TOWNSHIP OF MELANCTHON

A G E N D A

Thursday March 7, 2019 - 1:00 p.m.

1. Call to Order

2. Announcements

3. Additions/Deletions/Approval of Agenda

4. Declaration of Pecuniary Interest and the General Nature Thereof

5. Approval of Draft Minutes - February 21, 2019

6. Business Arising from Minutes

7. Point of Privilege or Personal Privilege

8. Public Question Period (Please visit our website under Agendas and Minutes for information on Public Question Period)

9. Public Works

1. Accounts
2. OGRA Conference Update
3. Other

10. Planning

1. Applications to Permit
2. Letter from Mayor Darren White to Christina Thomas, Senior Associate Growth Policy, Planning and Analysis Ontario Growth Secretariat
3. Other

11. Police Services Board

1. Memorandum Report from Denise Holmes - Support for Community Safety and Well-being Planning
2. Letter from Sylvia Jones - Community Safety and Well-being Planning Process

12. Committee Reports

13. Correspondence

***Board & Committee Minutes**

1. Shelburne Public Library - December 18, 2018
2. Township of Melancthon Police Services Board - November 21, 2018

*** Items for Information Purposes**

1. Email from Eowyn Spencer - Municipal Levy & Budget 2019 - GRCA
2. Headwaters Health Care Centre's Position on Ministry of Health and Long-Term Care's Announcement on New Long-Term Health Care Plan
3. Email from Jack Ammendolia - UGDSG and WCDSB Development Charge By-law Renewal - Stakeholder Information
4. Email from Eowyn Spender - Summary of the General Membership Annual General Meeting - February 22, 2019

*** Items for Council Action**

1. Council Conference and Continuing Education Policy
2. Email from Ilona Feldmann - Notice of Pre-consultation for the Grand River Source Protection Plan

2.1 Email from Ryan Post - Notice of Pre-consultation for the Grand River Source Protection Plan

3. Email from Michelle Dunne - Provincial Offences Administration Space Update

14. General Business

1. Accounts
2. Report from Wendy Atkinson, Treasurer - Budget 2019 - Draft #3
3. Notice of Intent to Pass By-law
    1. By-law to Adopt the estimates of all sums required during the year and to strike the rates of taxation, and to further provide for penalty and interest in default of payment thereof for the year 2019
    2. By-law to Adopt a Code of Conduct for Members of Council & Members of Local Boards
    3. By-law to Provide for Reduced Load Periods within the Township of Melancthon and to Provide Exemptions
    4. By-Law for Prescribing Standards for the Maintenance and Occupancy of Property within the Township of Melancthon
4. New/Other Business/Additions
    1. Report from Denise Holmes - 2019 and 2020 Council Meeting Schedule
    2. Motion to rescind Motion #12 from February 21, 2019 Council meeting regarding Mulmur Melancthon Fire Board Budget as surplus amount incorrect and pass new motion regarding operating and capital levy
5. Unfinished Business
    1. Submission of Draft Property Standards By-law (Councillor Thwaites)
    2. Draft Letter for Property Standards By-law (Councillor Thwaites)
    3. NDCC Budget 2019
    4. Review of Other By-laws
    5. Bill 66

15. Delegations

1. 2:00 p.m. - Councillor Margaret Mercer - Presentation on Melancthon Township Strategic Plan

16. Closed Session

17. Third Reading of By-laws (if required)

18. Notice of Motion

19. Confirmation By-law

20. Adjournment and Date of Next Meeting - Thursday, March 21, 2019 - 5:00 p.m.

21. On Sites

22. Correspondence on File at the Clerk's Office

APPLICATIONS TO PERMIT FOR APPROVAL
March 7, 2019 COUNCIL MEETING

PROPERTY OWNER	*PROPERTY DESCRIPTION*	*TYPE OF STRUCTURE*	*DOLLAR VALUE*	*D.C.'s*	*COMMENTS*
Levi Martin Applicant: Tobias Martin	278547 6th Line NE Lot 30, Concession 7 NE	Power Room	$10,000.00	NO	
Levi Martin Applicant: Tobias Martin	278547 6th Line NE Lot 30, Concession 7 NE	cattle barn/3 Silos/Room for Horses 92'x222'=20424'	$350,000.00		

PLAN# 1
MAR 0 7 2019

The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

Telephone - (519) 925-5525
Fax No. - (519) 925-1110

Website: www.melancthontownship.ca
Email:info@melancthontownship.ca

February 21, 2019

Ms. Christina Thomas, Senior Associate
Growth Policy, Planning and Analysis
Ontario Growth Secretariat
Ministry of Municipal Affairs and Housing
777 Bay Street
23rd Floor, Suite 2304,
Toronto, Ontario
M5G 2E5

Dear Ms. Thomas,

The Council for the Township of Melancthon in Dufferin County has reviewed the proposed amendment to the Growth Plan for the Greater Golden Horseshoe.

Our understanding is the Provincial Natural Heritage System and Agricultural System mapping which was instated through the approval of the Growth Plan on July 1, 2017 is proposed to be set aside, but will be required to be incorporated by the County of Dufferin in conjunction with their conformity update. In this regard we have the following comments:

1. We remain concerned that the OMAFRA refinement guidelines in their current form will not accommodate any refinement in the Township of Melancthon. Moreover we are concerned that lower-tier municipalities will be required to expend resources and time to justify refinements for this mapping.

2. In order to avoid the cost and time to justify refinements, it is recommended that lower-tier municipalities with Official Plans containing an ag/rural split that was approved by the Province in the last 5 years be recognized for Growth Plan consistency. The Township of Melancthon Official Plan was approved in 2015, was the subject of local public consultation as well as OMAFRA review and approval. In our opinion, the mapping in our Plan reflects reality and the policies of the Plan support agriculture and agri-business in a manner completely consistent with the Growth Plan.

PLAN#2
MAR 0 7 2019

If you wish to discuss please do not hesitate to call me.

Yours truly,

Darren White
Mayor

c. Sylvia Jones, MPP, Dufferin-Caledon
County of Dufferin

The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Hwy. 10, Melancthon, Ontario, L9V 2E6

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TOWNSHIP OF MELANCTHON POLICE SERVICES BOARD

MEMORANDUM

TO: **MAYOR WHITE AND MEMBERS OF COUNCIL**

FROM: **DENISE HOLMES, SECRETARY**

SUBJECT: **SUPPORT FOR COMMUNITY SAFETY AND WELL-BEING PLANNING**

DATE: **FEBRUARY 21, 2019**

The attached correspondence was reviewed at the Police Services Board meeting held on Wednesday, February 20, 2019 and the Board directed that it be referred to Council.

It was also requested by the Board, that this matter be placed on the Joint PSB Agenda, for the meeting scheduled on Tuesday, April 2, 2019.

PSB # I
MAR 0 7 2019

Denise Holmes

From: Randall, Nicol (OPP) <Nicol.Randall@opp.ca>
Sent: Friday, February 1, 2019 3:09 PM
To: Denise Holmes; Kerstin Vroom (kvroom@mulmur.ca); Cheyanne Hancock; Christine Hickey
Subject: FW: All Chiefs Memo 2019 - 0004 - Support for Community Safety and Well-Being Planning
Attachments: 19-0004 - All Chiefs Memo - CSWB In-Force Date and Webinars.pdf; 19-0004 - Attachment 1 - CSWB Webinar Infographic.pdf; 19-0004 - Attachment 2 - CSWB Planning - Frequently Asked Questions.pdf; 19-0004 - Attachment 3 - A Shared Commitment in Ontario (Booklet 3, Vers....pdf

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From: Sanderson, Marcus (OPP)
Sent: 1-Feb-19 1:25 PM
To: Meghan Townsend <mtownsend@townofgrandvalley.ca>
Cc: Randall, Nicol (OPP) <Nicol.Randall@opp.ca>
Subject: FW: All Chiefs Memo 2019 - 0004 - Support for Community Safety and Well-Being Planning

Here you are as requested Meghan.

Feel free to reach out if I can be of any assistance.

Marcus

M. Sanderson
Staff Sergeant
Operations Manager – Caledon Detachment
Ontario Provincial Police
905-584-2241

Total Control Panel Login

To: dholmes@melancthontownship.ca Remove this sender from my allow list
From: nicol.randall@opp.ca

You received this message because the sender is on your allow list.

PSB 11.1
FEB 2 0 2019

Ministry of Community Safety and Correctional Services

Public Safety Division

25 Grosvenor St.
12th Floor
Toronto ON M7A 2H3

Tel.: (416) 314-3377
Fax: (416) 314-4037

Ministère de la Sécurité communautaire et des Services correctionnels

Division de la sécurité publique

25, rue Grosvenor
12e étage
Toronto ON M7A 2H3

Tél.: (416) 314-3377
Téléc.: (416) 314-4037

Ontario

MEMORANDUM TO: All Chiefs of Police and
Interim Commissioner G.J. (Gary) Couture
Chairs, Police Services Boards

FROM: Stephen Waldie, for
Stephen Beckett
Assistant Deputy Minister
Public Safety Division

SUBJECT: **Support for Community Safety and Well-Being Planning**

DATE OF ISSUE:	**January 17, 2019**
CLASSIFICATION:	**General Information**
RETENTION:	**Indefinite**
INDEX NO.:	**19-0004**
PRIORITY:	**Medium**

I am pleased to provide you with an update on the Ministry of Community Safety and Correctional Services' efforts to ensure that municipal, policing, and community partners have the necessary supports as we move forward with the new legislative requirements related to community safety and well-being planning.

As you are aware, on January 1, 2019, new legislative amendments to the *Police Services Act, 1990* came into force which mandate municipalities to prepare and adopt community safety and well-being plans. 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.

First Nations communities are encouraged to undertake the same community safety and well-being planning process; however, they are not required by legislation to do so. The ministry continues to explore opportunities to support and encourage First Nations communities to engage in this type of planning process.

.../2

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.

As a first step to supporting communities with the planning process, the ministry will be offering webinars beginning in February 2019. The webinars will provide an overview of the new legislative requirements related to community safety and well-being planning, as well as guidance on how to develop and implement effective plans. Please refer to Attachment 1 for more details. 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 Attachment 2). We encourage you to share these attachments with staff within your organization, as well as any other relevant partners.

Municipalities, First Nations communities, and their local partners are encouraged to continue to utilize the *Community Safety and Well-being Planning Framework: A Shared Commitment in Ontario* booklet to support the planning process (see Attachment 3). 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 at https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSSOPlanningFramework.html.

We greatly appreciate your continued support as we move forward with this modernized approach to community safety and well-being together. If you have any questions, please contact Tiana Biordi, Community Safety Analyst at Tiana.Biordi@ontario.ca or Jwan Aziz, Community Safety Analyst at Jwan.Aziz@ontario.ca.

Sincerely,

Stephen Waldie, for
Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

Attachments

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;

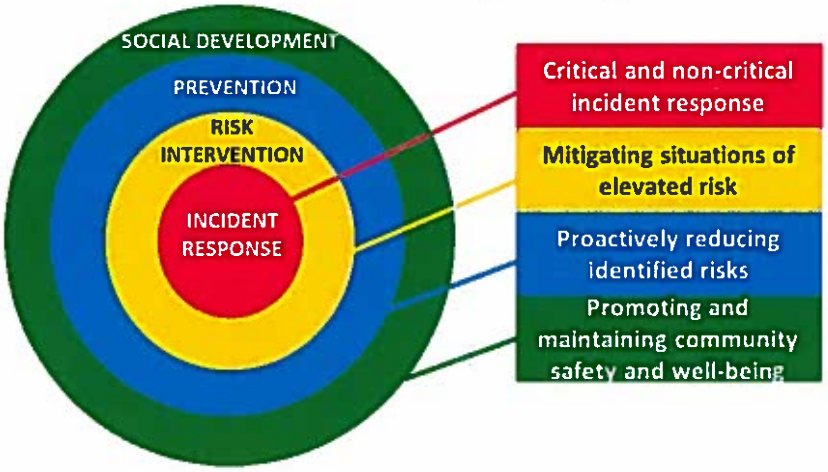
- enhanced feelings of safety and being cared for, creating an environment that will encourage newcomers to the community;
- increased awareness, coordination of and access to services for community members and vulnerable groups;
- more effective, seamless service delivery for individuals with complex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

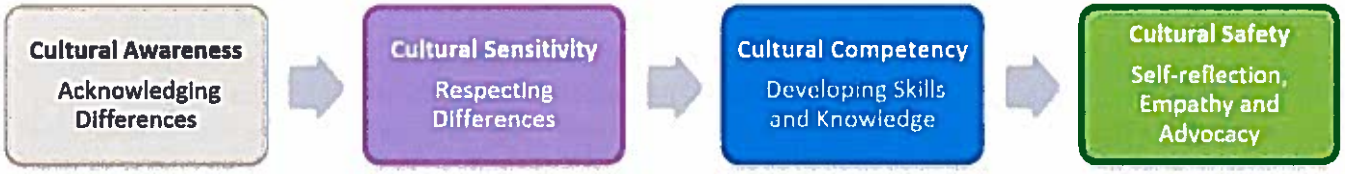
In Sault Ste. Marie, a local multi-agency service delivery model focuses on providing vital services and programs under one roof, and acts as a support to a specific neighbourhood through the Neighbourhood Resource Centre – a collaborative effort of 32 local agencies and groups.

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

Tool 1 – Participants, Roles and Responsibilities

The Champion and Coordinator(s)

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

Role of Champion(s)

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

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

Role of the Coordinator(s)

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

Key Tasks of the Coordinator(s)

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

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

Responsibilities of the Coordinator(s)

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

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

Advisory Committee

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

Members of the Advisory Committee

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

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

Responsibilities of the Advisory Committee

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

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

Key Tasks of the Advisory Committee

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

Implementation Teams

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

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

Members of Implementation Teams

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

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

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

Responsibilities and Tasks of Implementation Teams

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

Tool 2 – Start-Up

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

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

Background and Context

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

Goals and Purpose

Planning partners may then wish to identify:

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

Objectives and Performance Measures

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

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

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

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

Membership

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

Notes:

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

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

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

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

Roles and Responsibilities

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

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

Logistics and Process

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

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

Support and Sign-Off

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

Tool 3 – Asset Mapping

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

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

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

Existing Body Inventory

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

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

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

Social Network Mapping

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

Relationships may be assessed on a continuum such as this:

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

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

Strategy Inventory

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

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

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

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

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

Tool 4 – Engagement

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

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

Introduction and Background

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

Purpose, Goals and Objectives

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

Stakeholders

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

This may include:

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

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

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

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

See Tool 5 for guidance on analyzing community risks.

Approach

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

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

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

Materials and Messaging

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

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

Logistics

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

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

Risks and Implications

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

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

Community Engagement Questions

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

Timelines

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

This may be done using a chart such as this:

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

Tool 5 – Analyzing Community Risks

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

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

Summary of Community Engagement Sessions

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

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

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

Identified Risks

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

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

Priority Risk Analysis

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

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

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

- **What is the risk?**
  - For example, is the risk identified the real problem, or is it a symptom of something bigger? As with the above example of the risk of poor school attendance, planning partners might think about what is causing students to miss school, and consider whether that is a bigger issue worth addressing.
  - Which community members, agencies/organizations identified this risk, and how did they describe it (i.e., did different groups perceive the risk in a different way)?

- **What evidence is there about the risk – what is happening now?**
  - How is this risk impacting the community right now? What has been heard through community engagement?
  - Is there specific information or data about each risk available?
  - How serious is the risk right now? What will happen if the risk is not addressed?

- **What approach does the community use to address what is happening now?**
  - Incident response or enforcement after an occurrence;
  - Rapid intervention to stop something from happening;
  - Implement activities to reduce/change the circumstances that lead to the risk; or
  - Ensure that people have the supports they need to deal with the risk if it arises.

- **How could all of the approaches above be used to create a comprehensive strategy to address each priority risk that:**
  - Ensures all community members have the information or resources they need to avoid this risk;
  - Targets vulnerable people/groups that are more likely to experience this risk and provide them with support to prevent or reduce the likelihood or impact of this risk;
  - Ensures all relevant service providers work together to address shared high-risk clients in a quick and coordinated way; and
  - Provides rapid responses to incidents using the most appropriate resources/agencies?

- **Where will the most work need to be done to create a comprehensive strategy to address the risk? Who will be needed to help address any existing service gaps?**

Risk-driven Tracking Database

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

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

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

Tool 6 – Performance Measurement

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

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

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

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

- Inputs: financial, human, material and information resources dedicated to the initiative/program (e.g., grant funding, dedicated coordinator, partners, analysts, evaluators, laptop, etc.).
- Activities: actions taken or work performed through which inputs are used to create outputs (e.g., creation of an advisory committee and/or implementation team(s), development, 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:

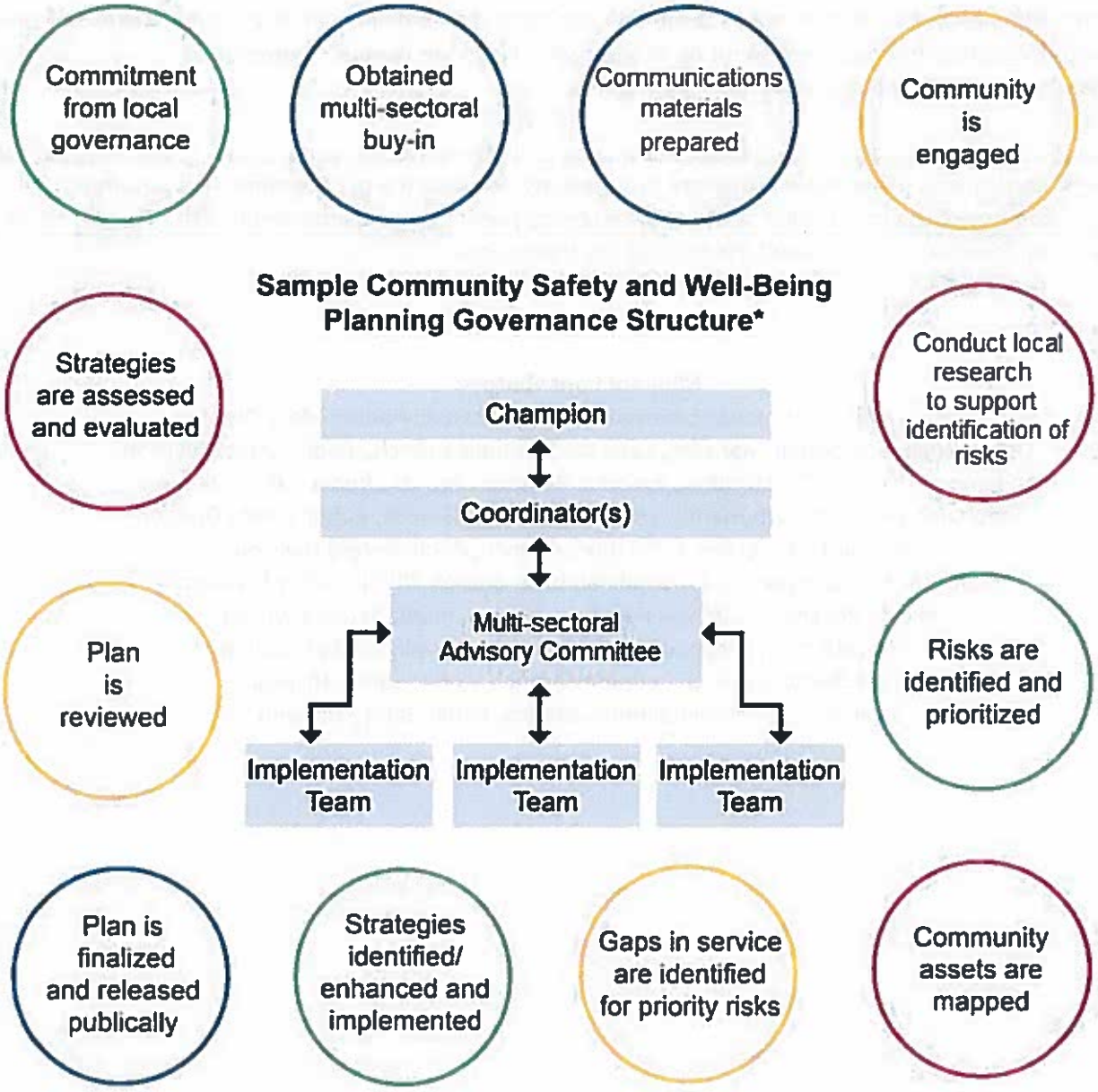
- Increase victim's awareness of services in the community
- Awareness of the impact of domestic violence on children
- Enrolment in a healthy relationships program for those who have been arrested for domestic-violence related offences
- Connecting individuals with acutely elevate risk to service

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



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

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

Thank you for your commitment to community safety and well-being planning. The ministry welcomes your thoughts, comments and input on this booklet. Please send your comments to SafetyPlanning@Ontario.ca.

In addition, the ministry would also like to thank our inter-ministerial, policing and community partners who participated in the development of this booklet, including the pilot communities who tested components of the community safety and well-being planning framework and toolkit. Thank you for your ongoing support and feedback throughout this process.

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Community Safety and Well-Being Planning

Webinars

Webinar 1:

Thursday February 14, 2019

1:00 p.m. – 3:00 p.m.
R.S.V.P. by Monday February 4, 2019

&

Webinar 2:

Thursday February 21, 2019

10:00 a.m. – 12:00 p.m.
R.S.V.P. by Monday February 4, 2019

To sign up for the webinars, please email SafetyPlanning@ontario.ca

Additional information on the webinars will be provided following notification of attendance.

