



Town of Newmarket Council Information Package

Index of Attachments

Circulation Date: March 15, 2019

Note: If a Member of Council wishes to include any of the enclosed documents on a future Council or Committee of the Whole agenda, please email Legislative Services at clerks@newmarket.ca.

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York Region
March 14, 2019

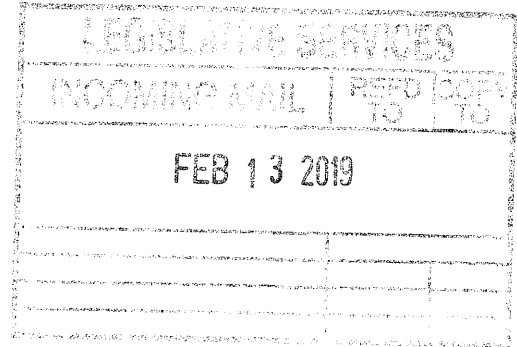
Proclamation, Lighting Requests and Community Flag Raising

Request Name	Type of Request	Proclamation Date	Lighting Date	Flag Raising Date
House League Hockey Week	Proclamation	March 13 to 16	n/a	n/a
Organ and Tissue Donation Awareness Month	Proclamation Lighting	April	April 8	n/a



February 1, 2019

Ms. Lisa Lyons
Director of Legislative Services/Town Clerk
Town of Newmarket
395 Mulock Drive, P.O. Box 328
Newmarket, ON L3Y 4X7



Dear Ms. Lyons:

Re: Traffic and Pedestrian Signal Policy Review of Atypical Requests

On January 31, 2019 Regional Council adopted the following recommendation:

1. The Regional Clerk circulate this report to the local municipalities.

The original staff report is enclosed for your information.

Please contact Joseph Petrunaro, Director, Roads and Traffic Operations at 1-877-464-9675 ext. 75220 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Christopher Raynor".

Christopher Raynor
Regional Clerk

Attachment

The Regional Municipality of York

Committee of the Whole
Transportation Services
January 10, 2019

Report of the
Commissioner of Transportation Services

Traffic and Pedestrian Signal Policy Review of Atypical Requests

1. Recommendations

1. The Regional Clerk circulate this report to the local municipalities.

2. Summary

This report is in response to Council's request to review atypical situations for the installation of traffic and pedestrian signals. Atypical situations occur when numerical warrants are only met on an occasional, infrequent or non-typical day such as a holiday or special event. The current Council-approved policy already allows for consideration of atypical situations where numeric warrants are not met, therefore, staff is not recommending a change to the Traffic and Pedestrian Signal Policy.

3. Background

Council requested staff consider policy implications associated with atypical situations where traffic and pedestrians signals are requested

On March 29, 2018, a report was presented to Council recommending traffic signals not be installed at the intersection of Teston Road and Mosque Gate, in the City of Vaughan. The numeric warrants for traffic signals, which form the Region's Traffic and Pedestrian Signal Policy, were not met in this situation. Council deferred the report recommendation pending a supplementary staff report to consider atypical situations when traffic and pedestrian signals may be requested but where numeric warrants are not met.

The Region has a policy in place to evaluate when traffic and pedestrian signals are required

In 2015, Council adopted an updated Traffic and Pedestrian Signal Policy, which directly references the Ontario Traffic Manual (OTM) Book 12, entitled "Traffic Signals", published by the Ministry of Transportation of Ontario. OTM Book 12 guidelines provide criteria for using a consistent province-wide approach to evaluate technical justification for traffic and pedestrian signals. The criteria are based on typical traffic volumes and delays, pedestrian volumes and collision history. OTM Book 12 represents best practice in North America.

Since 2015, the Region has evaluated approximately 525 intersections responding to requests for installation of traffic or pedestrian signals. These have resulted in:

- 478 intersections where the numeric warrants for traffic or pedestrian signals were not satisfied
- 43 Intersections where the numeric warrants for traffic or pedestrian signals were satisfied
- Two locations did not satisfy the numeric warrants for traffic or pedestrian signals but were recommended by staff and approved by Council based on intersection specific geometric conditions
- Two locations did not meet the numeric warrants for traffic signals and were not recommended by staff; however, Council approved the installations at the cost of the requestors

Traffic control signals may not be suitable for all locations

Traffic signals are necessary when traffic volumes on two intersecting roads are such that an automated system is required to promote orderly movement of traffic, or when the roadway environment creates a potential for undue hazard, such as limited sight lines. Traffic signals that are appropriately located also facilitate pedestrian and cyclist crossings.

While traffic signals may provide some potential benefits, there are other factors that need to be carefully considered prior to installing new traffic signals. By design and function, traffic signals increase delays and queues to traffic on major streets. This can lead to motorist frustration and aggressive driver behavior. Long queues due to signal delay can also block adjacent intersections, accesses and sidewalks. Further, traffic signals may not improve safety, as they can increase the frequency of rear-end type collisions.

4. Analysis

Municipalities surveyed in southern Ontario are consistent in evaluating the need for traffic and pedestrian signals

Staff surveyed several regional and local municipalities in southern Ontario to compare approaches used to evaluate the need for traffic and pedestrian signals. All 25 respondents, including the nine local municipalities in the Region, identified that OTM Book 12 is used for this purpose. Municipal councils may, however, make exceptions. In some cases, situations are addressed through direction of the applicable council.

Atypical considerations have a variety of characteristics

At times, atypical situations are cited in a request for traffic signals. These requests include intersection-specific inconsistencies and characteristics that cannot be crafted into a revised policy. By definition, there are no reasonable common technical principles to define an atypical situation.

Requests for traffic and pedestrian signals based on atypical operating conditions may originate in different locations throughout the Region. This may occur when a location may satisfy the numeric warrants on a special day, or only for a few occasions per year. Such situations may exist in the vicinity of community centres, recreational facilities, places of worship and retail centres. If traffic and pedestrian signals are installed where they are not regularly required, there may be an unnecessary increase in delays to traffic.

Current policy allows for staff to initiate traffic or pedestrian signals where numeric warrants are met

Staff has delegated authority to install traffic and pedestrian signals when an intersection has met the numeric warrants. The policy identifies that the traffic and pedestrian volumes used when evaluating the need for traffic or pedestrian signals be representative of the volumes likely to be experienced on an average day, i.e. the typical operating conditions. Locations are evaluated using the eight busiest hours of the day to reflect travel during typical morning, midday and afternoon peak periods. Data is usually collected on a Tuesday, Wednesday or Thursday as these days are generally representative of recurring operating conditions.

Current policy allows staff to recommend to Council for consideration traffic and pedestrian signal installations based on other criteria

The current policy does allow staff to recommend to Council for consideration installation of signals where numeric warrants are not met. In some cases, an intersection may not meet the technical justification, but installation may prove beneficial based on engineering merit, such as geometric conditions or sight lines and professional

experience. In these circumstances, staff may recommend Council approve installation of traffic or pedestrian signals. Examples of this include:

- In 2017, a pedestrian signal was recommended by staff and approved by Council on Mulock Drive in the Town of Newmarket, in front of Newmarket High School. Limited sight distance was a concern for pedestrians crossing Mulock Drive.
- In 2018, a traffic signal was recommended by staff and approved by Council on Mount Albert Road and Centre Street in the Town of East Gwillimbury. Insufficient visibility was the key concern due to the road geometry.

Current policy also allows Council to approve other installations of traffic and pedestrian signals

Under the current policy, Council approved two traffic signal installations where numeric warrants were not satisfied and installation was not recommended by staff. Both installations were approved on the condition they were funded by the requesting parties; the Township of King and Country Day School, namely:

- In 2017, Council approved installation of a traffic signal at the intersection of King Road at Greenside Drive in the Township of King
- In 2018, Council approved installation of a traffic signal on Dufferin Street at the entrance to the Country Day School in the Township of King

5. Financial

The cost to install traffic signals at a typical four-approach intersection is approximately \$200,000. Costs could be significantly higher if geometric improvements at the intersection are necessary. In some cases, installation of traffic signals requires lane or roadway realignment, addition of turning lanes, concrete medians or property acquisition. Annual operating costs are approximately \$7,800.

The Region's Traffic and Pedestrian Signal Policy stipulates funding of traffic or pedestrian signals at private entrances are at the expense of the private property owner and are not eligible for development charge credit.

In cases where unwarranted signals have been installed on Regional roads, Council's practice has been to approve installation conditional upon costs being recovered from the party requesting the installation.

6. Local Impact

This information has been shared with the local municipalities and they are supportive of the Region's Traffic and Pedestrian Signal Policy.

7. Conclusion

The Region's current Traffic and Pedestrian Signal Policy is based on provincial guidelines and criteria that are used consistently by municipalities in Ontario. Traffic and pedestrian volumes used in evaluations should be representative of what is likely to be experienced on an average day, exhibiting typical operating conditions.

The current policy, as approved by Council, already allows for consideration of atypical situations where numeric warrants are not met, by both staff and Council. In light of the difficulty of developing consistent principles to address the variety of atypical characteristics, staff does not recommend further policy changes. Staff suggests that the existing policy criteria remain in place, adhering to the principles of Ontario Traffic Manual Book 12, with atypical situations continuing to be subject to Council review.

For more information on this report, please contact Joseph Petrunaro at 1-877-464-9675 ext. 75220. Accessible formats or communication supports are available upon request.

Recommended by: **Paul Jankowski**
Commissioner of Transportation Services

Approved for Submission: **Bruce Macgregor**
Chief Administrative Officer

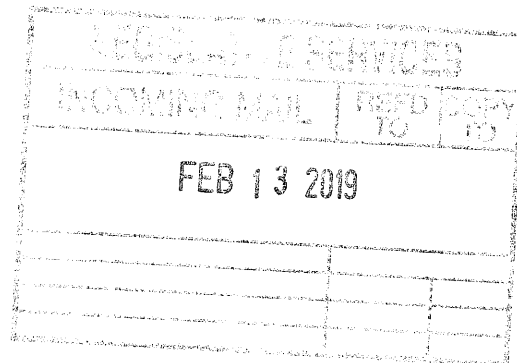
December 14, 2018

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February 1, 2019

Ms. Lisa Lyons
Director of Legislative Services/Town Clerk
Town of Newmarket
395 Mulock Drive, P.O. Box 328
Newmarket, ON L3Y 4X7



Dear Ms. Lyons:

Re: Water and Wastewater Capital Infrastructure Status Update

On January 31, 2019 Regional Council adopted the following recommendation:

1. The Regional Clerk circulate this report to the local municipalities, Building Industry and Land Development Association and the Minister of Municipal Affairs and Housing.

The original staff report is enclosed for your information.

Please contact Mike Rabeau, Director, Capital Planning and Delivery, Environmental Services at 1-877-464-9675 ext. 75157 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Christopher Raynor".

Christopher Raynor
Regional Clerk

Attachment

The Regional Municipality of York

Committee of the Whole
Environmental Services
January 10, 2019

Report of the Commissioner of Environmental Services

Water and Wastewater Capital Infrastructure Status Update

1. Recommendation

It is recommended that:

1. The Regional Clerk circulate this report to the local municipalities, Building Industry and Land Development Association and the Minister of Municipal Affairs and Housing.

2. Summary

This annual report updates Council on the status of key water and wastewater infrastructure projects required to meet future system demands and identified as triggers for release of servicing capacity and associated approvals. Staff will report back to Council in Q3 2019 on servicing capacity for all municipalities serviced by the York Durham Sewage System.

3. Background

2016 capacity assignment approved growth to more than 1.3 million people

In September 2016, Council approved a capacity assignment of 71,838 people to local municipalities bringing the cumulative servicing capacity assigned to support Region-wide growth to over 1.3 million people. In order for local municipal growth to occur, it is essential that water and wastewater servicing is available. The amount of servicing capacity, expressed in persons, is “assigned” to local municipalities and, in turn, the local municipalities allocate that capacity to individual developments to support residential growth.

The unused capacity in the York Durham Sewage System at the end of 2017 is estimated at 132,000 persons. The capacity available for the end of 2018 will be calculated over the coming months. Twinning of the Newmarket forcemain is the only trigger project associated with the 2016 capacity assignment and is required to unlock the 1,500 persons capacity assigned to Town of Newmarket. In March 2018, the Ontario Minister of Natural Resources and Forestry signed a declaration order allowing construction of the forcemain twinning in Newmarket to proceed prior to approval of the Upper York Sewage Solutions Individual Environmental Assessment allowing allocation of 1,500 persons capacity once the forcemain is commissioned in 2021.

10,500 persons capacity assigned to Aurora, Newmarket and East Gwillimbury in 2018

In June 2018, Council authorized an assignment of 10,500 persons capacity to Aurora, Newmarket and East Gwillimbury to support forecasted growth through multiple capacity sources including two interim solution projects: Aurora Pumping Station Upgrades and a new pumping station including a connection near Yonge Street and Henderson Avenue. These projects will support growth in Aurora, Newmarket and East Gwillimbury as the Region awaits approval of the Upper York Sewage Solutions project.

Staff will report back to Council in Q3 2019 on servicing capacity for all municipalities serviced by the York Durham Sewage System.

Capital Plan focuses on building the Regional water and wastewater network, sustaining infrastructure service levels and managing system risk and resiliency

Environmental Services is responsible for delivering approximately 40 per cent of the Regional 10 Year Capital Plan. Implementation of the works identified in the 10 Year Water and Wastewater Capital Plan remains critical for delivering capacity needed to service growth within current financial limits. The overall capital program has over 140 active projects that are progressing. These projects focus on building the trunk system, sustaining infrastructure service levels and managing system risk and resiliency.

Water and wastewater infrastructure projects required to support growth are reviewed and reported to Council regularly

On November 2, 2017, Council received the last Water and Wastewater Capital Infrastructure Status Update report. The next Water and Wastewater Capital Infrastructure Update is scheduled for Q1 2020.

4. Analysis

The 2018 approved budget identified a 10 Year Capital Plan totalling \$2.5 billion, 43 per cent of the Regional Capital Plan. The following provides an update on key Environmental Services projects within the 10 Year Capital Plan. A project summary and a location map are included in Attachments 1 and 2, respectively.

DUFFIN CREEK PLANT

Duffin Creek Plant Stages 1 and 2 Upgrades are totally complete and in warranty phase

The Duffin Creek Plant Stages 1 and 2 Upgrades included critical work that had to be complete by the end of 2017 to satisfy conditions with the Environmental Compliance Approval for the Duffin Creek Plant Stage 3 Expansion. This deadline was achieved and final demolitions and restoration works were completed over 2018. The project is now totally complete and is in the warranty phase.

Duffin Creek Plant Outfall Class Environmental Assessment was submitted to the Ministry in November 2013 and is still awaiting Minister's decision

In 2013, York and Durham Regions filed the Duffin Creek Outfall Class Environmental Assessment and, during the review period, received 90 submissions of which 75 were Part II Order Requests seeking a ministerial order for the Regions to complete an Individual Environmental Assessment.

Majority of Part II Order Requests submitted to the Ministry were form letters

Most of the Part II Order Requests came from the Town of Ajax, Lake Ontario Waterkeepers, Pickering and Ajax Citizens Together to Protect Our Water (PACT POW) and Environmental Defence. Issues raised in these Part II Order submissions related to allegations that phosphorus discharged from the Duffin Creek Plant was responsible for a resurgence of *Cladophora* algae growth that was impacting the adjacent waterfront. The majority of the remaining Part II Order Requests were a "form letter" type of submission organized by the PACT POW stakeholder group and reflected a duplication of key issues raised by the Town of Ajax.

