. The EOC is self-contained and stocked with provisions to support the work of the ECG for 72 hours. General equipment for the EOC includes:

- Telecommunications, including cell phone signal boosters
- Emergency GIS Programming
- Weather Stations
- Office supplies

The Area Municipalities have also implemented operating procedures for the EOC such as:

- Activation and sign-in
- Infection Control
- Security

Full Emergency Operations Centre (EOC) Operating Procedures can be found in ANNEX L.

8

Emergency Operations Centre Operating Cycle

Members of the ECG will gather at regular intervals during the emergency situation to inform each other of actions taken and issues encountered. The Incident Commander will establish the frequency of meetings and agenda items. Meetings will be kept as brief as possible to allow ECG members to act on their responsibilities. Status boards and maps will be prominently displayed and kept current to the events of the emergency.

The following diagram depicts the Operating Cycle of the Emergency Operations Centre:



9

West Parry Sound Area Emergency Command Group (ECG) Membership

The primary members of the ECG are as follows. Each primary member has designated two alternates who may act in the absence of the primary member in the following positions:

- Incident Command
- Safety Officer
- Liaison Officer
- Emergency Information Officer
- Operations Section Chief
- Planning Section Chief
- Logistics Section Chief
- Finance and Administration Section Chief

The Planning, Logistics, and Finance & Administration Section Chiefs will oversee operational units. The Operations Section will be comprised of the following branches: Police, Fire, Paramedic Services, Emergency Social Services, Medical Officer of Health and Critical Infrastructure. The positions in the ECG will be filled by staff based on skill, experience and knowledge. These staff will be trained to carry out the specific roles and responsibilities of their assigned position, as described in Section 11.0. Although each member of the ECG may not be involved in the event, each member must be notified of the situation.

Other support personnel who may be asked to join the ECG on an as-needed basis include:

- Ham Radio Operators
- Office of the Fire Marshal and Emergency Management Representative
- Liaison staff from Provincial Ministries
- Officials, experts or representatives from the public or private sector

10

West Parry Sound Emergency Command Group Responsibilities

Members of the West Parry Sound Emergency Command Group (ECG) are responsible for the following actions or decisions:

- The primary responsibility of the West Parry Sound Area Emergency Community Command Group (ECG) is to implement the Emergency Response Plan during an emergency and to provide advice and assistance to a Head of Council or Designate in carrying out his/her duties under the Emergency Response Plan.
- When a significant emergency exists or emergencies involving two or more area municipalities, and the need for a cooperative area regional response exists, these services will be coordinated by the West Parry Sound Area Emergency Command Group (ECG), as required and/or requested.
- The ECG will coordinate the acquisition of additional resources requested by the area municipalities. Decisions to ration resources if required will be made by the ECG and will be based on a priority of need. Equipment assigned to the municipality will be under the control of the municipal site manager and/or the municipal EOC.
- During emergency operations, the ECG is constituted and responsible for the coordination and support of area municipalities by working closely with the area municipalities Emergency Community Command Group(s).
- It will be the responsibility of each West Parry Sound Area Municipality to ensure that they have adequate trained personnel available for management of emergencies which:

    1. are limited to their own jurisdiction;
    2. impact their own and neigbouring jurisdictions.

Actions and decisions normally undertaken by the ECG may include, but are not limited to:

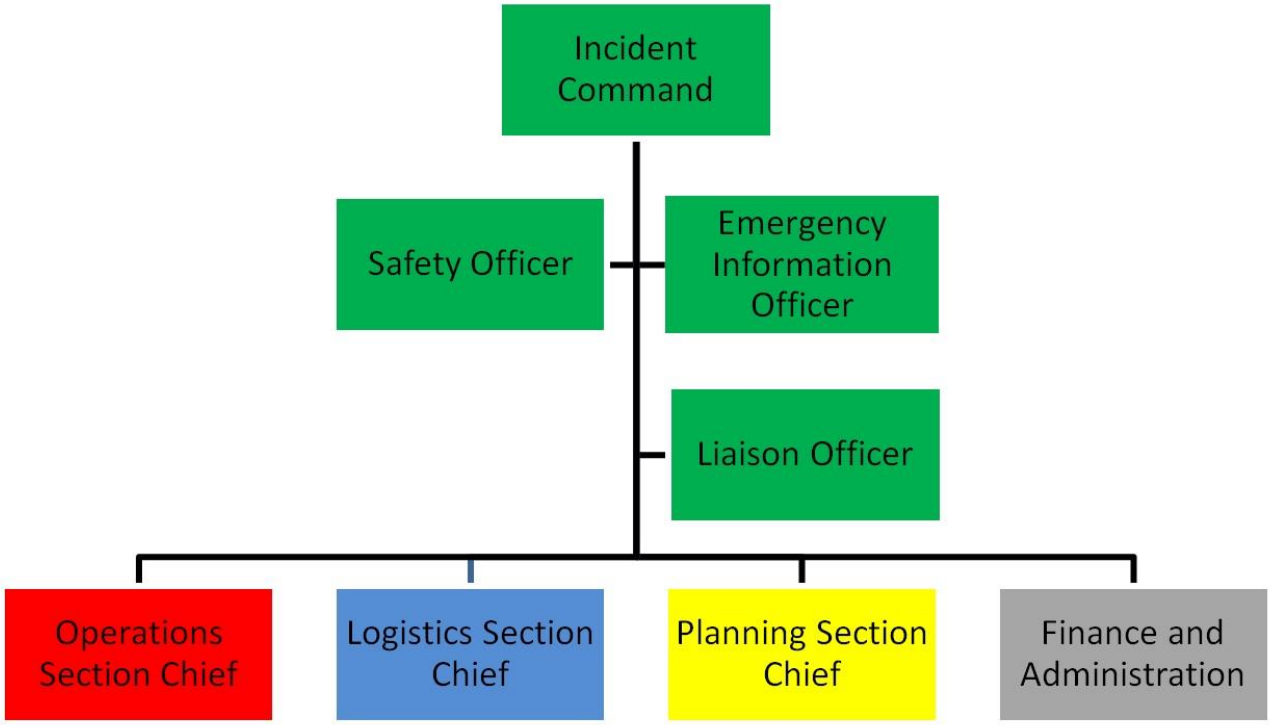
- Acquiring and assessing information to determine status of the situation.
- Coordinating emergency service, agencies and equipment, as required or requested by area municipalities.
- Coordinating services to ensure that necessary actions are taken for the mitigation of the effects of the emergency provided they are not contrary to law.

- Determining if the location and composition of the ECG is appropriate.
- Advising a West Parry Sound Area Head of Council whether the declaration of an emergency is recommended.
- Ensuring support to the municipal Emergency Site Manager or area municipal Emergency Operations Centre by offering equipment, staff and resources, as required.
- Coordinating and/or overseeing the evacuation shelters of residents considered to be in danger.
- Assisting area municipalities in discontinuing utilities or services provided by public or private concerns, i.e. hydro, water, gas, closing down a shopping plaza/mall.
- Arranging for services and equipment from local agencies not under Municipal control i.e., private contractors, industry, volunteer agencies, service clubs.
- Notifying, requesting assistance from and/or liaising with various levels of government and any public or private agencies not under Municipal control, as considered necessary.
- Determining if additional volunteers are required and if appeals for volunteers are warranted.
- Determining if additional transportation is required for evacuation or transportation of persons and/or supplies.
- Ensuring that pertinent information regarding the emergency is promptly forwarded to the Emergency Information Officer for dissemination to the media and public.
- Advising the Head(s) of Council if a Disaster Declaration should be requested from the Minister of Municipal Affairs and Housing.
- Determining the need to establish advisory groups and/or sub-committees/working groups for any aspect of the emergency including recovery, for example:
- Applying for Ontario Disaster Relief Assistance Program (ODRAP)
- Authorizing the collection of donations
- Establishing a Disaster Relief Committee
- Authorizing Municipal expenditures of money required to deal with the emergency.
- Notifying the service, agency or group under their direction, of the termination of the Municipal declared emergency.
- Maintaining a master event log outlining decisions made and actions taken.

11

Roles and Responsibilities of Individual ECG Members

Individual ECG members with the appropriate training and knowledge will assume the following roles and responsibilities during the emergency situation. The West Parry Sound Emergency Management System is based upon the Provincial Incident Management System. Roles will be filled as appropriate to the emergency situation. As a result, not all roles may be filled in a small-scale emergency. In this situation, responsibilities remain with Incident Command or Section Chief as appropriate, until delegated.



11.1 Incident Command

Incident Command is in charge of the management of the incident and must be fully qualified to fulfill this role.

- Oversees all operations
- Overall management responsibility for coordinating, supporting, and assisting other agencies
- Sets priorities for overall response and recovery efforts
- Establishes appropriate staffing level
- Sets expenditure limits
- Develops incident action plan and monitors its implementation
- Approves media releases
- Final decision-maker on operational issues
- Liaises with Mayors and Councils

11.2 Safety Officer

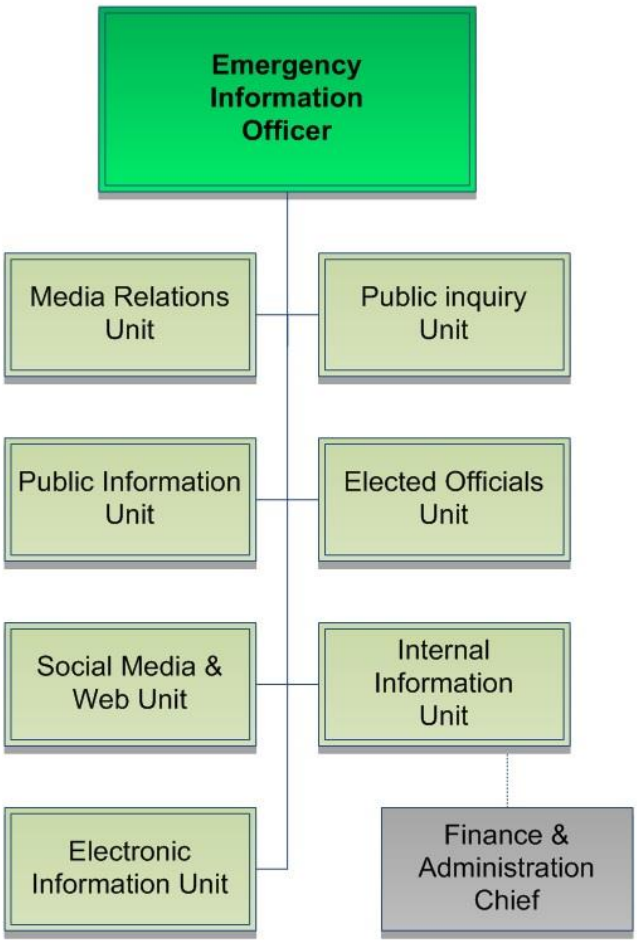
- Responsible for identifying all potential safety issues
- Ensures all required corrective actions with regard to safety issues are being enforced
- Liaises with Operations Section Chiefs and Planning and Logistics Section Chiefs to ensure that safety protocols are being followed.

11.3 Liaison Officer

The Liaison Officer is responsible for communications between the ECG and other agencies. The agencies the Liaison Officer may work with include, but are not limited to:

- Police services (Community, Provincial and Federal)
- St. John Ambulance and Canadian Red Cross
- District Coroner and Medical Officers of Health
- Ministry of Health and Long Term Care
- Ambulance Communications Centre
- Local health care and long term care facilities
- Council members and administration staff from member and neighbouring municipalities (e.g. Treasurer, Director of Public Works, etc.)
- North Bay Mattawa Conservation Authority
- Ministry of the Environment
- Hydro One and other utilities providers
- Coordinates cooperating agencies
- Provides advice to Head of Council regarding declaration of emergency

11.4 Emergency Information Officer

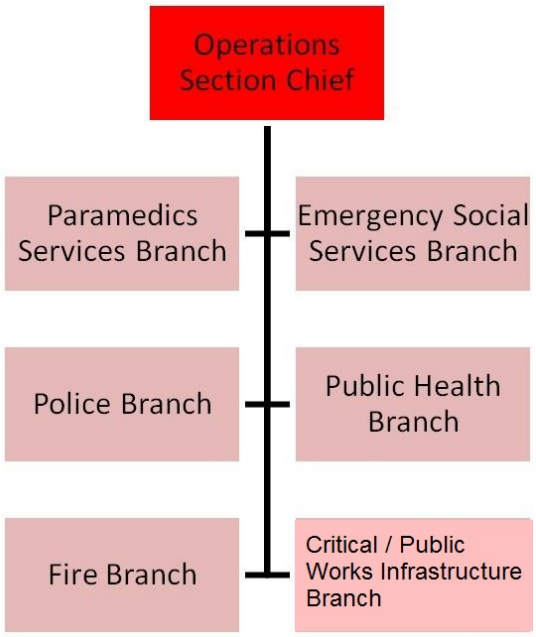


The Emergency Information Officer (EIO) is the interface between the ECG and the public and media. The EIO is responsible for providing accurate and complete information about the emergency and monitoring the information provided to the public for inaccuracies. The EOC Director approves the release of all incident related information. Specific responsibilities of the EIO include:

- Interfaces with the site, media, the public and other agencies
- Develops accurate and complete information on the current situation
- Oversees communications units: media relations, media monitoring, public information (including alerts and warnings), internal information, public inquiry centre, elected officials (site tours, briefings, etc.), and electronic information

For additional information please refer to the Annex H - Emergency Communications Plan.

11.5 Operations Section Chief



The Operations Section is responsible for the reduction of the immediate hazard; saving lives and property; establishing situational control; and restoration of normal operations.

- In consultation with Branch Coordinators, establishes tactical objectives and is accountable to the EOC Director
- Implements the Incident Action Plan
- Delegates tasks to Operations Section Branches as necessary
- Responsible for all activities focused on reduction of the immediate hazard and to safeguard human life and property
- Establishes situational control
- Restores normal operations
- Coordinates logistical needs of branches and communicates needs to the Planning Section Chief

11.5.1 *Emergency Social Services Branch*

- Reports to the Operations Section Chief
- Coordinating and arranging emergency lodging, clothing, feeding, registration, inquiries and personal services for those residents who have been displaced from their homes
- Liaising with the ECG with respect to the operations of both reception and evacuation centres
- Authorizing financial assistance to persons in need for the purpose of basic necessities

- Maintaining accurate records of all expenditures authorized for the purpose of basic necessities under the emergency response plan
- Liaising with Regional Emergency Coordinator from the Ministry of Community and Social Services on areas of mutual concern regarding reception and evacuation centres
- Assisting with the opening, set-up and closing of evacuation services as authorized by the West Parry Sound Area Emergency Command Group.
- Supervising and managing the operations of reception and evacuation centres
- Coordinating counseling services for evacuees at evacuation centres via Public Health and/or other agencies
- Liaising with the Medical Officer of Health on areas of mutual concern regarding operations in evacuation centres
- Acting as a liaison with the Emergency Information Officer to co-ordinate reception and evacuation centre communication requirements and other information for dissemination
- Liaising with the Police to coordinate reception centre and evacuation centre security
- Notifying volunteers and evacuees of the termination of the emergency, and coordinating the dispersal of persons from the evacuation centre
- Maintaining a personal log of all actions taken
- Participate as a Member of the Post Emergency Recovery Committee and/or Disaster Relief Committee, as required
- Developing agreements between the Parry Sound District Social Services Administration Board and agencies designated to operate in reception and evacuation centres
- Developing agreements for meal services for staff/volunteers at the reception and evacuation centres
- Conducting reception and evacuation centre surveys and maintaining facility database information
- Coordinating evacuation exercises to test reception and evacuation centre procedures
- Coordinating training and development workshops for reception and evacuation centre staff and volunteers

11.5.2 *Paramedic Services Branch*

- Reports to the Operations Section Chief
- Ensuring the appropriate deployment of paramedic services to the emergency site
- Establishing an ongoing communications link with the Paramedic Services Incident Commander of the emergency site and the ECG
- Obtaining paramedic services from other municipalities for support, as required
- Establishing effective triage and transportation of casualties at the site(s)
- Advising the ECG if other means of transportation are required for large scale response for casualties and/or medical supplies
- Liaising with the Ministry of Health and Long Term Care, and Ambulance Communications Centre to ensure balanced emergency coverage is available for paramedic service at all times throughout the service area
- Ensuring liaison with the receiving and area hospitals and providing continuous update of events as they unfold

- Providing an Emergency Site Manager (ESM) or, if required and directed by the area municipality Community Control Group or by the West Parry Sound Area Emergency Community Control Group (ECG)
- Ensuring that a record is maintained of drivers and operators contracted to provide assistance in provision of paramedic services during an emergency
- Procuring staff to assist as required, in providing paramedic services
- Assist in the coordination for the evacuation of an acute care or long term care facility

11.5.3 *Police Branch*

- Reports to the Operations Section Chief
- Coordinating information from area police agencies affected by the emergency
- Notifying necessary emergency and municipal services, as required
- Establishing a police site command post with communications to the Municipal EOC
- Establishing an ongoing communications link with the senior police official at the scene of the emergency
- Coordinating information and resources necessary in relation to the inner perimeter within the emergency area
- Establishing and coordinating information and resources necessary in relation the outer perimeter in the vicinity of the emergency to facilitate the movement of emergency vehicles and restrict to access to only essential emergency personnel
- Providing traffic control staff to facilitate the movement of emergency vehicles, as requested and/or required
- Alerting persons endangered by the emergency and coordinating evacuation procedures, as requested and/or required
- Ensuring liaison with the Emergency Social Services Branch regarding the establishment and operation of evacuation and reception centres
- Ensuring the protection of life and property and the provision of law and order
- Providing police service to the EOC, evacuation centres, morgues, and other facilities, as requested and/or as required
- Notifying the Coroner (and Medical Officer of Health) of fatalities, as requested and/or as required
- Ensuring liaison with other community, provincial and federal police agencies, as required
- Arranging for the transportation of ECG members, as required

11.5.4 *Fire Branch*

- Reports to the Operations Section Chief
- Coordinating activities from area fire agencies affected by the emergency, as required
- Providing the ECG with information and advice on firefighting and rescue matters
- Establishing an ongoing communications link with the senior fire official(s) through the area municipal EOC to the scene of the emergency
- Informing the Mutual Aid Fire Coordinators and/or initiating mutual aid arrangements including the provision of additional firefighters and equipment, as required