The Ministry of Community Safety and Correctional Services will be hosting webinars to support municipalities, their policing and community partners in learning about community safety and well-being planning.

The webinars will include an overview of:

- **the new legislative requirements related to community safety and well-being planning;**
- **the Community Safety and Well-being Planning Framework; and**
- **details related to the community safety and well-being planning process.**

If you have any questions about the webinars, please contact: SafetyPlanning@ontario.ca

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.

Denise Holmes

From: MCSCS Feedback <MCSCS.Feedback@ontario.ca>
Sent: Monday, February 25, 2019 1:06 PM
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
Attachments: 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

Ministry of Community Safety and Correctional Services

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Ontario

MC-2019-252
By e-mail

Dear Chief Administrative Officer:

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

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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.

March 19, 2019 (French only)
1:00 p.m. to 3:00 p.m.

March 21, 2019
10:00 a.m. to 12:00 p.m.

April 25, 2019
10:00 a.m. to 12:00 p.m.

April 11, 2019
1:00 p.m. to 3:00 p.m.

May 9, 2019
1:00 p.m. to 3:00 p.m.

May 15, 2019 (French only)
1:00 p.m. to 3:00 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.

Wendy Atkinson

From: Secretary <secretary@shelburnelibrary.ca>
Sent: Thursday, February 21, 2019 1:11 PM
To: Cheyanne Hancock; Fred Simpson; Jennifer Willoughby; Melissa Kenney; Rose Dotten; Susan Stone; Tracey Atkinson; Wendy Atkinson
Subject: Shelburne Public Library Board Minutes for December 2018
Attachments: 12-Minutes of December 18 2018.pdf

Please find attached the Shelburne Public Library board Minutes for December 18, 2018.

The minutes for December 18, 2018, were passed at the meeting held on February 19, 2019. The January meeting had been cancelled due to a number of conflicts.

If you require anything else, please email me with what you require.

Beverly Ford-Arnold
Secretary, Shelburne Public Library
201 Owen Sound Street
Shelburne, ON L9V 3L2
(519) 925-2168
Email: secretary@shelburnelibrary.ca

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To: watkinson@melancthontownship.ca
From: secretary@shelburnelibrary.ca

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Bo|comm # 1
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Minutes for Shelburne Public Library Board Meeting
Tuesday, December 18, 2018

Present:	Larry Haskell	Erika Ulch	Dave Besley
	Gail Little	Sharon Martin	Earl Hawkins
	Paul Barclay		
Also Present:	Rose Dotten, CEO/ Head Librarian, and Gord Gallaugher, Treasurer		
Regrets:	Geoff Dunlop		

The acting Chair, Larry Haskell, called the meeting to order at 6:00 P.M.

Motion 42 -18 P. Barclay, E. Ulch
Be it resolved that we approve the minutes of the board meeting dated November 20, 2018.
Carried

Financial Reports:

Motion 43 -18 D. Besley, E. Ulch
Be it resolved that we approve the Accounts Payable Register for November, 2018 with invoices and payments in the amount of $23,806.89.
Carried

CEO/ Head Librarian's Report:

- **Statistics**
  We included statistics for the month of November, 2018. Our statistics were down a little from October, but were still up from November, 2017. You will see that we have continued to add a new line to the statistics relating to our inventory. These numbers were not included in the total statistics for the month. Our co-op student from CDDHS for this school term has done a great job of continuing our inventory process. Unfortunately, she will not be able to finish the inventory before her co-op term is over in January.

- **Library Literary Events**
  We had an amazing turnout on Sunday, December 9, 2018, with Dan Needles, Story Teller Extraordinaire, entertaining about 70 people with his hilarious accounts of life with his parents, life in the country, including his student "year" helping on a snake-infested sheep farm in Australia. The Book Cooks provided another assortment of tasty morsels after the presentation.

- **Community Projects**
  Poppies. Garden of Remembrances 2018. We sent out postcards with pictures from the event to all the participants who helped with the project and have received many thanks for these tokens of appreciation.

- **Coffee, Conversation & Books**
  The next Coffee, Conversation & Books will be held tomorrow, December 19/18, with Wayne Townsend, at Jelly Craft Bakery, here in Shelburne. These events have been terrific and have been well attended by our community.

  The 2019 dates have been set and the upcoming events are:
  Wednesday, January 16, 2019 – Emma Pink, in Grand Valley
  Wednesday, February 20, 2019 – David Thwaites, in Shelburne
  Wednesday, March 20, 2019 – Anthony Carnovale, in Orangeville

- **Silent Auction—Saturday, November 24, 2018**
  Our Silent Auction was held on Saturday, November 24, 2018. This is our main fund raiser of the year and we always look forward to receiving donations. This year we had an amazing selection of donations and we raised the most that we have ever raised— almost $5,000.

Correspondence: none

Business:

- **Year End motions required by the Treasurer**

Motion 44 -18 D. Besley, E. Ulch

That the Board move the following motions:

1. That the treasurer be authorized to transfer the amounts received as donations and Silent Auction income to the appropriate reserves at year end.
2. That beginning January, 2019, the treasurer be authorized to transfer amounts received as donations or Silent Auction sales to the appropriate reserves as the funds are received, in order that financial statements better reflect actuals, on an ongoing basis.
3. That the treasurer be authorized to transfer from the computer reserves $8635.85, being the amount to purchase and install public access computers.
4. That the treasurer be authorized to transfer sufficient funds at year end from the collection reserve to balance the approved collections expenditure for 2018.
5. That the treasurer be authorized, at year end, to transfer any operating surplus/deficit to/from the operating reserve, sufficient to bring income /expense statement into zero balance.
6. That the treasurer be authorized to transfer from special projects reserve $2310 for poppy projects and bags plus student wage support.

Carried

- **Budget discussion with Treasurer**
  Gord Gallaugher, Treasurer, attended this meeting so that he could answer questions from the Board. After having satisfied the queries by the Board, the following motion was passed.

Motion 45 -18 S. Martin, P. Barclay

Be it resolved that the Board approve the 2019 budget with a total expenditure of $429,400, with municipal contribution $340,567.

- **Staff Honoraria**

  The CEO was authorized to give honoraria to the staff in the amounts she felt appropriate pursuant to the guidelines given by the Board at the meeting.

- **In Camera session—if necessary**
  Not necessary.

Motion 46 - 18 E. Hawkins, E. Ulch

That we now adjourn at 7:00 p.m., to meet again February 19, 2018, at 7 pm., or at call of the Vice Chairman.

Carried

TOWNSHIP OF MELANCTHON POLICE SERVICES BOARD

The Township of Melancthon Police Services Board held a meeting on Wednesday, November 21, 2018 at 10:00 a.m. at the Melancthon Township Municipal Office Committee Room. Those present: Chair and Public Member David Thwaites, Municipal Member Darren White, Provincial Appointee Kate Martin, Denise Holmes, Interim Secretary and Staff Sergeant Nicol Randall, Dufferin OPP.

Call to Order

Chair Thwaites called the meeting to order at 10:05 a.m.

Declaration of Pecuniary Interest or Conflict of Interest

Chair Thwaites advised those in attendance that they could declare their pecuniary interest now or at any time during the meeting. None was declared.

Approval of Agenda

Addition: Email from Wayne Hannon regarding Parking By-law Issues

Moved by White, Seconded by Martin that the Agenda be approved as amended. Carried.

Approval of Minutes

Moved by Martin, Seconded by White that the minutes of the Police Services Board meeting held on September 19, 2018 be approved as circulated. Carried.

Issues Arising from the Minutes

1. Emails from Staff Sgt. Randall following up on items raised at the September 19, 2018 meeting
2. Email - Darlene Noakes/Denise Holmes follow up for requested information – Item No. 12.4

Presentations/Delegations

None.

Correspondence

None.

Financial

1. 2019 Annual Billing Statement

Received as information.

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Detachment Commander's Report

Staff Sgt. Randall provided her report in advance of the meeting for the period of July - September, 2018 and reviewed her Report with the Board.

Committee Reports

None.

Other Business

1. Speed counter results 4th Line SW at 098268 4th Line SW

The results were forwarded as a result of Council's direction from the Council meeting held on November 1, 2018. There was also discussion during this time about the "Black Cat" Radar Recorder results from the 2nd Line SW at 250 Sideroad for the period October 16-29, 2018.

2. Road Closure Policy - review, as well as any updates from Staff Sergeant Randall regarding OPP coordination with Blue Mountain

The coordination with Blue Mountain is working really well and she has been working with both Scott's from the County for road closure information. She explained the Blue Mountain Social media initiative to Member Martin, as she was not on the Board when she brought this forward to the Board last year. Staff Sergeant Randall advised that Constable Shannon Gordanier is being trained for media relations to replace Constable Paul Nancekivell who is retiring in January.

Member White advised that the County is looking to purchase LED signs to be placed in Orangeville to advise people of the County 124 closure, but they won't be purchased in time for this winter season.

3. Unfinished Business - Motion passed at May 16th meeting regarding Melancthon-Nottawasaga Townline and potential options to reduce or redirect traffic - Verbal update

Member White updated the Board on this matter and advised that information received from the Township's Solicitor confirmed that Mr. and Mrs. Wargon are the owners of the deviation road. Member White and the Township's CAO and Public Works Director met with the Wargon's last week. The Wargon's will be installing a gate across the road but the Township will be working with them, as the Township road maintenance equipment and the garbage truck need a place to turn around. The Township will also be looking at closing the portion of the Mulmur Melancthon Townline in Melancthon with barricades – subject to the comments of Council.

4. Other - Addition to the Agenda

Wayne Hannon sent an email to the Police Services Board regarding Park By-law issues which was provided to Staff Sgt. Randall. As Mr. Hannon was in attendance, she obtained some further information and said she would look into it. She said most times, if someone is sitting in the vehicle, it is not considered "parked" but if a vehicle is in the live lane of traffic and stopped with no one in it, it could be seen as interfering with traffic and a ticket laid under the Highway Traffic Act.

Public Discussion

None.

Date of Next Meeting & Adjournment

Next year's meetings to be determined by the new Board.

Member White thanked Staff Sergeant Randall, on behalf of the Township, and said that Policing in the Township has changed drastically (since she became Detachment Commander) and he is excited at where it's going. He told Staff Sergeant Randall that she has a different style and that hers was more effective and hopes that things will continue to go that way.

11:00 a.m. - Moved by White, Seconded by Martin that we adjourn the Police Services Board sine die. Carried.

Original signed	Original signed
CHAIR	SECRETARY

Denise Holmes

From:	Eowyn Spencer <espencer@grandriver.ca>
Sent:	Friday, February 22, 2019 12:52 PM
To:	Andrew Grozelle; Charlene Touzel (ctouzel@brantford.ca); Chloe Senior; Christine Hickey (chickey@amaranth.ca); Denise Holmes; Dina Lundy; Evelyn Eichenbaum; Graham Milne (Graham.Milne@halton.ca); Heather Boyd; Hyde, Joanne; Jane Wilson; Janet Pilon; Karen Landry; Karren Wallace; Karyn Bennett; Kerri O'Kane; Kris Fletcher; Manny Baron; Meaghen Reid; Patricia Berfelz; Stephen.OBrien@guelph.ca; Susan Stone; Theresa Campbell
Cc:	Joe Farwell; Karen Armstrong; Sonja Radoja
Subject:	Municipal Levy & Budget 2019 - Grand River Conservation Authority
Attachments:	Summary of Municipal General Levy.pdf; GRCA 2019 Budget Package.pdf

Good afternoon Grand River watershed member municipality:

By letter dated January 21, 2019 you were advised that a meeting of the General Membership of the Grand River Conservation Authority would be held on February 22, 2019 to consider the 2019 Budget and General Levy. At that meeting, the following resolution was passed:

> *THAT the 2019 Budget of Grand River Conservation Authority of $35,270,468 be approved;*
> *AND THAT the member municipalities be assessed for payment of:*
> *Matching Levy: $871,073*
> *Non-Matching Levy: $9,714,927*
> *Capital Levy: $1,050,000*
> *Total General Levy: $11,636,000*
> *AND THAT each member municipality's share of the 2019 General Levy be calculated using "Modified Current Value Assessment".*

The 2019 general levy will not include an adjustment for the City of Hamilton, which was the practice from 2001 to 2017. This change in levy apportionment is due to an order issued December 21, 2017 by the Mining and Lands Commissioner (MLC).

The impact of not making an adjustment for Hamilton is that Hamilton's share of the total levy increases from 2.4% prior to the December 2017 MLC order to 12.3% in 2019 and the amount apportioned to all other participating municipalities has decreased by a proportional amount.

The City of Hamilton has applied for a Judicial Review of the Mining and Lands Commissioner's decision and a hearing occurred on February 6; the tribunal did not issue a judgment on that date and they have up to six months to do so. At this point, it is not possible to predict whether that request will be granted and if there is potential for adjustments to the 2018 or 2019 levy apportionment at a later date. In the event of a subsequent adjustment, we will advise you of the revised apportionment as applicable. A number of members of our Board of Directors have suggested that participating municipalities may want to consider setting funds aside based on the original levy apportionment calculation which would be similar to the 2017 levy amount with an annual increase to reflect our overall levy increase.

Attached are a summary of the 2019 municipal levies and the complete 2019 budget package. A hard copy of the 2019 budget package or a printable PDF **is available upon request**.

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Please contact Karen Armstrong, Deputy CAO & Secretary Treasurer, or Sonja Radoja, Manager of Corporate Services, if you have any questions.

On behalf of,
Karen Armstrong
Deputy CAO & Secretary-Treasurer

Kind regards,
Eowyn Spencer | Executive Assistant | Grand River Conservation Authority
www.grandriver.ca | Phone: 519-621-2763 x.2200 | espencer@grandriver.ca

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Grand River Conservation Authority
Summary of Municipal Levy - 2019 Budget

February 22, 2019

	% CVA in Watershed	2018 CVA (Modified)	CVA in Watershed	CVA-Based Apportionment	2018 Budget Matching Admin & Maintenance Levy	2019 Budget Non Matching Admin & Maintenance Levy	2019 Budget Capital Levy	2019 Budget Total Levy	Actual 2018 Levy	% Change
Brant County	82.9%	5,955,826,066	4,937,379,809	2.75%	23,970	267,336	28,894	320,200	326,904	-2.1%
Brantford C	100.0%	13,253,620,186	13,253,620,186	7.39%	64,343	717,622	77,561	859,526	820,175	4.8%
Amaranth Twp	82.0%	692,356,801	567,732,577	0.32%	2,756	30,740	3,322	36,818	35,971	2.4%
East Garafraxa Twp	80.0%	533,804,174	427,043,339	0.24%	2,073	23,122	2,499	27,694	26,838	3.2%
Town of Grand Valley	100.0%	429,279,822	429,279,822	0.24%	2,084	23,244	2,512	27,840	26,727	4.2%
Melancthon Twp	56.0%	507,262,719	284,067,123	0.16%	1,379	15,381	1,662	18,422	18,160	1.4%
Southgate Twp	6.0%	883,428,392	53,005,703	0.03%	257	2,870	310	3,437	3,294	4.3%
Haldimand County	41.0%	6,276,148,294	2,573,220,801	1.43%	12,492	139,328	15,059	166,879	162,607	2.6%
Norfolk County	5.0%	8,618,652,073	430,932,604	0.24%	2,092	23,333	2,522	27,947	27,566	1.4%
Halton Region	10.4%	39,536,197,403	4,121,457,995	2.30%	20,009	223,158	24,119	267,286	253,594	5.4%
Hamilton City	26.7%	82,190,675,574	21,986,005,716	12.25%	106,736	1,190,440	128,664	1,425,840	1,389,640	2.6%
Oxford County	37.3%	3,842,021,887	1,432,116,305	0.80%	6,953	77,542	8,381	92,876	90,099	3.1%
North Perth T	2.0%	1,911,183,097	38,223,662	0.02%	186	2,070	224	2,480	2,385	4.0%
Perth East Twp	40.0%	1,744,223,194	697,689,278	0.39%	3,387	37,777	4,083	45,247	43,127	4.9%
Waterloo Region	100.0%	91,711,011,599	91,711,011,599	51.11%	445,232	4,965,722	536,699	5,947,653	5,816,764	2.3%
Centre Wellington Twp	100.0%	4,490,977,731	4,490,977,731	2.50%	21,802	243,166	26,282	291,250	285,969	1.8%
Erin T	49.0%	2,319,917,492	1,136,759,571	0.63%	5,519	61,550	6,652	73,721	73,360	0.5%
Guelph C	100.0%	24,316,625,767	24,316,625,767	13.55%	118,051	1,316,632	142,303	1,576,986	1,537,580	2.6%
Guelph Eramosa Twp	100.0%	2,527,154,919	2,527,154,919	1.41%	12,269	136,834	14,789	163,892	159,913	2.5%
Mapleton Twp	95.0%	1,526,746,159	1,450,407,901	0.81%	7,041	78,533	8,488	94,062	90,132	4.4%
Wellington North Twp	51.0%	1,516,305,544	773,315,828	0.43%	3,754	41,871	4,526	50,151	49,212	1.9%
Puslinch Twp	75.0%	2,380,647,827	1,785,485,870	1.00%	8,668	96,676	10,449	115,793	111,983	3.4%
Total		**297,164,066,719**	**179,423,514,108**	**100.00%**	**871,053**	**9,714,947**	**1,050,000**	**11,636,000**	**11,352,000**	**2.5%**

HEADWATERS
Health Care Centre

NEWS RELEASE

Headwaters Health Care Centre's Position on Ministry of Health and Long-Term Care's Announcement on New Long-Term Health Care Plan

ORANGEVILLE, ON – February 27, 2019: Yesterday, Christine Elliott, Deputy Premier and Minister of Health and Long –Term Care, announced the government's long-term plans to 'fix and strengthen' the public health care system under a single health agency called Ontario Health, with local Ontario Health Teams.

Specifically, the Ontario government's announcement and subsequent legislation, Bill 74, *The People's Health Care Act, 2019,* include improving access and services to patient experience by:

- Organizing health care providers to work as one coordinated team, focused on patients and specific local needs. Patients would experience easy transitions from one health provider to another (for example, between hospitals and home care providers, with one patient story, one patient record and one care plan).
- Providing patients, families and caregivers help in navigating the public health care system, 24/7.
- Integrating multiple provincial agencies and specialized provincial programs into a single agency to provide a central point of accountability and oversight for the health care system. This would improve clinical guidance and support for providers and enable better quality care for patients.
- Improving access to secure digital tools, including online health records and virtual care options for patients - a 21st-century approach to health care.

"Our community is extremely well-positioned to work together to create a more integrated health care system with, and for, the people of Dufferin-Caledon," said **Stacey Daub, President & CEO, Headwaters Health Care Centre.** "We are excited to work with our long-valued partners across health and social service sectors, as well as with our municipal partners, to improve care for our region."

Last year, Headwaters, in partnership with other medium-sized community hospitals across the Province, advocated for stable funding and the opportunity for hospitals to work with partners to build a local health system that ensures patients continue to receive high-quality care close to home.

Comments from several community health and social service sector partners

Lianne Barbour, Executive Director, Dufferin Area Family Health Team: "What makes Dufferin unique is when a physician or other health care provider knows the community partner at the other end of the phone line. Through collaborative relationships between Primary Care and community partners in Dufferin, we have demonstrated that great things happen. We are in support of creating local solutions to improve efficiency for patients here."

Nora Kennedy, Executive Director, Family Transition Place: "We have always valued our strong community partnerships and have long believed that it is through collaboration that true innovation and solutions to our biggest challenges are found. We look forward to the opportunity to enhance the relationships with our health and social service partners to improve the lives of people in Dufferin and Caledon."

Tom Reid, Chief, Dufferin Paramedic Services: "We are keen to work with our local community partners and support a-made-in Dufferin solution to improve the care provided to residents."

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Dr. Mercedes Rodriquez, Chief of Family Practice, Headwaters Health Care Centre: "As a community, Dufferin has strong relationships between primary care and our local health care organizations. As a family doctor, working in private practice and at the hospital, it is my belief we are ideally positioned to build on those local partnerships in a more integrated way."

Darren White, Warden, Dufferin County: "We are very interested to explore opportunities to work with our community partners to enhance health care services for all residents. Finding more ways to collaborate and integrate services that address the entire spectrum of health care and support services for our senior population is a high priority for Dufferin County Council. We have a strong record of building community partnerships and are committed to further strengthening relationships that will help create local solutions to health care challenges."

-30-

About Headwaters Health Care Centre

Headwaters Healthcare Centre is an innovative, community centred medium-sized hospital located in Orangeville, serving Dufferin County- Caledon. Headwaters offers acute and complex continuing care with 24/7 Emergency Department coverage as well as extensive outpatient services in a newly built Ambulatory Care Centre and is accredited with Exemplary Standing by Accreditation Canada. Please visit www.headwatershealth.ca for more information and a full list of services.

For further information or to arrange an interview, please contact:

Jennifer Hamilton, MA, MBA, Senior Communications & Stakeholder Engagement Partner, Headwaters Health Care Centre | Tel: 519-278-5085 | Email: jhamilton@headwatershealth.ca

Denise Holmes

From: Jack Ammendolia <ammendolia@watsonecon.ca>
Sent: Tuesday, February 26, 2019 9:40 PM
To: Jack Ammendolia
Cc: bteichman@overlandllp.ca; Jennifer Passy; Glen Regier; Tracy McLennan; kerry.morrison@ugdsb.on.ca
Subject: Upper Grand DSB and Wellington CDSB Education Development Charge Bylaw Renewal - Stakeholder Information
Attachments: Stakeholder invitation #2.pdf

Hello,

As you may be aware, the Upper Grand District School Board and the Wellington Catholic District School Board are in the process of renewing their Education Development Charges. The Boards held an information session in October, 2018 to make stakeholders aware of the EDC renewal process and proposed bylaw passage dates. While the Boards will be holding public meetings later this Spring, they are also holding an additional stakeholder information session in advance of the legislated public engagement process.