Surface runoff is major contributor to algae growth throughout all the Great Lakes

Algae growth is a major concern not only on the Ajax/Pickering shoreline but throughout the Great Lakes. Scientists are consistently reporting that lowering phosphorus discharges from wastewater treatments plants or the installation of tertiary treatment are not the solutions to nuisance algae growth. Recent Lake Erie studies demonstrate that an effective phosphorus management strategy must focus on surface runoff sources as deriving the greatest benefit for reducing algae growth. There are many sources of phosphorus including water, tributaries, stormwater runoff, farmland runoff and wind currents that blow dust. Combined, these other sources contribute significantly more phosphorus to the Ajax/Pickering shoreline than Duffin Creek Plant does.

Duffin Creek Plant continues to outperform other large treatment plants on Lake Ontario

The Duffin Creek Plant has been expanded and upgraded over the past 15 years to install enhanced phosphorus removal technology that removes over 94 per cent of the raw sewage phosphorus loading entering the plant. The Duffin Creek Plant has one of the highest quality effluents of all the large wastewater plants discharging to the open waters of Lake Ontario. The Duffin Creek Plant consistently meets or surpasses discharge parameters set out by the Ministry of the Environment, Conservation and Parks, and surpasses the discharge limits of other comparable large plants discharging to Lake Ontario. Furthermore, unlike most other comparable plants, the Duffin Creek Plant provides full treatment of all wastewater flows even during extreme high-flow rainfall events and unlike most of the large plants on Lake Ontario the Duffin Creek Plant can claim zero bypass discharges.

Durham and York Region jointly submitted Phosphorus Reduction Action Plan in January 2018

To assist with a decision on the Outfall Class Environmental Assessment, the Minister issued an Order to the Regions on April 4, 2016, outlining requirements for the Regions to undertake a Phosphorus Reduction Action Plan study at the Duffin Creek Plant.

The Regions retained an internationally recognized team to undertake the Phosphorus Reduction Action Plan study. Durham Regional Council also requested York and Durham staff to consult with the Town of Ajax during the Phosphorus Reduction Action Plan study. The Ministry of the Environment, Conservation and Parks subsequently granted an extension to the due date to ensure that Ajax staff and their consultants were fully engaged in the progress of the study.

Durham and York Region submitted the Phosphorus Reduction Action Plan study final report in January 2018. The Regions submitted responses to public comments received during the 45-day Phosphorus Reduction Action Plan study review period on March 16, 2018.

The final recommendation from the Phosphorus Reduction Action Plan study is to implement optimization of chemically enhanced phosphorus removal in the existing secondary treatment process at the Duffin Creek Plant. The new effluent objectives and limits proposed in the Phosphorus Reduction Action Plan study for total phosphorus are below the Great Lakes Water Quality Agreement as well as the proposed target for wastewater treatments plants that discharge to the eutrophic Lake Erie. The target suggests a concentration of 0.5 milligrams per litre of phosphorus and the Regions have proposed an objective of 0.35 milligrams per litre.

Commitment to surpass the target outlined by the Great Lakes Water Quality Agreement and Lake Erie partners demonstrates the Region's environmental stewardship and commitment to continuous improvement.

The Regions believe that all necessary and requested information has been provided for the Ministry of the Environment, Conservation and Parks to make a decision on the Part II Order Requests and the Outfall Class Environmental Assessment.

UPPER YORK SEWAGE SOLUTIONS INDIVIDUAL ENVIRONMENTAL ASSESSMENT

Region continues to communicate with the Ministry of the Environment, Conservation and Parks in anticipation of an Upper York Sewage Solutions Individual Environmental Assessment approval

The Upper York Sewage Solutions project will provide additional servicing capacity of over 80,000 persons to support growth in the Towns of Aurora, Newmarket and East Gwillimbury. The proposed sewage solution includes a new Water Reclamation Centre in the Town of East Gwillimbury, modifications to the existing York Durham Sewage System in the Town of Newmarket and a project-specific total phosphorus offsetting program.

- In July 2014, after more than five years of extensive scientific study and consultation with stakeholders and First Nations, York Region submitted the Individual Environmental Assessment report to the province for approval. The Upper York Sewage Solutions Environmental Assessment was anticipated to be approved by February 2015 with commissioning of the Water Reclamation Centre scheduled for 2024. With delays in approval of the environmental assessment, the Water Reclamation Centre is currently scheduled for commissioning in 2026; however, this timing is dependent on approval of the environmental assessment in early 2019.
- In December 2016, the Ministry of the Environment and Climate Change informed the Region that it needed to complete its own provincial Crown legal Duty to Consult obligation with First Nations and advised that this process would delay project approval. The Region continues to await completion of the provincial duty to consult.
- Upon the Ministry's request in March 2017, the Region completed a voluntary Health Impact Assessment in November 2018 in consultation with the Chippewas of Georgina Island First Nation. The assessment, however, did not include Traditional Ecological Knowledge. Staff continue to work with the Ministry of the Environment, Conservation and Parks in anticipation of approval in order to proceed with the Upper York Sewage Solutions project. At the same time, the Region is continuing with detailed design to mitigate schedule impacts caused by approval delay and be in a position to implement delivery of the Upper York Sewage Solutions upon approval.

Region is implementing modifications to the existing York Durham Sewage System in the Town of Newmarket

On March 7, 2018, the province issued a Declaration Order to exempt modifications to the York Durham Sewage System component of the Upper York Sewage Solutions project from the requirements of the *Environmental Assessment Act*. With the Declaration Order, the Region is proceeding to implement modifications to the existing York Durham Sewage System in the Town of Newmarket (twinning of the forcemains and alterations to the

Newmarket and Bogart Creek Sewage Pumping Stations). Construction of the modifications is scheduled to start in 2019 with commissioning expected in 2021.

Water Reclamation Centre and associated wastewater network design progressing in the absence of Individual Environmental Assessment approval

The design for the Water Reclamation Centre and associated linear conveyance infrastructure is nearing completion and applications for all environmental approvals and permits required for implementation of the work are being prepared for formal submission to various regulatory agencies upon receipt of environmental assessment approval.

- The performance demonstration of the pre-selected membrane filtration system and pile testing program were concluded to optimize the Water Reclamation Centre treatment process and foundation design. The air management facility was also pre-selected for future system integration.
- The Region has successfully secured the property required for the proposed Water Reclamation Centre along with various other properties associated with the linear conveyance infrastructure. Staff continue to pursue the remaining properties to facilitate construction.
- The Region has completed the pre-construction environmental monitoring programs for the Water Reclamation Centre and its outfall at the East Holland River.

Region is partnering with Lake Simcoe Region Conservation Authority in preparation for the project-specific total phosphorus offsetting program

At its meeting of November 16, 2017, Council authorized a partnership with the Lake Simcoe Region Conservation Authority to undertake a performance demonstration project for phosphorus removal by retrofitting two existing stormwater management facilities. This project will better prepare the Region for implementation of the project-specific total phosphorus offsetting program upon approval of the Upper York Sewage Solutions project. Pre-construction monitoring at the two stormwater management facilities was initiated in summer 2018 and construction of the facilities is scheduled to start in 2019.

Interim Infrastructure Solutions to provide water and wastewater servicing capacity to support growth in the Towns of Aurora, Newmarket, and East Gwillimbury

At its meeting of June 28, 2018, Council authorized two interim infrastructure solutions to provide water and wastewater servicing capacity for a population of 11,500 persons to support growth in Aurora, Newmarket, and East Gwillimbury out of which 10,500 persons were assigned subject to completion of these trigger capital projects.

- Upgrades to the Region's Aurora Sewage Pumping Station project are pre-approved under the Municipal Class Environmental Assessment. Design work commenced in summer 2018 and commissioning is scheduled for 2021.

- The Region initiated an environmental assessment to identify the preferred location for a new pumping station near the intersection of Yonge Street and Henderson Avenue in Aurora. Construction of the new Henderson Sewage Pumping Station is anticipated to commence in 2020 with commissioning expected in 2022.

VAUGHAN WATER AND WASTEWATER PROJECTS

Detailed Design for West Vaughan Sewage Servicing nearing completion

An environmental assessment for West Vaughan Sewage Servicing to service future growth of 33,200 people and 50,100 employment population was completed in 2013. The West Vaughan Sewage Servicing project includes approximately 14 kilometres of trunk sewer, with 12 kilometres to be completed by 2028 and the remaining two kilometres to be completed after 2034, as well as expansion of the Humber Sewage Pumping Station to be completed by 2025.

All permit applications are being prepared and, in consultation with permitting agencies, will be submitted prior to construction based on the timing of each construction contract. Land acquisition is underway and a number of properties have been acquired with the majority of remaining properties/easements scheduled to be acquired in 2019, subject to expropriation timelines.

Humber Sewage Pumping Station upgrades allow near-term growth in the City of Vaughan to proceed as planned

The Humber Sewage Pumping Station electrical upgrades were completed and fully commissioned in late 2016. These works, in combination with recently completed modifications to forcemain controls, have improved operational flexibility and have allowed growth in Vaughan to continue until the need for the West Vaughan sewer.

West Vaughan Water Servicing Strategy has identified opportunities to optimize the existing infrastructure in the system to service long-term growth

York Region has updated the Water Servicing Strategy for parts of West Vaughan including Kleinburg-Nashville. The strategy has identified opportunities to optimize existing infrastructure to service West Vaughan's long-term projected growth.

The overall strategy is to use the available storage capacity in West Vaughan to offset identified storage deficits in the system. By adjusting the set points of the existing pressure reducing valves, it will supply more water to other areas in the system without building any additional infrastructure. The target completion for this work is Q4 2020.

The work was identified in the 2016 Water and Wastewater Master Plan Update. The works to be completed as part of the West Vaughan Water Servicing project are included in the 10 Year Capital Plan.

Northeast Vaughan Water and Wastewater Class Environmental Assessment Study to be filed with the Ministry of the Environment, Conservation and Parks

The Class Environmental Assessment Study will provide additional water and wastewater servicing capacity to accommodate anticipated growth in northeast Vaughan up to 2051, including approximately 155,000 persons of residential and employment within the wastewater service area and 115,000 persons of residential and employment within the water service area. The study is to be filed for public review in Q1 2019 (last reported: Q1 2018). The delay in filing the study will not impact the overall completion of the work, which is currently scheduled for 2028 (last reported: 2028). The delay is a result of challenges in confirming appropriate pumping and water storage sites.

The preferred water servicing solution includes construction of watermains to connect two new elevated water storage tanks and two new pumping stations. Preferred sites identified for water infrastructure were as follows:

- New pumping station in the Jane Street and Teston Road area
- New pumping station and elevated tank north of the Jane Street and Kirby Road intersection
- New elevated tank west of Jane Street and King-Vaughan Road intersection

The preferred wastewater servicing solution includes construction of six kilometres of new trunk sewer. The proposed trunk sewer is divided into segments and would begin at Teston Road and connect to the existing York Durham Sewage System at three specific points:

- A section of approximately 4.5 kilometres along Jane Street from Teston Road to south of Rutherford Road
- A relatively small (180-metre) relief sewer section located south of Rutherford Road, between Jane Street and Keele Street, in the existing Jane-Rutherford Sanitary Trunk Sewer easement
- A section of sewer approximately 1.9 kilometres along Keele Street from south of Rutherford Road to Langstaff Road, and then east crossing Keele Street to an area just south of Langstaff Road

Maple Pumping Station interim construction completed ahead of schedule and new pump will meet early growth demands

An additional pump has been installed at the Maple Pumping Station that will provide some capacity for near-term growth in northeast Vaughan on an interim basis and provide additional fire flow until new storage facilities identified as part of Northeast Vaughan Environmental Assessment Study are completed in 2028. The construction contract was tendered in May 2018 and installation of the new pump is complete with commissioning to be finalized in January 2019 (last reported: Q1 2019).

Nobleton Class Environmental Assessment has commenced

An Environmental Assessment has commenced to assess alternative water and wastewater servicing solutions and select the preferred alternatives to accommodate planned growth (to 10,800 people) in Nobleton. As part of the Environmental Assessment, a comprehensive groundwater exploration is underway, which will identify potential future well locations for additional water supply. The Environmental Assessment is anticipated to be complete in Q3 2020. Nobleton is currently serviced by groundwater, since the connection to the York Water System (surface water) is not permitted due to the Greenbelt Legislation, which precludes lake-based servicing for communities in the greenbelt.

Over the last year, a System Capacity Optimization Study and Hydraulic Analysis were completed for both the water and wastewater system. This analysis provides the status of the existing system, and will inform alternatives for the Environmental Assessment study. The Assimilative Capacity Study for the Humber River has been extended to include additional sampling under various rain events to better understand the current phosphorus levels in the river. The first Public Consultation Centre is scheduled Q2 2019.

Richmond Hill/ Langstaff Gateway water and wastewater servicing design is nearing completion

Design of the required water and wastewater infrastructure through a complex utility corridor along Highway 7 is nearing completion. Final construction permit approval applications are being prepared with approvals anticipated by the end of 2019. Property acquisition of 22 temporary and permanent easements is currently underway with anticipated completion in late 2019. It is expected that the tender documents for this infrastructure will be released by the end of 2019 pending completion of property acquisition. Commissioning of water and wastewater infrastructure is currently programmed for 2025 (last reported: 2025). Timing of this work will be revisited during the 2019 budget development. Until then, capacity is available to match the transportation growth triggers for the service area. The project will provide additional water and wastewater servicing capacity to accommodate anticipated growth up to 2051 in Richmond Hill and Markham of 39,425 persons..

Sutton Water Resource Recovery Facility average flow well below plant capacity

The existing Sutton Water Resource Recovery Facility was commissioned in 2003 with an original design capacity to service 7,500 people. An Environmental Assessment for plant expansion to service up to 13,500 people was completed in 2010.

The Region continues to monitor plant flows, and future capacity expansion will be brought into the 10 year capital plan when the flow reaches 70 per cent of the plant capacity. Currently, the plant is operating at 50-60 per cent capacity.

Construction of a plant optimization project is underway with detailed design complete and construction commencing in early 2019. This work includes construction of an equalization tank to address peak flow processing challenges and the new tank will subsequently serve

as a process tank in future capacity expansion. All regulatory permits have been acquired and completion of this project is anticipated by 2021. This does not change the capacity of the plant.

PEEL AND TORONTO COST-SHARED PROJECTS

Region's long-term servicing strategy includes Peel and Toronto cost-shared projects

Provision of water and wastewater services through partnerships with the City of Toronto and Peel Region is a key component of the Region's long-term servicing strategy. York Region staff conduct regular meetings with City of Toronto and Peel Region staff to discuss issues regarding servicing commitments, including cost-shared project delivery schedules. Both Peel and Toronto are on track to meet their long-term water supply agreement commitments to York Region.

Peel cost-shared projects progressing as expected

York Region has secured 331 MLD in supply and transmission capacity from Peel Region. Based on York Region's Water and Wastewater Master Plan Update, water supply from Peel Region combined with water supply from City of Toronto will service growth to year 2031 and beyond.

There are currently four water and two wastewater cost-shared projects underway in Peel Region. The Lakeview Water Treatment Plant Expansion and Lorne Park Water Treatment Plant Expansion were completed in 2018 and are currently under warranty. Construction of both the Lakeview Water Treatment Plant Standby Power and Hanlon Feedermain are ongoing with commissioning scheduled in Q2 2019. As for wastewater projects, the Lakeview Wastewater Treatment Capacity Expansion to benefit York Region was completed in 2018. Additional work is ongoing to optimize existing plant capacity to be completed in 2022.