- Determining if additional or special equipment is needed and recommending possible sources of supply, e.g., breathing apparatus, protective clothing
- Providing assistance to area municipal fire departments and other agencies and being prepared to coordinate or contribute to non-fire fighting operations if requested and/or required, e.g., rescue, first aid, casualty collection, evacuation

11.5.5 *Public Health Branch*

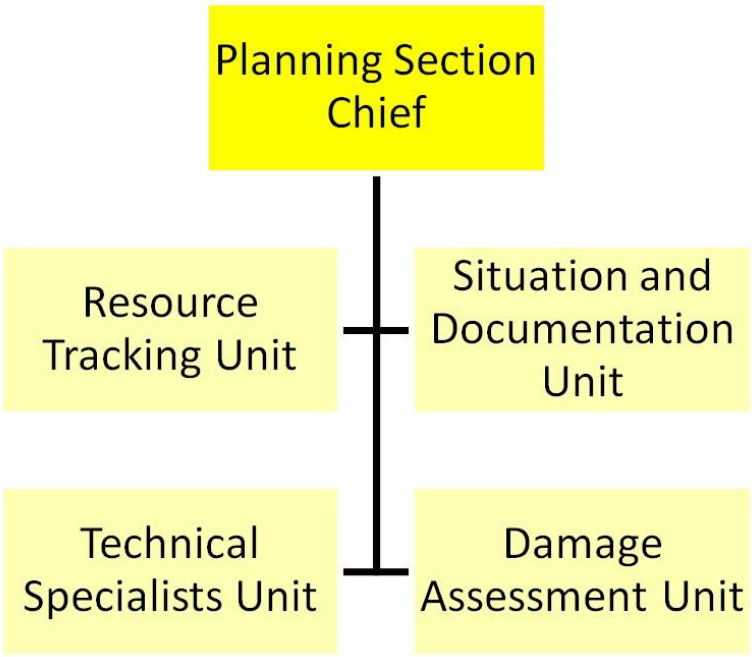
- Reports to the Operations Section Chief
- Activating and terminating the North Bay Parry Sound District Health Unit Emergency Response Plan and Emergency Notification System
- Coordinating public health services with various Municipal Control Group members, emergency and support services, and related agencies in the Emergency Operations Centre
- Providing an on-site manager if required and attending the site command post as necessary
- Liaising with Ontario Ministry of Health and Long Term Care, Public Health Branch and local Medical Officers of Health as required
- Liaising with appropriate public health agencies as required to augment and coordinate a public health response
- Providing advice on matters which may adversely affect public health within the West Parry Sound Area
- Coordinating the response to communicable disease-related emergencies or anticipated epidemics according to Ministry of Health policies
- Ensuring coordination of agency resources to prevent and control the spread of disease during an emergency within the West Parry Sound Area
- Ensuring the coordination of vaccine storage, handling and distribution across West Parry Sound
- Initiating mass vaccination campaigns during outbreaks of disease within affected municipalities in the West Parry Sound Area
- Liaising with the Director of Public Works or alternate within affected municipalities to ensure the provision of potable water, community sanitation, maintenance and sanitary facilities
- Providing for the inspection of evacuation centers, making recommendations and initiating remedial action in areas of:
    - accommodation standards relating to overcrowding, crowd control, security, sewage and waste disposal, monitoring of water supply, air quality, sanitation, and facility layout and operation
    - food handling, storage, preparation and service
    - general health and safety involving injury prevention
- Liaising with local social service agencies on areas of mutual concern regarding evacuation centers including:
    - victim assessment, support and referral
    - public health information and community networks
- Providing inspection and advice in collaboration with municipal representatives within the affected communities regarding the evacuation of residential buildings which pose a public health threat

- Liaising with the District Coroner to coordinate the activities of the mortuary within the community and provide assistance where necessary
- Providing instruction and health information through public service announcements and information networks
- Providing resource support and consultation to emergency service workers
- Evaluating post-emergency effectiveness and efficiency in the execution of the agency's responsibilities through debriefing sessions and liaison with Emergency Management Personnel from each municipality

11.5.6 *Critical/Public Works Infrastructure Branch*

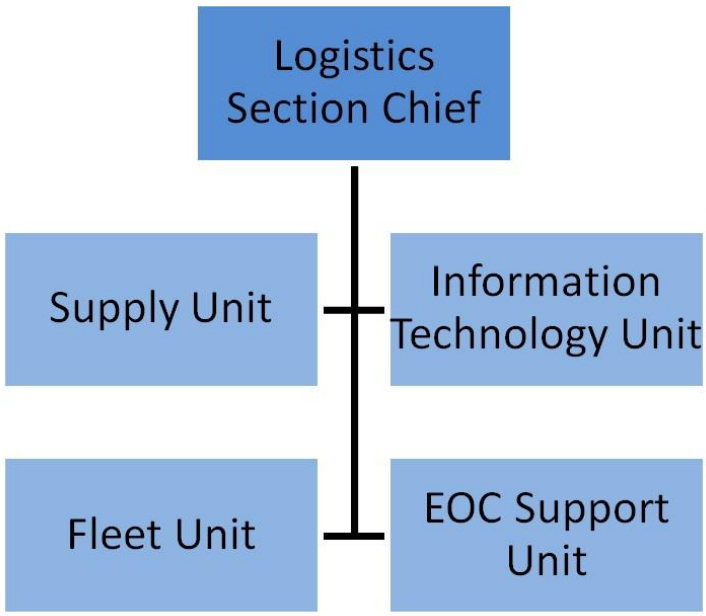
- Reports to the Operations Section Chief
- Providing the ECG with information and advice on engineering, environmental, and roads services, as required
- Depending on the nature of the emergency, assigning the Emergency Site Manager as requested by the area municipality and informing the ECG
- Establishing an ongoing communications link with the corporate services staff at the scene of the emergency
- Coordinating and assist the activities from the local municipal public works in the affected and surrounding areas within the West Parry Sound Area, as required
- Ensuring liaison with the public works representative from the area municipalities to ensure a coordinated response
- Ensuring provision of engineering assistance
- Ensuring construction, maintenance and repair of Municipal roads
- Liaising with area municipalities in the maintenance of sanitary sewage and water systems
- Providing equipment for emergency pumping operations
- Ensuring liaison with local public works departments concerning emergency water supplies for firefighting purposes, as required
- Liaising with area municipalities in the provision of emergency potable water, supplies and sanitation facilities to satisfy the requirements of the Medical Officer of Health
- Liaising to coordinate with the area municipalities for the discontinuation of any public works service to any resident, as required, and restoring these services when appropriate
- Ensuring liaison with public utilities to disconnect any service representing a hazard and/or to arrange for the provision of alternate services or functions
- Providing specialized vehicles and equipment owned by West Parry Sound Area Municipalities as required by emergency services
- Ensuring liaison with the conservation authority regarding flood control, conservation and environmental matters and being prepared to take preventative action
- Providing solid waste management services (collection, processing, and disposal)as required
- Liaising with the Ministry of the Environment (MOE)
- Coordinating and liaising with utility agencies such as Hydro One to ensure:
    - Monitoring the status of power outages and customers without services
    - Providing updates on power outages, as required
- Provide assistance with accessing generators for essential services, or other temporary power measures

11.6 Planning Section Chief



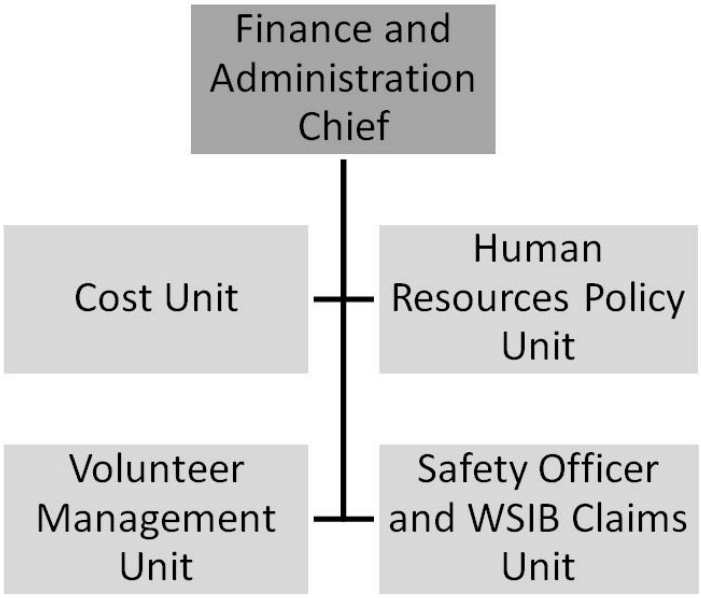
- Planning Chief coordinates the work of the planning section and is accountable to the EOC Director
- Collects, evaluates, validates and disseminates incident situation information and intelligence
- Damage assessment
- Prepares status reports and facilitates operational cycles meetings
- Displays situation information
- Responsible for all incident documentation
- Develops and documents the Incident Action Plan
- Coordinates acquisition of technical experts

11.7 Logistics Section Chief



- Logistics Chief coordinates units responsible for services and is accountable to the EOC Director
- Responsible for all support requirements needed to facilitate effective and efficient incident management
- Ensures provision of facilities, transportation, supplies, equipment maintenance and fuel, food services, telecommunications and IT support, and emergency responder medical services pursuant to the Incident Action Plan

11.8 Finance and Administration Section Chief



- Finance & Administration Chief coordinates the work of the planning section and is accountable to the EOC Director
- Tracks all costs associated with responding to the incident
    - WSIB claims
    - Direct response costs
    - Procurement
- Coordinates donation management
- Implements emergency human resources policies, including volunteer recruitment and training
- Provides an incident health and safety officer

12

Policy Group

12.1 Policy Group Members:

The Head of Council or designate are members of the Policy Group and are required to fulfill legislative duties. They shall enlist other such persons, including legal advisors, to form part of the Policy Group as is deemed necessary to assist in the functions of this Group.

In the case of an Emergency which affects a single municipality, the Policy Group will be formed by the Head of Council or designate of that municipality. In Emergencies which involves a two or more municipalities, the Heads of Council or designates of those municipalities will collectively determine the composition of the Policy Group.

12.2 Policy Group Function:

The Policy Group is an important part of the IMS structure during a municipal emergency. The purpose of the Policy Group is to provide a structure to allow a functional avenue for advice and assistance, as required, to liaise with other councillors and with the ECG in order to make the best informed decisions with regard to the emergency situation.

The number of Policy Group members is dependent upon the incident type, severity, size, and is at the discretion of the Head of Council to seek and request assistance as required.

12.3 Policy Group Location

The Policy Group will be located in a strategic, safe and separate location that has direct communication ability with the EOC.

12.4 Policy Group Responsibilities:

1. The Head of Council or designate as head of the Municipal Council has designated authority under legislation when a potential or real Declaration of Emergency exists within the municipality.
2. The Head of Council or designate functions as the head of the Policy Group in the I.M.S. structure, providing governance and advice to the ECG Commander throughout the emergency.
3. The Head of Council or designate shall make a Declaration of Emergency, as required.

4. The Head of Council or designate shall terminate the Declaration of Emergency, as required.
5. The Head of Council or designate shall provide information to municipal Council and political representatives at other levels of government with regard to impacts of an emergency, as required.

13

Emergency Site Liaison Officer

The Emergency Site Liaison Officer (ESLO) communicates all activities of the emergency response team at the incident site and reports with updates to the ECG. The ECG appoints the ESLO, who is usually a senior staff member from a West Parry Sound Municipality. Specific responsibilities of the ESLO include:

- Communicating the aim and priorities of the emergency response team to the ECG Liaison Officer
- If requested by the Site Incident Commander, communicating immediate needs for additional resources to the ECG Liaison Officer
- Establishing and maintaining communications with the ECG Liaison Officer at the County EOC to ensure accurate information is relayed

14

Emergency Telecommunications Plan

Upon implementation of the West Parry Sound Area Emergency Response Plan, it will be important to ensure that communications are established between the emergency site and the municipal EOC. The primary methods of communication, in order of preference shall be:

- Landline and cellular phones
- Internet
- Ham radio
- Common Operational Picture

Instructions for operating these methods of communication are available in the document: *Information Technology Emergency Operations Centre Procedure Guide* in ANNEX L. Contact information for ham radio operators in the West Parry Sound Area can also be found in ANNEX A.

15

Emergency Communications Plan

Upon implementation of the West Parry Sound Emergency Response Plan, it will be important to coordinate the release of accurate information to the news media, issue authoritative instructions to the public and respond to or redirect individual requests for information concerning any aspect of the emergency.

In order to fulfill these functions during an emergency, the following positions will be established:

- Emergency Information Officer
- Community Spokesperson
- Public Inquiry Supervisor

The West Parry Sound Area Emergency Communications Plan is located in ANNEX H.

15.1 Location of West Parry Sound Area Media Centre

The West Parry Sound ECG will establish a media centre with the appropriate resources at a location separated from the Emergency Operations Centre (EOC).

Depending on the nature of the emergency, it may be necessary to establish a media information area adjacent to the emergency site. This will be decided by the ECG. The site media information area will be staffed as determined by the Emergency Information Officer.

15.2 Role of Emergency Information Officer

The role of the Emergency Information Officer is discussed in Section 11.4.

15.3 Role of Community Spokesperson

The County Community Spokesperson will be appointed by the ECG. This role will often be fulfilled by the Head of Council or his/her designate. Responsibilities of the Community Spokesperson include:

- Giving media interviews on behalf of the effected municipalities
- Redirecting all inquires about decisions made by the ECG, and about the emergency as a whole, to the Emergency Information Officer

15.4 Role of Public Inquiry Supervisor

The Public Inquiry Supervisor acts on behalf of the Emergency Information Officer. Responsibilities of the Public Inquiry Supervisor include:

- Establishing a Public Inquiry Service, including the appointment of personnel to assist and designation of telephone lines
- Informing the Emergency Information Officer of the establishment of the above service and designated telephone numbers
- Responding to and redirecting inquires and reports from the public about the emergency based on information from the Emergency Information Officer
- Responding to and redirecting inquires pertaining to the investigation of the emergency, deaths, injuries or matters of personnel involved with or affected by the emergency to the Emergency Information Officer and appropriate emergency service
- Responding to and redirecting inquires pertaining to persons who may be located in evacuation and reception centres to the registration and inquiry telephone numbers

A full copy of the Emergency Communications Plan is located in Annex-H

16

Requests for Assistance

16.1 Mutual Assistance Agreements

The *Emergency Management and Civil Protection Act* authorizes municipalities to enter into agreements wherein each party may provide assistance, in the form of personnel, services, equipment and material, if called upon to do so by a requesting Municipality in times of emergency.

Mutual Assistance Agreement enable municipalities, in advance of an emergency, to set the terms and conditions of the assistance which may be requested or provided. Municipalities requesting and providing assistance are therefore not required to negotiate the basic terms and conditions under stressful conditions. Municipalities may offer and receive assistance according to predetermined and mutually agreeable relationships.

The Mutual Assistance Agreement for Municipalities in the West Parry Sound Area can be found in Annex I.

16.2 Assistance from the Province of Ontario

Disaster Recovery Assistance for Ontarians

This program helps individuals, small owner-operated businesses, farms and not-for-profit organizations cover emergency expenses and repair or replace essential property following a natural disaster. It does not apply to costs covered by insurance

What is Disaster Recovery Assistance for Ontarians?

Disaster Recovery Assistance for Ontarians is designed to provide financial assistance in the aftermath of a natural disaster that causes costly, widespread damage to eligible private property.
The Minister of Municipal Affairs may activate the program for areas affected by natural disasters. Homeowners, tenants, small owner-operated businesses, farmers, and not-for-profit organizations within an area for which the program has been activated can apply to be reimbursed for basic, essential costs related to the disaster. The program does not provide assistance for costs covered by insurance

Municipal Disaster Recovery Assistance
The Municipal Disaster Recovery Assistance program helps municipalities that have incurred extraordinary costs because of a natural disaster.
Eligible expenses may include capital costs to repair public infrastructure or property to pre-disaster condition, and operating costs over and above regular budgets that are necessary to protect public health, safety or access to essential services.
Costs are not eligible if they are covered by insurance or if they would have been incurred anyway had the natural disaster not occurred.

Program activation and delivery
The Minister of Municipal Affairs makes the decision to activate the program based on evidence demonstrating that the event meets the eligibility criteria for Municipal Disaster Recovery Assistance. The minister considers both the cause and extent of damage, along with the initial claim and supporting documentation provided by the municipality.
If the program is activated, the province and municipality enter into a grant agreement. All payments under the grant agreement are based on eligible costs actually incurred by the municipality as a result of the natural disaster.

Eligibility requirements

In order to be eligible for the program, a municipality must have:

- experienced a sudden, unexpected and extraordinary natural disaster
- incurred costs over and above regular budgets that can be demonstrably linked to the disaster. These costs must equal at least three per cent of the municipality's Own Purpose Taxation levy
- passed a resolution of council and submitted an initial Municipal Disaster Recovery Assistance claim (with supporting documentation) within 120 calendar days of the date of the onset of the disaster

How to apply
Municipalities can request Municipal Disaster Recovery Assistance guidelines, claim forms, and additional documentation from their Municipal Services Office.

Information on the Municipal Disaster Recovery Assistance program can be found in ANNEX G

Municipalities are not required to declare a state of emergency for either program.

16.3 Office of the Fire Marshal and Emergency Management

Upon the declaration of an Emergency by the Head of Council, the Office of the Fire Marshal and Emergency Management (OFMEM) will deploy a liaison team to the ECG to provide advice and assistance.

16.4 Assistance from the Federal Government

Requests for personnel or resources from the Federal Government must be submitted through the Province of Ontario. Federal assistance will only be provided once the resources of the County and the Province have been exhausted.

Financial Assistance for natural disasters is available through the Federal Government's Disaster Financial Assistance Fund. This assistance is initiated by the Province.

17

Glossary and Acronyms

17.1 Glossary of Terms

Chief Administrative Officer (CAO)
The individual who is responsible for the administrative management of a Municipality within the West Parry Sound Area.