Attached to this email is the Stakeholder Session Invitation. This invite has been sent to you as the primary contact in your organization, as the Board recognizes you as a key stakeholder in the Education Development Charge process. If this information should go to someone else in your department or organization, please feel free to pass it along.

The attached invite contains information with regard to the stakeholder session time and location as well as details to rsvp.

If you have any questions or concerns regarding this Education Development Charges review process, please do not hesitate to contact us.

Sincerely,

Jack Ammendolia, BES, PLE
Managing Partner and Director, Education
Watson & Associates Economists Ltd.

ammendolia@watsonecon.ca
Office: 905-272-3600 ext. 230
Mobile: 416-725-5668
Fax: 905-272-3602

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INFO # 3
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EDUCATION DEVELOPMENT CHARGE INFORMATION SESSION

THE UPPER GRAND DISTRICT SCHOOL BOARD & THE WELLINGTON CATHOLIC DISTRICT SCHOOL BOARD EDUCATION DEVELOPMENT CHARGE (EDC) BY-LAW RENEWAL PROCESS

MEETING WITH INTERESTED STAKEHOLDERS

TUESDAY, MARCH 26th, 2019
2:00-4:00PM

AT:
Aboyne Hall - Wellington County Museum & Archives

0536 Wellington Rd 18

Fergus, ON N1M 2W3

The purpose of this meeting is to present stakeholders with the methodologies and assumptions used in calculating proposed EDC rates for the Boards. The Boards are currently in the process of calculating new charges and producing the required background studies and intend to pass new by-laws in the Spring of 2019. The Boards, as well as their legal counsel and consultant, will be available to review the proposed by-laws and the renewal process. In particular, the Boards would like to obtain input regarding study assumptions (projections/growth forecasts) and appraised values.

Materials and a presentation will be provided at the meeting. If you are unable to attend, this material will be available on the Board's webpages after the meeting (https://www.ugdsb.ca/ and http://www.wellingtoncdsb.ca/)

Please contact Kerry Morrison at the Upper Grand District School Board to confirm your attendance by March 18th:
kerry.morrison@ugdsb.on.ca
519-822-4420 X821

Denise Holmes

From: Eowyn Spencer <espencer@grandriver.ca>
Sent: Friday, February 22, 2019 2:39 PM
To: Eowyn Spencer
Cc: Lisa Stocco
Subject: Summary of the General Membership Annual General Meeting – February 22, 2019

Grand River Conservation Authority

Summary of the General Membership Annual General Meeting – February 22, 2019

To GRCA/GRCF Board and Grand River watershed municipalities - Please share as appropriate.

Action Items

The Board approved the resolutions as presented in the agenda:

- Budget 2019
- Financial Statements and Report of Auditor
- Report of the Audit Committee
- Provision for Borrowing
- Appointment of Auditors for the year ending December 31, 2019
- HEC-HMS Hydrology Modelling Software Contract
- Afforestation Services 2019
- Proposed Amendment to the Growth Plan for the Greater Golden Horseshoe

Information Items

The Board received the following reports as information:

- Cash and Investment Status
- Current Watershed Conditions
- Weighted Voting 2019
- General Membership Composition (ad-hoc committee struck)
- Cannabis consumption in Conservation Areas
- Grand River Watershed Flood Warning System

Committee Appointments

The Board appointed members and officers to the following committees:

- Audit Committee
- Special Recognition Committee
- Conservation Ontario Council Representatives

For full information, please refer to the February 22 AGM Agenda Package. Complete agenda packages and minutes of past meetings can be viewed on our online calendar. The minutes of this meeting will be posted on our online calendar on March 22, 2019.

You are receiving this email as a GRCA board member, GRCF board member, or a Grand River watershed member municipality. If you do not wish to receive this monthly summary, please respond to this email with the word 'unsubscribe'.

Kind regards,

Eowyn Spencer | Executive Assistant | Grand River Conservation Authority
www.grandriver.ca | Phone: 519-621-2763 x.2200 | espencer@grandriver.ca

INFO#4
MAR 0 7 2019

Total Control Panel

Login

To: dholmes@melancthontownship.ca
From: espencer@grandriver.ca

Message Score: 30
My Spam Blocking Level: High

Block this sender
Block grandriver.ca

High (60): Pass
Medium (75): Pass
Low (90): Pass

This message was delivered because the content filter score did not exceed your filter level.

The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

Telephone - (519) 925-5525
Fax No. - (519) 925-1110

Website: www.melancthontownship.ca
Email:info@melancthontownship.ca

COUNCIL CONFERENCE AND CONTINUING EDUCATION POLICY

Purpose

The Corporation recognizes the importance of having well-informed Council and encourages Councillors to attend municipal conferences, seminars and/or register for online/in class courses.

The purpose of this policy is to define the type and amount of expenses, associated with Councillors' attendance at conferences or registering for seminars/courses that will be reimbursed by the Township of Melancthon.

Statement

1. This policy will apply to all Councillors of the Corporation of the Township of Melancthon.

2. Each member of Council will be provided an annual $1,500.00 budget to attend conferences relating to Township business or to register for continuing education. This budgeted amount will be reviewed annually. Unused funds cannot be carried forward to the next year.

3. Conference arrangements and seminar/course registration and reimbursements are coordinated through the Clerk's Office. Council should notify staff in a timely manner if they would like to attend a conference or register for an educational seminar/course.

4. Only the expenses of Councillors will be subject to reimbursement. Expenses of spouses or companions will not be subject to reimbursement.

5. The following expenses are eligible for reimbursement

   Registration - prepaid by the Township

   Travel - by most economical means – arranged by Township Staff or use of own car, km's will be paid at current reimbursement rate, including parking.

ACT #1
MAR 07 2019

Accommodation - prepaid by the Township or reimbursed upon the submission of a receipt.

Meals - meals are eligible for reimbursement, meals included as part of the conference registration are not eligible. The purchase of alcohol is not eligible for reimbursement.

Remuneration - Councillors will be paid in accordance with Section 4 of the By-law to Provide Remuneration, Allowances and Expenses for Members of Council and this will not be included in the $1,500.00 annual budget limit.

6. Councillors shall present all receipts, together with a statement of km's travelled to the Clerk, no later than thirty (30) working days after the conclusion of the conference or seminar/course.

7. The conferences that are generally attended for Township business include, but are not limited to:

   AMO - Association of Municipalities of Ontario

   OGRA - Ontario Good Roads Association

   ROMA - Rural Ontario Municipal Association

   FCM - Federation of Canadian Municipalities

   Other conferences, seminars/courses focusing on current community and municipal issues are also eligible.

8. Councillors will present a verbal or written report to Council after the conference, seminar/course.

9. The Mayor has allocated funds available to them in the County of Dufferin Conference Policy and therefore they are not included in this Policy.

**** Note - New Councillor Training is not included in the annual $1,500.00 budget ****

Denise Holmes

To: Denise Holmes
Subject: FW: Township of Melancthon Notice of Pre-consultation for the Grand River Source Protection Plan
Attachments: 2019_02_11_Pre-consultation_Endorsement_public consultation letter_Duffe....pdf

From: Ilona Feldmann [mailto:ifeldmann@grandriver.ca]
Sent: Monday, February 11, 2019 10:22 AM
To: watkinson@melancthontownship.ca
Cc: Martin Keller; Ryan Post
Subject: Township of Melancthon Notice of Pre-consultation for the Grand River Source Protection Plan

To Whom It May Concern,

Please find attached a notice of pre-consultation and request for municipal endorsement of proposed changes to the Grand River Source Protection Plan from Martin Keller, Source Protection Program Manager, Lake Erie Source Protection Region.

Regards,

Ilona Feldmann
Source Protection Program Assistant
Grand River Conservation Authority
400 Clyde Road
Cambridge, Ontario N1R 5W6
P: (519) 621-2763 x2318
F: (519)621-4844
www.grandriver.ca

Total Control Panel Login

To: watkinson@melancthontownship.ca
From: ifeldmann@grandriver.ca

Message Score: 1
My Spam Blocking Level: Medium

High (60): Pass
Medium (75): Pass
Low (90): Pass

Block this sender
Block grandriver.ca

This message was delivered because the content filter score did not exceed your filter level.

Total Control Panel Login

To: dholmes@melancthontownship.ca
From: watkinson@melancthontownship.ca

Remove this sender from my allow list

You received this message because the sender is on your allow list.

ACT# 2
MAR 0 7 2019

DRINKING WATER SOURCE PROTECTION
ACT FOR CLEAN WATER

LAKE ERIE SOURCE PROTECTION REGION

February 11, 2019

Notice of Pre-Consultation – Draft Updated Grand River Source Protection Plan

You are being provided this notice and information because your ministry/municipality may be affected by recent updates to water quality Wellhead Protection Areas (WHPA) and/or are responsible for the implementation of one or more of the revised water quality source protection plan policies.

The Ministry of the Environment, Conservation and Parks (MECP) approved the Grand River Assessment Report and Source Protection Plan November 26, 2015. Since approval, additional technical studies have been completed in Grey County, Township of Southgate and Dufferin County, Town of Shelburne. The studies included WHPA updates for the Dundalk and Shelburne well supplies. No new policies resulted from these studies. A couple amendments were made to existing policies (**Appendix A**):

- Revision to Implementation Timing policies
- Local threat: The Conveyance of Oil by way of Underground Pipelines changed to Prescribed Drinking Water Threat #22: The Establishment and Operation of a Liquid Hydrocarbon Pipeline
- Revision to recharge reduction policy (Amaranth and East Garafraxa only)

Additional editorial changes were also made but have not been included in the pre-consultation notice.

The Grand River Source Protection Authority is the lead authority in the Lake Erie Source Protection Region and as such along with the Lake Erie Region Source Protection Committee initiated an update to the Grand River Source Protection Plan and Assessment Report under s.34 of the *Clean Water Act, 2006* to include the recently completed water quality technical studies.

Draft updated policy applicability maps for the Township of Amaranth, Shelburne Well Supply, Township of Melancthon, Shelburne and Dundalk well supplies are included in **Appendix B**.

Please review the source protection plan updates as they relate to your requirements for implementation and provide any comments by **March 25, 2019** to:

Martin Keller
Source Protection Program Manager
Lake Erie Source Protection Region
400 Clyde Rd., Box 729, Cambridge, ON N1R 5W6
519-620-7595
mkeller@grandriver.ca

If you would like to discuss any of the material provided in this notice, please contact Martin Keller, Source Protection Program Manager, at the phone number or email listed above.

DRINKING WATER SOURCE PROTECTION
ACT FOR CLEAN WATER

LAKE ERIE SOURCE PROTECTION REGION

Municipal Endorsement and Public Consultation

As required by S.34(3) of the Clean Water Act, 2006, the Grand River Source Protection Authority must obtain municipal council resolutions from the Townships of Amaranth, Melancthon and Dufferin County prior to formal public consultation.

The Grand River Source Protection Authority is requesting resolutions from the Councils of the Townships of Amaranth, Melancthon and Dufferin County by **April 3, 2019**. Resolutions can be sent to Martin Keller at the address above.

The public consultation period on the Draft Updated Grand River Source Protection Plan is scheduled to start on Monday, April 8, 2019 following the April 4, 2019 Lake Erie Region Source Protection Committee meeting, and closes on Tuesday, May 21, 2019.

Following the public consultation period, the Lake Erie Region Source Protection Committee will consider any comments received at their meeting on June 20, 2019 and direct staff to revise the Draft Updated Grand River Source Protection Plan, as necessary. The revised Draft Updated Plan will then be released to the Grand River Source Protection Authority for submission the MECP.

Sincerely,

Source Protection Program Manager
Lake Erie Source Protection Region

Appendix A:
Draft Source Protection Plan amendments

Policy Number	Source Protection Plan Policies within the Townships of Amaranth and East Garafraxa
Implementation Timing	
DC-AEG-CW-1.1 *Implementation & Timing*	Except as set out below, the policies contained in this Source Protection Plan will take effect on the date set by the Minister. a. For Section 57 of the *Clean Water Act*, 2006 if an activity was engaged in at a particular location before this Source Protection Plan took effect, policies regarding prohibited activities do not apply to a person who engages in the activity at that location until 180 days from the date the Source Protection Plan takes effect; b. For Section 58 of the *Clean Water Act*, 2006 if an activity was engaged in at a particular location before this Source Protection Plan or amendment took effect and the Risk Management Official gives notice to a person who is engaged in the activity at that location that, in the opinion of the Risk Management Official, policies regarding regulated activities should apply to the person who engages in the activity at that location on and after a date specified in the notice that is at least 120 days after the date of the notice; c. For Section 59 of the *Clean Water Act*, 2006 policies regarding restricted land uses shall take effect the same day the Source Protection Plan takes effect; d. Where the Source Protection Policies require the Townships to develop and implement education and outreach programs as the primary tool for managing or eliminating a particular significant threat such programs shall be developed and implemented within five (5) years from the date the Source Protection Plan comes into full force and effect; e. For Sections 43 of the *Clean Water Act*, 2006 if an activity was engaged in at a particular location before this Source Protection Plan or amendment took effect; amendments to Prescribed Instruments shall be completed within three (3) years from the date the Source Protection Plan takes effect. f. For Section 40 and 42 of the *Clean Water Act*, 2006 the Official Plan and Zoning By-Laws must be amended to conform with the significant threat policies and adopted by municipal council by the next five (5) year Official Plan update as required under subsection 26 of the *Planning Act* and the Zoning By-law within two (2) years from the adoption of the Official Plan conformity amendment.
~~**Local Threat: The Conveyance of Oil by way of Underground Pipelines**~~	
~~DC-AEG-NB-1.11~~ ~~*Future Specify Action WHPA-A v.10; WHPA-B v.10*~~ ~~*Monitoring*~~	~~To ensure this activity never becomes a significant drinking water threat, the conveyance of oil by way of underground pipeline within the meaning of O.Reg. 210/01 under the *Technical Standards and Safety Authority Act* or under the *National Energy Board Act*, the National Energy Board and Ontario Energy Board in their consideration of any pipelines within vulnerable areas where the activity would be a significant drinking water threat, are encouraged to ensure the applicant has complied with or included appropriate design standards and monitoring and maintenance practices, where applicable, to reduce the risk to drinking water sources.~~ ~~The Source Protection Authority shall document in the annual report the number of new pipelines proposed within vulnerable areas.~~

Policy Number	Source Protection Plan Policies within the Townships of Amaranth and East Garafraxa
19. An activity that takes water from an aquifer or a surface water body without returning the water taken to the same aquifer or surface water body. 20. An activity that reduces the recharge of an aquifer.	
DC-AEG-NB-13.4 *Existing/Future Research WHPA-Q2*	To ensure any existing and future activity that reduces the recharge of an aquifer ceases to be or never becomes a significant drinking water threat, where the activity is or would be a significant threat within the WHPA-Q2 the ~~Ministry of the Environment and Climate Change~~Ministry of the Environment, Conservation and Parks, in consultation with the Townships, is encouraged to undertake an evaluation and analysis to identify research opportunities to develop plans and take appropriate actions to promote recharge on industrial, commercial and institutional lands. This may include seeking partnerships for funding these research activities. If funding becomes available, future developments within the WHPA-Q2 may be subject to the findings of this research and monitored for effectiveness.
22. The Establishment and Operation of a Liquid Hydrocarbon Pipeline	
DC-AEG-NB-14.1	To ensure this activity never becomes a significant drinking water threat, the conveyance of oil by way of underground pipeline within the meaning of O.Reg. 210/01 under the *Technical Standards and Safety Authority Act* or under the *National Energy Board Act*, the National Energy Board and Ontario Energy Board in their consideration of any pipelines within vulnerable areas where the activity would be a significant drinking water threat, are encouraged to ensure the applicant has complied with or included appropriate design standards and monitoring and maintenance practices, where applicable, to reduce the risk to drinking water sources. The Source Protection Authority shall document in the annual report the number of new pipelines proposed within vulnerable areas.

Policy Number	Source Protection Plan Policies within the Town of Grand Valley
Implementation and Timing	
DC-GV-CW-1.1 *Implement & Timing*	Except as set out below, the policies contained in this Source Protection Plan shall take effect on the date set by the Minister. a. For Section 57 of the *Clean Water Act, 2006*, if an activity was engaged in at a particular location before this Source Protection Plan took effect, policies regarding prohibited activities do not apply to a person who engages in the activity at that location until 180 days from the date the Source Protection Plan takes effect; b. For Section 58 of the *Clean Water Act, 2006*, if an activity was engaged in at a particular location before this Source Protection Plan or amendment took effect and the Risk Management Official gives notice to a person who is engaged in the activity at that location that, in the opinion of the Risk Management Official, policies regarding regulated activities should apply to the person who engages in the activity at that location on and after a date specified in the notice that is at least 120 days after the date of the notice; c. For Section 59 of the *Clean Water Act, 2006*, policies regarding restricted land uses shall take effect the same day the Source Protection Plan takes effect; d. Where the Source Protection Policies require the Town to develop and

Policy Number	Source Protection Plan Policies within the Town of Grand Valley
	implement education and outreach programs as the primary tool for managing or eliminating a particular significant threat and where they are deemed necessary and/or appropriate by the Town and subject to available funding, such programs shall be developed and implemented within five (5) years from the date the Source Protection Plan takes effect; e. For Sections 43 of the *Clean Water Act, 2006*, if an activity was engaged in at a particular location before this Source Protection Plan [or amendment] took effect, amendments to Prescribed Instruments shall be completed within three (3) years from the date the Source Protection Plan takes effect. f. For Section 40 and 42 of the *Clean Water Act, 2006*, the Official Plan and Zoning By-Laws must be amended to conform with the significant threat policies and adopted by municipal council by the next five (5) year Official Plan update as required under subsection 26(1) of the *Planning Act* or within five (5) years from the date the Source Protection Plan takes effect.
~~Local Threat: The Conveyance of Oil by way of Underground Pipelines~~	
~~DC-GV-NB-1.13~~ ~~*Future*~~ ~~*Specify Action*~~ ~~*WHPA-A-v.10*~~ ~~*WHPA-B-v.10*~~	~~To reduce the risks to drinking water due to the conveyance of oil by way of underground pipeline within the meaning of O. Reg. 210/01 under the *Technical Safety and Standards Act* or is subject to the *National Energy Board Act*, where the activity would be a significant drinking water threat, the pipeline proponent, the National Energy Board, and Ontario Energy Board, are encouraged to provide the Source Protection Authority and the Town the location of any new proposed pipeline within the Town and/or Source Protection Area.~~
~~*Monitoring*~~	~~The Source Protection Authority shall document in the annual report the number of new pipelines proposed within vulnerable areas if a pipeline has been proposed and/or an application has been received.~~

Policy Number	Policies Addressing Prescribed Drinking Water Threats within the Town of Grand Valley
22. The Establishment and Operation of a Liquid Hydrocarbon Pipeline	
DC-GV-NB-11.1 [illegible]	To reduce the risks to drinking water due to the conveyance of oil by way of underground pipeline within the meaning of O. Reg. 210/01 under the *Technical Safety and Standards Act* or is subject to the *National Energy Board Act*, where the activity would be a significant drinking water threat, the pipeline proponent, the National Energy Board, and Ontario Energy Board, are encouraged to provide the Source Protection Authority and the Town the location of any new proposed pipeline within the Town and/or Source Protection Area. The Source Protection Authority shall document in the annual report the number of new pipelines proposed within vulnerable areas if a pipeline has been proposed and/or an application has been received.