Hanlan Feedermain projects are scheduled to be commissioned by Q2 2019

Completion of the 12-kilometre Hanlan Feedermain requires five separate contracts, of which four have been released. Contracts 1 (tunnelling) and 2 (open cut) for the new 2400mm diameter pipe are complete and in warranty period. Contract 3 (open cut/tunnelling) is in construction and currently in final restoration and scheduled to be completed in Q2 2019 (last reported: Q4 2018). The additional time to complete Contract 3 will not impact service commitments to York Region. Contract 4, commissioning of the entire newly constructed Hanlan Feedermain has been awarded and will also be completed in Q2 2019 (last reported: late 2018, delayed as a result of Contract 3). The final phase of work to interconnect the new feedermain to the existing feedermain, which is Contract 5, is anticipated for completion in 2020.

Toronto cost-shared projects progressing and no impacts to capacity commitment

There are currently five ongoing Toronto cost-shared projects with three in construction. With the exception of Ellesmere Pumping Station Standby Power Upgrades, all projects in construction are progressing on schedule. The City of Toronto is managing contractual issues on the Ellesmere Pumping Station Standby Power Upgrades. Progress on this project has been limited this year; however, this project is not related to capacity and will not impact water capacity commitments. The project is now anticipated for completion Q3 2020 (last reported: Q4 2018). The remaining projects are on schedule and progressing to planned completion dates:

- Scarborough Watermain Q2 2021 (last reported: 2021)
- Toronto Billing Meter Upgrades Q4 2019 (last reported: Q4 2019)
- Rosehill Pumping Station Standby Power Upgrades Q2 2020 (last reported: 2020)
- West Toronto and Richview Pumping Stations Q4 2021 (last reported: Q4 2021)

5. Financial

\$2.5 billion of capital infrastructure works approved in the 2018 Environmental Services Budget for next 10 years

The 2018 Environmental Services Budget and 10 Year Capital Plan include \$2.5 billion in water, wastewater, waste management, forestry and energy projects. Of the total \$2.5 billion of capital works in the approved 10 Year Capital program, approximately \$1.4 billion is for growth infrastructure in the water and wastewater program, \$989 million for rehabilitation and replacement in the water and wastewater program and \$106 million for waste management, forestry and energy projects. The 2018 Multi-year Capital Spending Authority for Environmental Services infrastructure projects is \$950 million. (This includes the re-profiling that occurred in June 2018.) Additional Capital Spending Authority will be requested annually through the budget process as projects progress and specific requirements are established.

Growth capital work is debt financed and repaid through development charges. Infrastructure management work is paid through the water/wastewater rate. Waste management, forestry and energy are primarily paid through tax levy revenues. As part of the budget process, associated funding and resource requirements for operations and asset management of expanded and complex infrastructure systems are areas of focus informing financial implications of servicing growth. A summary of infrastructure project costs, based on the 2018 approved budget is provided in Table 1.

Table 1
Cost Estimates for Key Infrastructure Projects

Project	Estimated Total Project Cost	Remaining Estimated Cost in 10 Year Plan	Anticipated Commissioning Date
Duffin Creek Plant Outfall – Diffusers	\$24.6M	\$17.3M	2021***
Upper York Sewage Solutions Newmarket Forcemain Twinning	\$110.6M	\$101.9M	2021
Upper York Sewage Solutions Water Reclamation Centre*	\$604.0M	\$484.8M**	2026***
West Vaughan Water Servicing	\$3.3M	\$2.6M	2036
West Vaughan Sewage Servicing	\$327.9M	\$217.1M**	2028
Northeast Vaughan Servicing	\$253.2M	\$195.9M**	2028
Richmond Hill/Langstaff Gateway Regional Centre Servicing	\$28.6M	\$26.3M**	2025
Sutton Water Resource Recovery Facility Expansion	\$42.7M	\$2.0M	2033
City of Toronto Cost-Shared Projects	\$314.4M	\$40.5M	Varies
Peel Region Water Cost-Shared Projects	\$580.0M	\$14.3M	Varies
Peel Region Wastewater Cost-Shared Projects	\$66.6M	\$5.8M	Varies
Estimated Total Project Cost and Remaining Budget in 10 Year Plan	\$2355.9M	\$1108.5M	

*Includes associated linear works and phosphorus offset program

**Cost currently under review as the project advances and will be updated for future budget submissions

***Anticipated commissioning dates based on 2018 approved budget; however, timing dependent on approval of Environmental Assessments

Managing the longevity of existing infrastructure through comprehensive asset management

One of Environmental Services' key strategic goals involves proactively managing and maintaining infrastructure to ensure short and long-term reliability and compliance with all regulatory requirements. Accordingly, the department's asset management program monitors the condition and performance of the Environmental Services Department's multi-billion

dollar asset base. Infrastructure rehabilitation and replacement needs to maintain current levels of service are estimated at approximately \$1 billion over the next 10 years. Some of the key projects and programs are as follows: Duffin Creek Incinerator Replacement Project; Southeast Collector Rehabilitation Project; Ductile Iron Watermain Replacement Program; Inflow and Infiltration Reduction Program; Primary Trunk Rehabilitation and Elevated Water Tank Rehabilitation Program. A breakdown of estimated costs for this program area is provided in Table 2 along with other components of the entire capital program.

Table 2
Cost Estimates for Environmental Services 10 Year Capital Plan

Project	Remaining Estimated Cost in 10 Year Plan (2018 - 2027)
Key Infrastructure Projects (as detailed in Table 1)	\$1108.5M
Other Water Growth Capital Projects	\$110.6M
Other Wastewater Growth Capital Projects	\$188.2M
Water Rehabilitation/Replacement	\$338.5M
Wastewater Rehabilitation/Replacement	\$686.6M
Waste Management	\$78.2M
Natural Heritage and Forestry	\$16.5M
Energy Management	\$12.3M
TOTAL	\$2,539.4M

Region received \$34.8 million in Clean Water and Wastewater Funding approval for 29 projects

In October 2016, the Region submitted an application for 29 potential projects to the Clean Water and Wastewater Fund and received funding approval in the amount of \$34.8 million for all submitted projects. This program is offered through Infrastructure Canada with the objective of accelerating immediate improvements to water distribution and treatment infrastructure with a focus on leveraging innovation opportunities. Of total approved funding, 85 per cent was allocated toward four key water and wastewater projects:

1. York Durham Sewage System Sewer Rehabilitation
2. Water Transmission Main Replacement
3. Phosphorus Offset Program and Membrane Filtration Demonstration Projects
4. Duffin Creek Plant Field Testing for Phosphorus Removal Study

The original deadline to complete these works was March of 2018. As of January 2018 Infrastructure Ontario has issued an extension on the deadline for completion of these

projects to March of 2020. Staff anticipate meeting all requirements of the program criteria to realize the full funding amount.

Development charge collections need to increase beyond forecasts to move growth-related capital projects forward

Growth-related water and wastewater projects are funded with development charges. The project timelines established in the 2018 Capital Plan are contingent on the Region achieving its growth and development charge collection projections. If forecast development charge collections are not achieved, the Region may need to revisit its capital plan commitments.

6. Local Impact

York Region continues to work closely with local municipalities affected by capital works program to facilitate planned community growth

Priority projects detailed in this report are crucial to providing timely servicing capacity to municipalities. This water and wastewater capacity is necessary to meet growth expectations while maintaining a high level of environmental and public health protection.

Additional servicing capacity for development is created through timely completion of key infrastructure projects

Release of additional capacity, as well as granting of approvals in each phase of the approval process, is contingent on projects being completed as planned. Projects are continually monitored to ensure that risk of delay is mitigated where possible and capacity made available. Staff continues to collaborate with local municipalities to ensure impacts to planned community growth are minimized to the extent possible considering any capacity constraints created by the current implementation schedule for these projects. A collaborative approach with local municipalities will continue to assist with reporting on their local capacity allocation in a timely manner to both support their own respective capacity allocation and future growth commitments but also the Regional capacity assignment to ensure fiscal sustainability.

7. Conclusion

\$2.5 billion proposed 10 Year Capital Plan includes required projects for current and future capacity assignments

This report provides Council with a status of priority projects within the 10 Year Capital Plan and its relationship to timing of servicing capacity. Continuing to monitor these projects will

ensure that both capacity allocation and granting of planning approvals are synchronized with project delivery schedules. The 2018 10 Year Capital Plan includes critical projects required to provide capacity to service future growth. Staff will report back to Council in Q3 2019 on servicing capacity for all municipalities serviced by the York Durham Sewage System. Where applicable, staff will continue to optimize the water and wastewater networks through water conservation, inflow and infiltration reduction and other capacity monitoring programs to ensure we maximize potential from existing Regional systems. The Region will continue to monitor development charge collections. Also, where appropriate, the Region will continue to look for other funding sources.

For more information on this report, please contact Mike Rabeau, Director, Capital Planning and Delivery, Environmental Services at 1-877-464-9675 ext. 75157.

The Senior Management Team has reviewed this report.

Recommended by:

Erin Mahoney, M. Eng.
Commissioner of Environmental Services

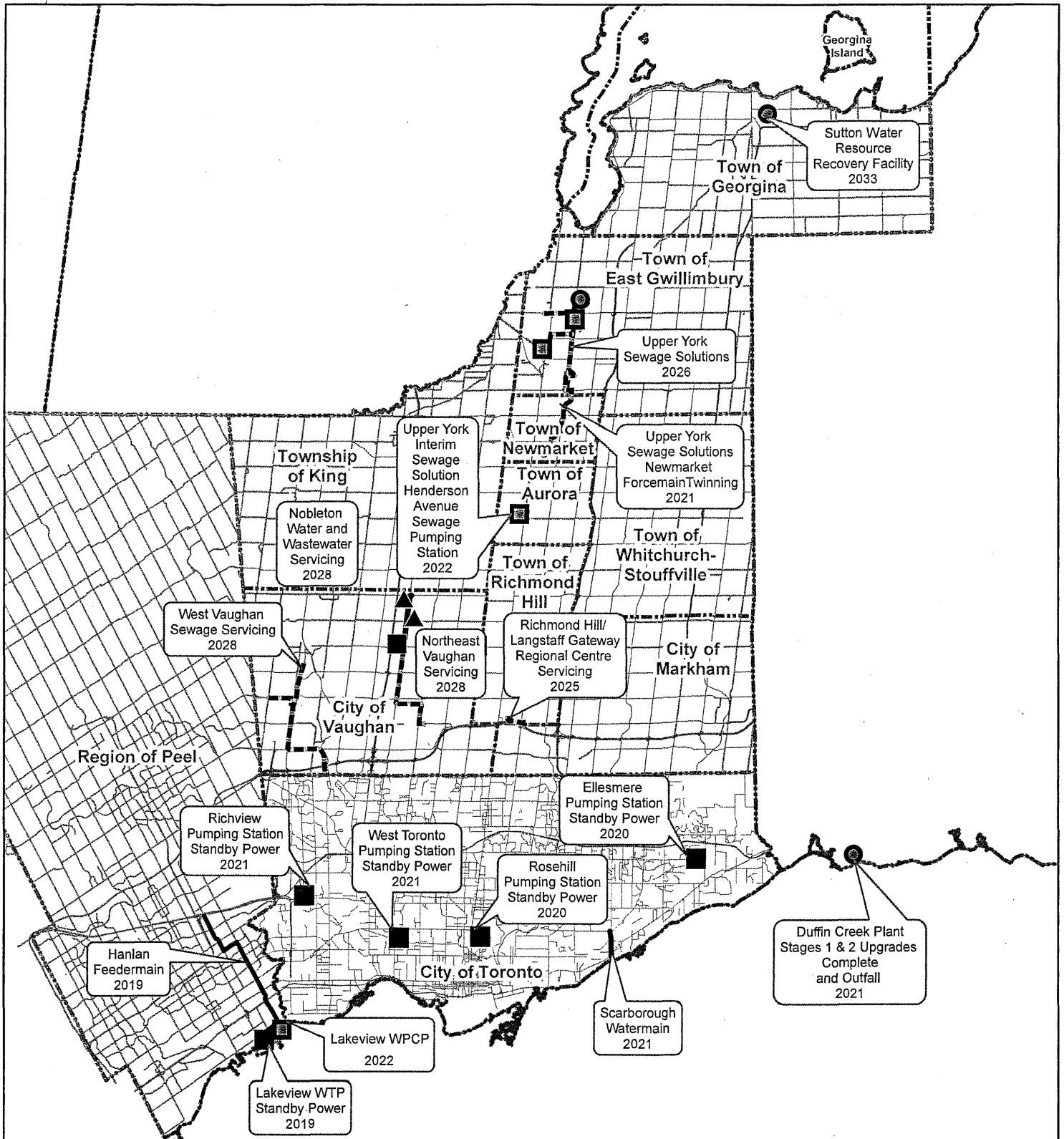
Approved for Submission:

Bruce Macgregor
Chief Administrative Officer

December 13, 2018
Attachments (2)
#8781082

Status of Key Infrastructure Projects

Project Name	Description	Current Status	Expected Project Commissioning Date
Duffin Creek Plant Stages 1 & 2 Upgrades	Upgrade and refurbish existing Stages 1 & 2	Construction	Complete
Duffin Creek Plant Outfall	EA to address diffusion requirements and increase outfall capacity to 630MLD	Class Environmental Assessment	2021 (timing dependent on Outfall EA approval)
Upper York Sewage Solutions	Water Reclamation Centre with associated linear works and phosphorus off-set program	Detailed Design	2026 (timing dependent on Upper York Sewage Solutions Individual Environmental Assessment approval)
	Newmarket Forcemain Twinning	Detailed Design	2021 (approval through Declaration Order)
	Interim Infrastructure Solutions	Class Environmental Assessment	2022
West Vaughan Sewage Servicing	Sanitary servicing solution to accommodate growth in West Vaughan area	Detailed Design	2028 (last reported: 2028)
Northeast Vaughan Servicing	Water and wastewater servicing solution to accommodate growth in East Vaughan	Class Environmental Assessment	2028 (last reported: 2028)
Richmond Hill/Langstaff Gateway Regional Centre	Water and wastewater servicing solution to accommodate growth	Detailed Design	2025 (last reported: 2025)
Sutton Water Resource Recovery Facility	Expansion of existing facility to accommodate growth in Sutton	Detailed Design	2033 (last reported: 2033)

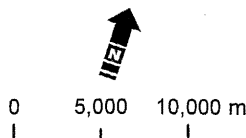


LOCATION PLAN
Key Infrastructure Projects

Environmental Services Water and Wastewater
 January 10, 2019

Produced by: The Regional Municipality of York
 Infrastructure Asset Management Branch, Environmental Services Department December 2018

Data Sources:
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 See York.ca for disclaimer information.



Legend

- Priority Water Projects and estimated completion year
-
- Priority Wastewater Projects and estimated completion year
-

From: MCSCS Feedback <MCSCS.Feedback@ontario.ca>

Sent: February 25, 2019 1:25 PM

To: MCSCS Feedback <MCSCS.Feedback@ontario.ca>

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

Ministry of Community Safety
and Correctional Services

Office of the Minister

25 Grosvenor Street
18th Floor
Toronto ON M7A 1Y6

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

Ministère de la Sécurité communautaire
et des Services correctionnels

Bureau du ministre

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



MC-2019-252
By e-mail

Dear Clerk:

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

As you know, on January 1, 2019, new legislative amendments to the *Police Services Act, 1990* came into force which mandate every municipality to prepare and adopt a community safety and well-being plan. As part of these legislative changes, municipalities are required to work in partnership with police services and other various sectors, including health/mental health, education, community/social services and children/youth services as they undertake the planning process. Municipalities have two years from the in-force date to prepare and adopt their first community safety and well-being plan (i.e. by January 1, 2021). Municipalities also have the flexibility to develop joint plans with neighbouring municipalities and/or First Nations communities, which may be of value to create the most effective community safety and well-being plan that meets the unique needs of the area.