Community Emergency Management Coordinator (CEMC)
The individual accountable for the development, implementation and maintenance of the emergency management program.

Community Spokesperson
An individual appointed by the West Parry Sound Area Emergency Command Group who is responsible for giving interviews to the media about the emergency situation.

West Parry Sound Area Emergency Command Group
The group of Municipal staff, critical agencies and individuals responsible for the coordination of emergency operations and providing the resources and personnel necessary to manage the incident.

West Parry Sound Area Emergency Management Program Committee
A group of individuals responsible for the development and implementation of the West Parry Sound Emergency Response Plan.

Disaster Financial Assistance
Application for assistance to the Ministry of Municipal Affairs and Housing by a municipality on behalf of its citizens following an emergency for funding to restore key infrastructure to pre-disaster condition. Includes the Ontario Disaster Relief Assistance Program (ODRAP) and Special Assistance Grants.

Emergency
A situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.

Emergency Information Officer (EIO)
The interface between the ECG and the public, media and other agencies. This individual is charged with providing accurate and complete information about the emergency and monitoring the information provided to the public for inaccuracies

Emergency Management and Civil Protection Act
The legal authority for emergency response plans in Ontario.

Emergency Notification
A fan-out procedure to notify the West Parry Sound Area Emergency Command Group of an emergency or impending emergency.

Emergency Operations Centre (EOC)
The location from which the West Parry Sound Area Emergency Command Group operates. Referred to as the EOC.

Emergency Response Plan
A plan, which is formulated to meet the requirements of the *Emergency Management and Civil Protection Act* and which governs the position of necessary services during an emergency and the procedures and manner in which the West Parry Sound Area Municipal employees and others will respond to an emergency.

Emergency Site
The area in which the emergency exists. Also referred to as the incident site or scene.

Emergency Site Liaison Officer
The person at the emergency site who is designated to communicate from the site to the West Parry Sound Area Emergency Command Group. Appointed by the Emergency Command Group.

Evacuation Centre
A location used during an emergency to provide temporary refuge for evacuees and to provide a staging area for deployment of evacuees to an emergency shelter or reception area.

Finance and Administration Section
A group of individuals responsible for managing the financial costs and human resources concerns of the incident. In small scale emergencies, responsibilities of this section may be completed by one person.

Head of Council
The individual who presides over Municipal Council meetings.

Incident Action Plan
An oral or written plan containing general objectives reflecting the strategy for managing a specific emergency.

Incident Command
The individual in charge of the management of the incident. Authorized to delegate responsibility to other individuals.

Incident Management System
A set of doctrines, concepts, principles, terminology and organizational processes to enable effective emergency management.

Liaison Officer
The individual responsible for communications between the ECG and other agencies. Normally delegated to the Community Emergency Management Coordinator.

Logistics Section
A group of individuals responsible for facilitating effective and efficient incident management by ordering resources from off-incident locations to provide facilities, transportation, supplies, equipment maintenance, fuel, food services, communication and IT support, and medical services for emergency responders.

Member Municipality
The townships located within the West Parry Sound Area and participating in a collaborative approach to Emergency Management.

Office of the Fire Marshal and Emergency Management (OFMEM)
A branch of the Ministry of Community Safety and Correctional Services. Responsible for leading the coordination, development and implementation of emergency management programs in Ontario and partnering with municipalities to assist in their emergency management programs.

Operations Section
A group of individuals responsible for the reduction of the immediate hazard, saving lives and property, establishing situational control, and restoration of normal operations.

Planning Section
A group of individuals responsible for the collection, evaluation and dissemination of incident situation information and intelligence; maintaining the status of resources; preparing status reports; displaying situation information; and developing and documenting the Incident Action Plan.

Public Inquiry Supervisor
An individual who acts on the behalf of the Emergency Information Officer to establish a Public Inquiry Service and answer and redirect inquires about the situation.

Reception Centre
An area where people affected by an emergency may temporarily relocate or where information is available to assist individuals during the emergency.

17.2 Acronyms

CAO	Chief Administrative Officer
ECG	West Parry Sound Area Emergency Command Group
CEMC	Community Emergency Management Coordinator
EIC	Emergency Information Centre
EIO	Emergency Information Officer
EMCPA	Emergency Management and Civil Protection Act
EOC	Emergency Operations Centre
ESLO	Emergency Site Liaison Officer
IAP	Incident Action Plan
IMS	Incident Management System
MP	Member of Parliament
MPP	Member of Provincial Parliament
OFMEM	Office of the Fire Marshal and Emergency Management
PEOC	Provincial Emergency Operations Centre

Ministry of the Environment, Conservation and Parks
Timmins District
North Bay Area Office
191 Booth Road
Unit 16 & 17
North Bay, ON P1A 4K3
Telephone: 705-497-6865
Facsimile: 705-497-6866

Ministère de l'Environnement, de la Protection de la nature et des Parcs
District de Timmins
Bureau du Secteur de North Bay
191 rue Booth
Unité 16 et 17
North Bay ON P1A 4K3
Téléphone: 705-497-6865
Télécopieur: 705-497-6866

Ontario

February 22, 2019

To: Municipality of McDougall
5 Barager Boulevard
McDougall, ON
P2A 2W9

RE: McDougall Nobel Distribution System

Attn: Tim Hunt, Chief Administrative Official

Attached is the Drinking Water System Inspection Report resulting from an unannounced, focused inspection conducted at the above-mentioned facility by Scott Hanselman of the North Bay office of the Ministry of the Environment, Conservation, and Parks on January 23, 2019.

Please note that recommended actions in the "SUMMARY OF BEST PRACTICE ISSUES AND RECOMMENDATIONS" section of the report convey information that the owner should consider implementing, in order to advance efforts already in place to address such issues as emergency preparedness and conformance with existing and emerging industry standards. Please note that items which appear as recommended actions, do not, in themselves, constitute violations.

Attached in Appendix A is the 2018-2019 Inspection Rating Record pertaining to this inspection report. Rating records are generated and attached with each annual inspection report.

Copies of the inspection report have been sent to the North Bay – Parry Sound and District Health Unit, and the Ministry of Natural Resources in accordance with the Ministry's Municipal Drinking Water Inspection Protocol.

If you have any questions concerning the inspection report or you wish to arrange a meeting to discuss the findings of this report, please do not hesitate to contact me at (705) 497-6937 or toll free at 1(800) 609-5553.

Yours truly,

Scott Hanselman
Provincial Officer / Water Inspector
Ministry of the Environment, Conservation, and Parks
North Bay Area Office

Cc: Steve Goman, Overall Responsible Operator, Municipality of McDougall
Robert A'Muhong, Program Manager, North Bay - Parry Sound and District Health Unit
Amanda Vincent, Water Resources Coordinator, Ministry of Natural Resources

Ontario

Ministry of the Environment, Conservation and Parks

MCDOUGALL NOBEL DISTRIBUTION SYSTEM

Inspection Report

Site Number:	260079131
Inspection Number:	1-I2E9Q
Date of Inspection:	Jan 23, 2019
Inspected By:	Scott Hanselman

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APPENDICES

APPENDIX **A** – Inspection Rating Record
APPENDIX **B** – Key Reference and Guidance Material for Municipal Residential Drinking Water Systems

OWNER INFORMATION:

Company Name:	MCDOUGALL, THE CORPORATION OF THE MUNICIPALITY OF		
Street Number:	5	**Unit Identifier:**	
Street Name:	BARAGER Blvd		
City:	MCDOUGALL		
Province:	ON	**Postal Code:**	P2A 2W9

CONTACT INFORMATION

Type:	Owner	**Name:**	Tim Hunt
Phone:	(705) 342-5252	**Fax:**	(705) 342-5573 x70534255
Email:	thunt@mcdougall.ca		
Title:	Chief Administrative Officer		

Type:	Overall Responsible Operator	**Name:**	Steve Goman
Phone:	(705) 342-5252	**Fax:**	(705) 342-5573
Email:	sgoman@mcdougall.ca		
Title:	Environmental Services Supervisor/ORO		

Type:	Health Unit	**Name:**	Robert A-Muhong
Phone:	(705) 474-1400 x5320	**Fax:**	(705) 474-8252
Email:	robert.a-muhong@healthunit.ca		
Title:	Manager of Environmental Health Programs, North Bay Parry Sound District Health Unit		

Type:	MNRF	**Name:**	Amanda Vincent
Phone:	(705) 646-5531	**Fax:**	
Email:	amanda.vincent@ontario.ca		
Title:	IRM Technical Specialist		

INSPECTION DETAILS:

Site Name:	MCDOUGALL NOBEL DISTRIBUTION SYSTEM
Site Address:	MCDOUGALL TOWNSHIP
County/District:	Mcdougall
MECP District/Area Office:	North Bay Area Office
Health Unit:	NORTH BAY PARRY SOUND DISTRICT HEALTH UNIT
Conservation Authority:	
MNR Office:	Parry Sound District Office
Category:	Large Municipal Residential
Site Number:	260079131
Inspection Type:	Unannounced
Inspection Number:	1-I2E9Q
Date of Inspection:	Jan 23, 2019
Date of Previous Inspection:	Jan 31, 2018

COMPONENTS DESCRIPTION

Site (Name): MOE DWS Mapping
Type: DWS Mapping Point **Sub Type:**

Site (Name): Nobel Distribution System
Type: Other **Sub Type:** Other
Comments:
The McDougall Nobel Distribution System is a stand-alone distribution system which receives treated water from the neighbouring Town of Parry Sound Drinking Water System (DWS#220000585). There is a written legal agreement between the Town of Parry Sound and the Municipality of McDougall for the supply of drinking water to the Municipality of McDougall from Parry Sound's North Sector Water Tower.

The Municipality of McDougall retains responsibility for operational and sampling responsibilities for the McDougall Nobel distribution system. Thus, an agreement under section 5(4) of O. Reg. 170/03 is not required.

The McDougall Nobel Distribution System began receiving treated water from the Town of Parry Sound Drinking Water System on December 20, 2006 and consists of: a booster chlorination system located at the North Sector Water Tower; approximately 265 service connections and a service population of 800 residents.

Issue #2 of Municipal Drinking Water Licence #263-101 and Drinking Water Works Permit #263-201 were issued to the Municipality of McDougall on April 11, 2016.

Site (Name): North Sector Water Tower
Type: Other **Sub Type:** Reservoir
Comments:
The North Sector Water Tower provides elevated water storage for parts of the Parry Sound DWS as well as the entire McDougall Nobel Distribution System. The operators have access to a room in the water tower which houses:
- two chemical metering pumps;
- a sodium hypochlorite storage tank (with spill containment); and
- a continuous free chlorine residual analyzer.

The system is equipped with Supervisory Control and Data Acquisition (SCADA) system.

INSPECTION SUMMARY:

Introduction

- **The primary focus of this inspection is to confirm compliance with Ministry of the Environment, Conservation and Parks (MECP) legislation as well as evaluating conformance with ministry drinking water policies and guidelines during the inspection period.**

  This drinking water system is subject to the legislative requirements of the Safe Drinking Water Act, 2002 (SDWA) and regulations made therein, including Ontario Regulation 170/03, "Drinking Water Systems" (O. Reg.170/03). This inspection has been conducted pursuant to Section 81 of the SDWA.

  This report is based on an inspection of a "stand alone connected distribution system". This type of system receives treated water from a separately owned "donor" system. This report contains the elements required to assess key compliance and conformance issues associated with a "receiver" system. This report does not contain items associated with the inspection of the donor system, such as source waters, intakes/wells and treatment facilities.

  This report is based on a "focused" inspection of the system. Although the inspection involved fewer activities than those normally undertaken in a detailed inspection, it contained critical elements required to assess key compliance issues. This system was chosen for a focused inspection because the system's performance met the ministry's criteria, most importantly that there were no deficiencies as identified in O.Reg. 172/03 over the past 3 years. The undertaking of a focused inspection at this drinking water system does not ensure that a similar type of inspection will be conducted at any point in the future.

  This inspection report does not suggest that all applicable legislation and regulations were evaluated. It remains the responsibility of the owner to ensure compliance with all applicable legislative and regulatory requirements.

  This unannounced, focused inspection by Provincial Officer Scott Hanselman commenced on January 23, 2019, and covers the period from February 1, 2018 to January 23, 2019.

  Representing the owner, the Municipality of McDougall, on January 23, 2019, was municipal operator Steve Goman, Operator With Overall Responsibility.
  The inspection included a review of the system documents, operator interviews, and a site inspection at the North Water Tower.

Treatment Processes

- **The owner had ensured that all equipment was installed in accordance with Schedule A and Schedule C of the Drinking Water Works Permit.**

- **Records confirmed that the water treatment equipment which provides chlorination or chloramination for secondary disinfection purposes was operated so that at all times and all locations in the distribution system the chlorine residual was never less than 0.05 mg/l free or 0.25 mg/l combined.**

Treatment Process Monitoring

- **The secondary disinfectant residual was measured as required for the distribution system.**

  Unless at least one sample is taken on each day of the week, Section 7-2(4) requires that,

Treatment Process Monitoring

1. At least four of the samples must be taken on one day of the week, at least 48 hours after the last sample was taken in the previous week.
2. At least three of the samples must be taken on a second day of the week, at least 48 hours after the last sample was taken on the day referred to in paragraph 1.

O. Reg. 170/03 defines a "week" as a period of seven days that begins on Sunday and ends on the following Saturday.

O. Reg. 170/03 defines a "distribution sample" as, a water sample that is taken, in the drinking water system's distribution system or in plumbing that is connected to the drinking water system, from a point significantly beyond the point at which drinking water enters the distribution system or plumbing.

Distribution System

- **Existing parts of the distribution system that are taken out of service for inspection, repair or other activities that may lead to contamination, and all new parts of the distribution system that come in contact with drinking water, were disinfected in accordance with Schedule B, Condition 2.3 of the Drinking Water Works Permit, or an equivalent procedure (i.e. the Watermain Disinfection Procedure).**

  Effective August 1, 2016, in accordance with Drinking Water Works Permit (DWWP) No. 263-201, Issue #2, the disinfection of watermains to be carried out in accordance with the Ministry's Watermain Disinfection Procedure, dated November 2015.

  A copy of the Ministry's Watermain Disinfection Procedure was available in an operations manual on the day of the inspection. The owner has developed written procedures and forms for responding to watermain breaks to ensure the requirements of the Ministry's Watermain Disinfection Procedure are satisfied.

Operations Manuals

- **The operations and maintenance manuals contained plans, drawings and process descriptions sufficient for the safe and efficient operation of the system.**

- **The operations and maintenance manuals met the requirements of the Drinking Water Works Permit and Municipal Drinking Water Licence issued under Part V of the SDWA.**

  Section 16 of the Municipal Drinking Water Licence requires that the operations and maintenance manual or manuals include procedures for dealing with complaints related to the drinking water system, including the recording of the nature of the complaint and any investigation and corrective action taken in respect of the complaint.

  A written procedure for dealing with complaints was located. However, the procedure should be reviewed by the owner and updated to reflect current procedures (e.g. consumer complaints received by email).

  Please refer to the "SUMMARY OF RECOMMENDATIONS AND BEST PRACTICE ISSUES" section of this report.

Logbooks

- **Logbooks were properly maintained and contained the required information.**

- **Records or other record keeping mechanisms confirmed that operational testing not performed by continuous monitoring equipment was being done by a certified operator, water quality analyst, or person who suffices the requirements of O. Reg. 170/03 7-5.**

Logbooks

Security

- **The owner had provided security measures to protect components of the drinking water system.**

Certification and Training

- **The overall responsible operator had been designated for each subsystem.**

  Steve Goman is the overall responsible operator of the distribution system.

- **Operators in charge had been designated for all subsystems which comprised the drinking-water system.**

  Steve Goman, Ray Gall, and Carly Chantler share operator-in-charge duties.

- **Only certified operators made adjustments to the treatment equipment.**

Water Quality Monitoring

- **All microbiological water quality monitoring requirements for distribution samples were being met.**

  Based on an estimated population of fewer than 1000, section 10-2 of Schedule 10 to O. Reg. 170/03 requires the owner and operating authority for the system to ensure at least 8 water samples are collected monthly from distribution system sites and tested for E. coli and total coliforms, with 25% of those samples tested for general bacteria population expressed as colony counts on a heterotrophic plate count (HPC).

  A review of analytical reports provided during the inspection indicates operators collect two distribution samples per week and submit each sample for total coliform, E. Coli, and HPC analysis.

  An additional sample is also collected weekly at the point-of-entry to the distribution system, with the exception of the week of November 25, 2018.

- **All haloacetic acid water quality monitoring requirements prescribed by legislation are being conducted within the required frequency and at the required location.**

  Section 13-6.1 of Schedule 13 of O. Reg. 170/03 requires the owner and operating authority for the system to ensure that at least one distribution sample is taken in each calendar quarter, from a point in the drinking water system's distribution system, or plumbing that is connected to the drinking water system, that is likely to have an elevated potential for the formation of haloacetic acids (HAAs).

  HAA samples have been collected at the required frequency.

  HAAs concentrations are found to be higher in the distribution system, usually just after the chlorination process. Health Canada studies performed in 2002 and 2003 indicated that concentration of HAAs peaked in the distribution system closer to the chlorine addition point and decreased in the extremities of the system. Furthermore, the location of peak HAA values in a distribution system tends to change throughout the year, it is likely to be closer to the chlorine addition point in the summer and fall and further away from the point in the winter and spring. Precipitation and runoff events can also affect DBPs.

  To characterize HAAs in the McDougall-Nobel distribution system, the owner is collecting HAA samples at the beginning, middle, and extremity of the system each quarter.

  Additional guidance and recommendations were provided by the Ministry via a letter to municipalities on May 9,

Water Quality Monitoring

2018.

- **All trihalomethane water quality monitoring requirements prescribed by legislation were conducted within the required frequency and at the required location.**

  Section 13-6 of Schedule 13 of O. Reg. 170/03 requires that at least one distribution sample is taken every three months, from a point in the drinking water system's distribution system, or plumbing that is connected to the drinking water system, that is likely to have an elevated potential for the formation of trihalomethanes.

  Operators are conducting THM sampling at the end of the distribution system monthly in accordance with direction from the North Bay Parry Sound District Heath Unit.