Policy Number	Source Protection Plan Policies within the Township of Melancthon
Implementation and Timing	
DC-M-CW-1.1 *Implement. & Timing*	Except as set out below, the policies contained in this Source Protection Plan shall take effect on the date set by the Minister. a. For Section 57 of the *Clean Water Act, 2006*, if an activity was engaged in at a particular location before this Source Protection Plan took effect,

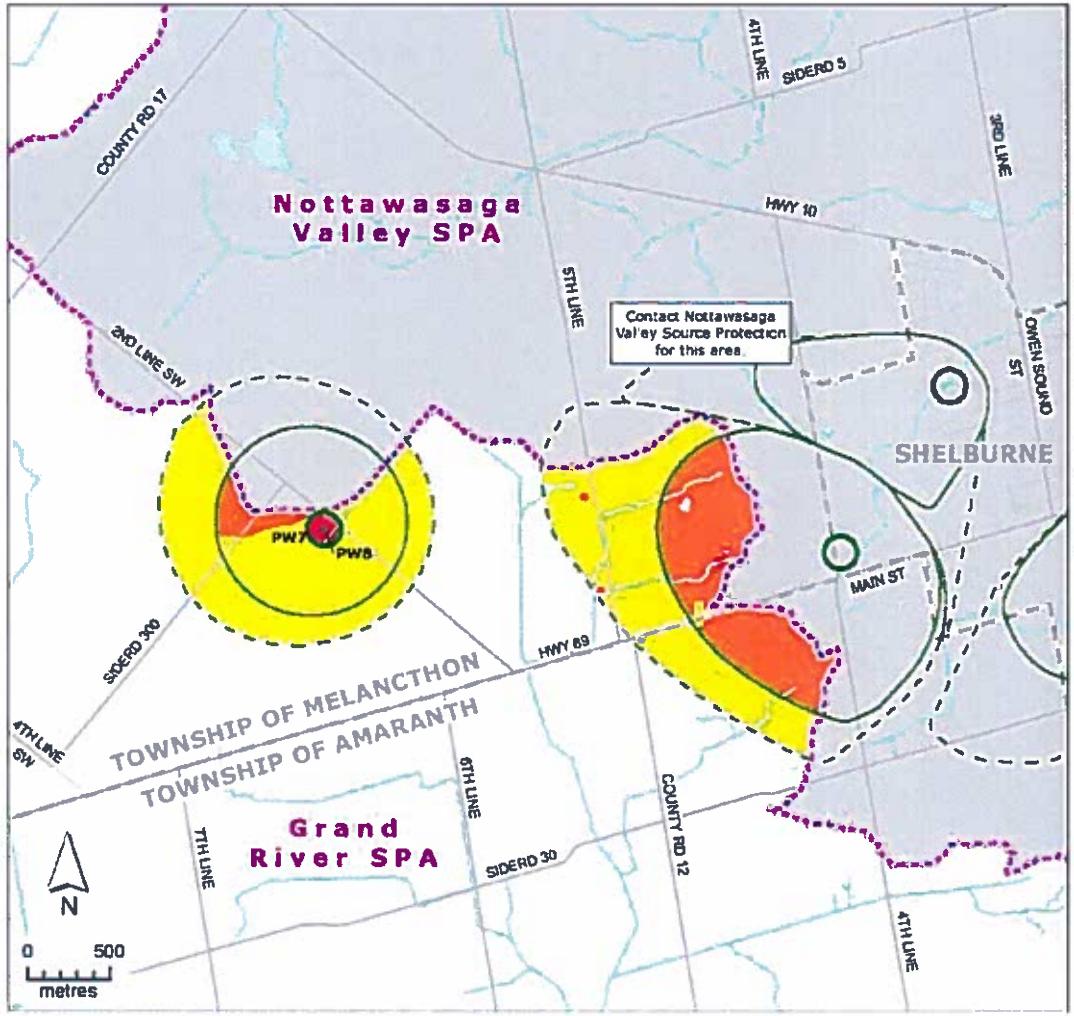
Policy Number	Source Protection Plan Policies within the Township of Melancthon
	policies regarding prohibited activities do not apply to a person who engages in the activity at that location until 180 days from the date the Source Protection Plan takes effect; b. For Section 58 of the *Clean Water Act, 2006*, if an activity was engaged in at a particular location before this Source Protection Plan or amendment took effect and the Risk Management Official gives notice to a person who is engaged in the activity at that location that, in the opinion of the Risk Management Official, policies regarding regulated activities should apply to the person who engages in the activity at that location on and after a date specified in the notice that is at least 120 days after the date of the notice; c. For Section 59 of the *Clean Water Act, 2006*, policies regarding restricted land uses shall take effect the same day the Source Protection Plan takes effect; d. Where the Source Protection Policies require the Township to develop and implement education and outreach programs as the primary tool for managing or eliminating a particular significant threat and where they are deemed necessary and/or appropriate by the Township and subject to available funding, such programs shall be developed and implemented within five (5) years from the date the Source Protection Plan takes effect; e. For Section 43 of the *Clean Water Act, 2006*, if an activity was engaged in at a particular location before this Source Protection Plan or amendment took effect, amendments to Prescribed Instruments shall be completed within three (3) years from the date the Source Protection Plan takes effect. f. For Sections 40 and 42 of the *Clean Water Act, 2006*, the Official Plan and Zoning By-Laws must be amended to conform with the significant threat policies and adopted by municipal council by the next five (5) year Official Plan update as required under subsection 26(1) of the *Planning Act* or within five (5) years from the date the Source Protection Plan takes effect.
~~Local Threat: The Conveyance of Oil by way of Underground Pipelines~~	
~~DC-M-NB-1.13~~ ~~*Future Specify Action WHPA-A-v.10 WHPA-B-v.10*~~ ~~*Monitoring*~~	~~To reduce the risks to drinking water due to the conveyance of oil by way of underground pipeline within the meaning of O. Reg. 210/01 under the *Technical Safety and Standards Act* or that is subject to the *National Energy Board Act*, where the activity would be a significant drinking water threat, the pipeline proponent, the National Energy Board, and Ontario Energy Board, are encouraged to provide the Source Protection Authority and the Township the location of any new proposed pipeline within the Township and/or Source Protection Area.~~ ~~The Source Protection Authority shall document in the annual report the number of new pipelines proposed within vulnerable areas if a pipeline has been proposed and/or an application has been received.~~

Policy Number	Policies Addressing Prescribed Drinking Water Threats within the Township of Melancthon
22. The Establishment and Operation of a Liquid Hydrocarbon Pipeline	
DC-M-NB-17.1	To reduce the risks to drinking water due to the conveyance of oil by way of underground pipeline within the meaning of O. Reg. 210/01 under the *Technical*

Policy Number	Policies Addressing Prescribed Drinking Water Threats within the Township of Melancthon
[illegible]	*Safety and Standards Act* or that is subject to the *National Energy Board Act*, where the activity would be a significant drinking water threat, the pipeline proponent, the National Energy Board, and Ontario Energy Board, are encouraged to provide the Source Protection Authority and the Township the location of any new proposed pipeline within the Township and/or Source Protection Area.
[illegible]	The Source Protection Authority shall document in the annual report the number of new pipelines proposed within vulnerable areas if a pipeline has been proposed and/or an application has been received.

Appendix B:
Draft updated policy applicability maps for the Townships of Amaranth and Melancthon

DRAFT UPDATED Dufferin County: Township of Amaranth, Shelburne Water Supply



DRINKING WATER SOURCE PROTECTION
ACT FOR CLEAN WATER

Significant Drinking Water Threat Policy Applicability

	Significant Drinking Water Threat Policy Categories	Vulnerability Scores on Map
1.	Waste Disposal	
2.	Sewage Systems	
3, 4.	Agricultural Source Material	
6, 7.	Non-Agricultural Source Material*	
8, 9.	Commercial Fertilizer*	
10, 11.	Pesticide	
12, 13.	Road Salt*	
14.	Storage of Snow	
15.	Fuel	
16.	DNAPLs	
17.	Organic Solvents	
18.	Aircraft De-icing	
21.	Livestock Area	
Local Threat	Oil Pipelines	

Note: This table provides a summary of the activities listed in the Clean Water Act (2006) that apply as Prescribed Drinking Water Threats (PDWT) within the Non-GUDI Wellhead Protection Zones shown on this map. For details refer to the text of the Source Protection Plan and the Ministry of the Environment Drinking Water Threats Tables.
*Application of Commercial Fertilizer, Non-Agricultural Source Material, and Road Salt may not be a significant drinking water threat in some areas due to the % managed land, livestock density, and/or % impervious surface calculations for these areas. See the text of the plan for further details.

- Well
- Road
- Minor River
- Lake / Main River
- Source Protection Area Boundary
- Lower Tier Municipal Boundary

Wellhead Protection Zones:
- WHPA-A
- WHPA-B
- WHPA-C

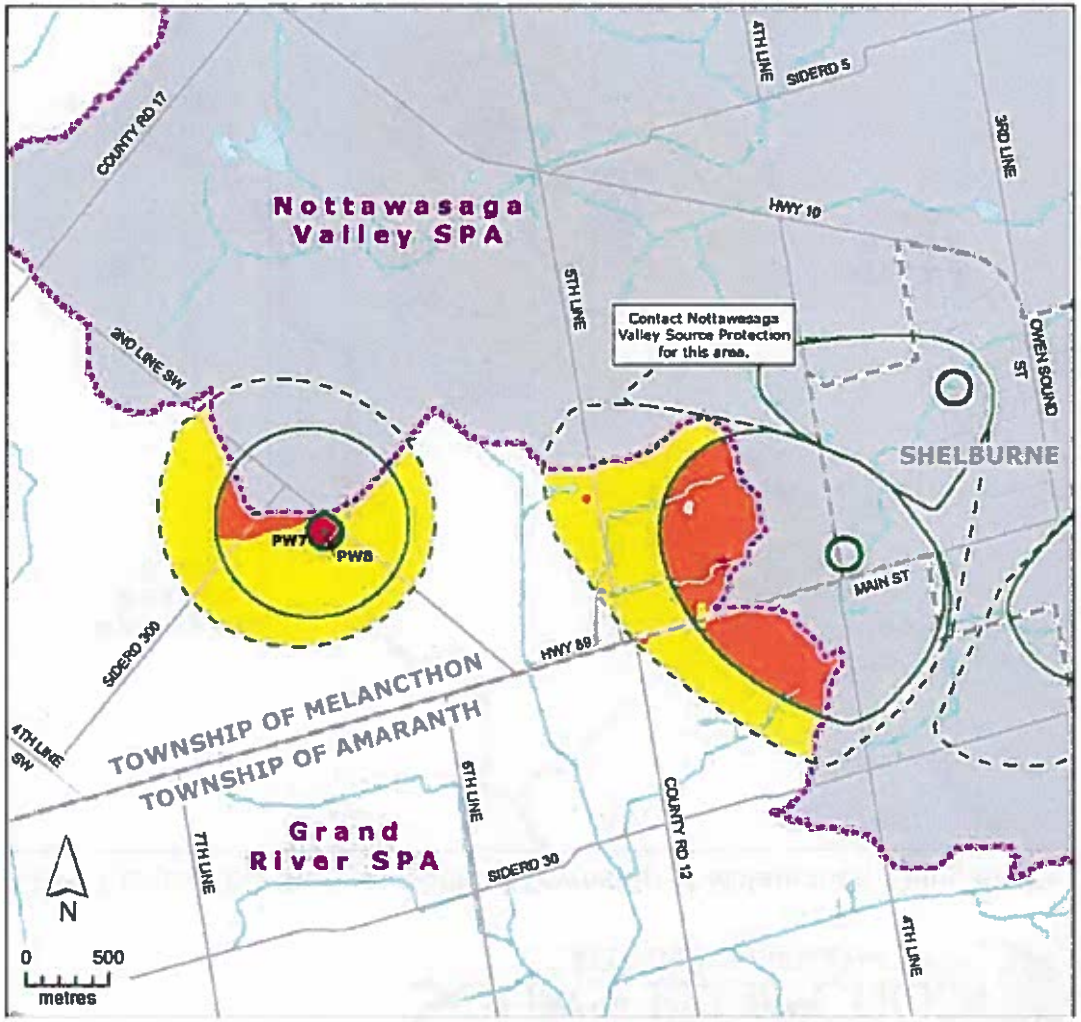
Ontario

1. Updated June 8, 2018
2. Larger scale mapping of some map layers, including roads and vulnerability scores, is available at www.sourcewaterca.
3. This map is for illustrative purposes only. Information contained hereon is not a substitute for professional review or a site survey and is subject to change without notice. The Grand River Conservation Authority takes no responsibility for, nor guarantees, the accuracy of the information contained on this map. Any interpretations or conclusions drawn from this map are the sole responsibility of the user.

DRINKING WATER SOURCE PROTECTION
ACT FOR CLEAN WATER

LAKE ERIE SOURCE PROTECTION REGION

DRAFT UPDATED Dufferin County: Township of Melancthon, Shelburne Water Supply



DRINKING WATER SOURCE PROTECTION
ACT FOR CLEAN WATER

Significant Drinking Water Threat Policy Applicability

	Significant Drinking Water Threat Policy Categories	Vulnerability Scores on Map		
			8	2,4,6
1.	Waste Disposal			
2.	Sewage Systems			
3, 4.	Agricultural Source Material*			
6, 7.	Non-Agricultural Source Material*			
8, 9.	Commercial Fertilizer*			
10, 11.	Pesticide			
12, 13.	Road Salt*			
14.	Storage of Snow			
15.	Fuel			
16.	DNAPLs			
17	Organic Solvents			
18.	Aircraft De-Icing			
21.	Livestock Area			
Local Threat	Oil Pipelines			

Note: This table provides a summary of the activities listed in the Clean Water Act (2006) that apply as Prescribed Drinking Water Threats (PDWT) within the Non-GUDI Wellhead Protection Zones shown on this map. For details refer to the text of the Source Protection Plan and the Ministry of the Environment Drinking Water Threats Tables.
*Application of Commercial Fertilizer, Non-Agricultural Source Material, and Road Salt may not be a significant drinking water threat in some areas due to the % managed land, livestock density, and/or % impervious surface calculations for these areas. See the text of the plan for further details.

- Well
- Road
- Minor River
- Lake / Main River
- Source Protection Area Boundary
- Lower Tier Municipal Boundary

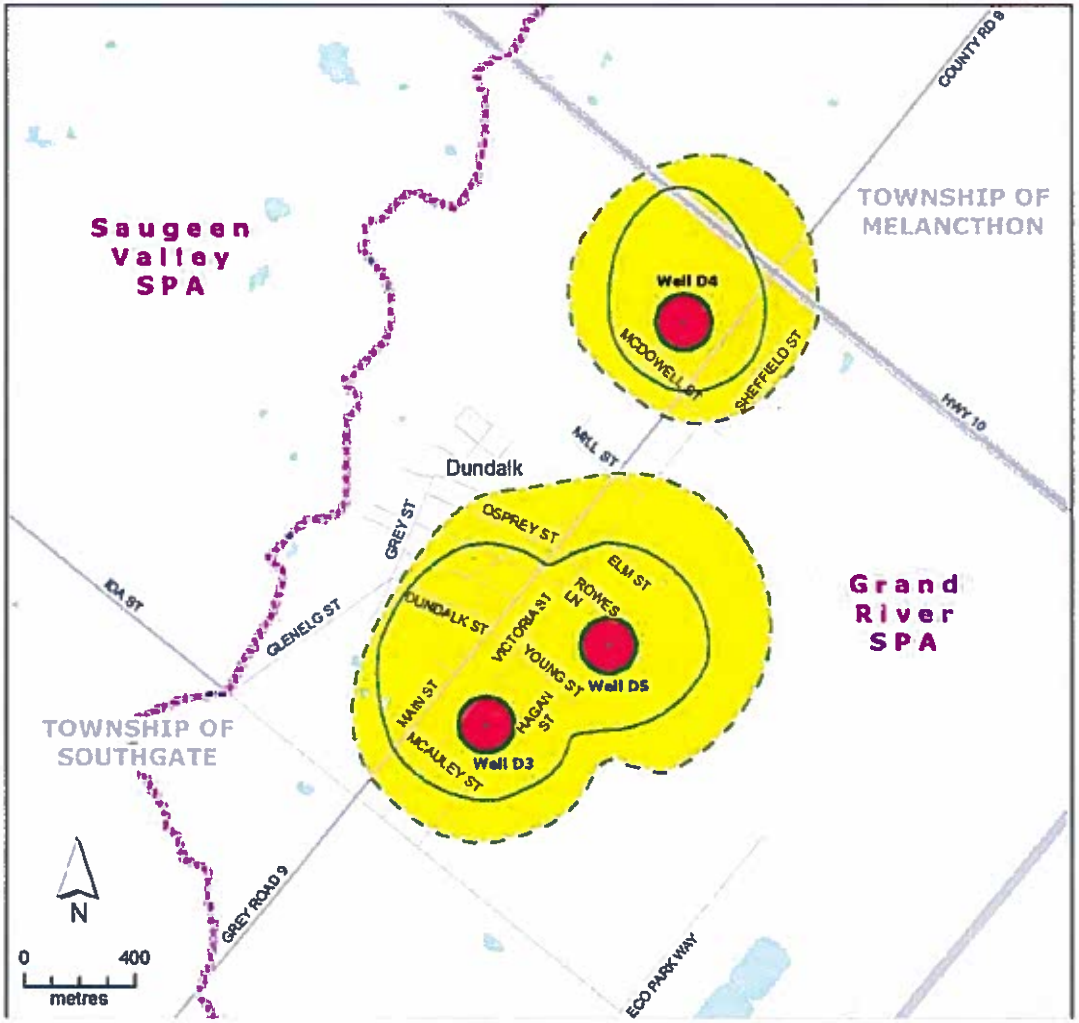
Wellhead Protection Zones:
- WHPA-A
- WHPA-B
- WHPA-C

Ontario

Grand River Conservation Authority

1. Updated June 8, 2018
2. Larger scale mapping of some map layers, including roads and vulnerability scores, is available at www.sourcewater.ca.
3. This map is for illustrative purposes only. Information contained hereon is not a substitute for professional review or a site survey and is subject to change without notice. The Grand River Conservation Authority takes no responsibility for, nor guarantees, the accuracy of the information contained on this map. Any interpretations or conclusions drawn from this map are the sole responsibility of the user.

DRAFT UPDATED Dufferin County: Township of Melancthon, Dundalk Well Supply



DRINKING WATER SOURCE PROTECTION
ACT FOR CLEAN WATER

Significant Drinking Water Threat Policy Applicability

Significant Drinking Water Threat Policy Categories		Vulnerability Scores on Map		
			8	2,4,6
1.	Waste Disposal			
2.	Sewage Systems			
3, 4.	Agricultural Source Material			
6, 7.	Non-Agricultural Source Material*			
8, 9.	Commercial Fertilizer*			
10, 11.	Pesticide			
12, 13.	Road Salt*			
14.	Storage of Snow			
15.	Fuel			
16.	DNAPLs			
17.	Organic Solvents			
18.	Aircraft De-icing			
21.	Livestock Area			
Local Threat	Oil Pipelines			

Note: This table provides a summary of the activities listed in the Clean Water Act (2006) that apply as Prescribed Drinking Water Threats (PDWT) within the Non-GUDI Wellhead Protection Zones shown on this map. For details refer to the text of the Source Protection Plan and the Ministry of the Environment Drinking Water Threats Tables.
*Application of Commercial Fertilizer, Non-Agricultural Source Material, and Road Salt may not be a significant drinking water threat in some areas due to the % managed land, livestock density, and/or % impervious surface calculations for these areas. See the text of the plan for further details.

- Well
- Road
- Lake / Main River
- Source Protection Area Boundary
- Municipal Boundary

Wellhead Protection Zones:
- WHPA-A
- WHPA-B
- WHPA-C

Ontario

Grand River Conservation Authority

1. Updated April 12, 2018.
2. Larger scale mapping of some map layers, including roads and vulnerability scores, is available at www.sourcewater.ca.
3. This map is for illustrative purposes only. Information contained hereon is not a substitute for professional review or a site survey and is subject to change without notice. The Grand River Conservation Authority takes no responsibility for, nor guarantees, the accuracy of the information contained on this map. Any interpretations or conclusions drawn from this map are the sole responsibility of the user.

Denise Holmes

From: Ryan Post <rpost@nvca.on.ca>
Sent: Friday, February 22, 2019 8:48 AM
To: Denise Holmes (dholmes@melancthontownship.ca); 'Chris Jones'
Cc: Ilona Feldmann (ifeldmann@grandriver.ca)
Subject: FW: Township of Melancthon Notice of Pre-consultation for the Grand River Source Protection Plan
Attachments: 2019_02_11_Pre-consultation_Endorsement_public consultation letter_Duffe....pdf

Denise and Chris:

To follow up on the below note and associated attachments, the Grand River Source Protection Plan is presently being amended / updated to reflect recent results of updated technical work. no new polices have resulted from the study however a couple of amendments were made to existing policies:

- Revision to Implementation Timing policies
- Local threat: The Conveyance of Oil by way of Underground Pipelines changed to Prescribed Drinking Water Threat #22: The Establishment and Operation of a Liquid Hydrocarbon Pipeline

These amendments have resulted in no additional threats identified in Melancthon
However, as required by S.34(3) of the Clean Water Act, 2006, the Grand River Source Protection Authority must obtain municipal council resolutions from the Townships of Amaranth, Melancthon and Dufferin County prior to formal public consultation.

Can you advise on the process for the solicitation of a council resolution to this regard. the GRCA is requesting a resolution by April 3, 2019.

Ilona- can you advise if you have developed a staff report template and/or the a proposed resolution/recommendation for council's consideration?

Sincerely
Rpost

Ryan Post M.Sc., P. Geo | Senior Hydrogeologist

Nottawasaga Valley Conservation Authority
8195 8th Line, Utopia, ON L0M 1T0
T 705-424-1479 ext. 249 | **F** 705-424-2115
rpost@nvca.on.ca | nvca.on.ca

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From: Ilona Feldmann [mailto:ifeldmann@grandriver.ca]
Sent: Monday, February 11, 2019 10:22 AM
To: watkinson@melancthontownship.ca
Cc: Martin Keller <mkeller@grandriver.ca>; Ryan Post <rpost@nvca.on.ca>
Subject: Township of Melancthon Notice of Pre-consultation for the Grand River Source Protection Plan

To Whom It May Concern,

ACT #2.1
MAR 0 7 2019

Please find attached a notice of pre-consultation and request for municipal endorsement of proposed changes to the Grand River Source Protection Plan from Martin Keller, Source Protection Program Manager, Lake Erie Source Protection Region.

Regards,

Ilona Feldmann
Source Protection Program Assistant
Grand River Conservation Authority
400 Clyde Road
Cambridge, Ontario N1R 5W6
P: (519) 621-2763 x2318
F: (519)621-4844
www.grandriver.ca

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prvs=19566b34b8=rpost@nvca.on.ca

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Denise Holmes

From:	Michelle Dunne <mdunne@dufferincounty.ca>
Sent:	Tuesday, February 19, 2019 3:08 PM
To:	laura.hall@caledon.ca
Cc:	Jones-c2, Sylvia; Pam Hillock; Christine Hickey; Denise Holmes; Fred Simpson; Jane Wilson (jwilson@townofgrandvalley.ca); Jennifer Willoughby; Jessica Kennedy; Kirsten Vroom ; Mark Early; Meghan Townsend; slankheit@orangeville.ca; Sue Stone; Susan Greatrix
Subject:	Provincial Offences Administration Space Update
Attachments:	GGS 2019-01-24 POA Update.pdf

Good afternoon Laura,

The Council of the County of Dufferin at its regular meeting held on February 14, 2019 adopted the following resolution from the January 24, 2019 General Government Services meeting for your Councils consideration:

> THAT the report from the Clerk/Director of Corporate Services, dated January 24, 2019, with respect to the Provincial Offences Administration Space – Report #8, be received;
>
> AND THAT staff, the Warden and General Government Services Chair be directed to continue to work with the Province, Dufferin Municipalities and the Town of Caledon to determine if Provincial Offences Court and Administration could be delivered locally;
>
> AND THAT copies be circulated to the Dufferin Municipalities for support and to the Mayor and Council of the Town of Caledon and the local MPP.