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

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

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

March 7, 2019

1:00 p.m. to 3:00 p.m.

April 25, 2019

10:00 a.m. to 12:00 p.m.

May 9, 2019

1:00 p.m. to 3:00 p.m.

March 19, 2019 (French only)

1:00 p.m. to 3:00 p.m.

April 11, 2019

1:00 p.m. to 3:00 p.m.

May 15, 2019 (French only)

1:00 p.m. to 3:00 p.m.

March 21, 2019

10:00 a.m. to 12:00 p.m.

May 23, 2019

10:00 a.m. to 12:00 p.m.

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

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

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

We greatly appreciate your continued support as we move forward on this modernized approach to community safety and well-being together. If communities have any questions, please feel free to direct them to my ministry staff, Tiana Biordi, Community Safety Analyst, at Tiana.Biordi@ontario.ca or Jwan Aziz, Community Safety Analyst, at Jwan.Aziz@ontario.ca.

Sincerely,

Sylvia Jones
Minister

Enclosures (2)

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

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

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

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

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

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

2) Why is CSWB planning important for every community?

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

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

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

3) What are the benefits of CSWB planning?

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

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

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

The new legislative requirements related to CSWB planning came into force on January 1, 2019, as an amendment to the *Police Services Act, 1990* (PSA), and municipalities have two years from this date to develop and adopt a plan (i.e., by January 1, 2021). The CSWB planning provisions are outlined in Part XI of the PSA.

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

In the circumstance of a joint plan, all municipalities involved must follow the same timeline to prepare and adopt their first CSWB plan (see Question #10 for more information on joint plans).

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

A CSWB plan must include the following core information:

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

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

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

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

6) Who is responsible for developing a CSWB plan?

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

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

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

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

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

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

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

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

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

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

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

10) Can municipalities create joint plans?

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

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

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

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

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

13) What are the responsibilities of an advisory committee?

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

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

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

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

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

As this is the minimum requirement, municipalities have the discretion to include additional representatives from key agencies/organizations on the advisory committee if needed.

Consideration must also be given to the diversity of the population in the municipality to ensure the advisory committee is reflective of the community.

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

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

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

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

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

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

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

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

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

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

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

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

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

At a minimum, the advisory committee must include representation as prescribed in legislation (refer to Question #14 for more detail). In terms of creating a joint CSWB plan, it is up to the participating municipal councils and/or First Nation band councils to determine whether they want additional members on the advisory committee, including more than one representative from the prescribed sectors.

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

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

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

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

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

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

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

- Attending meetings to learn about CSWB planning and service delivery;
- Volunteering to support local initiatives that improve safety and well-being;
- Talking to family, friends and neighbours about how to make the community a better place;
- Sharing information with CSWB planners about risks that you have experienced, or are aware of in the community;
- Thinking about existing services and organizations that you know about in the community, and whether they are successfully providing for your/the community’s needs;
- Identifying how your needs are being met by existing services, and letting CSWB planners know where there are gaps or opportunities for improvement;
- Sharing your awareness of available services, supports and resources with family, friends and neighbours to make sure people know where they can turn if they need help; and
- Thinking about the results you want to see in your community in the longer-term and sharing them with CSWB planners so they understand community priorities and expectations.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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/MCSCSSOPlanningFramework.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/MCSCSSOPanningFramework.html>.

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

The *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet was developed using evidence-based research, as well as practical feedback from the eight pilot communities that tested components of the Framework and toolkit prior to public release. Further, learnings from on-going community engagement sessions with various urban, rural, remote and Indigenous communities have also been incorporated. The booklet was also reviewed by the ministry's Inter-ministerial CSWB Working Group, which consists of 10 Ontario ministries and Public Safety Canada, to further incorporate multi-sectoral input and perspectives. As a result, this process helped to ensure that the booklet is a useful tool that can support communities as they move through the CSWB planning process.

34) What is a risk factor?

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

A few examples of risk factors include:

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

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

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

COMMUNITY SAFETY AND WELL-BEING PLANNING FRAMEWORK

A Shared Commitment in Ontario

Booklet 3, Version 2

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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.

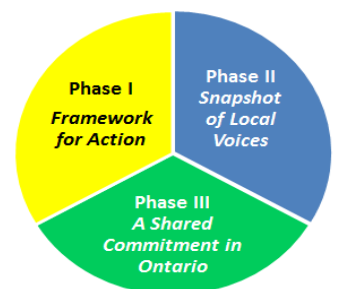
As ministry staff travelled across our diverse province throughout 2013 to 2016, we listened closely to local voices that spoke about the need to change the way we look at service delivery in all sectors. The common goal for Ontarians is to get the services they need, when they need them, in an effective 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 dependence on reactionary, incident-driven responses and re-focusing efforts and investments towards the long-term benefits of social development, prevention, and in the short-term, mitigating acutely elevated risk. It necessitates local government leadership, meaningful multi-sectoral collaboration, and must include responses that are centred on the community, focused on outcomes and evidence-based (i.e., derived from or informed by the most current and valid empirical research or practice). It is important to note that although there is a need to rely less on reactionary, incident-driven responses, there continues to be a strong role for the police, including police services boards, in all parts of the planning process.

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

Purpose

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



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

Legislative Mandate

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

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

Benefits

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

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

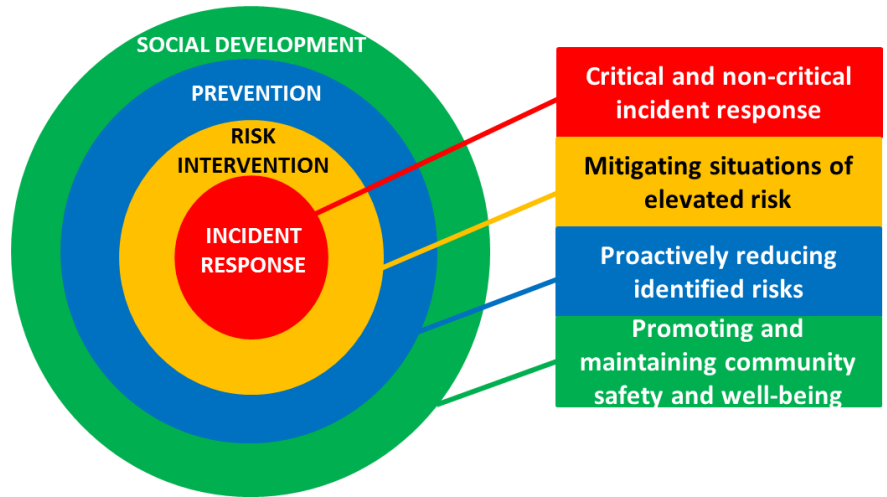
- enhanced feelings of safety and being cared for, creating an environment that will encourage newcomers to the community;
- increased awareness, coordination of and access to services for community members and vulnerable groups;
- more effective, seamless service delivery for individuals with complex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

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

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

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

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



Social Development

Promoting and maintaining community safety and well-being

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

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

Prevention

Proactively reducing identified risks

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

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

Risk Intervention

Mitigating situations of elevated risk

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

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

Incident Response

Critical and non-critical incident response

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

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

Refocusing on Collaboration, Information Sharing and Performance Measurement

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

Conclusion

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

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

Section 3 – Critical Success Factors

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

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

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



Strength-Based

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

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

Risk-Focused

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

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

Awareness and Understanding

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

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

Highest Level Commitment

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

Effective Partnerships

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

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

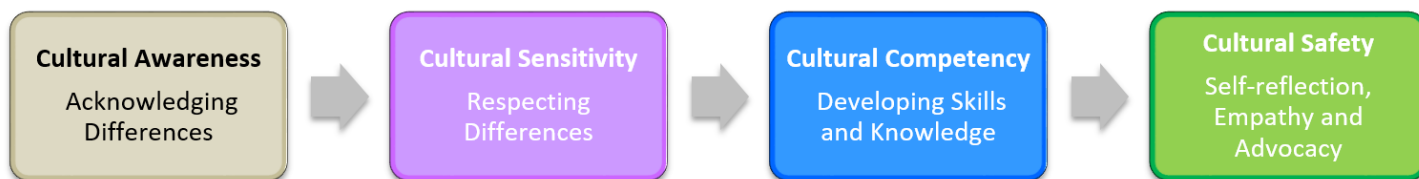
In Sault Ste. Marie, a local multi-agency service delivery model focuses on providing vital services and programs under one roof, and acts as a support to a specific neighbourhood through the Neighbourhood Resource Centre – a collaborative effort of 32 local agencies and groups.

Evidence and Evaluation

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

Cultural Responsiveness

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



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

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

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

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

Conclusion

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

Section 4 – Connecting the Framework to Practice

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

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

Obtaining Collaborative Commitment

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

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

Creating Buy-In

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

See Tool 4 for guidance on engagement.

Focusing on Risk

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

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

Assessing and Leveraging Community Strengths

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

See Tool 3 for guidance on asset mapping.

Evidence and Evaluation

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

See Tool 6 for guidance on performance measurement.

Putting the Plan into Action

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

See Appendix G for a sample plan.

Conclusion

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

Section 5 – Ontario’s Way Forward

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

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

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

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

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

The following toolkit includes:

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

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

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

Tool 1 – Participants, Roles and Responsibilities

The Champion and Coordinator(s)

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

Role of Champion(s)

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

A champion may also be a:

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

Role of the Coordinator(s)

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

Key Tasks of the Coordinator(s)

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

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

Responsibilities of the Coordinator(s)

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

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

Advisory Committee

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

Members of the Advisory Committee

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

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

Responsibilities of the Advisory Committee

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

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

Key Tasks of the Advisory Committee

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

Implementation Teams

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

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

Members of Implementation Teams

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

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

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

Responsibilities and Tasks of Implementation Teams

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

Tool 2 – Start-Up

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

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

Background and Context

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

Goals and Purpose

Planning partners may then wish to identify:

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

Objectives and Performance Measures

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

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

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

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

Membership

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

Notes:

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

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

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

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

Roles and Responsibilities

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

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

Logistics and Process

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

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

Support and Sign-Off

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

Tool 3 – Asset Mapping

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

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

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

Existing Body Inventory

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

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

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

Social Network Mapping

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

Relationships may be assessed on a continuum such as this:

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

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

Strategy Inventory

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

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

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

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

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

Tool 4 – Engagement

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

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

Introduction and Background

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

Purpose, Goals and Objectives

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

Stakeholders

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

This may include:

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

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

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

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

See Tool 5 for guidance on analyzing community risks.

Approach

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

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

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

Materials and Messaging

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

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

Logistics

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

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

Risks and Implications

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

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

Community Engagement Questions

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

Timelines

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

This may be done using a chart such as this:

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

Tool 5 – Analyzing Community Risks

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

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

Summary of Community Engagement Sessions

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

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

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

Identified Risks

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

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

Priority Risk Analysis

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

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

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

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

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

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

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

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

Risk-driven Tracking Database

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

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

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

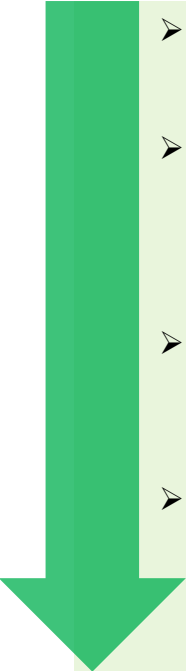
Tool 6 – Performance Measurement

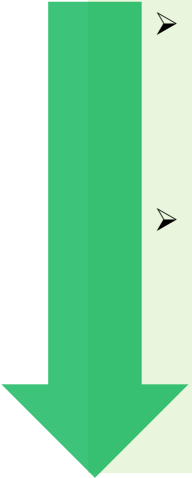
In the development stage of a plan, it is necessary to identify and understand the key risks and problems in the community and then to explore what can be done to address them.

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

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

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

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

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

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

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

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

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

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

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

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

Sample Logic Model:

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

VULNERABLE/TARGET GROUP: youth and new immigrants

LONG-TERM OUTCOME

Increased Community Safety and Well-Being

INTERMEDIATE OUTCOME

Increased Educational Attainment

IMMEDIATE OUTCOMES

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

OUTPUTS

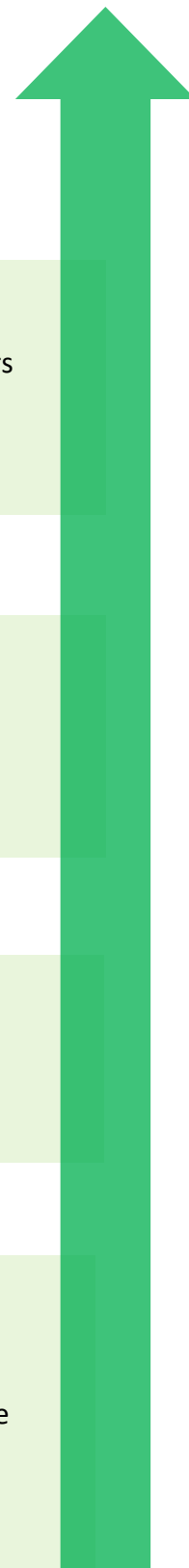
- Forty-seven youth and youth service providers engaged in the plan
- Awareness of evidence-based strategies to increase graduation
- Partnerships created between local university, college, social services
- Twenty-five students from low income neighbourhoods provided access to free summer tutoring

ACTIVITIES

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

INPUTS

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



Sample Performance Measurement Framework:

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

Appendix A – Information Sharing

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

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

Guidance on Information Sharing in Multi-Sectoral Risk Intervention Models

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

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

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

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

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

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

Information Sharing Principles for Multi-Sectoral Risk Intervention Models

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

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

Consent

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

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

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

Professional Codes of Conduct

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

Do No Harm

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

Duty of Care

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

Due Diligence and Evolving Responsible Practice

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

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

Acutely Elevated Risk

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

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

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

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

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

Section 40(1) of PHIPA reads:

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

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

Four Filter Approach to Information Sharing

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

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

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

Filter One: Initial Agency/Organization Screening

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

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

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

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

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

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

Filter Three: Limited Identifiable Information Shared

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

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

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

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

Filter Four: Full Discussion Among Intervening Agencies/Organizations Only

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

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

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

The Intervention

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

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

Report Back

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

Appendix B – Engaging Youth

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

Benefits of Youth Engagement

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

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

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

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

Practical Tips

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

Explaining the Project

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

Collaboration

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

Assets

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

Equity and Diversity

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

Forming an Advisory Group

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

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

Recognition and Compensation

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

Appendix C – Engaging Seniors

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

Benefits of Seniors’ Engagement

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

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

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

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

Building Connections

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

Seniors Organizations

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

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

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

Service Providers

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

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

Local Linkages

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

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

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

Appendix D – Engaging Indigenous Partners

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

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

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

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

Outcomes of Indigenous Engagement

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

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

¹ Statistics Canada, 2016 Census

² Statistics Canada, 2016 Census

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

Key Principles for Engagement

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

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

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

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

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

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

Appendix E – Definitions

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

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

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

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

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

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

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

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

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

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

Appendix F – Risk and Protective Factors

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

Risk Factors

Antisocial/Problematic Behaviour (Non-criminal)