  The running annual average (RAA) THM concentration at the time of the inspection was 65.8 ug/L.

- **Records confirmed that chlorine residual tests were being conducted at the same time and at the same location that microbiological samples were obtained.**

Water Quality Assessment

- **Records showed that all water sample results taken during the inspection review period did not exceed the values of tables 1, 2 and 3 of the Ontario Drinking Water Quality Standards (O.Reg. 169/03).**

Other Inspection Findings

- **The following issues were also noted during the inspection:**

  Section 16 of the Municipal Drinking Water Licence requires that the operations and maintenance manual or manuals include procedures for dealing with complaints related to the drinking water system, including the recording of the nature of the complaint and any investigation and corrective action taken in respect of the complaint.

  A written procedure for dealing with complaints was located. However, the procedure should be reviewed by the owner and updated to reflect current procedures (e.g. consumer complaints received by email).

NON-COMPLIANCE WITH REGULATORY REQUIREMENTS AND ACTIONS REQUIRED

This section provides a summary of all non-compliance with regulatory requirements identified during the inspection period, as well as actions required to address these issues. Further details pertaining to these items can be found in the body of the inspection report.

Not Applicable

SUMMARY OF RECOMMENDATIONS AND BEST PRACTICE ISSUES

This section provides a summary of all recommendations and best practice issues identified during the inspection period. Details pertaining to these items can be found in the body of the inspection report. In the interest of continuous improvement in the interim, it is recommended that owners and operators develop an awareness of the following issues and consider measures to address them.

1. **The following issues were also noted during the inspection:**
   A written procedure for dealing with complaints was located. However, the procedure should be reviewed by the owner and updated to reflect current procedures (e.g. consumer complaints received by email).

   Recommendation:

   The owner should review and update written procedures for dealing with complaints related to the drinking water system so that they are consistent with current procedures. In accordance with Section 16 of the Municipal Drinking Water Licence, the written procedures must include the recording of the nature of the complaint and any investigation and corrective action taken in respect of the complaint.

SIGNATURES

Inspected By:

Scott Hanselman

Signature: (Provincial Officer)



Reviewed & Approved By:

Sherry Ilersich

Signature: (Supervisor)



Review & Approval Date:

Feb 22/19

Note: This inspection does not in any way suggest that there is or has been compliance with applicable legislation and regulations as they apply or may apply to this facility. It is, and remains, the responsibility of the owner and/or operating authority to ensure compliance with all applicable legislative and regulatory requirements.

APPENDIX A

Inspection Rating Record

Ministry of the Environment - Inspection Summary Rating Record (Reporting Year - 2018-2019)

DWS Name:	MCDOUGALL NOBEL DISTRIBUTION SYSTEM
DWS Number:	260079131
DWS Owner:	Mcdougall, The Corporation Of The Municipality Of
Municipal Location:	Mcdougall
Regulation:	O.REG 170/03
Category:	Large Municipal Residential System
Type Of Inspection:	Adhoc
Inspection Date:	January 23, 2019
Ministry Office:	North Bay Area Office

Maximum Question Rating: 202

Inspection Module	Non-Compliance Rating
Treatment Processes	0 / 35
Distribution System	0 / 21
Operations Manuals	0 / 28
Logbooks	0 / 18
Certification and Training	0 / 28
Water Quality Monitoring	0 / 51
Treatment Process Monitoring	0 / 21
TOTAL	0 / 202

Inspection Risk Rating	0.00%

FINAL INSPECTION RATING:	100.00%

Inspection Rating Record Generated On 20-FEB-19 (Inspection ID: 1-I2E9Q).

DWS Name:	MCDOUGALL NOBEL DISTRIBUTION SYSTEM
DWS Number:	260079131
DWS Owner:	Mcdougall, The Corporation Of The Municipality Of
Municipal Location:	Mcdougall
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Inspection Date:	January 23, 2019
Ministry Office:	North Bay Area Office

Maximum Question Rating: 202

Inspection Risk Rating	0.00%

FINAL INSPECTION RATING:	100.00%

APPENDIX B

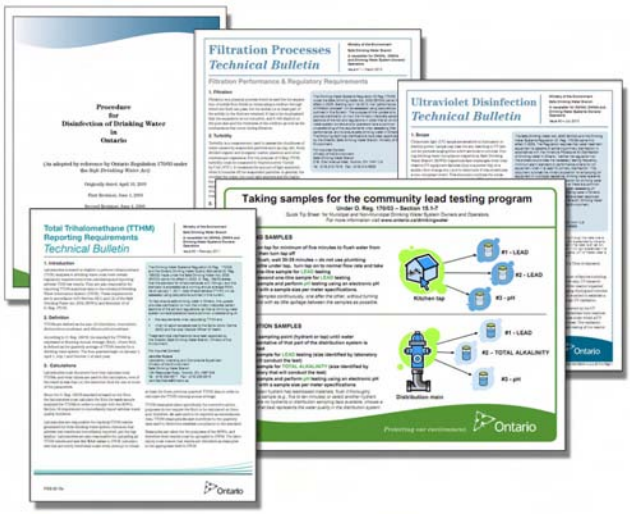
Key Reference and Guidance Material for Municipal Residential Drinking Water Systems

Key Reference and Guidance Material for Municipal Residential Drinking Water Systems

Many useful materials are available to help you operate your drinking water system. Below is a list of key materials owners and operators of municipal residential drinking water systems frequently use.

To access these materials online click on their titles in the table below or use your web browser to search for their titles. Contact the Public Information Centre if you need assistance or have questions at 1-800-565-4923/416-325-4000 or **picemail.moe@ontario.ca**.

For more information on Ontario's drinking water visit **www.ontario.ca/drinkingwater** and email **drinking.water@ontario.ca** to subscribe to drinking water news.



PUBLICATION TITLE	PUBLICATION NUMBER
Taking Care of Your Drinking Water: A Guide for Members of Municipal Councils	7889e01
FORMS: Drinking Water System Profile Information, Laboratory Services Notification, Adverse Test Result Notification Form	7419e, 5387e, 4444e
Procedure for Disinfection of Drinking Water in Ontario	4448e01
Strategies for Minimizing the Disinfection Products Trihalomethanes and Haloacetic Acids	7152e
Total Trihalomethane (TTHM) Reporting Requirements Technical Bulletin (February 2011)	8215e
Filtration Processes Technical Bulletin	7467
Ultraviolet Disinfection Technical Bulletin	7685
Guide for Applying for Drinking Water Works Permit Amendments, Licence Amendments, Licence Renewals and New System Applications	7014e01
Certification Guide for Operators and Water Quality Analysts	
Guide to Drinking Water Operator Training Requirements	9802e
Taking Samples for the Community Lead Testing Program	6560e01
Community Sampling and Testing for Lead: Standard and Reduced Sampling and Eligibility for Exemption	7423e
Guide: Requesting Regulatory Relief from Lead Sampling Requirements	6610
Drinking Water System Contact List	7128e
Technical Support Document for Ontario Drinking Water Quality Standards	4449e01

PIBS 8990b01

Ontario

APPLICATION OF THE RISK METHODOLOGY USED FOR MEASURING MUNICIPAL RESIDENTIAL DRINKING WATER SYSTEM INSPECTION RESULTS



The Ministry of the Environment (MOE) has a rigorous and comprehensive inspection program for municipal residential drinking water systems (MRDWS). Its objective is to determine the compliance of MRDWS with requirements under the Safe Drinking Water Act and associated regulations. It is the responsibility of the municipal residential drinking water system owner to ensure their drinking water systems are in compliance with all applicable legal requirements.

This document describes the risk rating methodology, which has been applied to the findings of the Ministry's MRDWS inspection results since fiscal year 2008-09. The primary goals of this assessment are to encourage ongoing improvement of these systems and to establish a way to measure this progress.

MOE reviews the risk rating methodology every three years.

The Ministry's Municipal Residential Drinking Water Inspection Protocol contains 15 inspection modules consisting of approximately 100 regulatory questions. Those protocol questions are also linked to definitive guidance that ministry inspectors use when conducting MRDWS inspections.

PIBS 6797e

Ontario

The questions address a wide range of regulatory issues, from administrative procedures to drinking water quality monitoring. The inspection protocol also contains a number of non-regulatory questions.

A team of drinking water specialists in the ministry assessed each of the inspection protocol regulatory questions to determine the risk (not complying with the regulation) to the delivery of safe drinking water. This assessment was based on established provincial risk assessment principles, with each question receiving a risk rating referred to as the Question Risk Rating. Based on the number of areas where a system is deemed to be non-compliant during the inspection, and the significance of these areas to administrative, environmental, and health consequences, a risk-based inspection rating is calculated by the ministry for each drinking water system.

It is important to be aware that an inspection rating less than 100 per cent does not mean the drinking water from the system is unsafe. It shows areas where a system's operation can improve. The ministry works with owners and operators of systems to make sure they know what they need to do to achieve full compliance.

The inspection rating reflects the inspection results of the specific drinking water system for the reporting year. Since the methodology is applied consistently over a period of years, it serves as a comparative measure both provincially and in relation to the individual system. Both the drinking water system and the public are able to track the performance over time, which encourages continuous improvement and allows systems to identify specific areas requiring attention.

The ministry's annual inspection program is an important aspect of our drinking water safety net. The ministry and its partners share a common commitment to excellence and we continue to work toward the goal of 100 per cent regulatory compliance.

Determining Potential to Compromise the Delivery of Safe Water

The risk management approach used for MRDWS is aligned with the Government of Ontario's Risk Management Framework. Risk management is a systematic approach to identifying potential hazards, understanding the likelihood and consequences of the hazards, and taking steps to reduce their risk if necessary and as appropriate.

The Risk Management Framework provides a formula to be used in the determination of risk:

RISK = LIKELIHOOD × CONSEQUENCE
(of the consequence)

Every regulatory question in the inspection protocol possesses a likelihood value (L) for an assigned consequence value (C) as described in **Table 1** and **Table 2**.

TABLE 1:

Likelihood of Consequence Occurring	Likelihood Value
0% - 0.99% (Possible but Highly Unlikely)	L = 0
1 – 10% (Unlikely)	L = 1
11 – 49% (Possible)	L = 2
50 – 89% (Likely)	L = 3
90 – 100% (Almost Certain)	L = 4

TABLE 2:

Consequence	Consequence Value
Medium Administrative Consequence	C = 1
Major Administrative Consequence	C = 2
Minor Environmental Consequence	C = 3
Minor Health Consequence	C = 4
Medium Environmental Consequence	C = 5
Major Environmental Consequence	C = 6
Medium Health Consequence	C = 7
Major Health Consequence	C = 8

The consequence values (0 through 8) are selected to align with other risk-based programs and projects currently under development or in use within the ministry as outlined in **Table 2**.

The Question Risk Rating for each regulatory inspection question is derived from an evaluation of every identified consequence and its corresponding likelihood of occurrence:

- All levels of consequence are evaluated for their potential to occur
- Greatest of all the combinations is selected.

The Question Risk Rating quantifies the risk of non-compliance of each question relative to the others. Questions with higher values are those with a potentially more significant impact on drinking water safety and a higher likelihood of occurrence. The highest possible value would be 32 (4×8) and the lowest would be 0 (0×1).

Table 3 presents a sample question showing the risk rating determination process.

TABLE 3:

Does the Operator in Charge ensure that the equipment and processes are monitored, inspected and evaluated?							
Risk = Likelihood × Consequence							
C=1	C=2	C=3	C=4	C=5	C=6	C=7	C=8
Medium Administrative Consequence	**Major** Administrative Consequence	**Minor** Environmental Consequence	**Minor** Health Consequence	**Medium** Environmental Consequence	**Major** Environmental Consequence	**Medium** Health Consequence	**Major** Health Consequence
L=4 (Almost Certain)	L=1 (Unlikely	L=2 (Possible)	L=3 (Likely)	L=3 (Likely)	L=1 (Unlikely	L=3 (Likely)	L=2 (Possible)
R=4	**R=2**	**R=6**	**R=12**	**R=15**	**R=6**	**R=21**	**R=16**

Application of the Methodology to Inspection Results

Based on the results of a MRDWS inspection, an overall inspection risk rating is calculated. During an inspection, inspectors answer the questions related to regulatory compliance and input their "yes", "no" or "not applicable" responses into the Ministry's Laboratory and Waterworks Inspection System (LWIS) database. A "no" response indicates non-compliance. The maximum number of regulatory questions asked by an inspector varies by: system (i.e., distribution, stand-alone); type of inspection (i.e., focused, detailed); and source type (i.e., groundwater, surface water).

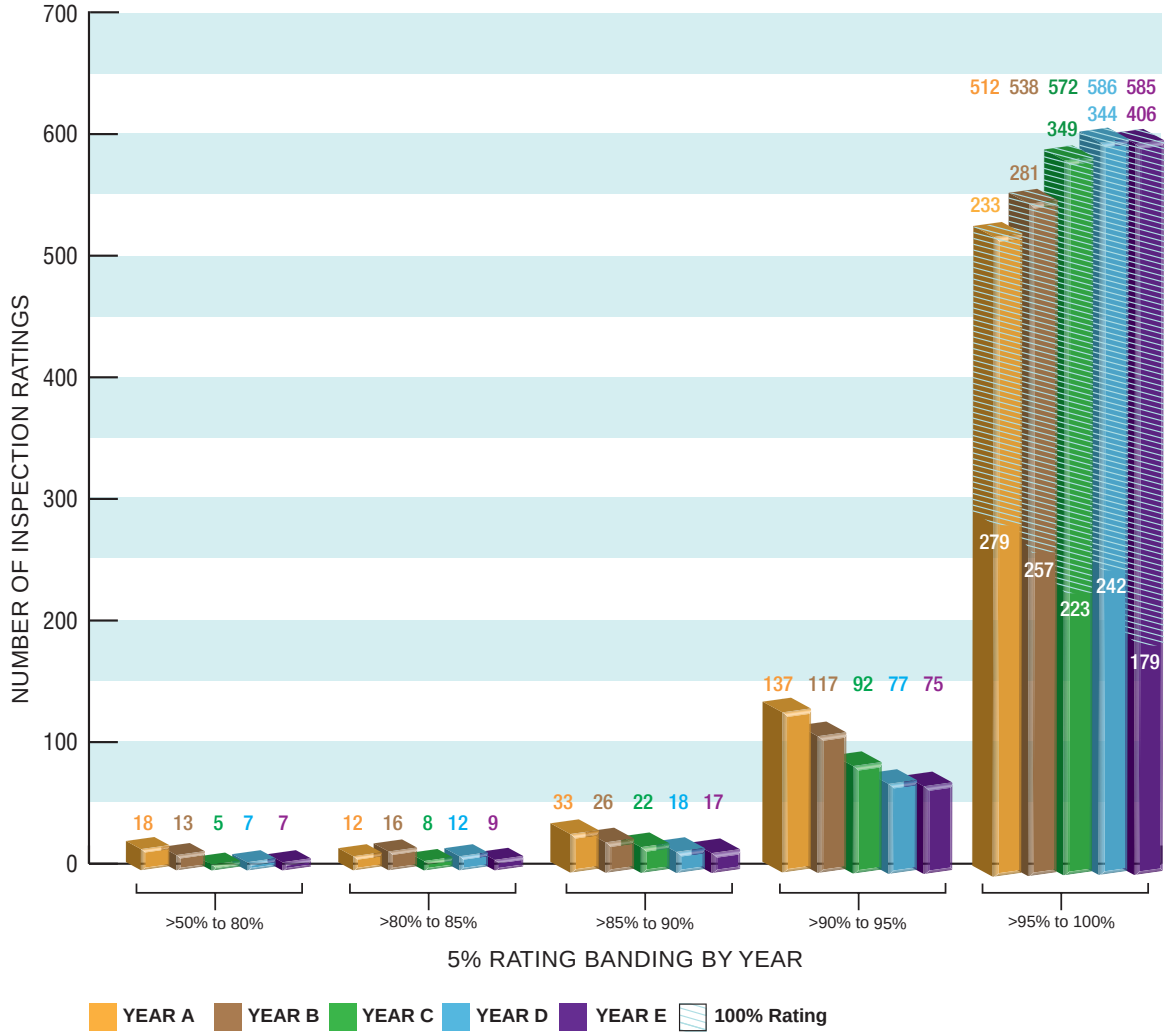
The risk ratings of all non-compliant answers are summed and divided by the sum of the risk ratings of all questions asked (maximum question rating). The resulting inspection risk rating (as a percentage) is subtracted from 100 per cent to arrive at the final inspection rating.

Application of the Methodology for Public Reporting

The individual MRDWS Total Inspection Ratings are published with the ministry's Chief Drinking Water Inspector's Annual Report.

Figure 1 presents the distribution of MRDWS ratings for a sample of annual inspections. Individual drinking water systems can compare against all the other inspected facilities over a period of inspection years.

Figure 1: Year Over Year Distribution of MRDWS Ratings



Reporting Results to MRDWS Owners/Operators

A summary of inspection findings for each system is generated in the form of an Inspection Rating Record (IRR). The findings are grouped into the 15 possible modules of the inspection protocol, which would provide the system owner/operator with information on the areas where they need to improve. The 15 modules are:

1. Source
2. Permit to Take Water
3. Capacity Assessment
4. Treatment Processes
5. Treatment Process Monitoring
6. Process Wastewater
7. Distribution System
8. Operations Manuals
9. Logbooks
10. Contingency and Emergency Planning
11. Consumer Relations
12. Certification and Training
13. Water Quality Monitoring
14. Reporting, Notification and Corrective Actions
15. Other Inspection Findings

For further information, please visit **www.ontario.ca/drinkingwater**

BelvedereHeights

Community Support Services · Supportive Housing · Long Term Care

February 27, 2019

Mayor Dale Robinson and Councillors
Municipality of McDougall
5 Barager Blvd.
McDougall, ON P2A 2W9

Dear Mayor Robinson and Council:

Re: 2019 Municipal Levy

The 2019 budget was passed at the regular Board meeting on February 27, 2019. The municipal levy was set at $ 1,517,189. This is an increase of 1.5% from 2018. The proportionate share of the 2019 municipal levy for the Municipality of McDougall is $ 117,006. Attached is the apportionment calculation, which is based on each municipality's 2017 Financial Information Return. Payments are due in two installments with 50% of the levy due on April 1, 2019 and the remainder due on September 1, 2019.