A copy of the staff report has been attached for your information.

Kindest regards,

Michelle Dunne|Deputy Clerk| Corporate Services
County of Dufferin|Phone: 519-941-2816 Ext. 2504| mdunne@dufferincounty.ca |55 Zina Street, Orangeville, ON L9W 1E5

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Act #3
MAR 0 7 2019

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DUFFERIN COUNTY

REPORT TO COMMITTEE

To: Chair Creelman and Members of the General Government Services Committee

From: Pam Hillock, Director of Corporate Services/Clerk

Meeting Date: January 24, 2019

Subject: Provincial Offences Administration Space Update - Report #8

In Support of Strategic Plan Priorities and Objectives:
Communication and Connections: 2.2 Foster two-way communication with lower tiers and neighbouring municipalities
Good Governance: 3.1.1 Collaborate with area municipalities to look for innovative opportunities to partner and share resources

Purpose

The purpose of this report is to provide committee with an update on the Provincial Offences Administration and office space.

Background & Discussion

This report is a further report to Committee and Council with background information on the Provincial Offences Administration function in Dufferin County.

Background

The Provincial Offences Court function is carried out by the Town of Caledon for the eight local municipalities in Dufferin County. When the service was downloaded from the Province in the late 1990's the Town of Caledon made a submission to the Province to deliver the service for Caledon and the County of Dufferin. The POA function after the download was then delivered out of the Provincial Courthouse at 10 Louisa Street in Orangeville. In the early 2000's the Town of Caledon built a courtroom in Caledon so there are Caledon staff at both locations presently. The Ministry of the Attorney General (MAG) asked Provincial Offences admin staff to vacate the Louisa Street property in the early 2000's because they needed the court and office space. During those years, the County of Dufferin advocated for the staff to stay in Orangeville so that residents did not need to drive to Caledon to pay tickets, set court dates, etc. There was a new

arrangement made with MAG for them to stay at Louisa Street. In 2012, the County constructed, with federal and provincial funding a new space for county admin staff and a new MAG courtroom. In addition, the County saw the need for new space for POA admin space and a courtroom. A large courtroom was built to MAG standards (jury courtroom) so that the space could be used by both the Provincial and the Provincial Offences Court. This building was precipitated by the Province wanting to build a new sally port for prisoner transfer underground. Also included in the space was office space for POA staff. The arrangement for POA office was done through a memorandum of understanding for five years. The MOU expired in December 31, 2017.

Current:

The Town of Caledon pays to the County a fee of $1,000 per month to use the space which is billed back to the local municipalities on a cost-recovery basis. Currently, the large courtroom located at 55 Zina Street is used by the Provincial Offices Court (one day per week as requested by POA) and also the room is rented to the Provincial Courts for $1,000 per day upon request. The current revenue is approximately between $80,000 and $100,000 per year. On days when the 55 Zina Street courtroom is used by MAG they have guaranteed that an alternate courtroom will be made available for POA court. Caledon staff had requested an official lease similar to one that the County has with the Province for the Louisa Street side. They requested use of the space they currently have access to which would essentially be the entire 1st floor of 55 Zina Street. In January, 2018, County staff proposed that the Courtroom 103 be renovated as a shared use space for Council Chambers and POA Court and to discontinue the rental to MAG. Front line County staff could be located on the ground level at 55 Zina Street in this scenario. Council decided against that recommendation due to the amount of revenue that would be lost from the MAG rental in this scenario. Also, renovations would be costly to reconstruct the courtroom into a shared use arrangement.

Last summer, the County became aware that the former space used by the POA staff, remains vacant. MAG was approached by County staff and they agreed to take that space out of the lease with MAG and the County to allow for POA staff to be located there. They also agreed to provide a Chambers for the presiding Justice of the Peace. MAG is interested in a long-term lease for the courtroom at 55 Zina Street and they have been very helpful. Also, the cafeteria on the Louisa Street side is vacant and could be repurposed so that space could also be used for staff. The County proposed this to County Council they agreed; however, the Town of Caledon, at a meeting held July 23, said that the former office space is not suitable for their 4.5 staff. The cafeteria space was offered and they did not like this arrangement because the staff needs to be all in one space. They also have expressed concern with MAG assigning a different courtroom on the POA court day (one day a week).

Discussions regarding this issue have taken place since 2015. At the October 8th, 2015, Council meeting, staff were directed to investigate options for Provincial Offences Administration. A staff working group was assembled of Pam Hillock, County of Dufferin, Heather Boston, Township of Mulmur, Carey Holmes, Town of Shelburne, Les Haluka, Town of Mono and Susan Greatrix, Orangeville. This group looked at the feasilibty of this and met with the Town of Caledon Clerk and Manager of Court Operations to discuss the potential transfer of the court operations. The Ministry of the Attorney General at that time indicated that they are willing to approve the necessary transfer agreements if the Town of Caledon was in agreement. A letter was sent to the Town of Caledon in late November asking if they would agree. Caledon staff did not agree that Dufferin could take over the Dufferin POA function. The local Treasurers also met with the Caledon Treasurer and found that there would be no significant cost savings if the transfer was to take place.

Challenges:

The current challenge is that a municipality in another jurisdiction outside the County of Dufferin is mandated to provide a service for municipalities in Dufferin County. There is a POA board composed of area municipal staff, elected officials and Caledon staff but the Board rarely meets and it is not really a decision-making board. The meetings are more a "for information" format. The agreement setting out the terms for the provision of POA service by Caledon to the Dufferin municipalities has not been updated since the downloading in the late 1990s. There has been on-going work by staff from several municipalities to update the agreements but they have not been finalized.

The County is the landlord for the complex at 10 Louisa Street, 51 Zina, 53 Zina and 55 Zina. It has been the County's wish to lease most of the square footage on the main floor of 55 Zina Street to MAG for court purposes. The front of the building would be used for County functions/customer service/meeting space. The POA staff could use office space at the 10 Louisa Street side or relocate to another location. The court function could remain at 55 Zina or 10 Louisa.

Moving Forward:

Most recent County Council motions:

On May 10, 2018, Council approved Committee's recommendations as follows:

> ***THAT the report of the Clerk/Director of Corporate Services Memorandum of Understanding – Ministry of Economic Development, Employment and Infrastructure – Use of Courtroom 103 dated April 26, 2018, regarding Memorandum of Understanding — Use of Courtroom, be received;***

AND THAT the Warden and Clerk be authorized to sign a mutually-agreed upon Memorandum of Understanding with the Ministry of the Attorney General for the use of court space at 55 Zina Street, Orangeville, with the terms discussed in the report and be directed to negotiate a long-term arrangement.

On June 14, 2018, Council approved Committee's recommendations as follows:

THAT the report from the Director of Corporate Services/Clerk, dated May 23, 2018, with respect to the Provincial Offences Administration Space – Report #6, be received;

AND THAT the Warden and Clerk be authorized to sign a lease with the Town of Caledon for space in 10 Louisa Street, Orangeville for the Provincial Offences Administration;

AND THAT staff be directed to work with the Ministry of the Attorney General on a long term lease for Courtroom 103.

On September 13, 2018, Council approved following motion at its

WHEREAS the County acknowledges an impasse with the Town of Caledon with respect to discussions on space requirements and delivering the Provincial Offences Administration services in Dufferin County;

AND WHEREAS there are ongoing concerns about the delivery of the service to best meet the needs the residents of the Dufferin County;

THEREFORE BE IT RESOLVED that staff be directed to contact the Ministry of the Attorney General to discuss the possibility of transferring authority for Dufferin County Provincial Offences Administration from the Town of Caledon to the County of Dufferin.

Staff wrote to the Attorney General regarding the motion above and got a response with a contact person. The County Clerk has a call with the Provincial staff on Friday, January 25 to ask if this is possible and what needs to happen before approval could be granted.

Financial, Staffing, Legal, or IT Considerations

There is no financial, staffing, legal or IT consideration at this time. .

Strategic Direction and County of Dufferin Principles

Working with various stakeholders in the County adheres to the corporate priority Communication and Connections 2.2 Foster two-way communication with lower tier municipalities

This action adheres to the County of Dufferin Principles:

1. We Manage Change – by looking at several options for Council to consider
2. We Deliver Quality Service – by collaborating with the area municipalities
3. We Communicate – by providing information to the local media, posting information on the website, social media posts, electronic newsletters and newspaper advertising
4. We Make Good Decisions – by fostering an environment of collaboration with municipal and other partners

Recommendation:

THAT the report from the Clerk/Director of Corporate Services, dated January 24, 2019, with respect to the Provincial Offences Administration Space – Report #8, be received;

AND THAT staff be directed to continue to work with the Province and the Dufferin Municipalities to determine if Provincial Offences Court and Administration could be delivered locally.

Respectfully Submitted,

Pam Hillock
County Clerk/Director of Corporate Services

The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

Telephone - (519) 925-5525
Fax No. - (519) 925-1110
Website: www.melancthontownship.ca
Email:info@melancthontownship.ca

Denise B. Holmes, AMCT
CAO/Clerk

REPORT TO COUNCIL

FROM: **Wendy Atkinson, Treasurer**

SUBJECT: **Budget 2019 - Draft #3**

DATE: **March 7,2019**

Strategic Plan Alignment

Strategic Objective - Quality of Life - 1.1. Maintain and improve local infrastructure; Economic Stability - 4.1 Fiscal Responsibility, 4.4 Keep taxes reasonable

Background and Discussion

The 3rd Draft of the 2019 Capital and Operating Budget was presented to Council at the meeting held on February 21, 2019 with a 5.287 % increase. Discussion ensued and a few minor changes were recommended. A resolution was passed to transfer the balance of the Bridge Reserve Fund and the Police Services Board Reserve Fund as well as $5,000 of the Mulmur - Melancthon Recreational Capital Reserve Fund (2018 amount not applicable) to the general account. Council directed Staff to make the suggested changes and to transfer the amount necessary to bring the Budget to a 3% increase from the Tax Rate Stabilization Reserve.

Financial

The amount to be received from OCIF (formula base) is $50,000.00 and this amount is included in the budget. Gas Tax Revenue in the amount of $100,000.00 has been incorporated into the budget to offset a portion of the costs of Structure 2003.

GB# 2
MAR 0 7 2019

Based on the recommended changes the amount to be raised through taxation is $2,646,466.77 - an increase of $78,198.77 or 3.04% (for every $25,682.00 raised equals a 1% increase). Factoring in the changes in assessment there will be a decrease to the Melancthon portion of the tax rate of approximately 4.7% (residential).

Based on this budget the decrease for every 100,000 assessment is $24.22 for Melancthon's portion of the tax rate:

i.e. - 100,000 x 2019 rate 0.489905% = $489.90
-100,000 x 2018 rate 0.514124 % = $514.12
-$ 24.22

Tax Scenario - (Melancthon rate only)

2018 House Assessed at 375,500 x 0.514214% = $1,930.54
2019 House Assessed at 382,750 x 0.489905% =$1,875.11
The increase in assessment is 1.9% and the decrease in tax dollars is $55.43 or 2.87%.

Based on the above scenario a house assessed at 375,500 with no change in assessment would see a decrease of $90.95 per year (375,500 x 0.489905% = $1,839.59) or 4.7% (Melancthon rate only)

Respectfully submitted

Wendy Atkinson

Schedule B

*2018 Actual-Unaudited

Corporation of the Township of Melancthon
2019 Operating and Capital Budget - Draft 3

Acct. No.	Budget Expenditures	2018 Budget	2018 Actual	2019 Budget
	General Government			
	COUNCIL			
01-5001-1010	Salaries, Meetings	66,000.00	64,634.91	68,000.00
01-5001-1022	Training	250.00		800.00
01-5001-1025	Receiver General	1,500.00	1,262.78	1,500.00
01-5001-1030	EHT	1,000.00	840.35	950.00
01-5001-1070	Mileage	1,500.00	1,409.00	1,800.00
01-5001-1080	Conferences/Conventions/Seminars	3,000.00	1,449.63	8,000.00
01-5001-1090	Meals	1,000.00	764.61	1,200.00
01-5001-2025	Council Furniture (Projector, Screen, Speakers)	1,500.00	581.54	
01-5001-2065	I Pads	5,000.00	2,683.42	
01-5001-2190	Miscellaneous	500.00	590.39	600.00
	Sub-total	**81,250.00**	**74,216.63**	**82,850.00**
	ADMINISTRATION			
01-5002-1010	Wages, Vacation Pay, Unused Sick Pay	246,000.00	233,584.65	275,000.00
01-5002-1020	Benefits	15,000.00	14,984.33	22,000.00
01-5002-1022	Training	1,200.00	180.81	1,200.00
01-5002-1025	Receiver General	12,500.00	12,456.97	15,000.00
01-5002-1026	Meetings	1,500.00	673.75	1,500.00
01-5002-1030	EHT	4,700.00	4,752.09	5,500.00
01-5002-1040	WSIB	7,000.00	6,366.17	7,200.00
01-5002-1064	RRSP/OMERS Township Cont.	24,000.00	24,403.77	27,000.00
01-5002-1070	Mileage	1,500.00	1,550.50	1,800.00
01-5002-1080	Conferences	4,500.00	1,424.64	4,500.00
01-5002-2025	Office Furniture	3,000.00		2,000.00
01-5002-2010	Office Supplies	6,000.00	5,739.95	6,000.00
01-5002-2020	Postage	5,300.00	5,241.33	5,500.00
01-5002-2030	Office Equipment	3,800.00	3,107.20	3,800.00
01-5002-2035	Computer Program Updates & IT Services	15,000.00	9,888.08	15,000.00
01-5002-2036	Computers & Server	15,000.00	11,619.31	
01-5002-2037	ESRI Enterprise License Agreement	2,580.00	2,579.37	2,680.00
01-5002-2040	Advertising	2,000.00	1,256.13	2,000.00
01-5002-2050	Audit	21,000.00	17,706.24	18,000.00
01-5002-2060	Memberships	3,500.00	3,374.06	3,800.00
01-5002-2070	Heating	2,000.00	2,858.05	3,000.00
01-5002-2080	Hydro	5,000.00	3,994.64	5,000.00
01-5002-2090	Telephone	2,600.00	2,161.08	2,500.00
01-5002-2094	Internet	1,300.00	1,118.57	1,200.00
01-5002-2095	Website Maintenance	600.00	459.51	250.00
01-5002-2096	Social Media	3,200.00		
01-5002-2100	Professional Fees - Legal	10,000.00	10,033.26	15,000.00
01-5002-2102	Integrity Commissioner Services		167.90	3,000.00
01-5002-2103	Health and Safety Services	5,000.00	4,779.48	5,000.00
01-5002-2107	Development Charges Study and By-law			27,170.00
01-5002-2109	Employee Township Compensation Plan	9,000.00	9,881.85	1,000.00
01-5002-2110	Insurance	35,000.00	35,000.00	34,000.00
01-5002-2120	Elections	10,000.00	9,333.07	
01-5002-2162	Bldg Maintenance	12,000.00	2,378.82	12,000.00
01-5002-2163	Office Cleaning	1,300.00	1,625.00	1,800.00
01-5002-2164	Landscaping & Grass Cutting	500.00	195.76	300.00
01-5002-2165	Water Sampling	100.00	72.08	100.00
01-5002-2190	Other/Miscellaneous	2,000.00	1,835.63	2,000.00
01-5002-2194	Main Street Revitalization		3,653.18	
01-5002-2199	Volunteer Appreciation Night	200.00		
01-5002-2200	Petty Cash	500.00	189.53	500.00
01-5002-4010	Tax Write-Offs	45,000.00	38,385.08	42,000.00
01-5002-4015	Penny Rounding		(0.01)	
01-5002-4030	Bank Charges	1,180.00	1,092.63	1,200.00
01-5002-6135	Grants to Others	1,500.00	1,550.00	2,500.00
01-5002-6136	Erskine Clinic	5,000.00	5,000.00	5,000.00
01-5002-7011	Loan for Municipal Expansion	13,057.00	13,056.66	13,057.00
	Sub-total	**561,117.00**	**509,711.12**	**597,057.00**
	PROTECTION TO PERSONS/PROPERTY			
01-5003-6010	Mulmur Melancthon FD	98,180.00	98,197.42	94,627.00
01-5003-6020	Shelburne and District FD	90,550.00	90,548.66	101,192.00
01-5003-6030	Township of Southgate FD - Operating	24,750.00	24,678.00	24,950.00
01-5003-6031	Township of Southgate FD - Capital	7,000.00	7,000.00	7,000.00
01-5004-3050	Policing (2019 Actual 404,847-Adjustment 2017	370,589.00	366,470.25	386,723.00
01-5004-3055	Policing - ESO	500.00	231.39	500.00
01-5004-3052	Policing - RIDE	6,707.00	(6,707.00)	6,220.00
01-5004-3053	Police Services Board	1,200.00		1,200.00
01-5004-3056	OCLIF			5,000.00
01-5004-6040	Nottawasaga Valley CA	11,709.00	11,708.56	12,216.00
01-5004-6050	Grand River CA	18,160.00	18,160.00	18,422.00
01-5004-6055	SWP		6,594.05	
01-5013-6140	Livestock Claims	5,000.00	2,542.25	5,000.00
01-5004-6150	Animal Control	3,000.00	2,299.44	3,000.00
01-5004-6155	By-law Enforcement	20,000.00	5,690.25	20,000.00
01-5006-3025	Street Lights LED	5,300.00	4,951.21	5,200.00
01-5006-3026	LED Street Light Repair		498.27	500.00
	Sub-total	**662,645.00**	**632,862.75**	**691,750.00**

	ROADWAYS				
	Road Budget	2,179,258.00	1,790,466.78		2,210,114.00
	Transfer to Reserves				
	Sub-total	**2,179,258.00**	**1,790,582.66**		**2,210,114.00**
	ENVIRONMENTAL SERVICES				
01-5007-2171	Levelling				
01-5007-2105	Landfill Study/Monitoring	22,700.00	22,692.48		22,693.00
01-5007-7001	Rehabilitation Reserve	10,000.00	10,000.00		10,000.00
	Sub-total	**32,700.00**	**32,692.48**		**32,693.00**
	RECREATION				
01-5010-5055	Corbetton Park	3,000.00	2,500.00		2,500.00
01-5010-6060	Horning's Mills Park	4,700.00	4,755.04		4,755.00
01-5010-6061	Horning's Mills Park 165th Anniversary		1,500.00		
01-5010-6065	Horning's Mills Community Hall	5,000.00	6,015.20		6,000.00
01-5010-6066	Horning's Mills Heritage Project	300.00	164.02		300.00
01-5010-5025	Township Entrance Signs	35,000.00			
01-5010-6070	Centre Dufferin Recreation Complex	46,235.00	46,234.65		47,500.00
01-5010-6080	Dundalk Community Centre	14,000.00	14,000.00		14,000.00
01-5010-6100	North Dufferin Community Centre (Start Up)	20,000.00	20,000.00		
01-5010-6100	North Dufferin Community Centre Bd of Management	25,042.00	25,276.51		55,303.00
01-5010-7010	Mulmur-Melancthon Recreation Capital	5,000.00	5,000.00		
01-5016-8902	Horning's Mills Cemetery	12,500.00			12,500.00
01-5016-8904	St. Paul's Cemetery	1,000.00	308.00		1,000.00
	Sub-total	**171,777.00**	**125,753.42**		**143,858.00**
	LIBRARY				
01-5011-6110	Shelburne Library	54,021.00	54,021.00		54,831.00
01-5011-6120	Dundalk Library	7,900.00	7,900.00		8,216.00
	Sub-total	**61,921.00**	**61,921.00**		**63,047.00**
	PLANNING & DEVELOPMENT				
01-5012-2100	Professional/Legal Fees	46,000.00	24,305.73		45,000.00
01-5012-2108	New Official Plan		40.70		
01-5012-2109	New Zoning By-law				
01-5012-2303	Melancthon Growth Plan		923.39		
01-5012-2304	Strada OPA/ZBA		5,290.86		
01-5012-2306	Greenbelt Expansion		1,872.38		
	Sub-total	**46,000.00**	**32,433.06**		**45,000.00**
	DRAINAGE				
01-5009-3060	Drainage Superintendent	50,880.00	45,339.69		50,000.00
01-5015-0100	Tile Drainage Principal & Int Pymts		11,195.52		
	Sub-Total	**50,880.00**	**56,535.21**		**50,000.00**
	RESERVE				
01-5002-5041	Tax Rate Stabilization				
01-5002-5042	Special Reserve Fund Emergency Relief	5,000.00	5,000.00		5,000.00
	TOTAL EXPENDITURES	**3,852,548.00**	**3,321,592.45**		**3,921,369.00**

Corporation of the Township of Melancthon
2019 Operating and Capital Budget - Draft 3