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

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

Criminal Involvement

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

Education/Employment

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

Emotional Violence

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

Family Circumstances

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

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

Gang Issues

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

Housing

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

Mental Health and Cognitive Functioning

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

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

Neighbourhood

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

Peers

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

Physical Health

Risk Factor	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:

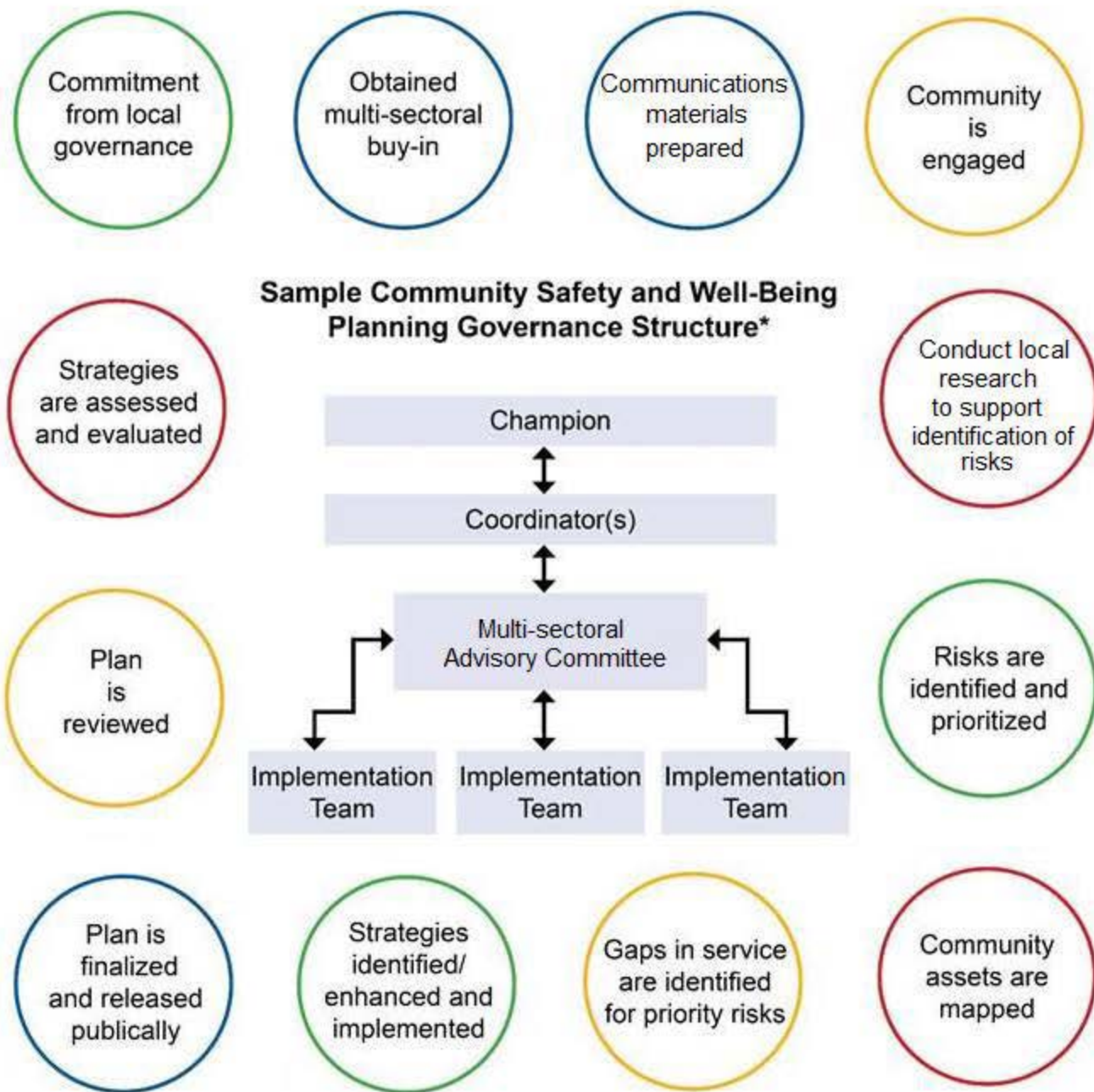
- Increase victim’s awareness of services in the community
- Awareness of the impact of domestic violence on children
- Enrolment in a healthy relationships program for those who have been arrested for domestic-violence related offences
- Connecting individuals with acutely elevated risk to service

Intermediate Outcomes:

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

Long-Term Outcomes:

- Increase community safety and well-being



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

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

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

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

Ministry Contributors:

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City Clerk's Office

Secretariat
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Ref.: 19-PH2.6**

March 4, 2019

GREATER GOLDEN HORSESHOE MUNICIPALITIES:**Subject: Planning and Housing Committee Item 2.6
Providing Certainty in the Planning Appeals Process: Clearing the Backlog
at the Local Planning Appeal Tribunal (Ward All)**

City Council on February 26, 2019, adopted this item as amended, and in so doing, has:

1. Requested the Government of Ontario to increase funding for the Local Planning Appeal Tribunal in order for Tribunals Ontario to appoint a team of temporary (and possibly permanent) adjudicators, mediators and other staff necessary to alleviate the current backlog of hearings, and in particular hearings intended to adjudicate major policy matters and development applications that would result in the delivery of housing units to the City.
2. Advised the Ministry of Municipal Affairs and Housing that the City objects to the closure of the Local Planning Appeal Support Centre.
3. Requested the Local Planning Appeal Tribunal to give priority to the City of Toronto's municipal comprehensive review policy hearings and to concluding the adjudication process with regard to the City's comprehensive Zoning By-law, in order to bring into force an enabling up-to-date municipal Official Plan Policy and implementation framework which will then assist Local Planning Appeal Tribunal adjudicators in their adjudication of site or area specific planning applications and would enable the City to advance additional area specific zoning frameworks to implement new official plan policies.


for City Clerk

M. Toft/wg

Attachment

Sent to: Premier, Province of Ontario
Leader, New Democratic Party of Ontario, Province of Ontario
Leader, Green Party of Ontario, Province of Ontario
Interim Leader, Ontario Liberal Party, Province of Ontario
Attorney General, Province of Ontario
Minister of Municipal Affairs and Housing, Province of Ontario
Greater Golden Horseshoe Municipalities
Local Planning Appeal Tribunal

c. City Manager



King Township
2585 King Road
King City , Ontario
Canada L7B

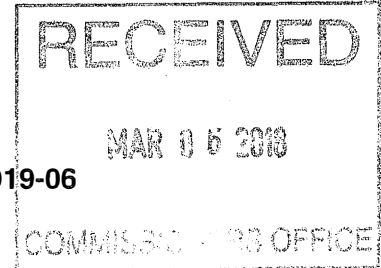
Phone: 905.833.5321
Fax: 905.833.2300
Website: www.king.ca

February 26, 2019

Ontario Growth Secretariat
Ministry of Municipal Affairs and Housing
777 Bay St., 23rd Floor, Suite 2304
Toronto, ON M5G 2E5

Sent via e-mail: growthplanning@ontario.ca

**RE: Township of King Planning Department Report Number P-2019-06
Proposed Amendment 1 to the Growth Plan; Comments
Policy Planning File # PP-2019-01**



Please be advised that at the Council Meeting of February 25, 2019, Council of the Township of King received and approved recommendations which were provided by the King Township Planning Department regarding comments on the Province's proposed Amendment 1 to the Growth Plan for the Greater Golden Horseshoe, 2017 ("Growth Plan").

We respectfully submit the Council endorsed comments as outlined in Planning Department Report Number P-2019-06, a copy of which is attached for your information and file, which identifies comments and concerns King Township would like the Ministry of Municipal Affairs and Housing to take into consideration during the commenting process.

Yours truly,

Nancy Cronsberry
Deputy Clerk
Encls.

- cc. Chris Raynor, Clerk, Regional Municipality of York
Stephen Huycke, Clerk, Town of Richmond Hill
Michael De Rond, Clerk, Town of Aurora
Todd Coles, Clerk, City of Vaughan
Gillian Angus-Traill, Clerk, Town of Whitchurch-Stouffville
Fernando Lamanna, Clerk, Town of East Gwillimbury
Lisa Lyons, Clerk, Town of Newmarket
John Espinosa, Clerk, Town of Georgina
Kim Kitteringham, Clerk, City of Markham
Susan Plamondon, Chief Administrative Officer, Township of King
Stephen Naylor, Director of Planning, Township of King



THE CORPORATION OF THE TOWNSHIP OF KING

REPORT TO COMMITTEE OF THE WHOLE

Monday, February 25, 2019

Planning Department Report P-2019-06

RE: Proposed Amendment 1 to the Growth Plan; Comments
Policy Planning File # PP-2019-01

1. **RECOMMENDATIONS:**

The Planning Department respectfully submits the following recommendations:

- a) THAT Planning Report P-2019-06 be received as information;
- b) THAT Council endorses this Report and Appendix A as King's submission to the Province in response to the Environmental Registry of Ontario (ERO) postings: Proposed Amendment to the Growth Plan for the Greater Golden Horseshoe, 2017 (ERO # 013-4504); Proposed Framework for Provincially Significant Employment Zones (ERO # 013-4506); Proposed Modifications to O.Reg. 311/06 (Transitional Matters – Growth Plans) (ERO # 013-4505); and Proposed Modifications to O.Reg. 525/97 (Exemption from Approval – Official Plan Amendments) (ERO 013-4507).
- c) THAT the Township Clerk forward this report and attachments to the Ministry of Municipal Affairs and Housing, the Clerks of the local municipalities within York Region and the Clerk of the Regional Municipality of York; and
- d) THAT correspondence submitted to the Township in relation to Proposed Amendment 1 to the Growth Plan be received.

2. **PURPOSE:**

The purpose of this Report is to (i) provide information on the Province's proposed Amendment 1 to the Growth Plan for the Greater Golden Horseshoe, 2017 ("Growth Plan"), associated regulation changes, and a framework for provincially significant employment zones, and (ii) present Planning staff's comments on the proposed changes. Comments are to be submitted to the Province prior to February 28, 2019.

3. **BACKGROUND**

The Growth Plan is the Province's initiative establishing a long-term framework for where and how the Greater Golden Horseshoe will grow, implementing the vision for complete and prosperous communities. The current Growth Plan came into effect in 2017 after the completion of the Province's coordinated review of the Growth, Greenbelt, Oak Ridges Moraine, and Niagara Escarpment Plans, replacing the 2006 Growth Plan. The Province conducted working group sessions with the municipal and development sectors during the fall of 2018 to discuss the implementation of the 2017 Growth Plan.

On January 15, 2019 the Province of Ontario released proposed Amendment 1 to the Growth Plan for comment. The Province indicates the proposed changes are intended to address implementation challenges, including barriers to the development of housing, job creation, and

attracting business, identified by municipal and development sectors during recent consultation in the fall of 2018. Accompanying the changes proposed by Amendment 1 are associated Environmental Registry of Ontario postings for comment dealing with two regulations that implement the Plan, and a proposed framework for provincially significant employment zones.

This report is organized into the following six theme areas: Intensification & Density Targets, Major Transit Station Areas, Employment Planning, Settlement Area Boundary Expansions, Rural Settlement Areas, and Agricultural and Natural Heritage Systems.

4. DISCUSSION & COMMENTS:

Overall, Planning staff is generally supportive of the changes to the Growth Plan proposed by Amendment 1 which have the intended purpose of providing additional flexibility for municipalities to enable growth and development that reflects local context. The changes relating to major transit station areas, rural settlement areas and the agricultural and natural heritage systems are seen as being largely positive. Planning staff does have concerns with respect to the proposed changes to intensification and density targets, employment planning, and settlement area boundary expansions.

Specific comments are organized by theme below, and are included in Appendix A to this report.

Intensification and Density Targets

Amendment 1 to the Growth Plan proposes to modify the intensification and density targets in the 2017 Growth Plan by introducing different intensification and density targets for specific regions with the Greater Golden Horseshoe. Currently, the Growth Plan, 2017 establishes one intensification target of a minimum of 60% of all new residential development occurring annually to be located within the built boundary. This is not proposed to change in York Region. The designated Greenfield area target applying throughout the Growth Plan area is a minimum of 80 people and jobs per hectare, which is to be achieved across the Region. The proposed modified intensification and greenfield density targets are summarized in the tables below.

Table 1: Proposed Intensification & Density Targets

Upper-tier Municipalities	Intensification Target (within the built boundary)	Designated Greenfield Area Density Target
York Region, Peel Region, Waterloo Region, City of Hamilton	60%	60 residents and jobs per hectare
Durham Region, Halton Region, Niagara Region, Barrie, Brantford, Guelph, Orillia, City of Peterborough	50%	50 residents and jobs per hectare
Simcoe, Brant, Dufferin, Haldimand, Northumberland, Peterborough County, Wellington, City of Kawartha Lakes	To establish a target based on maintaining or improving their current minimum intensification target	40 residents and jobs per hectare
Current Targets in Growth Plan, 2017	60%	80 residents and jobs per hectare

During the Province's coordinated review in 2016, King Township provided comments indicating the 60% intensification target and 80 residents and jobs per hectare greenfield density targets were too high in the context of King Township, and did not reflect local context, or the level of existing/planned infrastructure and community services.

The criteria in the Growth Plan that would have to be addressed to enable upper-tier Councils to request alternative intensification and designated greenfield area targets is proposed to be simplified. The proposed test for an alternative upper-tier target would be through the demonstration that the proposed alternative target(s) would be appropriate given the size, location, and capacity of the built-up area. Existing criteria relating to maintaining or improving on the existing intensification target in the Official Plan, diversity of housing, infrastructure planning, and existing planning approvals is proposed to be eliminated. Notwithstanding the detailed qualification criteria noted above is proposed to be deleted, municipalities will likely continue to consider the existing proportion of intensification, housing mix, infrastructure, and existing planning approvals when determining an appropriate alternative target. Planning staff is generally supportive of the less prescriptive criteria which will afford upper-tier municipalities more flexibility to demonstrate a more appropriate intensification target based upon local circumstances.

The proposed Amendment does not include any parameters regarding the timing of an upper-tier municipality's request for an alternative target. York Region staff has recommended that language be added to require such requests for alternative upper-tier targets be considered only as part of a regional municipal comprehensive review ("MCR"). Planning staff supports this recommendation.

Planning staff recognizes the proposed intensification and greenfield density targets are intended to apply across York Region, and it is regional staff's position to support the proposed targets as appropriate in the Regional context. Planning staff offers the following comments on the proposed intensification and density targets included in Amendment 1 to the Growth Plan:

- Planning staff supports the proposed reduction in the Designated Greenfield Area density target for York Region from 80 to 60 residents and jobs per hectare. However, it is reiterated that it has been challenging for King to achieve the intensification and density targets in the Growth Plan, as a predominantly rural local municipality in a highly urbanized York Region.
- The (i) size and population of King's settlement areas (ii) location within the Oak Ridges Moraine and Greenbelt (iii) compatibility with existing community fabric and built form, and (iv) constraints on supporting infrastructure and services result in planning for development at densities that are appropriate for King Township, but are generally below the proposed Growth Plan targets. Staff appreciates the Province's recognition through Amendment 1 that one size does not fit all, and will continue to plan for complete communities in the context of King Township, while contributing to the overall targets for York Region, as appropriate.
- In light of the above comments and the challenges King Township faces in achieving the intensification and greenfield density targets identified in the Growth Plan, Planning staff supports alternative targets being considered as part of the Regional MCR.