Thank you for your continued support of Belvedere Heights and our efforts to provide quality care to seniors in our communities.

Sincerely,

Marsha Rivers
Chief Executive Officer

Attachment (1)

c.c.Board of Management

Belvedere Heights 2019 Levy Apportionment

	FIR 26A Column I 7				Board Approved Levy 2019 [redacted]	Represented By: Operating $1,517,189	Capital $0								
Municipalities	Weighted Assessment	% Increase/ Decrease WA	% Distribution	Distributed Amount 2018	Distributed Amount 2019			$ Inc /Dec	% Inc / Dec	50% Payment April 1, 2019	50% Payment Sept. 1, 2019	Inc WA 2018 to 2019	% Inc WA2018 to 2018		Increase	
Parry Sound	812,347,645	0.0166%	8.9003%	$138,858	$135,035	$135,035	$0	-$3,823	-2.75%	$67,517	$67,517	-$42,164,997	59.04%		$3,823.35	2.75%
Carling	968,801,268	0.0166%	10.6336%	$163,806	$164,366	$164,366	$0	$560	0.34%	$82,183	$82,183	-$19,238,789	26.94%		-$559.97	-0.34%
Whitestone	548,746,517	0.0166%	6.0122%	$86,433	$91,217	$91,217	$0	$2,784	3.15%	$45,608	$45,608	$4,540,903	-6.36%		-$2,783.63	-3.15%
McKellar	620,878,112	0.0166%	6.8025%	$102,178	$103,207	$103,207	$0	$913	0.79%	$58,503	$58,503	-$10,532,753	14.75%		-$912.55	-0.78%
McMurrich-Monteith	207,674,792	0.0166%	2.2753%	$33,148	$34,521	$34,521	$0	$1,031	1.01%	$51,604	$51,604	-$7,900,788	11.06%		-$1,030.77	-1.01%
Archipelago	2,011,334,659	0.0166%	22.0368%	$330,443	$334,339	$334,339	$0	$3,375	4.15%	$17,261	$17,261	$3,696,709	-5.18%		-$1,374.93	-4.15%
Seguin	3,233,506,928	0.0166%	35.4272%	$521,811	$537,498	$537,498	$0	$15,687	3.01%	$167,170	$167,170	-$22,168,048	31.04%		-$3,095.59	-1.18%
Totals	9,127,179,945		100.0000%	$1,494,768	$1,517,189	$1,517,189	$0	$22,421	1.50%	$268,749	$268,749	$22,350,560	-31.30%		-$15,685.52	-3.01%
										$758,595	$758,595	-$71,417,171	100.00%		-$22,421.00	-1.50%

NOTE: The Ministry of Municipal Affairs and Housing website provided the 2017 FIR data for the distribution calculation of Belvedere's 2019 Operating levy.

at Oct 31 2018

DISTRICT OF PARRY SOUND SOCIAL SERVICES ADMINISTRATION BOARD

2019 BUDGET

APPROVED February 14, 2019

OVERVIEW:

Overall, the upcoming year looks to be one of challenging transitions, from senior management changes and Provincial government funding reductions, to legislative changes coming from the new Conservative Provincial government.

Our organization is in a constant state of change due to the direction we receive from various provincial legislative expectations and initiatives. Since September 2018, the Provincial Government has released their plan to reform Social Assistance programs, they have emphasized their commitment to funding cutbacks and constraints with a comprehensive review of expenditures and they have repealed most of the employment standards changes initiated with Bill 148.

Our collective agreement expired on December 31, 2018 and negotiations were successfully completed in January when we reached another five year agreement with our unionized staff.

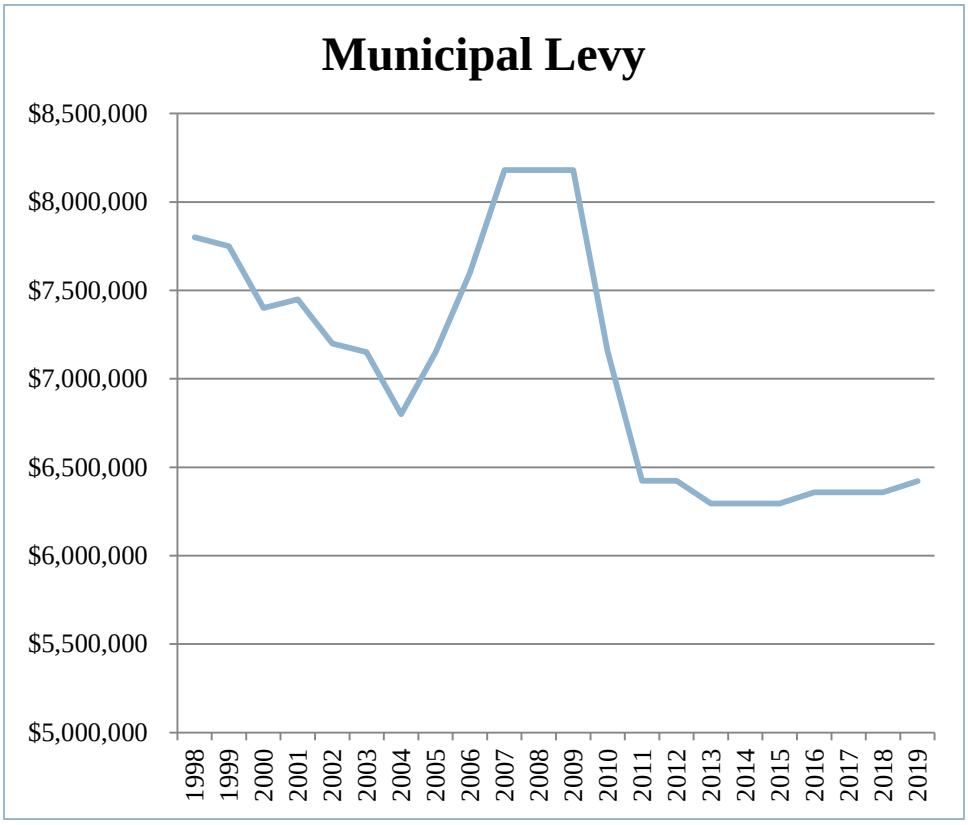
Succession planning has been a significant component of managing organizational change over the past 2 years and will continue into 2019 with the continued retirement of key senior management positions.

In order to work within this environment we have had to develop organizational resilience and continuously evaluate and prepare the organization for changes that will impact our ability to support low-income people in our communities. At a recent senior management meeting, we identified our organizational strengths, goals and risks and move forward with an aim to minimizing these risks at the same time that we maximize our supports to our clients.

DISTRICT OF PARRY SOUND SOCIAL SERVICES ADMINISTRATION BOARD
2019 BUDGET
SUMMARY OF MUNICIPAL LEVY: OPERATING AND CAPITAL
1.0% INCREASE TO LEVY

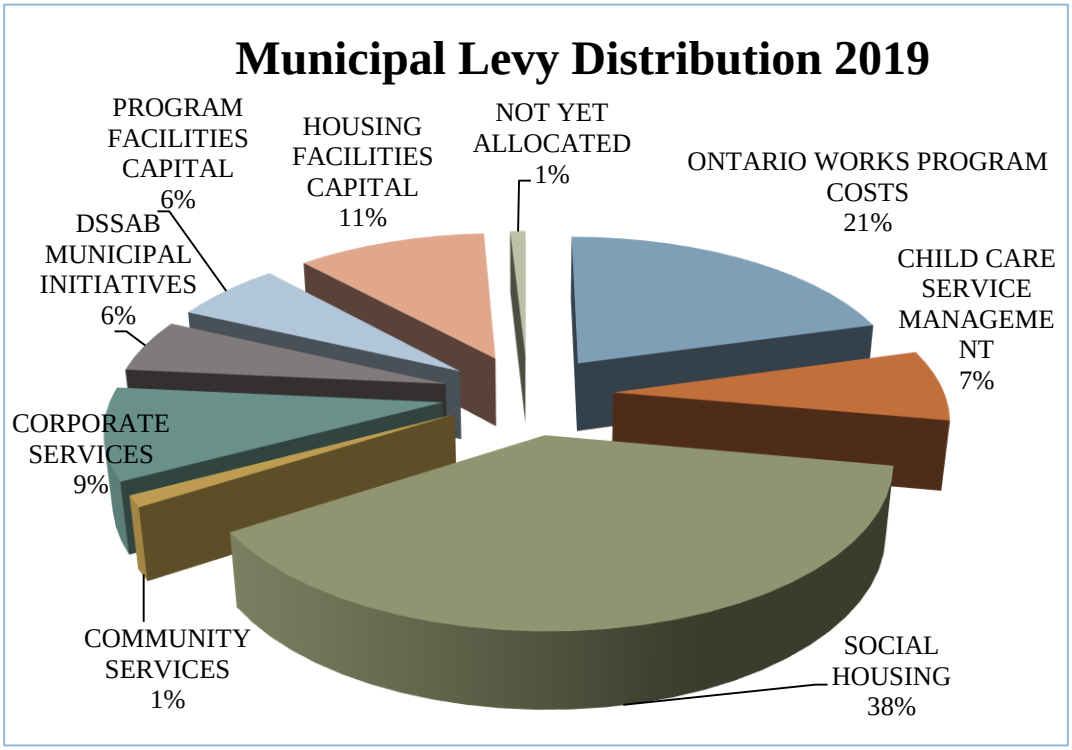
	2018 BUDGET	2019 BUDGET	CHANGE	% CHANGE IN LEVY
OPERATING FUND				
ONTARIO WORKS	1,211,703	1,321,770	110,067	1.71%
CHILD CARE	591,534	466,837	-124,697	-1.94%
SOCIAL HOUSING	2,403,385	2,450,000	46,615	0.73%
COMMUNITY SERVICES	112,490	74,825	-37,665	-0.59%
CORPORATE SERVICES	580,400	601,427	21,027	0.33%
DSSAB MUNICIPAL INITIATIVES	300,000	350,000	50,000	0.79%
MUNICIPAL COST	**5,199,512**	**5,264,859**	**65,347**	**1.03%**
TRANSFERS TO (FROM) OPERATING RESERVES/CONTINGENCY	-	-	-	0.00%
MUNICIPAL LEVY FOR OPERATIONS	**5,199,512**	**5,264,859**	**65,347**	**1.03%**
CAPITAL FUND				
DSSAB PROGRAM FACILITIES	400,000	400,000	-	0.00%
DSSAB HOUSING FACILITIES	700,000	700,000	-	0.00%
MUNICIPAL COST	**1,100,000**	**1,100,000**	**-**	**0.00%**
NOT YET ALLOCATED CONTRIBUTION	**58,857**	**57,094**	-1,763	-0.03%
MUNICIPAL LEVY FOR CAPITAL	**1,158,857**	**1,157,094**	**(1,763)**	**-0.03%**
TOTAL MUNICIPAL LEVY	**6,358,369**	**6,421,953**	**63,584**	**1.00%**
INCREASE(DECREASE) TO LEVY		**63,584**		
PERCENTAGE INCREASE (DECREASE)		1.00%		

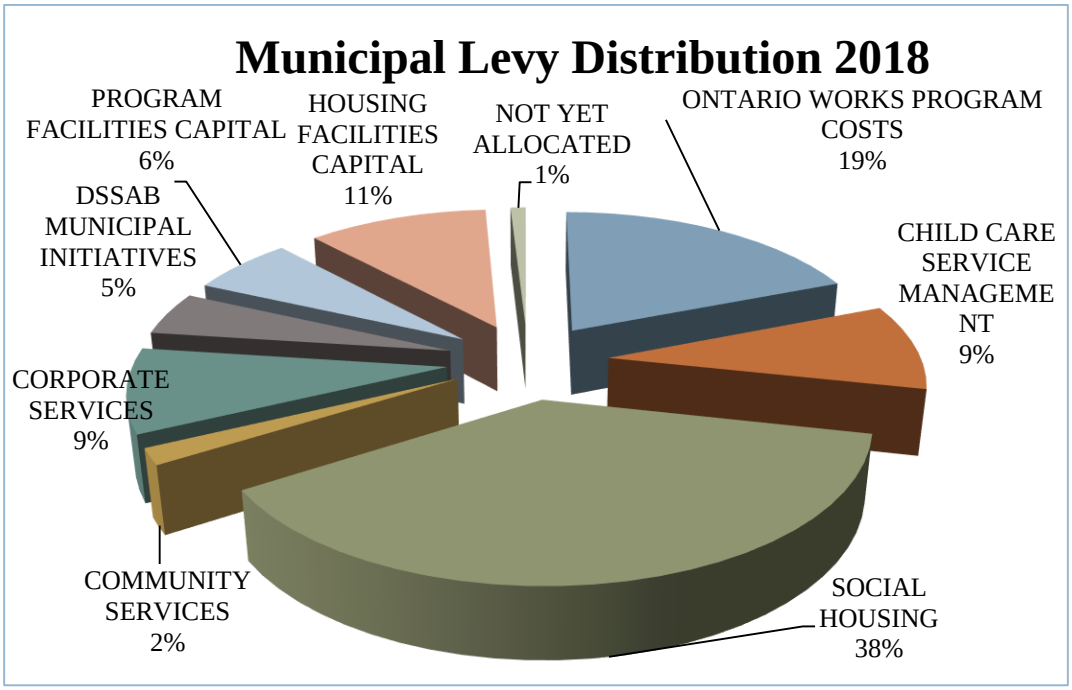
DISTRICT OF PARRY SOUND SOCIAL SERVICES ADMINISTRATION BOARD
2019 BUDGET
MUNICIPAL LEVY TRENDS
1998 TO 2019



DISTRICT OF PARRY SOUND SOCIAL SERVICES ADMINISTRATION BOARD
2019 BUDGET
MUNICIPAL LEVY
WITH 2018 COMPARISON

Municipality	2019 Apportionment Percentage	2018 Levy Actual	2019 Levy Actual	Increase (Decrease) to levy	Levy Change	Apportionment Change
Armour	2.53%	161,015	162,321	1,306	1,607	(301)
Burks Falls	0.54%	34,063	34,496	433	342	91
Callander	3.71%	235,665	238,632	2,967	2,363	604
Carling	7.00%	444,990	446,575	1,585	4,422	(2,837)
Joly	0.41%	25,819	26,102	283	258	25
Kearney	2.52%	160,442	161,499	1,057	1,599	(542)
Machar	1.78%	112,922	112,974	52	1,119	(1,067)
Magnetawan	4.73%	300,617	302,952	2,335	3,000	(665)
McDougall	5.10%	324,536	327,951	3,415	3,247	168
McKellar	4.47%	284,151	286,198	2,047	2,834	(787)
McMurrich	1.52%	96,910	98,791	1,881	978	903
Nipissing	2.57%	163,639	166,472	2,833	1,648	1,185
Parry Sound	5.01%	318,891	320,861	1,970	3,177	(1,207)
Perry	3.17%	201,425	204,292	2,867	2,023	844
Powassan	2.22%	141,025	143,268	2,243	1,418	825
Ryerson	1.26%	80,012	80,504	492	797	(305)
Seguin	23.49%	1,493,685	1,518,391	24,706	15,034	9,672
South River	0.48%	30,513	30,461	(52)	302	(354)
Strong	1.98%	126,048	127,329	1,281	1,261	20
Sundridge	0.73%	46,312	46,456	144	460	(316)
The Archipelago	14.48%	920,849	921,823	974	9,127	(8,153)
Whitestone	4.02%	255,746	260,080	4,334	2,575	1,759
	93.72%	**5,959,275**	**6,018,428**	**59,153**	**59,588**	**(435)**
Unincorporated	6.28%	399,094	403,525	4,431	3,996	435
Total	**100%**	**6,358,369**	**6,421,953**	**63,584**	**63,584**	**(0)**


Municipal Levy Distribution 2019
PROGRAM FACILITIES CAPITAL 6%
HOUSING FACILITIES CAPITAL 11%
NOT YET ALLOCATED 1%
ONTARIO WORKS PROGRAM COSTS 21%
DSSAB MUNICIPAL INITIATIVES 6%
CHILD CARE SERVICE MANAGEMENT 7%
CORPORATE SERVICES 9%
COMMUNITY SERVICES 1%
SOCIAL HOUSING 38%


Municipal Levy Distribution 2018
PROGRAM FACILITIES CAPITAL 6%
HOUSING FACILITIES CAPITAL 11%
NOT YET ALLOCATED 1%
ONTARIO WORKS PROGRAM COSTS 19%
DSSAB MUNICIPAL INITIATIVES 5%
CHILD CARE SERVICE MANAGEMENT 9%
CORPORATE SERVICES 9%
COMMUNITY SERVICES 2%
SOCIAL HOUSING 38%

OVERVIEW:

Operating Budget:

The 2019 budget has a 1***.00% increase ($63,584)*** to the municipal levy.

DSSAB's are funded by the province under cost sharing arrangements which differ for every program. These range from 100% provincial programs (e.g. Ontario Works financial assistance costs for clients) to 100% municipal programs (e.g. Social Housing building operating and capital costs). Budgets are prepared with an aim to minimizing municipal levy fluctuations and to maximizing these provincial:municipal cost sharing arrangements wherever feasible.

Budgeted program costs include a general inflationary increase to expenses.

The budget also includes adjustments for collective agreement obligations and a consumer price increase for non union staff for the year.

Our 2019 budget has been prepared with the expectation of funding cut announcements during 2019 as the current provincial government moves to reduce spending.

The provincial funding cut that we believe will have the greatest impact on the levy is an anticipated 5% decrease to Ontario Works program 50:50 administration funding. Even with a budgeted reduction in program costs of $32,850 the final result is an increase of $110,067 to the municipal levy.

Funding cuts are also anticipated in our children's services programs. Under the direction of the Ministry of Education, funding for children's services programs increased by $2,384,000 from 2017 to 2018. The intent of this funding was to provide child care fee subsidy to families on waitlists. In the North, where there were no wait lists, it was much more difficult to utilize this funding as there was no capital funding included and expansion was only possible where buildings had the physical capacity for expansion. We undertook significant levels of expansion in our EarlyON program and directly operated child care centres to utilize these funds. The result was an overall increase of 16.31 full time equivalent staff and an increased capacity of 64 additional child care spaces across our District.