*2018 Actual-Unaudited

Acct No.	REVENUE	2018 Budget	2018 Actual	2019 Budget
	Opening Surplus/(Deficit)			
	TAXATION			
01-4001-0700	Supplementary Taxation	40,000.00	63,938.50	40,000.00
01-4001-0800	Capping Adjustments			
	GRANTS			
01-4003-0100	Payment in Lieu	1,000.00	1,100.23	1,100.00
01-4004-0110	Small Business Job Credit			
01-4004-0150	OMPF	174,500.00	174,500.00	174,500.00
01-4004-0300	RIDE Grant	6,707.00		6,220.00
01-4004-0172	Court Security & Prisoner Transportation	2,070.00	2,091.00	2,091.00
01-4004-0500	Library Grant	4,452.00	4,452.00	4,452.00
01-4004-0156	OCIF Funding (Formula Component)	50,000.00	50,000.00	50,000.00
01-4004-0700	Ontario Aggregate Lic. Fee	50,000.00	57,347.14	54,000.00
01-4030-0100	Drainage Superintendent	25,440.00	-9,341.56	25,440.00
01-4004-0220	Dufferin County Emergency Readiness		6,000.00	
01-4004-0166	Main Street Revitalization Grant	38,591.00	40,306.56	
01-4004-0167	Donation - Riverview Signage		779.70	
01-4004-0550	OCLIF			5,000.00
	ADMINISTRATION			
01-4010-0100	Tax Certificates	3,000.00	2,520.00	2,520.00
01-4010-0110	Tax Statement/Duplicate Tax Bill	325.00	485.00	350.00
01-4010-0115	Reminder/Overdue Notice Fee	2,000.00	2,170.00	2,200.00
01-4010-0200	Building Permit Approval	4,500.00	4,800.00	4,500.00
01-4010-0250	Site Alteration Permit Approval		1,000.00	
01-4010-0300	NSF Cheque Charge	140.00	175.00	140.00
01-4010-0400	Photocopies	50.00	37.10	35.00
01-4010-0700	Township Maps		20.00	
01-4015-0100	Dog Licenses	14,000.00	16,398.27	15,000.00
01-4066-0000	Lottery Licenses		20.00	20.00
01-4040-0100	Livestock Claim Grants	5,000.00	1,989.25	4,000.00
01-4064-0000	Business Licenses	300.00	300.00	300.00
	FIRE			
01-4012-0300	Fire Permit Fee	3,800.00	4,275.00	4,125.00
	ROADS			
01-4020-0100	Road Fees	500.00		
01-4020-0125	Entrance Permits	1,000.00	1,700.00	1,200.00
01-4020-0130	Wide Load Permits	1,000.00	800.00	800.00
01-4020-0200	Culverts			
01-4020-0140	Bretton Estates Snow Plowing	900.00	900.00	900.00
01-4020-0500	Shelburne road Agreement	5,100.00	5,266.96	5,300.00
01-4020-0210	Road Crossings	1,000.00		
01-4004-0703	Transfer from Gas Tax	60,000.00	60,000.00	100,000.00
	Transfer from Roads Capital Reserve	50,000.00	50,000.00	
	Transfer from Bridge Reserve			1,280.36
	PLANNING			
01-4035-0100	Official Plan Amendment			
01-4035-0350	Zoning By-law Amendment	4,000.00	4,000.00	
01-4035-0300	Consent Applications	4,800.00	4,000.00	4,000.00
01-4035-0325	Minor Variance	800.00	800.00	800.00
01-4035-0200	Zoning Requests	1,190.00	935.00	935.00
01-4035-0360	Change of Use Certificate Applications		1,000.00	
01-4035-0375	Pre-Application Consultation		250.00	
01-4035-0500	Professional Services Reimbursement		10,253.55	
	OTHER			
01-4050-0100	Miscellaneous Revenue	500.00	985.00	500.00
01-4050-0125	CHD Community Contribution	309,000.00	309,000.00	309,000.00
01-4050-0130	Plateau Community Contribution	33,065.00	33,064.78	33,000.00
01-4050-0135	DWP Community Contribution	248,000.00	258,550.32	250,000.00
01-4050-0200	Penalties and Interest on Taxes	100,000.00	96,672.26	96,500.00
01-4050-0300	Interest on Deposits	10,000.00	32,637.72	30,000.00
01-4050-0400	POA	25,000.00	39,176.33	35,000.00
01-4025-0220	Electronic Recycling Revenue		116.25	100.00
01-4077-0000	Land Rental	2,550.00	2,550.00	2,550.00
01-4002-0100	Tile Drains		11,195.52	
	Transfer from PSB Reserve			2,043.87
	Transfer from Mul-Mel Rec Capital Reserve			5,000.00
	Sub-Total	1,284,280.00	1,349,216.88	1,274,902.23
	Expenditures	3,852,548.00	3,321,592.45	3,921,369.00
	Amount to be raised through Taxation	-2,568,268.00	-1,972,375.57	-2,646,466.77

	Taxation		
01-4001-0100	Residential		1,893,413.64
01-4001-0200	Farmland		248,672.22
01-4001-0300	Commercial and Industrial		415,326.04
01-4001-0500	Managed Forests		2,777.58
01-4001-0600	Pipeline		8,078.38
			2,568,267.86

Corporation of the Township of Melancthon
Road Department 2019 Operating and Capital Budget - Draft 3

*2018 Actual-Unaudited

Acct. No.	ADMINISTRATION	2018 Budget	2018 Actual	2019 Budget
01-5005-1010	Salaries and Wages	390,000.00	357,231.20	400,000.00
01-5005-1025	Receiver General, EHT & WSIB	42,000.00	38,493.62	42,500.00
01-5005-1020	Benefits	19,500.00	18,179.19	25,650.00
01-5005-1060	Short Term Disability			
01-5005-1064	RRSP/OMERS	25,000.00	25,306.89	30,000.00
01-5005-1070	Mileage	100.00	30.00	100.00
01-5005-1022	Staff Training and Seminars	2,000.00		3,000.00
01-5005-2010	Office Supplies	150.00		500.00
01-5005-2035	Computer Program Updates	250.00		200.00
01-5005-2036	GPS Monthly Tracking Expense	5,000.00	5,493.81	5,000.00
01-5005-2112	Asset Management Plan	12,000.00	9,097.85	12,000.00
01-5005-2115	Road Management Plan			45,793.00
01-5005-3105	Bridge Study/Inspections		7,837.04	17,198.00
	MISCELLANEOUS			
01-5005-2070	Utilities - Heat	10,000.00	13,078.13	14,000.00
01-5005-2080	Utilities - Hydro	8,000.00	5,917.76	8,000.00
01-5005-2090	Telephone	1,150.00	798.56	1,000.00
01-5005-2091	Mobile Phone	1,150.00	892.20	1,000.00
01-5005-2040	Advertising	750.00	172.99	750.00
01-5005-2041	Signs	7,500.00	1,267.21	5,000.00
01-5005-2110	Insurance	46,000.00	46,000.00	45,000.00
01-5005-2100	Legal Fees	2,000.00	515.92	6,000.00
01-5005-2050	Audit	13,000.00	9,667.20	12,000.00
01-5005-2060	Memberships	100.00	90.40	100.00
01-5005-2165	Materials and Supplies/Stock	8,500.00	3,921.98	8,500.00
01-5005-2166	Coveralls	7,500.00	8,204.23	7,500.00
01-5005-3000	Services and Rents/Misc	7,500.00	2,839.10	7,500.00
01-5005-2103	Health & Safety Services	5,000.00	4,779.48	5,000.00
01-5005-2104	Health & Safety Materials/Supplies	3,000.00		3,000.00
01-5005-2162	Building Maintenance	10,000.00	6,657.04	10,000.00
01-5005-2163	Sand Dome Repairs	3,000.00		5,000.00
01-5005-2185	Oil Separator Clean Out	1,000.00	1,611.31	1,500.00
01-5005-2192	Shop Tools	5,000.00	264.56	5,000.00
01-5005-2190	Miscellaneous	1,000.00	600.12	1,000.00
01-5005-3800	Contract Work	2,000.00	875.00	2,000.00
	EQUIPMENT			
01-5005-2150	Fuel - Clear	50,000.00	47,526.53	50,000.00
01-5005-2155	Fuel - Dyed	29,000.00	32,748.94	35,000.00
01-5005-3070	Fuel - Patrol Trucks	12,000.00	11,904.46	12,500.00
01-5005-2180	Oil - Trucks and Grader	4,000.00	384.22	4,000.00
01-5005-3071	TR#1 - Repairs	3,000.00	1,866.76	3,000.00
01-5005-3073	TR#2 - Repairs	15,000.00	8,599.68	15,000.00
01-5005-3074	TR#3 - Repairs	6,400.00	653.97	7,500.00
01-5005-3074	TR#3- Flatbed	8,650.00	7,785.42	
01-5005-3075	TR#4 - Repairs	15,000.00	8,999.95	15,000.00
01-5005-3076	TR#5 - Repairs	15,000.00	22,392.38	15,000.00
01-5005-3077	TR#6 - Repairs	15,000.00	2,370.27	8,500.00
01-5005-3069	TR#7 - Repairs	3,000.00	272.41	3,000.00
01-5005-3079	GR#1 - CAT - Repairs	15,000.00	15,558.31	15,000.00
01-5005-3080	GR#2 - Repairs	15,000.00	5,053.95	15,000.00
01-5005-3081	Backhoe Repairs	2,500.00	2,479.98	2,500.00
01-5005-3082	Loader	2,500.00	665.20	2,500.00
01-5005-3083	John Deere Mower	2,000.00	613.91	1,000.00
01-5005-3084	Power Washer	1,000.00	1,767.41	1,000.00
01-5005-3085	Chain Saw	1,000.00	15.92	1,000.00
01-5005-3086	Roadside Mower	1,000.00		1,000.00
01-5005-3500	Winter Control-Plow & Wing Parts	35,000.00	23,344.63	25,000.00
01-5005-7015	John Deere Grader Loan	32,650.00	32,052.48	32,650.00
01-5005-2191	Radio and Truck Licenses	10,000.00	9,958.50	10,500.00
01-5005-2195	Radio Maintenance & Repair	1,000.00	2.89	1,000.00
01-5005-3060	Water Tank			
	NEW EQUIPMENT			
01-5005-7010	Vehicles			
01-5005-7005	Equipment (GPS,air compressor,mower)	17,000.00	1,550.52	
	BRIDGES, CULVERTS, DRAINS			
01-5005-3100	Bridge & Culvert Mtce	40,000.00	7,897.32	38,000.00
01-5005-3113	Bridge #15		(24,090.59)	
01-5005-3114	Bridge #10	185,000.00	241,001.11	
01-5005-3850	Drain Maintenance	40,000.00	3,219.79	40,000.00
01-5005-7021	Culvert 2027 Loan Payment	40,908.00	40,907.52	40,908.00
01-5005-3146	Culvert 2003			190,000.00
01-5005-3165	Culvert 2021			20,000.00
01-5005-3174	Culvert 2029			765.00

	ROADSIDE						
01-5005-3215	Grass Mowing & Weed Spryaing		5,000.00		6,144.06		5,000.00
01-5005-3205	Brushing - Tree Trim and Removal		12,000.00		12,333.31		15,000.00
01-5005-3206	Ditching		12,000.00		8,318.37		20,000.00
01-5005-3322	Catch Basins						
01-5005-3610	Guide Posts & Hardware						
01-5005-3315	Shoulder Maintenance		3,500.00		3,865.70		3,500.00
	HARDTOP						
01-5005-3300	Hardtop Resurfacing		120,000.00		94,403.69		
01-5005-3310	Cold Mix, Patching & Spray Patching		3,000.00		3,725.35		4,500.00
01-5005-3305	Patch Paving		30,000.00				10,000.00
01-5005-3306	Pulverizing & Gravel		70,000.00		53,918.68		
01-5005-3320	Sweeping, Flushing, Cleaning		5,000.00		4,294.27		5,000.00
01-5005-3127	River Road Repair				1,341.60		
	LOOSETOP						
01-5005-3126	High Street Repair				2,323.86		
01-5005-3128	Argyle/Manitoba Street Repair				3,633.36		
01-5005-3400	Loosetop Maintenance						
01-5005-3700	Clearview Townline		1,000.00		203.16		1,000.00
01-5005-3750	Townlines		1,000.00		105.25		1,000.00
01-5005-3210	Gravel Resurfacing		255,000.00		243,397.32		255,000.00
01-5005-3410	Dust Layer (Calcium Chloride)		150,000.00		85,134.81		150,000.00
	WINTER CONTROL						
01-5005-3510	Sand and Salt		50,000.00		28,482.32		50,000.00
01-5005-3505	Snow Removal/Blowing		5,000.00		463.01		3,000.00
	ROAD IMPROVEMENTS						
01-5005-3132	3rd Line Realignment				501.99		
01-5005-3316	Horning's Mills shoulders		50,000.00				
01-5005-5015	Roads Capital Reserve Fund						200,000.00
01-5005-5030	Replacement Equipment Reserve		150,000.00		150,000.00		150,000.00
01-5005-2160	**New Building**				10,611.92		
	TOTAL BUDGET		**2,179,258.00**		**1,790,528.66**		**2,210,114.00**

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NUMBER -2019

BEING A BY-LAW TO ADOPT THE ESTIMATES OF ALL SUMS REQUIRED DURING THE YEAR AND TO STRIKE THE RATES OF TAXATION, AND TO FURTHER PROVIDE FOR PENALTY AND INTEREST IN DEFAULT OF PAYMENT THEREOF FOR THE YEAR 2019

WHEREAS the Council of the Corporation of the Township of Melancthon has, in accordance with the Municipal Act, 2001, S.O. 2001, Chapter 25 as amended, Section 290 (1)(2)(3)(4) and Section 291 (1) considered the estimates of the Municipality for the year 2019;

AND WHEREAS pursuant to the County of Dufferin By-law No. 2019- , the County of Dufferin passed a by-law to set tax ratios and to set tax rate reductions for prescribed property subclasses for county purposes and lower tier municipal purposes;

AND WHEREAS the tax ratios established the relative amount of taxation to be borne by each property class and have been set for the taxation year 2019 under the authority of the Municipal Act, 2001, S.O. 2001, Chapter 25 Section 308(5) as follows:

Residential Class is	1.0000
Multi-residential Class is	2.4025
Commercial Class is	1.2200
Industrial Class is	2.1984
Landfill Class is	1.1815
Pipeline Class is	0.8421
Farmland Class is	0.2500
Managed Forest Class is	0.2500

AND WHEREAS all property assessment rolls on which the 2019 taxes are to be levied have been returned and revised pursuant to the provision of the Assessment Act, R.S.O. 1990, c.A.31, as amended (hereinafter referred to as the "Assessment Act") subject to appeals at present before the Assessment Review Board, the Ontario Municipal Board and the District Court;

AND WHEREAS the "Residential/Farm Assessment", "Multi-Residential Assessment", "Commercial Assessment", "Industrial Assessment", "Pipeline Assessment", "Farmlands Assessment" and "Managed Forests Assessment" and the applicable subclasses pursuant to Section 7 of the Assessment Act, as amended by the Fair Municipal Finance Act, 1997 and Regulations thereto, have been determined on the basis of the aforementioned property assessment rolls and are detailed on Schedule "A" attached hereto and which forms part hereof;

AND WHEREAS pursuant to the County of Dufferin By-law 2019- , the County of Dufferin passed a by-law to adopt the estimates of all sums required by the County of Dufferin for the purposes of the County and to provide a Levy on area municipalities;

AND WHEREAS the Province of Ontario has regulated all education tax rates for 2019; and hereby adopted to be applied against the whole of the assessment for real property as set out in Schedule D

AND WHEREAS the Treasurer shall add all or any arrears for special charges such as developer charges; fees regarding registered tax properties; service charges for cutting weeds, dog licensing fees and drain maintenance arrears pursuant to any statute or by-law to the respective properties chargeable thereto and that the same shall be collected by the collector in the manner as all other rates or levies.

NOW THEREFORE the Council of the Corporation of the Township of Melancthon enacts as follows:

GB #3.1
MAR 07 2019

THAT the Corporation of the Township of Melancthon adopt the sum of Two Million, Six Hundred and Forty-Six Thousand, Four Hundred and Sixty-Seven Dollars ($2,646,467) as detailed in Schedule "B" attached hereto and which forms part hereof as the estimate of the Property Tax Levy required during the year 2019 for general purposes of the Corporation of the Township of Melancthon.

THAT for the year 2019 in the Corporation of the Township of Melancthon, the lower tier municipalities shall levy upon Residential/Farm Assessment, Multi-Residential Assessment, Commercial Assessment, Industrial Assessment, Pipeline Assessment, Farmlands Assessment and Managed Forests Assessment and applicable subclasses the tax rates for Township purposes set out in Schedule "C" attached hereto and which forms part hereof.

THAT tax rates for the Township of Melancthon portion of the tax bill are hereby adopted to be applied against the whole of the assessment for real property as set out in Schedule "D".

1. The taxes shall become due and payable in two instalments:

   First installment due and payable on August 26, 2019
   Second installment due and payable on November 22, 2019

2. A penalty at the rate of 1.25% will be charged on the first day of default and on the first day of each calendar month thereafter in which default continues, on all unpaid instalments of taxes until December 31, 2019 after which the interest rates of 1.25% per month for each month or fraction thereof will be added.

3. The Treasurer may mail or cause the same to be mailed to the resident or place of business of such person indicated on the last revised assessment roll, a written or printed notice specifying the amount of taxes payable.

4. The taxes are payable at the Municipal Office, 157101 Highway 10, Melancthon, Ontario, L9V 2E6, the Toronto Dominion Bank or Credit Union in Shelburne, the CIBC or Credit Union in Dundalk, by mail, or by telephone/internet banking and by direct debit but not credit card.

5. In the event that the Provincial OPTA system does not have the necessary data to provide on Commercial, Industrial and Multi-Residential tax capping to permit processing tax bills for these installment dates, then the Treasurer is authorized to process tax bills for the remaining tax classes and to establish later tax installment due date(s) for the Commercial, Industrial and Multi-Residential tax classes on a separate bill.

This by-law shall come into force and effect upon the date of the final reading thereof.

By-law read a first and second time this 7th day of March, 2019.

By-law read a third time and passed this 7th day of March, 2019.

....

Mayor Clerk

Schedule A

Township of Melancthon
CALCULATION OF LOWER TIER TAX RATES

Weighted Assessments Calculation

	"Pure" Assessment	Tax Ratio	Weighted Assessment
Residential	396,439,765	1.0000	396,439,765
Multi Residential - Full	0	2.3560	0
Farmland Awaiting Development - Phase 1	0	1.5314	0
Commercial/New Commercail Full (Occupied)	9,408,330	1.2200	11,478,163
Vacant Units & Excess Land	491,225	0.8540	419,506
Vacant Land	65,250	0.8540	55,724
Farmland Awaiting Development	0	0.7930	0
Shopping Centre (Occupied)	0	1.2200	0
Vacant Unit & Excess Land	0	0.8540	0
Office Building (Occupied)	0	1.2200	0
Vacant Unit & Excess Land	0	0.8540	0
Industrial/New Industrial (Occupied)	34,052,213	2.1984	74,860,385
Vacant Units & Excess Land	0	1.5389	0
Vacant Land	135,750	1.5389	208,903
Industrial Full Shared PIL	115,000	2.1984	252,816
Farmland Awaiting Development - Phase 2	0	1.4290	0
Large Industrial	0	2.1984	0
Vacant Units & Excess Land	0	1.5389	0
Pipeline	1,900,441	0.8421	1,600,361
Farmlands	217,037,605	0.2500	54,259,401
Managed Forests	2,499,504	0.2500	624,876
Total	**662,145,083**		**540,199,900**

Schedule C

Township of Melancthon
CALCULATION OF LOWER TIER TAX RATES

Proof of Taxes Raised	Tax Rate	Unweighted Assessment	Tax Levied
Residential	0.489905%	396,439,765	$1,942,178
Multi Residential - Full	1.154216%	0	$0
Farmland Awaiting Development - Phase 1	0.750241%	0	$0
Commercial/New Commercial Full (Occupied)	0.597684%	9,408,330	$56,232
Vacant Units & Excess Land	0.418379%	491,225	$2,055
Vacant Land	0.418379%	65,250	$273
Farmland Awaiting Development	0.388495%	0	$0
Shopping Centre (Occupied)	0.597684%	0	$0
Vacant Unit & Excess Land	0.418379%	0	$0
Office Building (Occupied)	0.597684%	0	$0
Vacant Unit & Excess Land	0.418379%	0	$0
Industrial/New Industrial (Occupied)	1.077007%	34,052,213	$366,745
Vacant Units & Excess Land	0.753905%	0	$0
Vacant Land	0.753905%	135,750	$1,023
Industrial Full Shared PIL	1.077007%	115,000	$1,239
Farmland Awaiting Development - Phase 2	0.700055%	0	$0
Large Industrial	1.077007%	0	$0
Vacant Units & Excess Land	0.753905%	0	$0
Pipeline	0.412549%	1,900,441	$7,840
Farmlands	0.122476%	217,037,605	$265,819
Managed Forests	0.122476%	2,499,504	$3,061
		662,145,083	**$2,646,466**
		Rounding Error	**-$1**

The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Hwy. 10, Melancthon, Ontario, L9V 2E6

Telephone - (519) 925-5525
Fax No. - (519) 925-1110
Website: www.melancthontownship.ca
Email:info@melancthontownship.ca

Denise B. Holmes, AMCT
CAO/Clerk

REPORT TO COUNCIL

TO: **MAYOR WHITE AND MEMBERS OF COUNCIL**

FROM: **DENISE B. HOLMES, CAO/CLERK**

DATE: **MARCH 1, 2019**

SUBJECT: **NEW CODE OF CONDUCT BY-LAW**

RECOMMENDATION

Leave be given to introduce a By-law to Adopt a Code of Conduct for Members of Council & Members of Local Boards and it be hereby read a first, second and third time and passed.