Major Transit Station Areas

The Growth Plan, 2017 introduced new policies that require the delineation of boundaries around Major Transit Station Areas ("MTSA"), and to plan density to achieve identified minimum targets within these boundaries. The King City GO station is identified as an MTSA with a minimum density target of 150 residents and jobs combined per hectare.

The Province indicates Amendment 1 is intended to streamline the approach to delineate the boundaries of and establish minimum densities for development within major transit station

areas to facilitate development more quickly in these areas. The criteria for establishing a density target that is lower than the target established by the Growth Plan, 2017 is also proposed to be simplified.

Amendment 1 proposes to remove tests for alternative targets relating to the achievement of compact built form, maximizing transit users, and increasing density in the area. As proposed the Minister may approve a density target that is lower than the target established in the Growth Plan where it has been demonstrated (i) the target cannot be achieved because development is prohibited by provincial policy or severely restricted on a significant portion of the lands within the delineated area, or (ii) there are a limited number of residents and jobs associated with the built form, but a major trip generator or feeder service will sustain high ridership at the station. The latter acknowledges situations where there may not be significant potential within the MTSA to accommodate intensification that would bring a significant number of residents or jobs to the area, but a major destination (for example a post-secondary institution), or a major local transit line would generate enough riders for the station to remain viable, without major intensification around the station itself.

The radius identified in the definition of MTSA is proposed to range approximately 500-800 metres from the major transit station, increasing from the current 500 metre radius identified in the current Growth Plan.

The proposed changes allow upper-tier municipalities to delineate and set density targets for MTSAs in advance of the regional Municipal Comprehensive Review, provided the work is undertaken in accordance with subsection 16(16) of the Planning Act, which protects MTSAs from planning appeals related to land use, height and density.

Planning staff has been working closely with York Region staff as part of its ongoing MCR to delineate the boundary for the King City MTSA, and to assess the long-term development potential of the area around the King City GO Station in order to identify an appropriate minimum density target. The lands surrounding the King City GO Station are characterized by heritage features, established low density residential neighbourhoods, and shallow lot depths along the Metrolinx corridor, all of which impact intensification potential. York Region staff has suggested additional criteria for a minimum density that is lower than the established 150 residents and jobs per hectare which is more appropriate in the context of the lands surrounding the King City GO Station MSTAs, which cannot accommodate the level of intensification currently envisioned by the 2017 Growth Plan. Planning staff supports this request for additional criteria that recognizes the local circumstances of the King City MTSA.

Planning staff offers the following comments on proposed Amendment 1:

- Planning staff supports the simplification of the criteria to establish a lower minimum density in MTSAs, and supports York Region staff's request that an additional criteria be added to consider the context of the lands surrounding the MTSA. The King City MTSA density target needs to account for the adjacent Provincially Significant Wetland, and identified Oak Ridges Moraine key natural heritage features. The King City core area is characterized small lots supporting one- and two-storey buildings, and adjacent established low density residential neighbourhoods. King Township staff is working with York Region staff to identify a lower minimum density target that is appropriate in the context of the King City MTSA.
- King City is serviced with limited supporting transit infrastructure (local transit) connecting the GO rail station with the broader community outside the MTSA. Consideration should be given to the differences in frequency of rail service (for example, the timing of availability of

two-way, all-day service). Development at increased densities in advance of increased transit service will result in occupancy by residents who are auto-dependent.

- Planning staff supports the proposed policy to enable municipalities to delineate and set MTSA density targets in advance of the next regional MCR. It is anticipated that King staff will continue to work with regional staff in the context of its MCR to establish the boundary and density target for the King City MTSA. This new boundary and target will be considered through the Township's ongoing Official Plan Review.
- Planning staff has no objection to the increase in the range of the MTSA radius from 500 metres to 500-800 metres proposed in the definition of MTSA, provided that smaller radii will be accepted in situations where local context deems appropriate (as in the King City MTSA).

Employment Planning

Amendment 1 proposes revisions to the employment planning framework in the Growth Plan, 2017. Currently, conversions of employment lands to non-employment uses are only permitted through the regional MCR. Under the proposed Amendment, municipalities would be afforded a one-time window to undertake employment land conversions between the date Amendment 1 comes into effect, and the next MCR. The conversion would be subject to certain criteria, including maintaining viability of the employment area, sufficient provision of infrastructure, and retention of a significant number of jobs on the lands intended to be converted. Based upon comments made by Provincial staff during municipal consultation on Amendment 1, Planning staff understands that the proposed one-time window to allow for conversions is intended to act as a transition policy for requests that pre-date the July 2017 effective date of the Growth Plan, 2017. This intent is not clear in the policy language proposed by Amendment 1, which should be clarified to accurately convey its purpose. Further, employment land conversions should be assessed methodically in the context of municipalities' employment land base and forecasted needs, and should be considered as part of the regional MCR. At a minimum, the policy should be revised to clarify that consideration of conversions in this regard should be municipally-initiated.

Under Amendment 1 upper-tier municipalities would no longer be required to develop an employment strategy, rather municipalities would be required to similarly plan for employment areas by (i) designating and preserving lands within settlement areas located adjacent to or near major goods movement facilities and corridors for manufacturing, warehousing, and logistics, and (ii) establishing minimum density targets for all employment areas within settlement areas that reflect the current and anticipated type and scale of employment that characterizes the employment area to which the target applies, among other criteria. This would allow employment strategies to be developed and implemented at the local level in the context of local circumstances.

The current 2017 Growth Plan distinguishes between employment areas and prime employment areas. Prime employment areas are those associated with manufacturing, warehousing, and industrial uses that are land extensive, and require specific locational requirements and separation from sensitive land uses. The term 'prime employment area' and its associated definition in the Growth Plan, 2017 is proposed to be deleted, and replaced with a framework for Provincially Significant Employment Zones ("PSEZ") identified by the Minister of Municipal Affairs and Housing. The lands identified within PSEZs are cited by the Province as crucial to the Province's economy, and would not be subject to conversion to non-employment uses outside of a regional MCR. The Province has identified PSEZs as employment areas that:

- Are designated employment area and are within settlement area boundaries (i.e. **no Greenbelt lands are included in the PSEZs**);

- May be vulnerable to conversion pressures;
- May be facing encroachment by sensitive land uses that could threaten the existing employment uses; or
- Are needed in the region to attract new investment and retain existing industries.

Employment areas in official plans with the following characteristics have also been considered:

- Located near highways and other goods movement corridors;
- High concentration of employment and/or economic output;
- Support industrial uses that are sensitive to encroachment; or
- Large continuous developable and constraint-free lands.

There are 29 proposed Provincially Significant Employment Zones mapped across the Growth Plan area. Four (4) zones include lands within the southern portion of York Region in Vaughan, Richmond Hill, and Markham. York Region staff is recommending the Province add designated employment lands within settlement areas that are located along 400 series highways in Aurora, Newmarket, East Gwillimbury, and Georgina to recognize areas that have the potential to be significant concentrations of employment and economic output, and require the highest level of protection.

There are no PSEZs identified in King Township. The Township's Economic Development Strategy identified the protection of strategic employment lands along the 400 series highway network, and more specifically at the Highway 400 and King Road interchange to better enable King to contribute to York Region's long-term employment targets.

Planning staff offers the following comments on the proposed employment planning policies in Amendment 1:

- Planning staff recommends that employment land conversions only be considered as part of a municipal comprehensive review conducted by York Region in order to assess employment land needs over the long-term, in a municipal-wide and regional context.
- Should the Province allow for a one-time window for employment land conversions, Planning staff recommends the policy should be clarified to only apply to municipally-initiated conversions.
- Based on comments made by provincial staff during consultation on Amendment 1, it is Planning staff's understanding that policy 2.2.5.10 enabling the window for conversion outside of an MCR was intended to act as a transition policy for existing conversion requests. If this is the case, the language in the policy should be revised to clearly establish this intent.
- Planning staff recognizes the benefit of protecting the employment land base through the proposed framework for Provincially Significant Employment Zones. There are no PSEZs identified in King Township, nor is York Region staff proposing to add employment lands in King Township to the Province's proposed significant employment zones. Planning staff is concerned about the perception of this two-tiered employment area system resulting in lands that are not identified as PSEZs being viewed as less attractive to investment, thereby putting employment lands in King at a disadvantage.

Settlement Area Boundary Expansions

In accordance with the current Growth Plan, 2017 policies, settlement area expansions may only occur through a regional MCR, subject to certain criteria. Amendment 1 proposes to allow

municipalities to make settlement area boundary adjustments, and settlement area boundary expansions outside of an MCR, subject to certain criteria and meeting identified Growth Plan objectives.

It is worth noting that boundaries of settlement areas within the Greenbelt Area (which includes the Oak Ridges Moraine) are not permitted to be adjusted or expanded outside of a regional MCR. King City, Nobleton, and Schomberg are entirely located within the Greenbelt Area, and therefore **would not be subject to either boundary adjustments or expansions outside of a regional MCR.**

In accordance with the proposed criteria, municipalities may adjust settlement area boundaries outside of an MCR, provided there would be no net increase in land within the settlement area, and the lands would be serviced by municipal water and wastewater systems with sufficient capacity to service the lands.

Settlement area boundary expansions may occur in advance of a regional MCR, provided the lands (i) would achieve the minimum greenfield density or employment density target (ii) would be serviced by municipal water and wastewater systems (iii) would be fully accounted for in the land needs assessment associated with the next MCR, and (iv) the amount of land to be added would be no larger than 40 hectares.

Planning staff offers the following comments:

- Planning staff does not support settlement area boundary adjustments or expansions outside of a municipal comprehensive review process. Consideration of settlement area boundaries should be evaluated comprehensively in the context of the impacts on municipal urban structure, land needs assessment, and long term infrastructure planning.
- Notwithstanding the above comment, Planning staff supports the prohibition on expansions or adjustments to settlement areas within the Greenbelt Area.
- Policy 2.2.5.4 provides for a settlement area boundary adjustment 'outside of an MCR', whereas policy 2.2.5.5 provides for an expansion 'in advance of an MCR'. Should the Province retain policies 2.2.5.4 and 2.2.5.5, the language should be revised to be consistent.
- Should the Province proceed with policy 2.2.5.5, any 40 hectare settlement area expansion should only occur as a result of a municipally-initiated process.
- The language in policy 2.2.5.6 restricting the amount of land added to a settlement area to 40 hectares is too vague. The policy should be revised to include parameters for how this restriction is to be applied. For example, it should be clear as to whether this 40 hectare maximum applies to each settlement area, local municipality, or regional municipality. A limit to the number of 40 hectare expansion for each period in advance of an MCR should also be identified.

Rural Settlement Areas

The current Growth Plan, 2017 identifies hamlets as undelineated built-up areas, which are considered part of the Designated Greenfield Area and are factored into the greenfield density target. In 2018, the Province passed a regulation that exempted undelineated built-up areas in the Greenbelt and Oak Ridges Moraine from being subject to the greenfield area density target. Amendment 1 introduces the term 'rural settlements' applying to existing hamlets that are long-established, and identified in official plans. The term 'undelineated built-up area' is proposed to

be deleted, and rural settlements would not be subject to the greenfield density target. The proposed changes more accurately reflect the intent of hamlets to accommodate a limited amount of growth.

In addition, Amendment 1 proposes to allow for 'minor adjustments' to the boundaries of rural settlements, outside of an MCR, provided (i) the rural settlement is not within the Greenbelt Area, and (ii) the change would constitute minor rounding out of existing development, in keeping with the rural character of the area.

Similar to the proposed policies to provide for settlement area boundary adjustments and expansions, minor adjustments to the boundaries of rural settlements, outside of an MCR, would not be permitted in the Greenbelt Area. Planning staff is supportive of this restriction. It should be noted that King has a small strip of white belt lands (lands that are outside of the Greenbelt and Oak Ridges Moraine) south of Laskay that run along the southern border of King Township, adjacent to the City of Vaughan. A portion of these lands are encompassed by the current Laskay study area boundary identified in the Township's Hamlet Secondary Plan. The boundary of Laskay is proposed to be refined in accordance with the provisions of the Greenbelt Plan, to better reflect the historical development limits, as part of the Township's ongoing Official Plan Review. Should a refinement to Laskay's boundary be adopted through King's new Official Plan, the hamlet of Laskay would no longer extend into the Township's white belt lands. This would likely eliminate the possibility of a minor boundary adjustment in Laskay in accordance with the policies proposed by Amendment 1. In order to properly assess any minor adjustment or rounding out of rural settlements in the context of the municipality's broader urban structure, Planning staff recommends that any proposed modification to rural settlement area boundaries be municipally-initiated.

In light of the above, Planning staff offers the following comments:

- Planning staff is supportive of the proposed changes to remove the term 'undelineated built-up area' and identify hamlets as rural settlements that do not factor into the greenfield density target.
- Similar to the Planning staff's comments on settlement areas, boundary adjustments should occur as part of an MCR. Should the Province proceed with this policy as it is written, rural settlement area boundary adjustments should be municipally-initiated.
- Staff is supportive of prohibiting rural settlement area boundary expansions within the Greenbelt Area.
- The policies providing for the minor rounding out of rural settlement area boundaries should be clear about what constitutes 'minor'. 'Minor rounding out' was a term previously used in the Oak Ridges Moraine Conservation Plan, 2002 and Greenbelt Plan, 2005, in the context of rural settlement areas, but was removed when the Provincial Plans were updated. Planning staff raised concerns during the Province's coordinated review about the challenges of determining what constitutes 'minor rounding out'.

Agricultural and Natural Heritage Systems

The current Growth Plan, 2017 introduced new policies indicating the Province would map a Provincial Agriculture System and Natural Heritage System that is to be implemented in official plans. Amendment 1 proposes that the provincial agricultural and natural heritage system mapping would not be in effect until it has been implemented in upper-tier official plans. The

proposed changes would also enable upper-tier municipalities to refine and implement the mapping in advance of the MCR.

Planning staff is currently working with regional staff to refine the agricultural and natural heritage system mapping as part of the ongoing Regional MCR.

Planning staff offers the following comment:

- Planning staff supports the proposed policies enabling a transition period to allow municipalities the opportunity to review and refine the Province's agricultural and natural heritage system mapping in the local context prior to the mapping coming into effect.

5. INTEGRATED SUSTAINABILITY PLAN LINKAGE:

The Province's proposed Amendment 1 to the Growth Plan, 2017 appears to align with the Integrated Community Sustainability Plan's land use planning and infrastructure goals under the community based socio-cultural and environmental pillars to direct growth to our three villages with emphasis on our village cores, while respecting public input.

6. FINANCIAL IMPLICATIONS:

There are no specific financial impacts associated with this Report.

7. CONCLUSION:

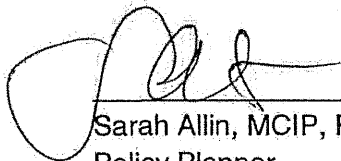
The purpose of this Report is to (i) provide information to the Committee on the Province's proposed Amendment 1 to the Growth Plan, associated regulation changes, and a framework for Provincially Significant Employment Zones, and (ii) present Planning staff's comments on the proposed changes. Comments are to be submitted to the Province prior to February 25, 2019. Planning Staff will continue to monitor and review information on this matter as it is released by the Province, and will report back as necessary. It is respectfully recommended that Council endorse the comments outlined in this Report.