A portion of this funding is 80:20 funding for child care fee subsidy. Our expansion was unable to utilize 100% of this shared funding. Accordingly, the removal of this from the budget results in a $124,697 decrease to municipal costs which is reflected in the municipal levy.

In conjunction with anticipated funding cuts for 2019, we are moving forward with additional funding for our community services programs in 2018. Our Community Services programs include Esprit Place, our Violence Against Women, Homemaker's and Homelessness programs. In 2018 we received an additional $53,000 in funding for these programs. After adding this income and inflationary increases for staffing and operating costs, the net result is a decrease of $37,665 in required municipal funding.

Although we budget conservatively for operating costs for the Social Housing department, our buildings often experience higher than normal amounts of wear and tear than those experienced in the private market and many of our tenants experience multiple barriers. We are in essence, the landlord of last resort. Social housing operating costs are born 100% by the municipalities. A budgeted overall increase to social housing costs of 0.7% has resulted in a $46,615 increase to the municipal levy.

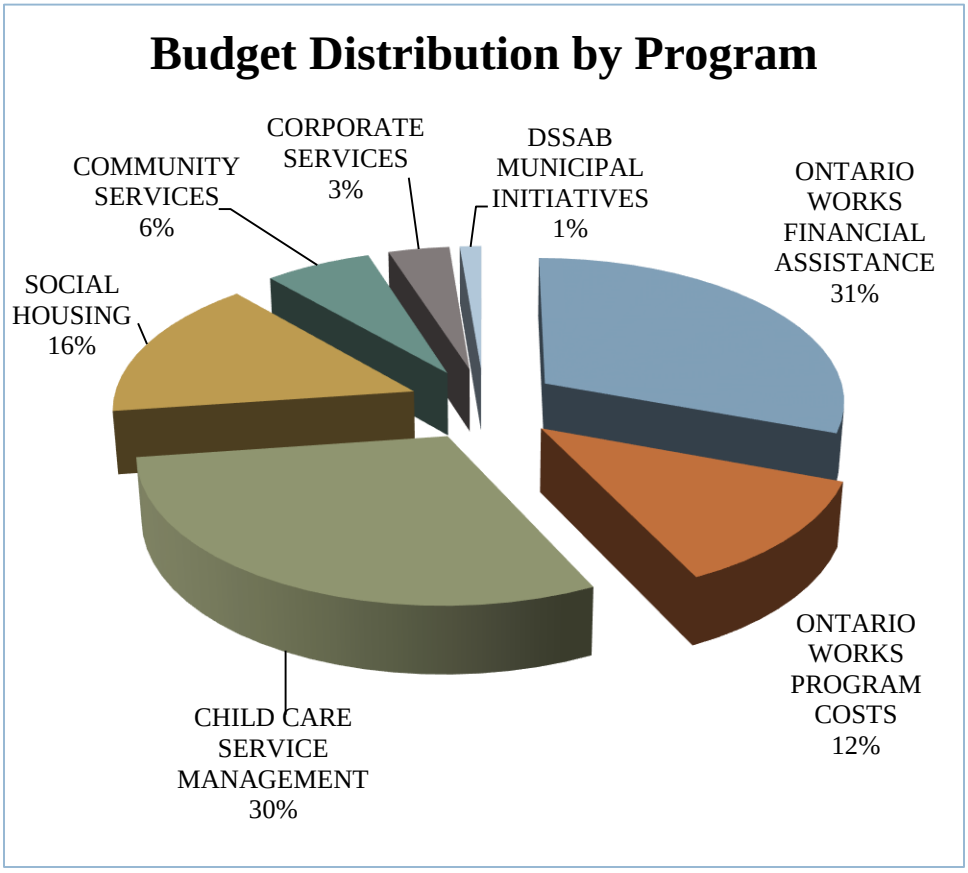
The expiration of operating agreements for our non profit housing providers is an issue of concern. As the operating agreements end, the related federal funding ends. Providers may at that point decide to convert their housing into market rent units – thereby reducing the social housing stock in the District. On the other hand, there may be opportunities to enter into new agreements to revitalize and expand the social housing stock in the District.

Corporate services costs are offset by allocations to the programs, interest income and Ontario Works 50:50 administration funding. With an overall increase in administration costs of $71,027 the final result is an increase to municipal costs of $21,027.

Due to the continued increase in expenditures approved by the Board for DSSAB Municipal Initiatives, we have increased the municipal funding to this program by $50,000 for 2019. These funds are used to support those in our communities with the most limited resources and include funding for local food banks, the emergency shelter and energy program, community based supports for children and the Home for Good program.

DISTRICT OF PARRY SOUND SOCIAL SERVICES ADMINISTRATION BOARD
2019 BUDGET
OPERATING BUDGET
TOTAL FUNDING AND EXPENDITURES

	2018 BUDGET	2019 BUDGET	CHANGE
ONTARIO WORKS			
ONTARIO WORKS FINANCIAL ASSISTANCE	$8,262,109	$8,262,000	-109
ONTARIO WORKS PROGRAM	3,330,100	3,297,250	-32,850
	11,592,209	**11,559,250**	**-32,959**
CHILD CARE SERVICE MANAGEMENT			
CHILD CARE ADMINISTRATION	450,000	450,000	0
CHILD CARE CENTRE OPERATIONS	4,871,380	4,929,580	58,200
EARLY YEARS / FAMILY RESOURCE CENTRES	1,085,000	1,001,300	-83,700
INCLUSION SUPPORT SERVICES	555,000	555,000	0
INTEGRATED RECEPTION	40,000	40,000	0
NON DSSAB FEE SUBSIDY	470,000	450,000	-20,000
NON DSSAB OPERATING SUBSIDY	200,000	200,000	0
NON DSSAB WAGE ENHANCEMENT SUBSIDY	121,000	100,000	-21,000
JOURNEY TOGETHER	0	301,364	301,364
PLANNING AND PROJECTS	83,716	68,716	-15,000
	7,876,096	**8,095,960**	219,864
SOCIAL HOUSING			
SOCIAL HOUSING ADMINISTRATION	883,718	832,912	-50,806
AFFORDABLE HOUSING PROGRAM COSTS	42,187	28,561	-13,626
BUILDING OPERATING COSTS	2,300,634	2,448,164	147,530
RENT SUPPLEMENT PROGRAM COSTS	121,000	128,000	7,000
NON-PROFIT HOUSING COSTS	860,000	802,000	-58,000
	4,207,539	**4,239,637**	32,098
COMMUNITY SERVICES			
ESPRIT PLACE	784,665	809,000	24,335
HOMELESSNESS PROGRAM	370,000	383,750	13,750
EMERGENCY HEATING AND SHELTER	396,000	396,000	0
HOME FOR GOOD	61,200	61,200	0
HOMEMAKERS PROGRAM	100,000	100,000	0
	1,711,865	**1,749,950**	38,085
CORPORATE SERVICES			
ADMINISTRATION	870,900	941,927	71,027
BOARD	60,000	60,000	0
	930,900	**1,001,927**	71,027
DSSAB MUNICIPAL INITIATIVES	**300,000**	**350,000**	50,000
TOTAL ANNUAL OPERATING EXPENSES	**26,618,609**	**26,996,724**	378,115
LESS FUNDING FROM OTHER SOURCES			
PROVINCIAL FUNDING	18,364,493	18,688,589	324,096
FEDERAL FUNDING	813,404	802,076	-11,328
DSSAB MUNICIPAL INITIATIVES	121,200	121,200	0
PARENT FEE REVENUE	1,180,000	1,180,000	0
TENANT REVENUE	860,000	860,000	0
INVESTMENT INCOME & OTHER	80,000	80,000	0
	21,419,097	**21,731,865**	312,768
MUNICIPAL FUNDING - OPERATING EXPENSES	**$5,199,512**	**$5,264,859**	65,347
TRANSFERS TO OPERATING RESERVES/CONTINGENCY	**$0**	**$0**	0
MUNICIPAL LEVY FOR OPERATIONS	**$5,199,512**	**$5,264,859**	65,347



Total costs are based on the Total Funding and Expenditures schedule found on page 8.

OVERVIEW:

General Operating Fund:

The DSSAB maintains operating funds for cash management purposes. As per the Board Operating Reserve Policy, operating funds of no greater than three months of annual operating expenses will be maintained by the DSSAB. This equates to $6,718,224 at the end of 2018.

The projected level of the operating funds at December 31, 2019 is $2,103,558 or 28 days of annual operating expenses. Coupled with our capital reserves, we believe that we have sufficient funds on hand to meet our current short-term operating requirements.

As long as capital reserve contributions continue as recommended, we are not suggesting an increase to the operating funds at this time.

Program Facilities Capital Fund:

The DSSAB holds capital funds for capital requirements for program facilities. These include our multi-use building in South River (offices, child care centre and EarlyON site), our office building in Parry Sound, Child Care Centres in Emsdale and Parry Sound and our women's shelter in Parry Sound. In addition we lease space for our child care centre in Powassan from the local school board and from the Sound Community Hub in Parry Sound for our EarlyON program.

During 2018 we completed two large projects – the extensive re-build of our Emsdale child care centre to improve it's functionality and eliminate health and safety issues and renovations to our 64 Waubeek Street building which has allowed us to increase child care spaces in the Town of Parry Sound.

As with any capital projects for the DSSAB, we pursue available funding from the province and the federal government whenever possible to reduce the cost to the municipalities. We were very successful in 2018 and generated $914,770 in one-time funding for our DSSAB facilities.

We are recommending a $400,000 contribution to the Program Facilities Capital Fund in 2019 to ensure that sufficient capital funds are available to meet these needs.

Social Housing Capital Fund:

The DSSAB also holds capital funds for the 344 housing units owned and operated within our Social Housing programs. These include the Local Housing Corporation housing units as well as the Non Profit Housing program units that we fund, as we are responsible for any of their operating or capital shortfalls.

Our building condition assessments, when initially prepared, indicated that our Social Housing capital fund would be fully depleted over a period of 5-10 years, and that we would need to contribute $13,249,903 to the fund in order to maintain these buildings to December 31, 2025.

This infrastructure deficit is the DSSAB's most significant financial exposure and is the result of the Provincial transfer of ownership of the Ontario Housing Stock to the Municipalities in 2000 with $0 capital.

Our calculations were updated in 2013 to incorporate funding requirements to the end of 2025 (previously, we reported on requirements to the end of 2020). At that time, the Board increased the yearly fund contributions to $800,000 per year.

Per a review of the projected results of operations through to December 31, 2018 you can see that the anticipated levels of spending recommended by the building condition assessments require an $800,000 contribution yearly in order to maintain these reserves at needed amounts into the future. In light of the investment income that we are earning on these reserves, we decreased the municipal contribution to these reserves by $100,000 in 2016 (offset by the additional investment income of $100,000).

We are recommending that Social Housing Capital Fund contributions continue at the same levels in 2019 (i.e. $700,000 per year).

DISTRICT OF PARRY SOUND SOCIAL SERVICES ADMINISTRATION BOARD
2019 BUDGET
SCHEDULE OF CHANGES IN CAPITAL AND OPERATING FUNDS

	GENERAL OPERATING FUND	PROGRAM FACILITIES CAPITAL FUND	SOCIAL HOUSING CAPITAL FUND	TOTAL
Projected Balance, Dec 31, 2016	**$2,067,820**	**$1,682,259**	**$6,322,136**	**$10,072,215**
Contribution: 2017 Municipal Levy	-	400,000	700,000	1,100,000
Contribution: 2017 Surplus	35,738			35,738
Contribution: Interest Earned	-	28,952	108,806	137,758
Capital Expenditures in 2017	-	(309,499)	(463,871)	(773,370)
One-time Funding	-	266,987	260,851	527,838
Non Profit Capital Expenditures in 2017			(59,965)	(59,965)
Projected Balance, Dec 31, 2017	**$2,103,558**	**$2,068,699**	**$6,867,957**	**$11,040,214**
Contribution: 2018 Municipal Levy	-	400,000	700,000	1,100,000
Contribution: 2018 Surplus	-			-
Contribution: Interest Earned	-	20,000	100,000	120,000
Capital Expenditures in 2018	-	(1,336,141)	(196,325)	(1,532,466)
Non Profit Capital Expenditures in 2018			(69,810)	(69,810)
One-time Funding	-	914,770	120,450	1,035,220
Projected Balance, Dec 31, 2018	**$2,103,558**	**$2,067,328**	**$7,522,272**	**$11,693,158**
Contribution: 2019 Municipal Levy	-	400,000	700,000	1,100,000
Contribution: 2019 Surplus	-			-
Contribution: Interest Earned	-	20,000	100,000	120,000
Capital Expenditures in 2019	-	(519,000)	(1,192,000)	(1,711,000)
Non Profit Capital Expenditures in 2019			(300,000)	(300,000)
One-time Funding	-	-	-	-
Projected Balance, Dec 31, 2019	**$2,103,558**	**$1,968,328**	**$6,830,272**	**$10,902,158**

Daily operating cash flow requirements	$73,827
# Days operating funds on hand	28
Maximum allowable operating fund	$6,718,224

Monday February 25th, 2019

The Corporation of the Municipality of McDougall,
5 Barager Boulevard
McDougall, Ontario
P2A 2W9

Mayor Robinson and Councillors:

Rotary Strikes Against Cancer 3 pitch tournament
(formerly the RACH)
June 14- 16, 2019

The Rotary Club of Parry Sound is proud and honoured to announce that they will host the annual 3 pitch tournament formerly know as The RACH.
Working closely with the Higgins family and the RACH tournament directors, Rotary will continue to utilize this wonderful fund raiser to support Cancer Care in our Local Health Centre as well as Rotary Projects.

The format and details of the tournament will essentially remain the same and we are very fortunate to have the support and participation of many of the former RACH volunteers.

As in the previous years, we will have a community fish fry on the Friday evening, followed by live entertainment for attendees and any community members to attend. Live entertainment is also planned for Saturday evening as well. Both nights will have a cash bar. The entertainment and bar will close at midnight with a goal to have the park cleared by no later than 1am.

The Rotary Club is requesting an extension of any noise bylaws which might be impacted by our weekend event.

OPP will be hired and present on site from 9pm til 1am both nights and parking lots will be patrolled regularly.

Again, the Rotary Club is proud to take on this amazing event and respectfully request the support and assistance of The Township of McDougall with our request for an exception to any noise bylaw that might be affected.

Regards,

Cheryl Ward
Rotary Club of Parry Sound

From:	MCSCS Feedback
To:	MCSCS Feedback
Subject:	Letter from the Honourable Sylvia Jones, Minister of Community Safety and Correctional Services/Lettre de l"honorable Sylvia Jones, Ministre de la Sécurité communautaire et des Services correctionnels
Date:	Monday, February 25, 2019 1:25:40 PM
Attachments:	image001.png Annexe A - Planification de la sécurité - Foire aux questions - Français.pdf Annexe B - Un engagement commun pour l"Ontario (livret 3, version 2)_FR.pdf Appendix A - CSWB Planning - Frequently Asked Questions - English.pdf Appendix B - A Shared Commitment in Ontario (Booklet 3, Version 2)_ENG.pdf

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Ministry of Community Safety and Correctional Services

Office of the Minister

25 Grosvenor Street
18th Floor
Toronto ON M7A 1Y6

Tel: 416 325-0408
MCSCS.Feedback@Ontario.ca

Ministère de la Sécurité communautaire et des Services correctionnels

Bureau du ministre

25, rue Grosvenor
18e étage
Toronto ON M7A 1Y6

Tél. : 416 325-0408
MCSCS.Feedback@Ontario.ca

Ontario

MC-2019-252
By e-mail

Dear Clerk:

I am pleased to share with you the attached resources that have been developed to support municipalities as they begin undertaking the community safety and well-being planning process. I encourage you to share these resources with your members and their partners, as they begin to develop and implement their local community safety and well-being plans.

As you know, on January 1, 2019, new legislative amendments to the *Police Services Act, 1990* came into force which mandate every municipality to prepare and adopt a community safety and well-being plan. As part of these legislative changes, municipalities are required to work in partnership with police services and other various sectors, including health/mental health, education, community/social services and children/youth services as they undertake the planning process. Municipalities have two years from the in-force date to prepare and adopt their first community safety and well-being 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 of value to create the most effective community safety and well-being plan that meets the unique needs of the area.

These amendments support Ontario's modernized approach to community safety and well-being which involves taking an integrated approach to service delivery by working collaboratively across sectors to proactively address crime and complex social issues on a sustainable basis. Through this approach, municipalities will have a leadership role in identifying local priority risks in the community and implementing evidence-based programs and strategies to address these risks before they escalate to a situation of crisis.

It is important to note that the provisions related to mandating community safety and well-being planning will continue in the Comprehensive Ontario Police Services Act, 2019, which was introduced on February 19, 2019. If passed, this bill would repeal and replace the Police Services Act, 2018 and the Ontario Special Investigations Unit Act, 2018. The bill would also repeal the Policing Oversight Act, 2018 and the Ontario Policing Discipline Tribunal Act, 2018. A new provision is also included under the bill which, once in force, will require the

participation of the local police service in the development of the plan.

My ministry is committed to supporting municipalities, and their partners, in meeting these new legislative requirements. As a first step, the ministry is offering community safety and well-being planning webinars over the next few months to assist municipalities as they begin the process. The webinars will provide an overview of the new community safety and well-being planning requirements, as well as guidance on how to develop and implement effective plans. The webinars will be offered on the following dates/times, and there will be both English and French-only sessions available:

March 7, 2019 1:00 p.m. to 3:00 p.m.	**April 25, 2019** 10:00 a.m. to 12:00 p.m.	**May 9, 2019** 1:00 p.m. to 3:00 p.m.
March 19, 2019 (French only) 1:00 p.m. to 3:00 p.m.	**April 11, 2019** 1:00 p.m. to 3:00 p.m.	**May 15, 2019 (French only)** 1:00 p.m. to 3:00 p.m.
March 21, 2019 10:00 a.m. to 12:00 p.m.		**May 23, 2019** 10:00 a.m. to 12:00 p.m.

Please note, the content of the webinars will be the same for each session. To register for a webinar, please send your request to SafetyPlanning@ontario.ca with the date/time that you would like to register for.