STRATEGIC PLAN ALIGNMENT

Strategic Objective – Effective Governance – 5.1 Improve local autonomy

BACKGROUND AND DISCUSSION

On March 17, 2016, Council passed a Code of Conduct By-law as the County of Dufferin was in the process of releasing an RFP to retain the services of an Integrity Commissioner. A Code of Conduct was a matter that had been discussed by Council, but no action taken before March 17th due to the absence of an Integrity Commissioner.

With the passage of Bill 68, the Act requires that municipalities are to establish Codes of Conduct for Members of Council and Local Boards. As the By-law passed in 2016 only dealt with Members of Council, I have amended it to include Member of Locals Boards and will be repealing our current Code of Conduct By-law 17-2016 in its entirety.

The By-law, once passed, will be circulated to all of the Members of our Local Boards and I have requested that our Integrity Commissioner provide some education on the Code of Conduct By-law to them, as well as Council. I have also asked the Integrity Commissioner, when he is here, to speak on the *Municipal Conflict of Interest Act,* with regard to the March 1st changes in Bill 68.

GB#3.2
MAR 0 7 2019

FINANCIAL

It is not known at this time, the cost to deliver the education to Council and Local Board Members by the Integrity Commissioner but monies allocated in the 2019 Operating Budget under Legal Fees would fund this purpose.

Respectfully submitted,

Denise B. Holmes, CAO/Clerk

CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NUMBER -2019

A BY-LAW TO ADOPT A CODE OF CONDUCT FOR MEMBERS OF COUNCIL & MEMBERS OF LOCAL BOARDS

WHEREAS the Municipal Act, S.O., 2001, Section 223.2(1) provides that municipalities are authorized to establish codes of conduct for Members of the Council of the Municipality and of Local Boards of the Municipality;

AND WHEREAS Section 5 (3) of the Municipal Act, 2001, as amended, provides that municipal powers shall be exercised by By-law;

NOW THEREFORE BE IT ENACTED BY THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF MELANCTHON ENACTS AS FOLLOWS:

Code of Conduct	1.1	Members shall conduct themselves according to the Code of Conduct.
Preamble	1.2	A written Code of Conduct helps to ensure that the Members of Council and Members of Local Boards share a common basis for acceptable conduct. These standards are designed to provide a reference guide and a supplement to the legislative parameters within which the Members must operate. These standards should serve to enhance Public confidence that Township's elected representatives and representatives of Local Boards operate from a base of integrity, justice and courtesy.
General	1.3	The Township of Melancthon Council and Local Boards Code of Conduct is a general standard that augments the provincial laws and municipal By-laws that govern conduct. It is not intended to replace personal ethics.
		All Members shall serve their constituents in a conscientious and diligent manner. No Member shall use the influence of office for any purpose other than the exercise of their official duties.
Gifts and Benefits	1.4	Members shall not accept fees, gifts, hospitality or personal benefits that are connected directly or indirectly with the performance of duties except compensation authorized by law. This section does not apply to tokens, mementoes, souvenirs, or such gifts or benefits up to and including a value of $100.00 that are received as an incident of protocol or social obligation that normally accompanies the responsibilities of office. Tokens, mementoes, souvenirs or gifts with a value of greater than $100.00 shall be the property of the municipality. No Member shall seek or obtain by reason of their office any personal privilege or advantage with respect to Township services not otherwise available to the general Public and not consequent to their official duties.

Confidentiality	1.5	All information, documentation or deliberation received, reviewed or taken in Closed Session of Council or Board meeting and its committees are confidential, except as otherwise directed by Council or Local Boards. Members shall not disclose or release by any means to any Member of the Public either in verbal or written form any confidential information acquired by virtue of their office, except when required by law to do so. Members shall not permit any persons other than those who are entitled thereto to have access to information that is confidential. Particular care should be exercised in ensuring confidentiality of the following types of information: • Labour negotiations • Information about suppliers provided for evaluation which might be useful to other suppliers • Matters relating to the legal affairs of the Township • Sources of complaints where the identity of the complainant was given in confidence • Items under negotiation • Information defined as "personal information" under the Municipal Freedom of Information and Protection of Privacy Act This list is provided for example and is not inclusive. Requests for information should be referred to the Office of the Clerk to be addressed as a formal request under the Municipal Freedom of Information and Protection of Privacy Act.
Use of Township Property	1.6	No Member shall use for personal purposes any Township property, equipment, supplies, or services of consequence other than for purposes connected with the discharge of Township duties or associated community activities of which Township Council or Local Board as been advised. Personal use of Township-issued devices such as an iPad or cellular is permitted. No Member shall obtain financial gain from the use of Township-developed intellectual property, computer programs, technological innovations, or other patentable items, while an elected official or thereafter. All such property remains the exclusive property of the Township of Melancthon. No Member shall use information gained in the execution of their duties that is not available to the general Public, for any purposes other than their official duties.
Work of a Political Nature	1.7	No Member shall use Township facilities, services, or property for their re-election campaign. No Member shall use the services of Township employees for their re-election campaign, during hours in which the employees are in the paid employment of the Township.

Representing the Township	1.8	Members shall make every effort to participate diligently in the activities of the agencies, boards, and commissions to which they are appointed.
Influence On Staff	1.9	Members shall be respectful of the fact that Staff work for the Township as a body corporate and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence from any individual Member or group of Members of Council or of Local Boards. In addition, Members shall be respectful of the fact that Staff carry out directions of Council and administer the policies of the municipality, and are required to do so without any undue influence from any individual Member or group of Members of Council or of Local Boards.
Business Relations	1.10	No Member shall borrow money from any person who regularly does business with the Township unless such person is an institution or company whose shares are Publicly traded and who is regularly in the business of lending money.
No Member shall Act as a Paid Agent	1.11	No Member shall act as a paid agent before Council or a committee of Council or any agency, board, or committee of the Township.
Encouragement and Respect for Township	1.12	Members shall encourage Public respect for the Township and its By-laws.
Attendance at Meetings	1.13	Members shall make best attempts to attend Council, Committee and Board meetings and be on time. When a Member cannot attend a meeting they shall contact the Clerk's Department in advance or the Secretary of the Board.
Conduct During Meetings	1.14	During meetings, Members shall conduct themselves with decorum. Respect for delegations and fellow Members and Staff requires that all Members show courtesy and not distract from the business of the Council, Committee or Board during presentations and when other Members have the floor. Members will avoid any conduct towards a Member of Council or Staff which is known or ought reasonably to be known to be unwelcome, which offends, embarrasses or intimidates, or which reflects intolerance towards any group or individual.
Harassment	1.15	Harassment is defined in accordance with the Ontario Human Rights Code as vexatious comment or conduct that is unwelcome or ought reasonably to be known to be unwelcome. Members of Council and Members of Local Boards acknowledge that every person who is a Councillor or employee has a right to freedom from harassment in the workplace. Harassment of another Member, Staff or any Member of the Public is misconduct.

Bullying	1.16	Workplace bullying is defined as "repeated" unreasonable behaviour directed towards an employee or a group of Staff, that creates a risk to health and safety. Unreasonable behaviour can be defined as behaviour that harms, intimidates, threatens, victimizes, undermines, offends, degrades or humiliates another Staff Member/s. <u>Examples of Workplace Bullying</u> The most common types of workplace bullying are: • Spreading malicious rumours, gossip or innuendo that is not true • Excluding or isolating someone socially • Intimidating a person • Undermining or deliberately impeding a person's work • Withdrawing necessary information or purposefully giving the wrong information • Setting impossible deadlines • Making inappropriate jokes • Persistent criticism of appropriate work • Freezing out, ignoring or excluding • Attempts to humiliate Staff in front of others • Unjustified monitoring of work • Verbal/non-verbal threats • Abusive, offensive or insulting language • Behaviours that frighten, humiliate, belittle or degrade • Belittling a person's opinions • Damaging or interfering with a person's property or work equipment • Threats of violence or actual incidents of violence • Regular ultimatums and/or threats of dismissal • Inappropriate comments about a person's appearance, lifestyle or their family. *When bullying escalates to include incidents of physical assault or threats, it is considered workplace violence.* Bullying another Member of Council, Board Member, Staff or any Member of the Public is misconduct.
Interpretation	1.17	Members of Council and Members of Local Boards seeking clarification of any part of this Code of Conduct should consult with the Integrity Commissioner.
Effective date	1.18	This By-law shall take effect on the date of its final passing.
Alleged Breaches of the Code of Conduct	1.19	If a breach of the Code of Conduct is alleged the complaint should be lodged with the Integrity Commissioner.

By-law 17-2016 is hereby repealed in its entirety.

READ a first, second and third time and finally passed this 7th day of March, 2019.

Mayor

Clerk

CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. -2019

Being a By-law to amend By-law No. 49-2015 passed in open Council on October 15, 2015.

WHEREAS the Council of the Corporation of the Township of Melancthon deems it expedient to amend By-law No. 49-2015, a By-law to Provide for Reduced Load Periods within the Township of Melancthon and to Provide for Exemptions.

NOW THEREFORE the Council of the Corporation of the Township of Melancthon enacts as follows:

That Section 5 (f) be added to read:

Hydro One emergency vehicles

This By-law shall take effect and come into force on the passing thereof.

By-law read a first and second time this 7th day of March, 2019.

By-law read a third time and passed this 7th day of March, 2019.

MAYOR

CLERK

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The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Hwy. 10, Melancthon, ON, L9V 2E6

Telephone - (519) 925-5525
Fax No. - (519) 925-1110
Website: www.melancthontownship.ca
Email:info@melancthontownship.ca

REPORT TO COUNCIL

TO: **MAYOR WHITE AND MEMBERS OF COUNCIL**

FROM: **DENISE HOLMES, CAO/CLERK**

DATE: **FEBRUARY 28, 2019**

SUBJECT: **2019 AND 2020 COUNCIL MEETING SCHEDULE**

RECOMMENDATION

Be it resolved that Council suspend Section 4 of Procedural By-law 16-2015 to allow that the meeting schedule for 2019 and 2020 be approved as presented by the CAO/Clerk.

And be it further resolved that Council can always add additional Committee of the Whole, special, public and/or emergency meetings during 2019 and 2020 as required in accordance with Section 6 of Procedural By-law 16-2015.

STRATEGIC PLAN ALIGNMENT

Strategic Objective – Effective Governance – 5.1 Improve local autonomy

PURPOSE

The purpose of this Report is to confirm the amended Council meeting dates for 2019 and 2020.

BACKGROUND AND DISCUSSION

As per the Township's Procedural By-law No. 16-2015, Section 5 states that *"During the regular Council meeting in January, Council will review and confirm the next year's tentative meeting dates"*. A Report titled 2020 Council Meeting Schedule was reviewed at the meeting on January 17, 2019 and the motion to approve the 2020 Council meeting schedule was tabled to the February 7, 2019 Council meeting, as Staff suggested at the meeting of having one meeting per month. The motion would be brought back to the next Council meeting for further discussion. The motion was brought back for further discussion on February 7, 2019 and deferred to the

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February 21, 2019 Council meeting. At the meeting on February 21, 2019, the CAO/Clerk recommended that Council hold one meeting per month in January, July, August and December and advised that a new Schedule of Council meetings for 2019 and 2020 would be brought back to the March 7, 2019 Council meeting. It is recommended that the mover and seconder of the motion made on February 7, 2019 withdraw the motion, and the above recommendation (motion) be passed.

FINANCIAL

There is no direct budget impact as Council meetings are included in each Council member's annual remuneration.

Respectfully submitted,

Denise B. Holmes, AMCT, CAO/Clerk

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MELANCTHON COUNCIL MEETING SCHEDULE - 2019

January 17th - 5:00 p.m.

February 7th and February 21st - 5:00 p.m.

March 7th - 1:00 p.m. and March 21st - 5:00 p.m.

April 4th - 1:00 p.m. and April 18th - 5:00 p.m.

May 2nd and May 16th - 5:00 p.m.

June 6th and June 20th - 5:00 p.m.

July 18th - 5:00 p.m.

August 15th - 5:00 p.m.

September 5th and September 19th - 5:00 p.m.

October 3rd and October 17th - 5:00 p.m.

November 7th and November 21st - 5:00 p.m.

December 12th - 9:00 a.m.

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MELANCTHON COUNCIL MEETING SCHEDULE - 2020

January 16th - 5:00 p.m.

February 6th - 9:00 a.m. and February 20th - 5:00 p.m.

March 5th - 9:00 a.m. and March 19th - 5:00 p.m.

April 2nd - 9:00 a.m. and April 16th - 5:00 p.m.

May 7th and May 21st - 5:00 p.m.

June 4th and June 18th - 5:00 p.m.

July 2nd - 5:00 p.m.

August 13th - 5:00 p.m.

September 3rd and September 17th - 5:00 p.m.

October 1st and October 15th - 5:00 p.m.

November 5th and November 19th - 5:00 p.m.

December 10th - 9:00 a.m.

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NUMBER -2019

BEING A BY-LAW FOR PRESCRIBING STANDARDS FOR THE MAINTENANCE AND OCCUPANCY OF PROPERTY WITHIN THE TOWNSHIP OF MELANCTHON, FOR PROHIBITING THE OCCUPANCY OR USE OF SUCH PROPERTY THAT DOES NOT CONFORM TO THE STANDARDS, AND FOR REQUIRING PROPERTY BELOW THE STANDARDS PRESCRIBED HEREIN TO BE REPAIRED AND MAINTAINED TO COMPLY WITH THE STANDARDS OR THE LAND THEREOF TO BE CLEARED OF ALL BUILDINGS, STRUCTURES, DEBRIS OR REFUSE AND LEFT IN A GRADED AND LEVEL CONDITION.

WHEREAS under Section 15.1 (3) of the Building Code Act, 1992, S.O. 1992, c.23, a By-law may be passed by the Council of a Municipality prescribing standards for the maintenance and occupancy of property within the municipality, provided the Official Plan for the Municipality includes provisions relating to property conditions;

AND WHEREAS the Official Plan for the Corporation of the Township of Melancthon includes provisions relating to property conditions

NOW THEREFORE the Council of the Corporation of the Township of Melancthon hereby enacts as follows:

Section 1 **Title**

This By-law may be cited as the "Property Standards By-law".

Section 2 **Definitions**

In this By-Law:

"Accessory Building" means a detached building located on the same lot as the main building, the use of which is incidental or secondary to that of the main building and which is not used for human habitation, except in the case of a guest cabin.

"Accessory Use" means a use of lands or buildings which is incidental and subordinate to the principal use of lands and buildings.

"Barn" means a building located on a farm to house livestock and/or hay and straw and/or farm machinery and implements.

"Basement" means that portion of a building between two floor levels which is partly underground, but which at least 0.5 metres of its height, from finished floor to finished ceiling, is above the adjacent finished grade.

"Building" means any structure as defined by the Ontario Building Code Act, used or intended to be used for shelter, accommodation or enclosure of persons, animals or chattels other than a fence or wall.

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"Cellar" means the portion of a building between two floor levels which is partly or wholly underground and which has less than 0.5 metres of its height, from finished floor to finished ceiling, above adjacent finished grade.

"Commercial Property" means any property that is used, has been used or is designed for use, either in whole or in part, as a commercial, industrial or home occupation establishment and includes any land, buildings, mobile buildings or structures, construction equipment or supplies, trucks, cars, vans or buses whether operable or not, and all steps, walks, driveways, parking spaces, fences or signs associated with the premises or its yards.

"Committee" means the Property Standards Committee established under this By-Law.

"Corporation" means the Corporation of the Township of Melancthon.

"Dwelling" means a building or structure or part of a building or structure occupied or capable of being occupied in whole or in part for the purposes of human habitation and includes the land, all outbuildings, fences and structures appurtenant thereto.

"Dwelling Unit" means a suite of two or more habitable rooms, designed to be occupied by not more than one family, in which sanitary conveniences are provided and in which facilities are provided for cooking or for the installation of cooking equipment, and with an independent entrance, either directly from outside the building or from a common corridor inside the building. This definition shall not include a mobile home, a private garage or any vehicle as defined herein.

"Farm" means land used for the tillage of soil, the growing of vegetables, fruits, grains or other staple crops. This definition shall also apply to land used for livestock raising, dairying, including a barn yard, or woodlots.

"Lot" means a parcel of land which is capable of being legally conveyed in accordance with the provisions of the Planning Act, R.S.O. 1990, c. P.13, as amended.

"Maintenance" means the preservation and keeping in repair of a property.

"Means of Egress" means a continuous path of travel provided by a doorway, hallway, corridor, exterior passageway, balcony, lobby, stair, ramp or other egress facility for the escape of persons from any point within a building, floor area, room or contained open space used as a dwelling unit to a public thoroughfare or approved open space.

"Occupant" means any person(s) over the age of eighteen years in possession of the property.

"Officer or Property Standards Officer" means a person who has been so appointed or designated by the Corporation.

"Owner" means any person or corporation that is the registered or beneficial holder of the title of the property and would include the person for the time being, who is managing or receiving the rent of the land or premises, whether on his own account or as agent or trustee of any other person or who would so receive the rent if such land and premises were let, and shall also include a lessee of an occupant of the property who, under the terms of the lease, is required to repair and maintain the property in accordance with the standards for maintenance and occupancy of property.

"Property" means a building or structure or part of building or structure and includes the lands and premises appurtenant thereto and all mobile homes, mobile buildings, mobile structures, travel trailers, vans, inoperable vehicles, equipment, outbuildings, accessory buildings, fences and erections thereon whether heretofore or hereafter erected, and includes vacant property.

"Repair" includes the provision of such facilities and the making or additions or alterations or the taking of such action as may be required so that the property shall conform to the standards established by this By-law.

"Residential property" means any property that is used, has been used or is designed for use as a domestic establishment in which one or more persons usually sleep and prepare and serve meals, and includes any land, buildings, mobile homes, trailers, van or buses that are appurtenant to such establishment and all steps, walks, driveways, parking spaces and fences associated with the dwelling or its yards and includes vacant residential property. Further any dwelling located on a farm together with the one acre of land on which the dwelling is situated is included as residential property.

"Rubbish" means any waste material, refuse, broken matter, trash or litter.

"Sewage" means any liquid waste containing animal, vegetable or mineral matter in suspension or solution but does not include roof drainage or other storm water runoff.

"Sewage System" means a private sewage disposal system approved by the Ministry of the Environment and/or the County of Dufferin Building Department.

"Standards" means the standards of physical condition prescribed for property by this By-Law.

"Structure" means anything constructed, placed or erected other than a building, the use of which requires location on the ground, or attached to something having location on the ground, and for the purpose of this By-law, shall include a sign and a vehicle as defined in The Highway Traffic Act, whether or not the wheels have been removed or is operable.

"Tenant" means a person paying rent for the temporary use or occupancy of land or buildings of another person and includes a lessee, occupant, subtenant, and all assigns thereunder.

"Travel Trailer" means any trailer capable of being used for the temporary living, sleeping or eating accommodation of persons, notwithstanding that such trailer is jacked up or that its running gear is removed. This definition shall not include a mobile home as defined herein.

"Vacant Property" means property upon which there is no building or structure of any kind (excluding a fence).

"Vehicle" means an automobile, a boat, a commercial motor vehicle, a farm implement, a mobile home, a motorcycle, a snowmobile, a travel trailer.

"Yard" means a space, appurtenant to a building, structure or excavation, located on the same lot as such building, structure or excavation, and which space is open, uncovered and unoccupied from the ground upward except for such accessory buildings, structures or uses as are specifically permitted elsewhere in this by-law. Where a dwelling is located on a farm, the yard is deemed to be the one acre on which the dwelling is situate, but does not include the remainder of the farm, or a barn yard.

References to the Building Code Act are to the Building Code Act, S.O. 1992, c. 23 as amended from time to time and to the regulations passed under it, as amended from time to time.

Section 3 Application of By-Law

3.1 This By-law applies to all lands within the Township of Melancthon

Section 4 **General Obligations**

4.1 The owner of property in the Township of Melancthon shall repair and maintain the property in accordance with the standards prescribed by the By-law. Such repair shall include the posting of the correct municipal address or six digit emergency number, whichever is applicable, at a location on the property clearly visible to emergency vehicles.

4.2 No person shall occupy, use, permit the use of, rent or offer to rent any property that does not conform to the standards of this By-law.

4.3 Abandoned wells shall be decommissioned in accordance with the requirements of the Ministry of the Environment, or be fully protected against accidental opening.

4.4 Where a Property Standards Officer has placed or caused the placing of a placard containing the terms of a notice or order upon the premises under the authority of the Building Code Act, no one shall remove the said placard except with the consent of a Property Standards Officer.

4.5 The obligations created by this By-law on the owner or occupant shall be joint and several.

4.6 Where a notice or order has been issued by the Property Standards Officer pursuant to this By-law, the owner and occupant thereof shall:

a. repair and maintain the property in accordance with the standards or,

b. remove or, demolish and remove, the whole or the offending part of the property that is not in accordance with the standards, or

c. in the event that the property is to be cleared of any building, structure, debris or refuse, the owner or occupant shall complete such work and shall leave the property in a graded and leveled condition.

Section 5 **Yards, Vacant Property and Farms**

5.1 All Yards and vacant property shall be kept clean and free from rubbish and other debris and from objects or conditions that might create a health, fire or accident hazard to any occupants, or a hazard or detriment to the environment, or surface or ground water. Open, non-forested areas of all yards shall be graded so that a permanent grass cover can be established and maintained, and all reasonable means shall be employed to prevent erosion and sedimentation, control weeds and present an orderly and well-kept appearance.