8. ATTACHMENTS:

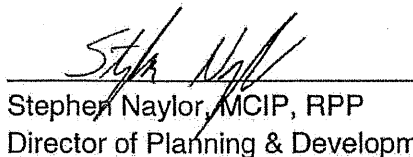
Appendix 'A' – Detailed Planning staff comments on Proposed Amendment 1 to the Growth Plan, 2017

Prepared By:

Reviewed and Submitted By:



Sarah Allin, MCIP, RPP
Policy Planner



Stephen Naylor, MCIP, RPP
Director of Planning & Development

Appendix A to Report P-2019-06

King Township Comments on Proposed Amendment to the Growth Plan for the Greater Golden Horseshoe, 2017 (ERO #013-4504), Proposed Framework for Provincially Significant Employment Zones (ERO #013-4506), Proposed Modifications to O.Reg. 311/06 (Transitional Matters – Growth Plans) (ERO # 013-4505) and Proposed Modifications to O.Reg. 525/97 (Exemption from Approval – Official Plan Amendments) (ERO 013-4507)

Section	Comments
General	Planning staff is generally supportive of the changes proposed by Amendment 1 to provide additional flexibility to municipalities to enable growth and development that reflects local context.
Managing Growth	2.2.1 (e) -The language relating to high quality development and urban design was deleted from the policy speaking to the achievement of complete communities. It is recommended that this language remain in the Growth Plan to support municipal efforts to create high quality community spaces.
Delineated Built-up Areas	2.2.2.3(c) – The proposed policy “encourage intensification generally throughout the delineated built-up area” is vague. The language should be modified to direct suitable levels of intensification to appropriate locations within the built-up area.
Intensification and Greenfield Area Density Targets	<p>Planning staff supports the proposed reduction in the Designated Greenfield Area density target for York Region from 80 to 60 residents and jobs per hectare. However, it is reiterated that it has been challenging for King to achieve the intensification and density targets in the Growth Plan, as a predominantly rural local municipality in a highly urbanized York Region.</p> <p>The (i) size and population of King's settlement areas (ii) location within the Oak Ridges Moraine and Greenbelt (iii) compatibility with existing community fabric and built form, and (iv) constraints on supporting infrastructure and services result in planning for development at densities that are appropriate for King Township, but are generally below the proposed Growth Plan targets. Staff appreciates the Province's recognition through Amendment 1 that one size does not fit all, and will continue to plan for complete communities in the context of King Township, while contributing to the overall targets for York Region, as appropriate.</p> <p>In light of the above comments and the challenges King Township faces in achieving the intensification and greenfield density targets identified in the Growth Plan, Planning staff supports alternative targets being considered as part of the Regional MCR.</p>
Major Transit Station Area	Planning staff supports the simplification of the criteria to establish a lower minimum density in MSTAs, and supports York Region staff's request that an additional criteria be added to consider the context of the lands surrounding the MTSA. The King City MTSA density target needs to account for the adjacent Provincially Significant Wetland, and identified Oak Ridges Moraine key natural heritage features. The King City core area is characterized small lots supporting one- and two-storey buildings, and adjacent established low density residential

	<p>neighbourhoods. King Township staff is working with York Region staff to identify a lower minimum density target that is appropriate in the context of the King City MTSA.</p> <p>King City is serviced with limited supporting transit infrastructure (local transit) connecting the GO rail station with the broader community outside the MTSA. Consideration should be given to the differences in frequency of rail service (for example, the timing of availability of two-way, all-day service). Development at increased densities in advance of increased transit service will result in occupancy by residents who are auto-dependent.</p> <p>Planning staff supports the proposed policy to enable municipalities to delineate and set MTSA density targets in advance of the next regional MCR. It is anticipated that King staff will continue to work with regional staff in the context of its MCR to established the boundary and density target for the King City MTSA. This new boundary and target will be considered through the Township's ongoing Official Plan Review.</p> <p>Planning staff has no objection to the increase in the range of the MTSA radius from 500 metres to 500-800 metres proposed in the definition of MTSA, provided that smaller radii will be accepted in situations where local context deems appropriate (as in the King City MTSA).</p>
Employment Planning	<p>Planning staff recommends that employment land conversions only be considered as part of a municipal comprehensive review conducted by York Region in order to assess employment land needs over the long-term, in a municipal-wide and regional context.</p> <p>Should the Province allow for a one-time window for employment land conversions, Planning staff recommends the policy should be clarified to only apply to municipally-initiated conversions.</p> <p>Based on comments made by provincial staff during consultation on Amendment 1, it is Planning staff's understanding that policy 2.2.5.10 enabling the window for conversion outside of an MCR was intended to act as a transition policy for existing conversion requests. If this is the case, the language in the policy should be revised to clearly establish this intent.</p> <p>Planning staff recognizes the benefit of protecting the employment land base through the proposed framework for Provincially Significant Employment Zones. There are no PSEZs identified in King Township, nor is York Region staff proposing to add employment lands in King Township to the Province's proposed significant employment zones. Planning staff is concerned about the perception of this two-tiered employment area system resulting in lands that are not identified as PSEZs being viewed as less attractive to investment, thereby putting employment lands in King at a disadvantage.</p> <p>2.2.5.8 – This policy should be modified to clarify that impacts on industrial, manufacturing or other uses that are vulnerable to encroachment should be avoided where the such a use is located within a designated employment area. It is assumed that it is not the intent to apply this policy in all designations (for</p>

	<p>example, a situation where a major office use is proposed next to a legal non-conforming industrial use).</p> <p>A definition of Provincially Significant Employment Zones should be added to the Growth Plan.</p>
Settlement Area Boundary Expansions	<p>Planning staff does not support settlement area boundary adjustments or expansions outside of a municipal comprehensive review process. Consideration of settlement area boundaries should be evaluated comprehensively in the context of the impacts on municipal urban structure, land needs assessment, and long term infrastructure planning.</p> <p>Notwithstanding the above comment, Planning staff supports the prohibition on expansions or adjustments to settlement areas within the Greenbelt Area.</p> <p>Policy 2.2.5.4 provides for a settlement area boundary adjustment 'outside of an MCR', whereas policy 2.2.5.5 provides for an expansion 'in advance of an MCR'. Should the Province retain policies 2.2.5.4 and 2.2.5.5, the language should be revised to be consistent.</p> <p>Should the Province proceed with policy 2.2.5.5, any 40 hectare settlement area expansion should only occur as a result of a municipally-initiated process.</p> <p>The language in policy 2.2.5.6 restricting the amount of land added to a settlement area to 40 hectares is too vague. The policy should be revised to include parameters for how this restriction is to be applied. For example, it should be clear as to whether this 40 hectare maximum applies to each settlement area, local municipality, or regional municipality. A limit to the number of 40 hectare expansion for each period in advance of an MCR should also be identified.</p> <p>Policy 2.2.8.3 d) The existing language speaking to the water/wastewater servicing required to accommodate a settlement area boundary expansion required to '<u>not negatively impact</u> the water resource system' should be retained. The health of the water resources system is a matter of public health and safety, and the protection thereof should not be compromised.</p>
Rural Settlement Areas	<p>Planning staff is supportive of the proposed changes to remove the term 'undelineated built-up area' and identify hamlets as rural settlements that do not factor into the greenfield density target.</p> <p>Similar to the Planning staff's comments on settlement areas, boundary adjustments should occur as part of an MCR. Should the Province proceed with this policy as it is written, rural settlement area boundary adjustments should be municipally-initiated.</p> <p>Staff is supportive of prohibiting rural settlement area boundary expansions within the Greenbelt Area.</p> <p>The policies providing for the minor rounding out of rural settlement area boundaries should be clear about what constitutes 'minor'. 'Minor rounding out' was a term previously used in the Oak Ridges Moraine Conservation Plan,</p>

	<p>2002 and Greenbelt Plan, 2005, in the context of rural settlement areas, but was removed when the Provincial Plans were updated. Planning staff raised concerns during the Province's coordinated review about the challenges of determining what constitutes 'minor rounding out'.</p>
<p>Agricultural and Natural Heritage Systems</p>	<p>Planning staff supports the proposed policies enabling a transition period to allow municipalities the opportunity to review and refine the Province's agricultural and natural heritage system mapping in the local context prior to the mapping coming into effect.</p>

CITY OF QUINTE WEST

*Office of the Mayor
Jim Harrison*



**P.O. Box 490
Trenton, Ontario, K8V 5R6**

**TEL: (613) 392-2841
FAX: (613) 392-5608**

March 8, 2019

Via Email

RE: Resolution – Bottled Water

Dear: Government Organizations,

Please be advised that the Council for the Corporation of the City of Quinte West passed the following resolution at its meeting held on March 4, 2019:

Motion No. 19-058 – Notice of Motion – Councillor Cassidy

Moved by Cassidy

Seconded by Kuntze

Whereas water is essential for human life to exist on earth, and access to clean drinkable water should be a basic human right, and water has been commodified by the sale of bottled water;

And Whereas Canada is a participant to the Paris Agreement on Climate Change;

And Whereas the United Nations has called on all countries to reduce green house gas emissions;

And Whereas single use plastics are significant items of unnecessary waste that damage our environment;

And Whereas Canada as a country and all of the provinces and territories are not likely to reach our targets to reduce green house gas emissions by 2030;

And Whereas many scientists and environmental advocates are asking us to end the fossil fuel based economy as soon as possible;

And Whereas the City of Quinte West has undertaken initiatives to limit the use of bottled water and promote the use of municipal drinking water in recent years;

Be it resolved that the City of Quinte West will undertake a review/audit in 2019 of the City facilities to identify areas where the use of municipal water can be further optimized and the use of bottled water can be reduced or eliminated wherever possible;

And further that a policy be developed to promote the use of municipal drinking water in the City;

And further be it resolved that the City of Quinte West will encourage our immediate neighbours to do the same;

And further be it resolved that the City of Quinte West will forward this motion as an aspirational objective to the following partners: All municipalities in Ontario, AMO, all other similar provincial and territorial organizations in Canada, all Premiers and the Prime Minister and the leaders of all Provincial and Federal Parties in Canada with the request that they enact legislation to do the same.
Carried

We hope that you will take such actions into consideration within your own organization in an effort to reduce bottled water usage and promote the use of municipal water.

Yours Truly,

CITY OF QUINTE WEST

A handwritten signature in black ink that reads "Jim Harrison". The signature is written in a cursive style with a large, sweeping flourish at the end.

Jim Harrison,
Mayor

March 12, 2019

Carla Y. Neil
Vice President, Municipal and Stakeholder
Relations
Municipal Property Assessment Corporation
1340 Pickering Parkway, Suite 101
Pickering ON
L1V 0C4

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

RE: Maintaining the Voters' List for Municipal Elections

Please be advised that Guelph City Council at its meeting of February 25, 2019, approved the following motion which reads as follows:

1. That the Council of the City of Guelph supports the re-establishment of the multi-stakeholder working group between the Ministry of Municipal Affairs, Ministry of Finance, AMCTO, MPAC, Elections Canada and Elections Ontario in exploring and identifying ways to create and maintain the Voters' List for Municipal Elections.
2. That Council requests an update to be provided from this Voters' List Working Group on the transformational solutions being discussed.
3. That representatives from MPAC be invited to a future Council meeting to hear the City of Guelph's concerns and advise the City of what steps MPAC will be taking in the future.
4. That a copy of this motion, respecting the Voter's List for Municipal Elections be circulated to all municipalities and the Association of Municipalities of Ontario (AMO).

On behalf of Guelph City Council, we thank you for your consideration respecting this important matter and look forward to your response.

Sincerely,



Dylan McMahon
Manager, Legislative Services / Deputy City Clerk
Corporate Services, City of Guelph

CC
All Ontario Municipalities

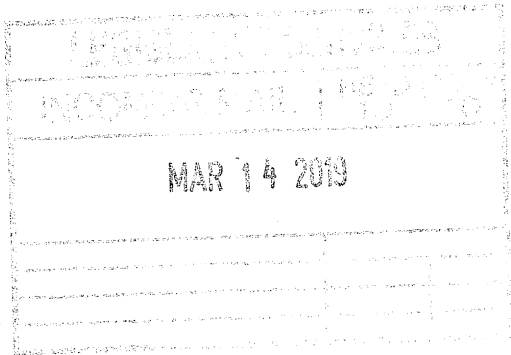
City Hall
1 Carden St
Guelph, ON
Canada
N1H 3A1

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TTY 519-826-9771

guelph.ca



March 6, 2019



Ms. Lisa Lyons
Director of Legislative Services/Town Clerk
Town of Newmarket
395 Mulock Drive, P.O. Box 328
Newmarket, ON L3Y 4X7

Dear Ms. Lyons:

Re: Appointments to Boards and Advisory Committees for the 2019-2022 Term

On February 28, 2019 Regional Council adopted the following recommendations:

1. Council appoint the following individuals to the York Region Accessibility Advisory Committee for the 2019 to 2022 term:

- Cheryl Davies
- Astley Dennis
- Laurie Fortnum
- Lindsey Gold
- Kirsten Hill
- David Hingsburger
- Barry Martin
- Sandy Palombo
- Joann Simmons
- Vito Spatafora
- Angelo Tocco
- Scott Wollin

2. Council appoint Regional Councillor Hamilton as Chair of the York Region Accessibility Advisory Committee for the 2019 to 2022 term.

3. Council appoint the following individuals to the Human Services Planning Board of York Region for the 2019 to 2022 term:

- Rebecca Shields, CEO, Canadian Mental Health Association
 - Kim Baker, CEO, Central Local Health Integration Network
 - David Stolte, Vice President, Strategy and Redevelopment, Mackenzie Health
 - Cecil Roach, Coordinating Superintendent of Education, Indigenous Education and Equity, York Region District School Board
 - Mary Battista, Superintendent of Education: School Leadership, York Catholic District School Board
 - Rhonda L. Lenton, President and Vice-Chancellor, York University
 - Pedro Barata, Senior Vice President, Community Impact and Strategy, United Way Greater Toronto
 - Medhat Mahdy, President and CEO, YMCA of Greater Toronto
 - Christina Bisanz, CEO, Community & Home Assistance to Seniors
 - Colleen Zakoor, Executive Director, Community Living Central York
 - Liora Sobel, Executive Director, Women's Centre of York Region
 - Christin Cullen, Executive Director, John Howard Society of York Region
 - Clovis Grant, CEO, 360°kids
 - Dean Rokos, Executive Director, York Hills Centre for Children, Youth and Families
 - Chunilall (Robin) Doobay, York Regional Police Services Board
 - Darryl Gray, Director of Education and Training, Toronto and Region Conservation Authority
 - Chief Eric Jolliffe, Chief of Police, York Regional Police
 - Al Wilson, Executive Director, Workforce Planning Board of York Region
 - Tracy Macgregor Walter, President and CEO, Newmarket Chamber of Commerce, Chamber of Commerce representative
 - Michael Braithwaite, CEO, Blue Door Shelters (effective March 18, 2019)
4. Council appoint Regional Councillor Heath and Rebecca Shields as Co-Chairs of the Human Services Planning Board of York Region for the 2019 to 2022 term.
5. Council appoint the following individuals to the Community Partnership Council for the 2019 to 2022 term:
- Patricia Cousins, CEO, Social Enterprise Canada
 - Deanne Kukulewich, Director, Immigrant Services and Community Programs, Catholic Community Services of York

- Ally Lui, Program Director, Centre for Immigrant and Community Services of Ontario
- Janet Hallett, Director Education Services, COSTI Immigrant Services
- Nella Iasci, Executive Director, Job Skills
- Karen McNeil, Senior Director Language Services, Centre for Education & Training
- Darryl Gray, Director Education and Training, Toronto and Region Conservation Authority
- Kim Coulter, President & CEO, JVS Toronto
- Noor Din, CEO, Human Endeavour
- Debroy Chan, Director, Immigrant Inclusion Strategies, Toronto Region Immigrant Employment Council
- Al Wilson, Executive Director, Workforce Planning Board of York Region
- Samantha Wainberg, Executive Director, York Region Arts Council
- Arslan Mahmood, Director, International Services, Seneca College - International Student Services
- Monica Anne Brennan, Manager Internationally Educated Professionals, York University - Bridging Program for IEPs
- Ricky Veerappan, Superintendent - Diversity, Equity and Inclusion Bureau, York Regional Police
- Rebecca Shields, CEO, Canadian Mental Health Association, York Region Branch
- Natalie Iuzzolino, Health Promoter, Vaughan Community Health Centre
- Ab Falconi, Director of Education, York Catholic District School Board
- Cecil Roach, Coordinating Superintendent of Education, Indigenous Education and Equity, York Region District School Board
- Karine Barrass, Community Liaison Officer for York Simcoe Orangeville and Durham Region, Conseil Scolaire Viamonde
- Rubaiyat Karim, Manager Community Investments, United Way Greater Toronto
- Ian Nyman, General Manager Employment, YMCA of Greater Toronto
- Alka Kumar, Citizen Member with Lived Experience
- Farhad Pourimohammad, Citizen Member with Lived Experience

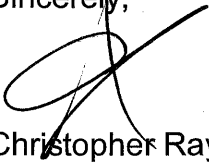
6. Council appoint Patricia Cousins as Co-Chair of the Community Partnership Council for the 2019 to 2022 term.