In addition, the ministry has also developed a Frequently Asked Questions document to provide more information and clarification related to community safety and well-being planning (see Appendix A).

Municipalities are encouraged to continue to use the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet to support in the planning process (see Appendix B). This booklet has recently been updated to include reference to the new legislative requirements, an additional critical success factor that highlights the importance of cultural responsiveness in the planning process, and a new resource to assist municipalities with engaging local Indigenous partners. The updated version is also available on the ministry's website.

We greatly appreciate your continued support as we move forward on this modernized approach to community safety and well-being together. 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 Jwan Aziz, Community Safety Analyst, at Jwan.Aziz@ontario.ca.

Sincerely,

Sylvia Jones
Minister

Enclosures (2)

Confidentiality Warning: This e-mail contains information intended only for the use of the

individual named above. If you have received this e-mail in error, we would appreciate it if you could advise us through the Ministry of Community Safety and Correctional Services' website at http://www.mcscs.jus.gov.on.ca/english/contact_us/contact_us.asp and destroy all copies of this message. Thank you.

If you have any accommodation needs or require communication supports or alternate formats, please let us know.

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 are able to 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 will the new legislative requirements related to CSWB planning come into force and how long will 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, 1990* (PSA), and municipalities have two years from this date to develop and adopt a plan (i.e., by January 1, 2021). The CSWB planning provisions are outlined in Part XI of the PSA.

This 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 #10 for more information on joint plans).

5) 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.

6) 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.

7) Are the lower-tier municipalities within a region also required to develop a local CSWB plan?

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 would prohibit 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.

8) Why is the Government of Ontario mandating CSWB planning to the municipality?

CSWB planning is being mandated to municipalities to ensure a proactive and integrated approach to address local crime and complex social issues on a sustainable basis. Municipalities will 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.

It is important to remember that while the municipality is designated the lead of CSWB planning, developing and implementing a CSWB plan requires engagement from all sectors.

9) 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 body, conduct engagement sessions, publish, etc.)?

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

10) 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.

11) 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.

12) 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).

13) 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.

14) 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)

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.

15) Why isn't a representative of the police service required to participate on the advisory committee?

The requirement for a representative of the police service board to be part of the advisory committee is to ensure accountability and decision-making authority in regards to CSWB planning. However, under the legislation a police service board/detachment commander would have the local discretion to delegate a representative of the police service to take part in the advisory committee on their behalf.

In addition, the legislation outlines the minimum requirement for the membership of the advisory committee and therefore it is at the local discretion of the municipality to include additional members, such as police service representatives, should they decide.

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 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 #14 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.).

Further, the Ministry of Community Safety and Correctional Services 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.

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 community safety and well-being 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 overall 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-tem 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?

New legislation identifies that a municipality is required to provide 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 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 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.

In addition, 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 will the ministry support municipalities and First Nation band councils with CSWB planning?

As part of the work to develop a 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: https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSSOPlanningFramework.html.

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.

Another resource that communities can utilize is 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).

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.

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?

Although First Nations communities are not required by legislation to develop CSWB plans, the ministry continues to encourage these communities to engage in this type of planning.

Recognizing the unique perspectives and needs of Indigenous communities, 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).

The ministry is also continuing to work with First Nations community partners to identify opportunities to better support First Nations communities in developing and implementing their own CSWB plans.

31) Will any provincial funding be made available to support local CSWB planning?

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.

The Government of Ontario is currently in the process of reviewing expenditures to inform service delivery planning as part of the multi-year planning process. In support of this work, the ministry is reviewing its grant programs to focus on outcomes-based initiatives that better address local CSWB needs, and provide municipalities, community and policing partners with the necessary tools and resources to ensure the safety of Ontario communities.

The ministry will continue to update municipal, community and policing partners regarding any changes to our grant programs.

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

Over the past several years, 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/MCSCSSSOPlanningFramework.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 10 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

Ontario

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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 dependance 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;

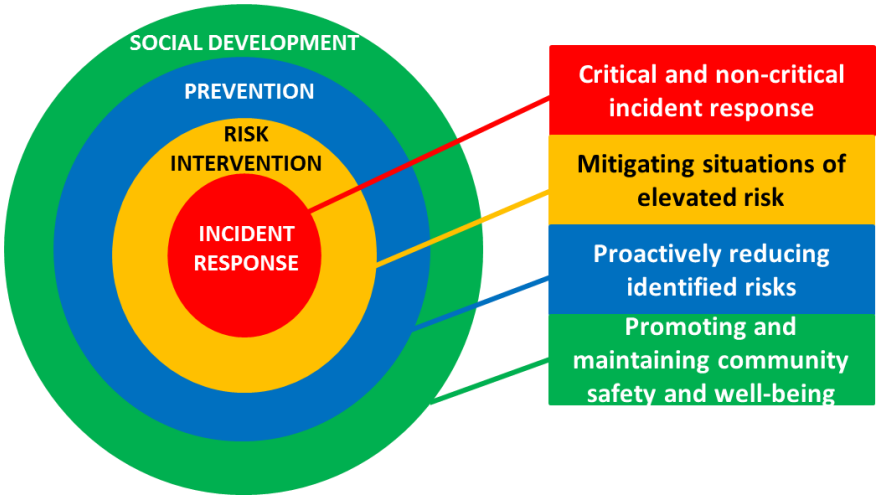
- enhanced feelings of safety and being cared for, creating an environment that will encourage newcomers to the community;
- increased awareness, coordination of and access to services for community members and vulnerable groups;
- more effective, seamless service delivery for individuals with complex 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.

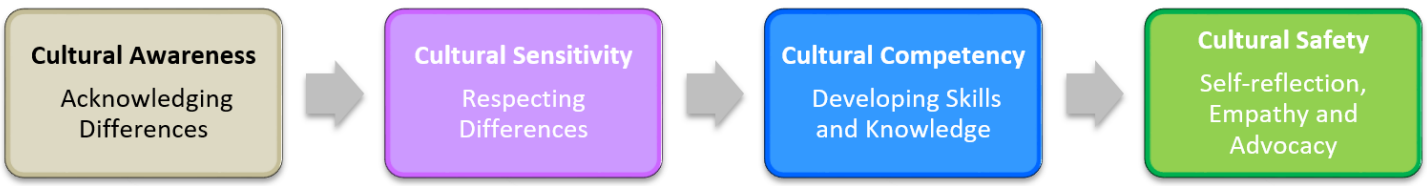
In Sault Ste. Marie, a local multi-agency service delivery model focuses on providing vital services and programs under one roof, and acts as a support to a specific neighbourhood through the Neighbourhood Resource Centre – a collaborative effort of 32 local agencies and groups.

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

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.

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 **S**pecific, **M**easurable, **A**chievable, **R**esults-focused and **T**ime-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

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, ehancement 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 intiative/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 engage-ment 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 neighbourho-ods provided access to free tutoring	# of students that have completed the tutoring program	no comparison - would start from "0"	100% comple-tion	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 population[2] 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	Defintion
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

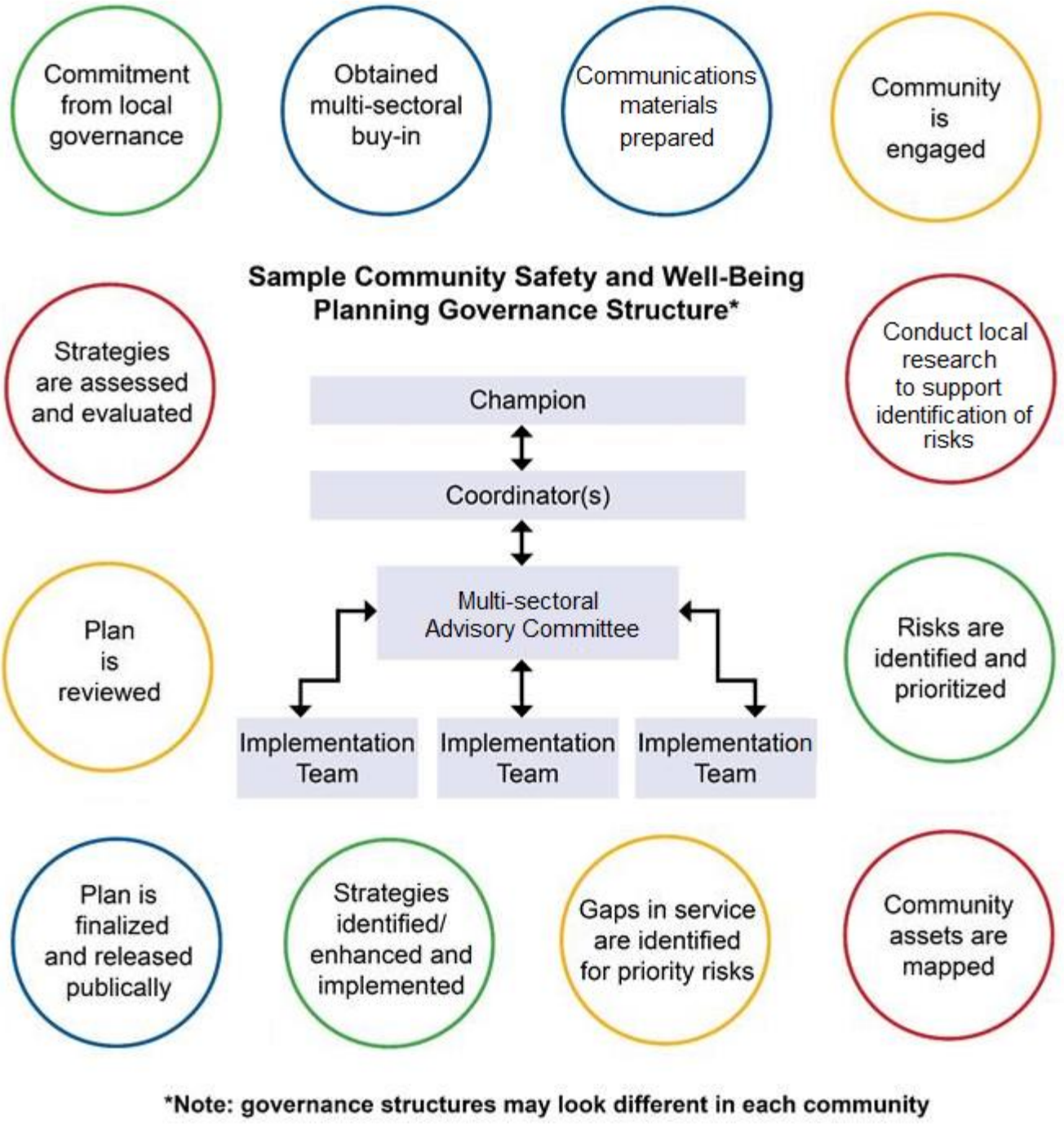
Activities:
- Engage women's shelters, local hospital and police to create an anti-relationship-violence campaign (social development) – this will be done collectively by the Domestic Violence Prevention Working Group with support from the municipality
- Engagement of victims in community engagement (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 elevate 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



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

From: AMO Communications
To: Lori West
Subject: Government Announces New Health Care Plan
Date: Tuesday, February 26, 2019 11:57:55 AM

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AMO Policy Update

February 26, 2019

Government Announces New Health Care Plan

Today, Christine Elliott, Deputy Premier and Minister of Health and Long-Term Care, announced the Government of Ontario's plan for developing an integrated patient care system. The plan is to focus on the needs of Ontario's patients and families and is intended to improve access to services and the patient experience by:

- seeing local health care providers organize themselves into coordinated teams (i.e. Ontario health teams) to provide services to patients; anticipates there could be 30 to 40 local health teams across the province at maturity
- providing patients, families, and caregivers with a structure that supports them in navigating entering, during and exiting the patient health care system, 24/7
- providing a central point of accountability and oversight for the health care system through Ontario Health, a single agency that focuses on achieving the integration and providing very specialized provincial health care where beyond capacity of local care delivery
- moving forward on access to secure digital tools, including online health records and virtual care options for patients – a 21st-century approach to health care.

The details received about the plan indicated that is about improving patient-centred care through connected health care services. This plan is not about restructuring public health or making changes to municipal paramedic services management. Clearly, long-term care home capacity is part of the solution to more hospital beds. Today's announcement also re-emphasized the government's commitment to invest in building 30,000 long-term care beds over ten years and to establish a comprehensive and connected system for mental health and addictions treatment.

AMO's President, Jamie McGarvey, and the Chair of AMO's Health Task Force, Graydon Smith, had a productive meeting with Minister Elliott prior to the announcement. With a new community lens being brought to patient health care planning and delivery and with residents increasingly looking to their councils to represent their community health interests to the provincial government, more MOHLTC-AMO interaction makes sense. AMO welcomes the Minister's commitment to us for increased ongoing dialogue about the government's plan for implementation

and transition.

AMO will continue to analyze the municipal impacts. Conversations with the government will be grounded in the recommendations of AMO's recently released health policy discussion paper.

For more information, see the Ontario news release and more details about the plan on the Ministry website.

AMO Contact: Monika Turner, Director of Policy, mturner@amo.on.ca, 416.971.9856 ext. 318.

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

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Cc:	Hector Lavigne
Subject:	FONOM Northeastern Municipal Conference 2019 - REGISTRATION IS NOW OPEN
Date:	Monday, February 25, 2019 10:09:41 AM

Registration is now open for you to attend the 2019 Northeastern Municipal Conference co-hosted by FONOM and the City of Greater Sudbury, May 8th-10th @ the Holiday Inn, 1696 Regent Street, Sudbury.

This year's conference is shaping up to be an exciting event with speakers and topics designed to appeal to new and seasoned municipal councillors as well as on issues important to Northerners.

In addition, the Conference tradeshow is an excellent opportunity for you to talk directly with exhibitors about the products and services they provide.

This year's event also includes our traditional Minister's Forum where you will hear first hand from Provincial Cabinet members on their vision for Northeastern Ontario.

For more information please visit:

www.greatersudbury.ca/fonom

www.grandsudbury.ca/fmno

We are looking forward to seeing you in the City of Greater Sudbury this May!

From: AMO Communications
To: Lori West
Subject: Local Planning Appeal Support Centre (LPASC) Wind Down
Date: Thursday, February 21, 2019 4:47:47 PM

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President Letter

February 21, 2019

Dear Heads of Council:

I am writing to let you know that as part of the fiscal management initiative of the Province, it has advised AMO that it will wind down the Local Planning Appeal Support Centre (LPASC). Effective immediately, LPASC will no longer be accepting new requests for client services. LPASC was put in place last year to help people understand the land use planning and provide some professional support to them on the appeal process.

The Local Planning Appeal Tribunal (LPAT) will continue its function as is - no change is anticipated at this time. Respecting municipal council decisions was one of several very important changes to the planning system. LPAT is at an early stage of implementation of the new system while it continues to address a significant number of legacy OMB cases. AMO believes more time and experience is needed with the new system. At the same time, we want to see the gathering of data and posting of statistics quarterly continue. A copy of the letter to AMO is attached.

Yours sincerely,

Jamie McGarvey

AMO President

MAG_LTR_Local_Planning_Appeal_Support_Centre_(LPASC)_Wind_Down_2019-02-21.pdf

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Association of Municipalities of Ontario
200 University Ave. Suite 801,Toronto ON Canada M5H 3C6

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District of Parry Sound Municipal Association
c/o Township of Perry, 1695 Emsdale Road,
Emsdale, ON
Secretary-Treasurer: Beth Morton

2019 Spring Meeting

The Spring Meeting of the District of Parry Sound Municipal Association will be held on Friday, April 26, 2019 hosted by the Township of Machar and the Village of South River. The location of the meeting is at the South River – Machar Community Centre & Arena, 1A Lincoln Avenue, South River, Ontario.

Registration/coffee begins at 8:15 am with the Meeting starting at 9:00 am.

The cost is **$30.00** per person and includes lunch and refreshment breaks.

Please make cheques payable to the District of Parry Sound Municipal Association and forward c/o the Township of Perry, PO Box 70, Emsdale, ON P0A 1J0.

_____will be sending (Name of Municipality/Organization)

_____ delegates @ $30.00 each, for a total of _____.

The following delegates will be attending:

_____

_____

_____

_____

Please confirm attendance on or by Friday, April 12, 2019, so that catering arrangements can be finalized.

Registration can be made by fax to 705-636-5759, by phone at 705-636-5941 or by e-mail to beth.morton@townshipofperry.ca, with payment to follow by mail. **Payment is expected for all delegates registered, regardless if they attend, as meal payment is based on the registration**.

Thank you, Beth Morton

From: Ashley Sloan
To: Lori West;
Cc:
Subject: Township of South Stormont Council Resolution - Provincial Review of OMPF
Date: Tuesday, February 26, 2019 2:25:13 PM
Attachments: image002.png

Good afternoon,

In light of the review of the Ontario Municipal Partnership Fund (OMPF) announced by the Provincial government, the Council of the Township of South Stormont passed the following resolution at its meeting of February 20, 2019:

Resolution Number: 047/2019
Moved by: Deputy Mayor Smith Seconded by: Councillor Guindon

Whereas the Provincial government announced it was conducting a review of the Ontario Municipal Partnership Fund (OMPF), which provides annual funding allotments to municipal governments to help offset operating and capital costs;

And whereas Municipalities were further advised that the overall spending envelope for the program would decrease having a significant impact on future budgets and how funds are raised by Municipalities as funding will be reduced by an unspecified amount;

And whereas if allocations to municipalities are reduced, Councils will need to compensate with property tax increases or local service reductions;

And whereas, the 2018 South Stormont allocation was **$821,700**, which is equivalent to **14%** of the Township's municipal property tax revenue;

And whereas, a 14% increase in the municipal property tax rate would increase the municipal component of property taxes paid for an average household by **$129 per year**;

And whereas the Township of South Stormont prides itself on efficient and value for money practices every day;

Now therefore be it resolved that although an interim payment has been received, Council of the Township of South Stormont expresses grave concern with the potential reduction and/or loss of the OMPF allotment in future years;

And further, Council petitions the Provincial government to complete the OMPF review in an expeditious manner as future financial consideration ensures municipal sustainability;

And furthermore, that this resolution be circulated to the Premier, Ministers of Finance, Municipal Affairs and Housing, our local MPP and all Ontario municipalities for their endorsement and support.
CARRIED

Your endorsement and support of this resolution would be appreciated.