5.2 Noxious weeds, as defined by the Weed Control Act, R.S.O. 1990, c.W.5, as amended, and Regulations passed under the Act, such as ragweed, poison ivy and thistles, among others, shall be eliminated from yards.

5.3 All farm land shall be kept free and clear of rubbish or other debris, and all farms shall use normal farm practices to control injurious insects, termites, rodents, vermin or other pests and remove dead, decayed or damaged trees that may create a health, fire or accident hazard.

5.4 Wrecked, discarded, dismantled, unlicensed, unplated, derelict and abandoned vehicles, machinery, campers, trucks, tractors, construction equipment, buses, streetcars, trailers, boats and any other similar types of items shall not be parked, stored or left on a property that is not otherwise exempt from the requirements of this By-law, unless it is necessary for and ancillary to the operation of a business enterprise or farm use lawfully situated on the property.

Section 6 Sewage and Drainage

6.1 Human Sewage or organic waste shall be discharged into a system approved by the Ministry of the Environment and/or the Dufferin County Building Department

6.2 No Human Sewage or waste water of any kind shall be discharged onto the surface of the ground, whether onto a natural or artificial surface, drainage system or into any lake, stream, ditch or watercourse.

6.3 No roof drainage or waste water of any kind shall be discharged on public sidewalks or neighbouring property. No Surface drainage shall be discharged onto neighbouring property in any manner that would create a nuisance.

6.4 No natural soil, topsoil, road gravel or other fill material shall be permitted to erode by the action of wind or storm-water runoff if such material is being carried onto adjacent property or into lakes, streams, ditches or watercourses.

6.5 Storm water shall be drained from yards in a manner designed to prevent excessive ponding or the entrance of water into a basement or cellar of other property owners.

Section 7 Safe Passage

7.1 Steps, walks, driveways, parking spaces and other similar areas shall be maintained so as to afford safe passage under customary use and weather conditions.

Section 8 Accessory Buildings or Fences

8.1 Accessory buildings and fences shall be kept in good repair and free from health, fire and accident hazards.

8.2 Barbed or razor wire shall not be used for fencing purposes on any lot in any built-up residential community, hamlet or estate residential area except where the fence is on the boundary next to an adjacent agriculture or rural area.

Section 9 Garbage Control

9.1 Every building and every dwelling unit within every dwelling shall be provided with sufficient receptacles to contain all garbage, rubbish and ashes which are to be stored outside of a building.

9.2 Garbage, rubbish and ashes shall be removed and disposed of at the Corporation's approved landfill site or, where waste collection services are provided by the Corporation, made available for removal in accordance with the pertinent by-law of the Corporation and all amendments thereto.

9.3 Plastic bags containing garbage or rubbish shall not be stored outdoors unless protected from damage.

9.4 Composting shall comply with all health regulations and the compost pile shall be located in the yard so as to not pose a nuisance to adjacent property.

9.5 Manure and other farm by-products shall be disposed of in accordance with the Township of Melancthon By-laws and the applicable Provincial legislation.

Section 10 Swimming Pools

10.1 All swimming pools, wading pools, ponds and any appurtenances thereto, including fences and gates, shall be maintained in a state of good repair.

Section 11 Signs

11.1 Signs shall be maintained in good repair and shall be mounted in a safe manner to prevent any hazard to persons or property.

Section 12 Construction, Storage, Salvage and Scrap Yards

12.1 All property, whether in operation as a commercial enterprise or not, shall be effectively screened from other property, streets or roads by suitable fences, hedges, trees or landscaping where such property is used for the storage of machinery, goods, salvage or scrap, the parking of vehicles, the operations of machinery or when used for any other purpose which may detract from the good appearance of or from an abutting or neighbouring residential property.

Section 13 Vermin Control

13.1 Every property shall be maintained so as to be as free as possible from rodents, insects and vermin, and the methods used for exterminating these pests shall be in accordance with the provisions of The Pesticides Act, and all regulations made thereunder.

13.2 Any opening in a basement, cellar, crawl space or roof space used or intended to be used for ventilation, and other opening in a basement, cellar, crawl space or roof space which might admit vermin, shall be screened in order to effectively exclude vermin.

Building Standards

Section 14

14.1 Exterior walls, roofs, chimneys, eaves, foundations, doors, shutters, balconies, porches, exterior steps or stairs, ramps and signs appurtenant to or attached to any building or structure shall be maintained so as to be free of defects which may constitute possible accident hazards.

14.2 Every part of any building shall be maintained in a safe and structurally sound condition so as to be capable of sustaining safely its own weight and any additional weight as may be put on it through normal use. Building materials which have been damaged or show evidence of rot or other deterioration shall be repaired or replaced.

14.3 Exterior building walls and components shall be maintained in good repair free from cracked, broken, rotten, loose or warped masonry, stucco and other defective cladding or trim.

14.4 The exterior of the foundation walls of buildings shall be maintained in structurally sound condition.

14.5 All other exterior surfaces shall be composed of materials which provide adequate protection from the weather.

14.6 Any dilapidated or collapsing building(s) and structure(s) shall be repaired and maintained in accordance with the standards herein or such building(s) or structure(s) shall be removed, the property cleared of all remains and left in a graded level and tidy condition.

14.7 In the event a building or structure is destroyed by fire or natural disaster:

a. Immediate steps shall be taken to prevent or remove a condition which might endanger person(s) in, on or near the property and
b. Immediate steps shall be taken to properly support and barricade such buildings or structures; and either
c. Repairs shall be undertaken and completed forthwithin, to the standards in this By-law and any other applicable law, or
d. The said building or structure shall be demolished, the property cleared of all remains and left in a graded level and tidy condition.

Section 15 Egress

15.1 Every building shall have a separate access so as to provide a safe, continuous and unobstructed exit from the interior of the building to the exterior at street or grade level.

15.2 A secondary means of egress, as required by the Building Code Act, shall be provided from every separate dwelling unit located on a floor above the main or first floor, so as to provide a safe and convenient means of egress in case of an emergency.

15.3 The means of egress and fire warning devices in all buildings shall be to the satisfaction of the applicable Fire Department serving that area of the Township and otherwise be maintained to comply with paragraph 15.1 and 15.2.

Section 16 Roofs

16.1 Every roof shall be watertight.

16.2 The roof and any cornice flashing, fascia, soffit, coping, gutter, rainwater leader, vent or other roof structure,

16.3 Shall be maintained to properly perform their intended function; and

16.4 Shall be kept clear of obstructions, hazards and dangerous accumulations of snow and ice.

Section 17 **Retaining walls, guards and fences**

17.1 Retaining walls, guards and fences in exterior common areas shall be maintained in a structurally sound condition and free from hazards.

Section 18 **Structural soundness, etc.**

18.1 Every floor of a basement, cellar or crawl space, and every slab at ground level, foundation wall, wall and roof shall be structurally sound, weathertight and damp-proofed and shall be maintained so as to reasonably protect against deterioration, including that due to weather, fungus, dry rot, rodents, vermin or insects.

Section 19 **Required fixtures**

19.1 Every rental unit shall contain the following functional fixtures:

a. A toilet.

b. A kitchen sink.

c. A washbasin.

d. A bathtub or shower.

Section 20 **Hot and cold running water**

20.1 Every kitchen sink, washbasin, bathtub and shower shall be provided, by safe equipment, with hot and cold running water.

20.2 The ordinary temperature of the hot water provided must be at least 43 degrees Celsius.

Section 21 **Washroom requirements**

21.1 Every washroom shall be enclosed and shall have,

a. a water-resistant floor; and

b. a door that can be, secured from the inside, and opened from the outside in an emergency.

c. The walls and ceiling around a bathtub or shower shall be water-resistant.

Section 22 **Supply of electrical power**

22.1 A supply of electrical power shall be provided to all habitable space in a dwelling unit.

22.2 The wiring and receptacles necessary to provide electrical power shall be maintained free of conditions dangerous to persons or property.

22.3 Every kitchen shall have outlets suitable for a refrigerator and a cooking appliance.

Section 23 **Maintenance of room temperature**

23.1 Heat shall be provided and maintained so that the room temperature at 1.5 metres above floor level and one metre from exterior walls in all habitable space and in any area intended for normal use of at least 20 degrees Celsius.

23.2 No dwelling unit shall be equipped with portable heating equipment as the primary source of heat.

Section 24 Maintenance of heating systems

24.1 Heating systems, including stoves, heating appliances, fireplaces intended for use, chimneys, fans, pumps and filtration equipment, shall be maintained in a good state of repair and in a safely operable condition.

Section 25 Ventilation

25.1 All dwelling units shall be provided with natural or mechanical means of ventilation that is adequate for the use of the space.

Section 26 Smoke, gases and toxic fumes

26.1 Chimneys, smoke-pipes, flues and gas vents shall be kept clear of obstructions and maintained so as to prevent the escape of smoke and gases into a building.

Section 27 Doors, windows and skylights

27.1 Every existing opening in the exterior surface of a building designed for a door or window shall be equipped with a door or window capable of performing the intended function.

27.2 Doors, windows and skylights shall be maintained so that they are weathertight, and any damaged or missing parts are repaired or replaced.

ADMINISTRATION AND ENFORCEMENT

Section 28

28.1 This By-law shall be enforced by the Corporation's Municipal By-law Enforcement Officer and by such other persons as are designated from time to time by the Council as Property Standards Officers.

Section 29 Entry by Property Standards Officer

29.1 The Property Standards Officer may, upon producing proper identification, enter upon any property at any reasonable time, without a warrant, for the purpose of inspecting the property to determine:

a. whether the property conforms to the standards prescribed in this By-law; or

b. whether there is compliance with an Order made under this By-law and the Ontario Building Code Act.

Where an inspection is to occur the owner of the property shall be notified and advised that entry onto the property will be made for inspection purposes under this By-law unless an emergency situation exists.

29.2 A Property Standards Officer shall not enter or remain in any room or place actually being used as a dwelling unless,

a. the consent of the occupant is obtained, the occupant first having been informed that the right of entry may be refused and entry made only under the authority of a warrant issued under the Building Code Act;
b. a warrant issued under the Building Code Act is obtained;
c. the delay necessary to obtain a warrant or the consent of the occupant would result in an immediate danger to the health or safety of any person;
d. the entry is necessary to terminate a danger under subsection 15.7 (3) or 15.10 (3) of the Building Act Code; or
e. the requirements of section 29.3 are met and the entry is necessary to remove an unsafe condition under clause 15.9 (6) (b) of the Building Code Act or to repair or demolish under subsection 15.4 (1) of the Building Code Act.

29.3 Within a reasonable time before entering the room or place for a purpose described in Section 29.2 (e), the Officer shall serve the occupant with notice of his or her intention to enter it.

29.4 A Property Standards Officer for the purposes of an inspection has all the powers as provided for in Section 15.8 (1) of the Building Code Act.

Section 30 Order by Property Standards Officer

30.1 The Property Standards Officer, following an initial inspection of the property, if satisfied that the property does not conform to the standards contained in the By-law, may serve or cause to be served personally or by registered mail a courtesy Notice of Violation (Notice). In more serious circumstances, or as a result of repeat offenders, the Officer may proceed to issue an Order to Remedy Violation of Property Standards, as outlined in the following paragraph.

30.2 When the Property Standards Officer, after a second inspection or under the conditions specified in Paragraph 30.1, is satisfied that the property does not conform to the standards contained in the By-law, the Officer shall serve or cause to be served personally or by registered mail an Order to Remedy Violation of Property Standards (Order). The Order shall include the following information:

a. state the municipal address or the legal description of the such property;

b. giving reasonable particulars of the repairs to be made or stating that the property is to be cleared of all buildings, structures debris or refuse and left in a graded and leveled condition;

c. indicating the time for complying with the terms and conditions of the Order and giving notice that, if the repairs or clearance is not carried out within that time the municipality may carry out the repair or clearance at the owner's expense, and

d. indicating the final date for giving notice of appeal of the Order.

30.3 The Order shall be served on the owner of the property and such other persons affected by it as the Property Standards Officer determines and a copy of the Order may be posted on the property. A Notice or Order issued pursuant to this By-law shall be served by personal service or by registered mail sent to the last known address of the person to whom notice is to be given or to the person's agent for service.

30.4 If a Notice of Order is served by registered mail, the service shall be deemed to have been received on the fifth day after the day of mailing unless the person or persons on whom service is being made established that he/she did not, acting in good faith,

through absence, accident, illness, or other cause beyond his/her control, receive the Notice or Order until a later date.

30.5 The Order may be registered in the proper land registry office and, upon such registration, any person acquiring any interest in the land subsequent to the registration of the Order shall be deemed to have been served with the Order on the day on which the Order was served under the previous subsection and, when the requirements of the Order have been satisfied, the Clerk of the Corporation shall forthwith register in the proper land registry office a certificate that such requirements have been satisfied, which shall operate as a discharge of the Order.

Section 31 Property Standards Committee

31.1 A Property Standards Committee shall be established to review the Orders issued by an Officer upon application in accordance with Section 31.2 and it shall be appointed and operate as follows:

1. The Committee shall be composed of the current members of Council of the Corporation, not being fewer than three (3) persons,
2. The term of office for the members of the Committee shall be for a term concurrent with the Council term.
3. The Committee shall:
    a. Elect a Chairperson from its members; and
    b. When the Chairperson is absent through illness or otherwise, the Committee may appoint another member to act as Chairperson protempore
4. Three (3) members of the Committee shall constitute a quorum.
5. The Secretary of the Committee shall be the Chief Administrative Officer of the Corporation or her designate, being an Employee of the Corporation
6. The Secretary shall:
    a. keep on file minutes and records of all applications and the decisions thereon and of all other official business of the Committee.
    b. on receipt of the notice of appeal referred to in Subsection 31.2 shall
        i. determine the date, place and time of the Hearing of the appeal which shall take place not less than seven (7) days and not more than thirty (30) days from the date of receipt of the aforesaid notice;
        ii. give notice in writing of the date, place and time of the Hearing referred to in paragraph a to:
            1. The Appellant;
            2. The Officer who issued the Order, and
            3. Any other interested persons pursuant to Section 31.3,

        said notice to be served personally or by registered mail.
7. Any member may administer oaths
8. The applicant may appear with or without Counsel at the hearing, to present his appeal
9. The Corporation shall be represented at the Hearing by anyone authorized by Council, who is entitled to reply to the appeal presented on behalf of the Applicant
10. The Committee shall give its decision in writing
11. The Secretary of the Committee shall notify:
    a. The Appellant
    b. The Officer who issued the Order, and
    c. Any other person who appeared at the hearing of the appeal, of the decision, by the causing a copy to be served personally or by registered mail.

31.2 If an owner or occupant upon whom an Order has been served is not satisfied with the terms or conditions of the Order the owner or occupant appeal may to the Property

Standards Committee by sending a NOTICE OF APPEAL, using the form or content as set out in Schedule "A", by registered mail to the Secretary of the Committee within fourteen (14) days after service of the Order. In the event that no appeal is taken, the Order shall be deemed to be final and binding.

31.3 The original complainant(s), if any, may make a written request to receive notice of any appeal, and notice shall be registered mail not later than ten days prior to the hearing of the appeal, and the original complainant(s) shall also be entitled to appear before the Committee to present their views on the matter at the hearing.

31.4 If an appeal is taken, the Committee as empaneled shall hear the appeal and shall have all the powers and functions of the Property Standards Officer and may, by majority vote, do any of the following things, if, in the Committee's opinion, doing so would maintain the general intent and purpose of the By-law and of the Official Plan:

a. confirm, modify or rescind the order to demolish or repair;

b. extend, or shorten the time for complying with the Order.

31.5 Any owner or occupant or person, including the Municipality, affected by a decision of Committee may appeal to the Superior Court of Justice by notifying the Secretary of the Committee in writing and by applying to the Superior Court of Justice for an appointment within fourteen days after the sending of a copy of the decision.

31.6 The Superior Court of Justice shall appoint in writing, a time and place for the hearing of the appeal and may direct in the appointment the manner in which and the persons upon whom the appointment is to be served.

31.7 On an appeal of a Property Standards Committee decision, the Justice of the Superior Court of Justice has the same powers and functions as the Property Standards Committee.

31.8 The Order, when no appeal is taken within the time prescribed or after an appeal pursuant to Section 31.2 or 31.5 is completed, shall be final and binding upon the owner or occupant, who shall comply with the said Order within the time and in the manner specified in the Order.

Section 32 Conflicts with Other By-laws and Statutes

32.1 Wherever a standard established by this By-law is different from a standard in relation to the same matter established by any other By-law in force in the Township of Melancthon or statute of the government of Canada or Ontario, the standard which provides the higher degree of protection for the health, safety and welfare of the occupants and of the general public shall prevail.

Section 33 Power of Corporation to Repair or Demolish

33.1 If the owner or occupant of property fails to repair or to demolish the property in accordance with an Order as confirmed or modified, the Corporation in addition to all other remedies,

a. shall have the right to repair, clean-up or demolish the property accordingly and for this purpose with its servants and agents from time to time to enter in and upon the property without a warrant.

b. shall not be liable to compensate such owner, occupant or any other person by reason of anything done by or on behalf of the Corporation in its reasonable exercise of its powers under the provisions of this By-law; and

c. shall have a lien for any amount expended by or on behalf of the Corporation under the authority of this By-law together with interest thereon, upon the property in respect of which such amount was expended, and the certificate of the Clerk of the Corporation as to such amount shall be final and such amount shall be deemed to be taxes and may be added to the collectors roll to be collected in the same manner as municipal realty taxes, or by action in any competent court. The "amount expended" shall include materials, labour, equipment, administration, fees, charges and legal expenses.

Section 34 Immediate Danger to Health and Safety

34.1 If, upon inspection of a property or building, the Property Standards Officer is satisfied that there is non-conformity with the standards prescribed in this by-law to such extent as to pose an immediate danger to the health and safety of any person, the Property Standards Officer may make an Order containing particulars of the Order and requiring remedial repairs or other works to be carried out immediately to terminate the danger. The provisions of Section 15.7 of the Building Code Act, shall apply with regard to such an Order and the proceedings arising from it.

Section 35 Offence

35.1 Every person who contravenes any of the provisions of this By-law is guilty of an offence and upon conviction therefore is liable to a penalty or penalties as provided in the Provincial Offences Act, R.S.O. 1990, c.P.33.

35.2 An owner who fails to comply with an Order that is final, is guilty of an offence under Section 36(1) of the Building Code Act, S.O. 1992, c. 23, and is liable to a penalty or penalties as set out in Section 36 of that Act, as may be amended from time to time.

Section 36 Administrative Penalty

36.1 For purpose of promoting compliance with this By-law, including an Order pursuant to Section 30, there shall be an administrative penalty of $2000.00 payable by an Owner being in non-compliance with this By-law

36.2 The administrative penalty provided for in 36.1 constitutes a debt owed to the Corporation. If the penalty is not paid within fifteen days after the day it became due and penalty, the Treasurer of the Corporation may add the administrative penalty to the tax roll for any property in the Municipality for which all of the registered owners are responsible for paying the administrative penalty, and collect it in the same manner as Municipal taxes.

Section 37 Validity and Severability

37.1 If a court of competent jurisdiction should declare any section or part of a section of this By-law to be invalid, such section or part of a section shall not be construed as having persuaded or influenced Council to pass the remainder of this By-law, and it is hereby declared that the remainder of the By-law shall be valid and shall remain in force.

37.2 A property may be determined to be in compliance with the standards set out herein, such compliance shall not be construed, constructed or deemed to mean that there is

compliance with other municipal by-laws, including but not limited to the Municipality's Comprehensive Zoning By-Law.

Section 38 Certificate of Compliance

38.1 An Officer who, after inspecting a property, is of the opinion that the property is in compliance with the standards established in the By-law may issue a Certificate of Compliance to the Owner

38.2 An Officer shall issue a certificate to an owner who requests a certificate if such owner has paid the fee set by the Committee of the Corporation, being in the amount of Fifty ($50) dollars.

Section 39 Repeal & Enactment

39.1 By-law number 31-2018 is hereby repealed in its entirety and any other by-laws regarding property maintenance and standards are hereby repealed and replaced with By-law -2019.

39.2 This By-Law shall come into force and be in effect on the passing thereof.

THIS BY-LAW READ A FIRST AND SECOND TIME THIS _____ DAY OF _____, 2019.

READ A THIRD TIME AND ENACTED THIS _____ DAY OF _____, 2019

_____ _____

Clerk **Mayor**

SCHEDULE "A"

NOTICE OF APPEAL
TO THE PROPERTY STANDARDS COMMITTEE
Pursuant to Section 15.1 of the Building Code Act, S.O. 1992, c.23, as amended

(DATE)

Secretary
Property Standards Committee
Corporation of the Township of Melancthon
157101 Highway 10
Melancthon, ON
L9V 2E6

RE: **Property Standards Order**
(Description and Location of Property in Violation)
Township of Melancthon

TAKE NOTICE of appeal of the undersigned to the Property Standards Committee because of dissatisfaction with the above referenced Order to Demolish or Repair.

APPEAL TO PROPERTY STANDARDS COMMITTEE

If an owner or occupant upon whom an Order has been served is not satisfied with the terms or conditions of the Order, the owner or occupant may appeal to the committee by sending a NOTICE OF APPEAL by registered mail to the Secretary of the Committee within **fourteen** days after service of the Order, and, in the event that no appeal is taken, the Order shall be deemed to have been confirmed and shall be final, binding and effective.
Reference: Building Code Act, S.O. 1992, c.23, s.15.3(1)

_____
Signature of Owner or Authorized Agent