Sincerely,

Ashley Sloan
Clerk's Assistant
Marriage Officiant

Come see for yourself!
Township of South Stormont
2 Mille Roches Rd., P.O. Box 84
Long Sault, ON K0C 1P0
Email: ashley@southstormont.ca
Office: 613-534-8889 ext. 204
Fax: 613-534-2280

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THE CORPORATION OF THE

Municipality of Neebing

4766 Highway 61

Neebing, Ontario P7L 0B5

TELEPHONE (807) 474-5331

FAX (807) 474-5332

E mail – neebing@neebing.org

Rosalie Evans,
Solicitor-Clerk
Erika Kromm,
Treasurer, Deputy Clerk

Councillors
Curtis Coulson
Gordon Cuthbertson
Gary Gardner
Brian Kurikka
Mark Thibert
Brian Wright

Mayor Erwin Butikofer

February 12, 2019

The Association of Municipalities of Ontario
200 University Avenue
Suite 800-801
Toronto, Ontario
M5H 3C6

Attention: Pat Vanini, Executive Director

&

The Rural Ontario Municipal Association
c/o Bill Vrebosch, Zone 9 Representative
665 Oak St East,
Apartment 414
North Bay, Ontario
P1B 9E5

Attention: Bill Vrebosch, Zone 9 Representative

Re: Resolutions of Neebing Council respecting ROMA

Dear Ms. Vanini and Mr. Vrebosch:

Three members of our municipal council attended the ROMA conference in Toronto last month. Congratulations on a well-run event.

As you know, elections took place there for vacancies on the ROMA Board of Directors.

Our Council understands that Mayor Kevin Holland of Conmee, who ran in the election, came in second behind Councillor Bill Vrebosch, the incumbent, and that Mayor Holland lost by one vote. When a recount was requested, attendees were apparently told no recount could occur because all of the ballots had already been destroyed.

Our Council also understands that only persons in attendance at the conference can vote, and that every council member attending for any one municipality can cast his or her own vote.

Council feels that change is needed, as these rules are unfair, particularly to the small, rural communities of Northwestern Ontario, whose voices will never be heard if these rules continue.

Accordingly, Council passed two resolutions, and respectfully requests that these be considered by the Boards of BOTH the Association of Municipalities of Ontario AND the Rural Ontario Municipal Association.

The first resolution relates to the enormity of the size of Zone 9.

> WHEREAS “Zone 9” as defined by the Association of Municipalities of Ontario, and the Rural Ontario Municipal Association, comprises a large geographical area;
>
> AND WHEREAS it is difficult for one person to effectively represent all of the municipalities in Zone 9 given its size;
>
> THEREFORE, BE IT RESOLVED THAT The Council of The Corporation of the Municipality of Neebing requests that Zone 9 be divided into two different geographical zones; one for Northwestern Ontario and one for Northeastern Ontario;
>
> AND THAT this resolution be forwarded to all of the municipalities in Zone 9 for their support;
>
> AND THAT this resolution be forwarded to the Association of Municipalities of Ontario and the Rural Ontario Municipal Association, with an express request that it be placed on the table for discussion at an upcoming meeting, and a formal reply sent to the Municipality of Neebing.

Please note that Neebing has respectfully requested a formal reply after the Board considers this matter.

The second resolution relates to the election process.

> WHEREAS the Rural Ontario Municipal Association undertakes the election of its Zone representatives at its annual meeting, held in Toronto, in January;
>
> AND WHEREAS almost one half of all of the municipalities in Northern Ontario’s Zone 9 of the Rural Ontario Municipal Association have fewer than 1,000 population and do not have budgets that support attendance at this conference;
>
> AND WHEREAS the Rural Ontario Municipal Association does not allow voting by proxy;
>
> AND WHEREAS the Rural Ontario Municipal Association allows voting by all registered delegates at the conference, meaning some municipalities have more than one vote;
>
> AND WHEREAS these rules are unfair to northern Ontario municipalities;
>
> THEREFORE, BE IT RESOLVED THAT The Council of The Corporation of the Municipality of Neebing requests that the Rural Ontario Municipal Association limit the number of vote per municipality to one;
>
> AND, FURTHER, THAT The Council of The Corporation of the Municipality of Neebing requests that the Rural Ontario Municipal Association allow municipal councils, by resolution, to give proxies to representatives of other municipalities attending the conference, to vote on their behalves;
>
> AND, FURTHER, THAT this resolution be forwarded to all of the municipalities in Zone 9 for their support;

AND, FURTHER, THAT this resolution be forwarded to the Association of Municipalities of Ontario and the Rural Ontario Municipal Association, with an express request that it be placed on the table for discussion at an upcoming meeting, and a formal reply sent to the Municipality of Neebing.

Once again, please note that Neebing has respectfully requested a formal reply after the Board considers this matter.

Thank you for your consideration of these requests

Yours truly,



Rosalie A. Evans
Solicitor-Clerk
On behalf of Neebing Council

Resolution No. 2019-02-023 (Zone 9)
Resolution No. 2019-02-024 (Election procedures)

cc. All municipalities in Zone 9

THE CORPORATION OF THE TOWN OF ATIKOKAN

COUNCIL RESOLUTION

Date: 25 February 2019

Moved By M. Makarenko

Seconded By Rob Ferguson

WHEREAS "Zone 9" as defined by the Association of Municipalities of Ontario, and the Rural Ontario Municipal Association, comprises a large geographical area; and

WHEREAS it is difficult for one person to effectively represent all of the municipalities in Zone 9 given its size;

NOW THEREFORE BE IT RESOLVED THAT the Council of The Corporation of the Town of Atikokan supports The Corporation of the Municipality of Neebing's request (Resolution No. 2019-02-023) that Zone 9 be divided into two different geographical zones; one for Northwestern Ontario and one for Northeastern Ontario; and

FURTHER BE IT RESOLVED THAT this resolution be forwarded to all of the municipalities in Zone 9 for their support; and

FURTHER BE IT RESOLVED THAT this resolution be forwarded to the Association of Municipalities of Ontario and the Rural Ontario Municipal Association, with an express request that it be placed on the table for discussion at an upcoming meeting.

RECORDED VOTE	COUNCIL MEMBER			
	YEA	NAY	CARRIED	DEFEATED
BURNS, Sally				
FERGUSON, Rob				
JOHNSON, Jim				
MAKARENKO, Mary				
SHINE, Liz				
STIMSON, Brian				
BROWN, Dennis				

RESOLUTION NO 36/19 **CARRIED BY** Dennis Brown

THE CORPORATION OF THE TOWN OF ATIKOKAN

COUNCIL RESOLUTION

Date: 25 February 2019

Moved By Rob Ferguson

Seconded By M. Makarenko

WHEREAS the Rural Ontario Municipal Association undertakes the election of its Zone representatives at its annual meeting held in Toronto in January; and
WHEREAS almost one half of all of the municipalities in Northern Ontario's Zone 9 of the Rural Ontario Municipal Association have fewer than 1,000 population and do not have budgets that support attendance at this conference; and
WHEREAS the Rural Ontario Municipal Association does not allow voting by proxy; and
WHEREAS the Rural Ontario Municipal Association allows voting by all registered delegates at the conference, meaning some municipalities have more than one vote; and
WHEREAS these rules are unfair to northern Ontario municipalities;
NOW THEREFORE BE IT RESOLVED THAT the Council of The Corporation of the Town of Atikokan supports The Corporation of the Municipality of Neebing's request (Resolution No. 2019-02-024) that the Rural Ontario Municipal Association limit the number of votes per municipality to one; and
FURTHER BE IT RESOLVED THAT The Corporation of the Town of Atikokan requests that the Rural Ontario Municipal Association allow municipal councils, by resolution, to give proxies to representatives of other municipalities attending the conference, to vote on their behalves; and
FURTHER BE IT RESOLVED THAT this resolution be forwarded to all of the municipalities in Zone 9 for their support; and
FURTHER BE IT RESOLVED THAT this resolution be forwarded to the Association of Municipalities of Ontario and the Rural Ontario Municipal Association, with an express request that it be placed on the table for discussion at an upcoming meeting.

RECORDED VOTE	COUNCIL MEMBER			
	YEA	NAY	CARRIED	DEFEATED
BURNS, Sally				
FERGUSON, Rob				
JOHNSON, Jim				
MAKARENKO, Mary				
SHINE, Liz				
STIMSON, Brian				
BROWN, Dennis				

RESOLUTION NO 37/19 **CARRIED BY** Dennis Brown

The Corporation of the Municipality of Red Lake

COUNCIL RESOLUTION

MOVED BY: Janet Hager

SECONDED BY:

NO. 30-19

DATE: 19 February 2019

WHEREAS the Ontario government has cut it's funding to the Indigenous Culture Fund (ICF) at the Ontario Arts Council by $2.25 million for the 2018-2019 fiscal year from $5 million to $2.75 million;

WHEREAS the ICF will no longer accept new grant applications while the program is under review, entailing the layoff of Indigenous staff in permanent positions;

WHEREAS the ICF program is an essential part of community rebuilding leading to social and community well-being, creativity, innovation, and prosperity for Indigenous peoples in Ontario;

WHEREAS the ICF was part of the Ontario government's response to the Calls to Action of the Truth and Reconciliation Commission (TRC) of Canada;

WHEREAS the ICF was put in place to support the revitalization and preservation of Indigenous culture, languages, teachings, protocols, knowledge as well as youth and Elder-led and engaged community cultural projects;

NOW THEREFORE BE IT RESOLVED that the Council of The Corporation of the Municipality of Red Lake hereby petition the Legislative Assembly of Ontario to honour the TRC and immediately reinstate the ICF's funding to $5 million this year, retain all ICF staff positions, and commit to funding the ICF at this level in the years moving forward.

CARRIED ✓ DEFEATED ____

Declaration of Interest (*)	NAME OF COUNCIL MEMBER	YEAS	NAYS
	BADIUK, Warren		
	BUTTERFIELD, Dale		
	HAGER, Janet		
	KRISTOFF, Jamie		
	MOTA, Fred		

MAYOR

CLERK

* General Nature Thereof:

Distribution: _____

North Bay Parry Sound District Health Unit
Bureau de santé du district de North Bay-Parry Sound
your lifetime partner in healthy living
345 Oak Street West, North Bay, ON P1B 2T2 TEL 705.474.1400 FAX 705.474.8252
70 Joseph Street, Unit 302, Parry Sound, ON P2A 2G5 TEL 705.746.5801 FAX 705.746.2711
myhealthunit.ca TOLL FREE 1 800 563 2808

NEWS RELEASE

For immediate release: February 28, 2019

LOCAL DATA SHOWS 1 IN 7 HOUSEHOLDS ARE FOOD INSECURE BECAUSE THEY DON'T HAVE ENOUGH MONEY

One in seven households in the Nipissing and Parry Sound districts are food insecure, according to the North Bay Parry Sound District Health Unit (Health Unit). Food insecurity means a household does not have enough money to buy healthy food, highlighting low income as the underlying issue. Food insecurity ranges from worrying about running out of food, to relying on less healthy, lower cost foods, to skipping meals, due to financial constraints.

The *2018 Cost of Healthy Eating Report* shows that it costs a local family of four $884 a month to eat a basic healthy diet. For those living with low income, after paying for food and rent there may not be enough money left for necessities such as heat, hydro, transportation, telephone, child care and other living expenses.

"Food insecurity is a serious public health problem. It greatly impacts health and well-being," says Erin Reyce, Public Health Dietitian at the Health Unit. "Being food insecure increases the risk of developing diabetes, heart disease, high blood pressure and depression, and in turn, is associated with higher health care costs."

She adds that income-related policy measures need to be strengthened in Ontario to reduce poverty rates, particularly social assistance. Research shows that approximately 64% of households receiving social assistance are food insecure. This demonstrates that social assistance rates are too low to protect recipients from food insecurity.

An individual who is food insecure may turn to food charity programs, such as food banks or soup kitchens, to make ends meet. While these programs are important emergency services in the community, they do not address the root of the problem, which is poverty. Research shows that food insecurity is not a result of poor budgeting or cooking skills.

Last night, the Health Unit's Board of Health passed a resolution in support of Bill 60. This bill calls for the establishment of a social assistance research commission. This would consist of a group of experts to make recommendations on social assistance policy, including rates that reflect the real cost of living in Ontario.

For more information about food insecurity, visit our website at myhealthunit.ca/foodinsecurity

Quick Facts

- The Health Unit monitors food affordability through the Nutritious Food Basket project. Twelve grocery stores in our district are surveyed for the cost of select food items from Canada's Food Guide. The cost of healthy eating is then compared to local rent rates and income scenarios to determine food affordability.

- Approximately 75% of food insecure households are not able to use food banks. Those who do use food banks are not deemed food secure.

- 30 -

Media Inquiries

Alex McDermid, Public Relations Specialist
P: 705-474-1400, ext. 5221 or 1-800-563-2808
E: Communications@healthunit.ca

North Bay Parry Sound District Health Unit
Bureau de santé du district de North Bay-Parry Sound

Your lifetime partner in healthy living.

345 Oak Street West, North Bay, ON P1B 2T2 TEL 705-474-1400 FAX 705-474-8252 myhealthunit.ca
70 Joseph Street, Unit 302, Parry Sound, ON P2A 2G5 TEL 705-746-5801 FAX 705-746-2711 1-800-563-2808

Meeting Schedules, Agendas, Minutes, and Reports

Meeting Schedules

Board of Health meetings are open to the public and are held in the Boardroom at 345 Oak Street West, North Bay, unless noted otherwise. The Board of Health meeting schedule is subject to change.

2019

Board of Health Orientation Session: Wednesday, January 23, 3:30 - 4:30 p.m.
Finance and Property Committee: Wednesday, January 23, 5:00 - 5:40 p.m.
Board of Health: Wednesday, January 23, 5:40 - 7:00 p.m.

Board of Health: Wednesday, February 27, 5:00 - 7:00 p.m.

Personnel Policy, Labour/Employee Relations Committee: Wednesday, April 24 - Time to be determined
Finance and Property Committee: Wednesday, April 24 - Time to be determined
Board of Health: Wednesday, April 24 - Time to be determined

Personnel Policy, Labour/Employee Relations Committee: Wednesday, June 26 - Time to be determined
Finance and Property Committee: Wednesday, June 26 - Time to be determined
Board of Health: Wednesday, June 26 - Time to be determined

Finance and Property Committee: Wednesday, September 25 - Time to be determined
Board of Health: Wednesday, September 25 - Time to be determined

Finance and Property Committee: Wednesday, November 27 - Time to be determined
Board of Health: Wednesday, November 27 - Time to be determined

Finance and Property Committee: Wednesday, December 4 - Time to be determined
Board of Health: Wednesday, December 4 - Time to be determined

North Bay Parry Sound District Health Unit
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1-800-563-2808

BOARD OF HEALTH
NORTH BAY PARRY SOUND DISTRICT HEALTH UNIT

Nipissing District:	
Central Appointees	Dave Butti
	Nancy Jacko
	Stuart Kidd
	Scott Robertson
	Tanya Vrebosch
Eastern Appointee	Dean Backer
Western Appointee	Dan Roveda
Parry Sound District:	
North Eastern Appointee	Blair Flowers
South Eastern Appointee	Marianne Stickland
Western Appointee	Don Brisbane
Public Appointees:	John D'Agostino
	Gary Guenther
	Mike Poeta
Medical Officer of Health/Executive Officer	Dr. Jim Chirico
Attending by Invitation:	
Public Health Dietitian, Healthy Living	Erin Reyce
Program Manager, Healthy Living	Chris Bowes
Master of Public Health Student	Dr. Carol Zimbalatti

A regular meeting of the **Board of Health** for the **North Bay Parry Sound District Health Unit** will be held in the Nipissing Room at 345 Oak Street West, North Bay, Ontario on:

Date: Wednesday, February 27, 2019
Time: 5:00 p.m. to 7:00 p.m.

A G E N D A

1.0 CALL TO ORDER

2.0 APPROVAL OF THE AGENDA
- *Addition of New Agenda Items*
- *Notice of Motion*

3.0 CONFLICT OF INTEREST DECLARATION

4.0 PRESENTATION: THE COST OF HEALTHY EATING 2018
- *Erin Reyce, Public Health Dietitian, Healthy Living*
- *Chris Bowes, Program Manager, Healthy Living*

5.0 APPROVAL OF THE PREVIOUS MINUTES

5.1 Board of Health Minutes – January 23, 2019
- *Notice of Motion*

6.0 DATE OF NEXT MEETING

Date: April 24, 2019
Time: TBD
Place: TBD

7.0 BUSINESS ARISING

7.1 Board of Health Meeting Schedule – Revised
- *Notice of Motion*

7.2 alPHa 2019 Winter Symposium Update

8.0 REPORT OF MEDICAL OFFICER OF HEALTH

9.0 BOARD COMMITTEE REPORTS

10.0 CORRESPONDENCE

11.0 NEW BUSINESS

11.1 Healthy Eating Report
- *Notice of Motion*

11.2 District of Parry Sound Municipal Association 2019 Spring Meeting
- *Notice of Motion*

11.3 Fourth Quarter Income Statements – October 1 to December 31, 2018

11.4 Fourth Quarter Medical Officer of Health Expenses – October 1 to December 31, 2018

12.0 IN CAMERA

13.0 ADJOURNMENT

If you are not able to attend the meeting, please notify Sheri Beaulieu at 705-474-1400, extension 5375. Thank you.

Approved by,

Jim Chirico, H.BSc., M.D., F.R.C.P. (C), MPH
Medical Officer of Health/Executive Officer

COMMITTEE/COUNCIL TRACKING LIST

March 6, 2019

Please be advised that items on the tracking sheet may be discussed during scheduled meetings

Meeting Date	Subject for Action	Assigned Department	Requested/Anticipated Response Date	Comments
January 10, 2018	The CAO to look into any available bike lane funding, and contact the Ministry of Transportation on behalf of the Municipality to investigate any other available options such as a joint funding application.	CAO		
February 21, 2018	Staff to investigate opportunities for long term revenue streams for when the landfill is closed	CAO		