7. The Regional Clerk circulate this report to local municipalities, York Region Accessibility Advisory Committee, Human Services Planning Board of York Region, Community Partnership Council, and York Regional Police Services Board for information.

A copy of the staff report dated February 15, 2019 is enclosed for your information.

Please contact Lisa Gonsalves, Director, Strategies and Partnerships at 1-877-464-9675 ext. 72090 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read 'Christopher Raynor', written over a horizontal line.

Christopher Raynor
Regional Clerk

Attachment

The Regional Municipality of York

Regional Council
February 28, 2019

Report of the Commissioner of Community and Health Services

Appointments to the York Region Accessibility Advisory Committee, the Human Services Planning Board of York Region and the Community Partnership Council for the 2019 – 2022 Term

1. Recommendations

1. Council appoint individuals listed in Private Attachment 1 to the York Region Accessibility Advisory Committee for the 2019 to 2022 term
2. Council appoint a member of York Regional Council as Chair of the York Region Accessibility Advisory Committee for the 2019 to 2022 term
3. Council appoint individuals listed in Private Attachment 2 to the Human Services Planning Board of York Region for the 2019 to 2022 term
4. Council appoint a member of York Regional Council and a member of the Human Services Planning Board of York Region as Co-Chairs for the 2019 to 2022 term
5. Council appoint individuals listed in Private Attachment 3 to the Community Partnership Council for the 2019 to 2022 term
6. Council appoint a member of the Community Partnership Council as Co-Chair for the 2019 to 2022 term
7. The Regional Clerk circulate this report to local municipalities, York Region Accessibility Advisory Committee, Human Services Planning Board of York Region, Community Partnership Council, and York Regional Police Services Board for information

2. Summary

This report recommends members for the York Region Accessibility Advisory Committee, Human Services Planning Board of York Region and Community Partnership Council for the 2019 to 2022 term. Names of individuals recommended are provided in Private Attachments 1, 2 and 3 as they involve personal matters about identifiable individuals.

Key Points:

- On November 30, 2018, the York Region Accessibility Advisory Committee, the Human Services Planning Board of York Region and the Community Partnership Council concluded their terms
- Recommended members meet the qualifications as outlined in each Committee's Terms of Reference and related legislated requirements

3. Background

The York Region Accessibility Advisory Committee's mandate is to advise Council and York Regional Police on accessibility standards

The *Accessibility for Ontarians with Disabilities Act, 2005* requires municipalities with a population over 10,000 to establish an accessibility advisory committee with a majority of members being people with disabilities. The mandate is to advise Council and York Regional Police on the requirements and implementation of accessibility standards, and the preparation of accessibility reports. Council approved the York Region Accessibility Advisory Committee's revised Terms of Reference on May 17, 2018.

The Human Services Planning Board of York Region's mandate is to enhance effectiveness and efficiency of human services in York Region

Council established the Human Services Planning Board of York Region in 2010. The Human Services Planning Board is a multi-sector collaborative of key human service agencies, non-profit organizations, government, private sector and community leaders. Its mandate is to work with community partners to build capacity and improve the effectiveness and efficiency of human services in York Region. On June 28, 2018, Council approved the Human Services Planning Board of York Region's revised Terms of Reference. Its mandate was expanded to act as the Advisory Committee to Council for preparation of a Community Safety and Well-being Plan as set out in the *Police Services Act, 1990* and to provide input in the development and delivery of integrated human services policies and programs.

The Community Partnership Council's mandate is to advise, support and collaborate with the Region on immigrant integration

In 2009 York Region was selected by the federal government to lead the Local Immigration Partnership initiative, which supports the settlement and integration of newcomers. Local Immigration Partnerships are required to establish a partnership council representative of the community. There are 77 Local Immigration Partnerships across Canada, with 35 in Ontario.

The Community Partnership Council includes diverse representation from government, settlement, language, employment, police, education, health and social services sectors. The mandate of the Community Partnership Council is to advise, support and collaborate with York Region on implementation of the 2017-2021 Newcomer Strategy. On June 28, 2018, Council approved the revised Terms of Reference to include newcomers with lived experience.

4. Analysis

Recommended members for the York Region Accessibility Advisory Committee meet requirements of the *Accessibility for Ontarians with Disabilities Act, 2005*

Under the Terms of Reference, the York Region Accessibility Advisory Committee is to have between seven to fifteen members from across the Region, including three members of Council and the Regional Chair as an ex-officio member. The majority of members must be residents of York Region with a range of disabilities, and representative of urban, urbanizing and rural areas of York Region.

On December 13, 2018 Council appointed the following members of Council to the 2019 – 2022 York Region Accessibility Advisory Committee:

- Regional Chair and CEO Wayne Emmerson (ex officio)
- Regional Councillor Don Hamilton, City of Markham
- Regional Councillor Carmine Perrelli, Town of Richmond Hill
- Regional Councillor Tom Vegh, Town of Newmarket

Seven current members are continuing their membership for another term, as permitted by the Terms of Reference. This leaves five positions to be filled.

The positions are filled through an application process. York Region residents with disabilities, or individuals who are part of a York Region organization that serves people with disabilities, are eligible to apply. Advertising and recruitment occurred in November 2018. Thirty applications were received from the community and fourteen individuals were interviewed.

The list of individuals recommended to Council for appointment to the 2019 to 2022 York Region Accessibility Advisory Committee is provided in Private Attachment 1.

The Terms of Reference require Council to appoint a Chair who is a member of Regional Council. The York Region Accessibility Advisory Committee will elect a Vice-Chair at its first meeting each year.

Recommended members for the Human Services Planning Board of York Region meet the requirements of an Advisory Committee under the *Police Services Act, 1990*

Under the Terms of Reference, the Human Services Planning Board of York Region has between seven and twenty-four members, including one to four members of Council. The Regional Chair serves as an ex-officio member.

On December 13, 2018, Council appointed the following members of Council to the 2019 to 2022 Human Services Planning Board of York Region:

- Regional Chair and CEO Wayne Emmerson (ex officio)
- Mayor John Taylor, Town of Newmarket
- Regional Councillor Ferri, City of Vaughan
- Regional Councillor Heath, City of Markham

Under the Terms of Reference, members must meet the advisory committee requirements of the *Police Services Act, 1990*, be senior decision makers from a wide range of human service sectors, be able to provide strategic advice, identify and implement partnerships, and be able to advocate for ongoing improvements to human services in York Region.

The *Police Services Act, 1990* is set to be repealed and replaced with the *Police Services Act, 2018* at a date to be named by the provincial government. Both Acts have same requirements for advisory committee membership for a community safety and well-being plan. However, status of the legislative agenda is currently unclear. In the event that future legislation does not require an advisory committee or a community safety and well-being plan, the Region will still proceed with preparing a community safety and well-being plan with advice from the Human Services Planning Board.

Twenty-three organizations/entities that met the requirements were reviewed by a selection committee comprised of the Regional Chair and CEO, the Chief Administrative Officer and the Commissioner of Community and Health Services, and were invited to participate on Human Services Planning Board for the 2019 to 2022 term.

A list of the twenty-three organizations and the representatives of each that are proposed to be appointed to the 2019 to 2022 Human Services Planning Board of York Region is provided in Private Attachment 2.

The Terms of Reference requires Council to appoint two Co-Chairs from the members of the Human Services Planning Board of York Region:

- One Co-Chair who is a member of Regional Council
- One Co-Chair who is a community member. The recommended community member Co-Chair is provided in Private Attachment 2.

Recommended members for the Community Partnership Council meet federal government requirements

Under the Terms of Reference, the Community Partnership Council has a minimum of 12 members and no maximum, including one member of Council, and the Regional Chair as an ex-officio member.

On December 13, 2018, Council appointed Mayor Scarpitti as Regional Council member and Co-Chair.

Community members include service providers from the settlement, employment, police, education, health and social services sectors, the Francophone community, and newcomers with lived experience.

Twenty-five organizations/entities that met the requirements were reviewed by a selection committee comprised of the Regional Chair and CEO, the Chief Administrative Officer and the Commissioner of Community and Health Services, and were invited to participate on Community Partnership Council for the 2019 to 2022 term.

A list of the twenty-five organizations and the representatives of each that are proposed to be appointed to the 2019 to 2022 Community Partnership Council is provided in Private Attachment 3.

In addition to Mayor Scarpitti, Council must appoint a second Co-Chair who is a community member of the Community Partnership Council. The recommended community member Co-Chair is provided in Private Attachment 3.

5. Financial

Costs associated with appointment of members to the York Region Accessibility Advisory Committee, the Human Services Planning Board of York Region and the Community Partnership Council are included in the proposed 2019 Community and Health Services operating budget. Funding for 2019 includes \$163,000 from Immigration, Refugees, and Citizenship Canada to support the Community Partnership Council.

6. Local Impact

The York Region Accessibility Advisory Committee, Human Services Planning Board of York Region and Community Partnership Council connect organizations across multiple sectors to improve outcomes for residents of York Region, including people living in low income, newcomers, and those with disabilities. In selecting proposed committee members, consideration was given to local municipal representation, community diversity and specific experience and qualifications as set out in each terms of reference.

7. Conclusion

The York Region Accessibility Advisory Committee, the Human Services Planning Board of York Region and the Community Partnership Council play integral roles in helping advance the Region's vision of strong, caring and safe communities. The proposed members for the 2019 to 2022 term of each of these committees meet all membership requirements and will build on the strengths and successes of previous terms. Together their mandates support the Region's commitment to inclusion and accessibility, excellent customer experience, and community health, safety and well-being.

For more information on this report, please contact Lisa Gonsalves, Director, Strategies and Partnerships at 1-877-464-9675 ext. 72090. Accessible formats or communication supports are available upon request.

Recommended by:

Katherine Chislett
Commissioner of Community and Health Services

Approved for Submission:

Bruce Macgregor
Chief Administrative Officer

February 15, 2019
Private Attachments (3)
9118385

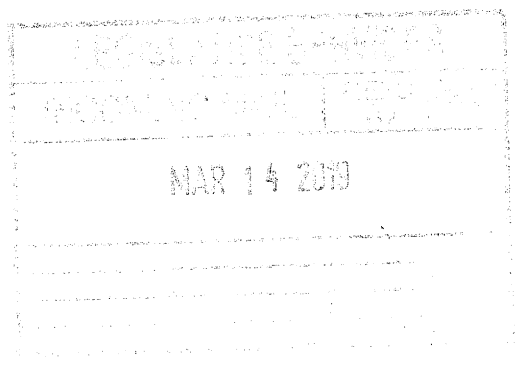
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Corporate Services
Regional Clerk's Office

March 6, 2019

Ms. Lisa Lyons
Director of Legislative Services/Town Clerk
Town of Newmarket
395 Mulock Drive, P.O. Box 328
Newmarket, ON L3Y 4X7



Dear Ms. Lyons:

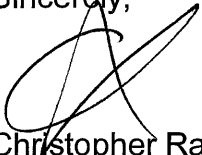
Re: Proposed Amendment 1 to the Growth Plan

On February 28, 2019 Regional Council adopted the following recommendations:

1. Council endorse this report and Attachments 1 and 2 as the Region's submission to the Province in response to the Environmental Registry of Ontario (ERO) postings: Proposed Amendment to the Growth Plan for the Greater Golden Horseshoe, 2017 (ERO # 013-4504), Proposed Framework for Provincially Significant Employment Zones (ERO # 013-4506), Proposed Modifications to O.Reg. 311/06 (Transitional Matters – Growth Plans) (ERO # 013-4505) and Proposed Modifications to O.Reg. 525/97 (Exemption from Approval – Official Plan Amendments) (ERO 013-4507) with the following amendment:
 - a) Council requests that the Province reduce the intensification target for York Region from 60% to 50%.
2. The Regional Clerk forward this report and attachments to the Ministry of Municipal Affairs and Housing, the Clerks of the local municipalities and the Clerks of the other upper and single-tier municipalities in the GTHA.
3. The Province be made aware that additional comments regarding provincially significant employment zones may be forthcoming.

Please contact Paul Bottomley, Manager Policy, Research and Forecasting at 1-877-464-9675 ext.71530 if you have any questions with respect to this matter.

Sincerely,

A handwritten signature in black ink, appearing to read "Christopher Raynor". The signature is stylized with a large, sweeping loop at the beginning and a long, thin tail extending to the right.

Christopher Raynor
Regional Clerk

Attachments

The Regional Municipality of York

Committee of the Whole
Planning and Economic Development
February 21, 2019

Report of the Commissioner of Corporate Services and Chief Planner

Comments on Proposed Amendment 1 to the Growth Plan

1. Recommendations

1. Council endorse this report and Attachments 1 and 2 as the Region's submission to the Province in response to the Environmental Registry of Ontario (ERO) postings: Proposed Amendment to the Growth Plan for the Greater Golden Horseshoe, 2017 (ERO # 013-4504), Proposed Framework for Provincially Significant Employment Zones (ERO # 013-4506), Proposed Modifications to O.Reg. 311/06 (Transitional Matters – Growth Plans) (ERO # 013-4505) and Proposed Modifications to O.Reg. 525/97 (Exemption from Approval – Official Plan Amendments) (ERO 013-4507).
2. The Regional Clerk forward this report and attachments to the Ministry of Municipal Affairs and Housing, the Clerks of the local municipalities and the Clerks of the other upper and single-tier municipalities in the GTHA.

2. Summary

This report provides Council with proposed comments on the Province's proposed Amendment 1 to the Growth Plan, associated regulation changes and a framework for provincially significant employment zones for endorsement.

Key Points:

- Overall, staff generally support the direction of the proposed changes to the Growth Plan.
- Staff support proposed changes to intensification and density targets that apply to York Region and provincially significant employment zones, subject to modifications recommended in this report.
- Staff recommend that all employment land conversions and settlement area boundary expansions continue to be considered only at the time of a Regional municipal comprehensive review.

3. Background

Province is soliciting comments on proposed Amendment 1 to the 2017 Growth Plan

The Provincial Growth Plan for the Greater Golden Horseshoe, 2017 (Growth Plan) provides a long-term framework for managing growth and sets out where and how to grow. Policy direction on infrastructure planning and protecting resources is incorporated in the Plan as part of an integrated approach to growth management. The current Growth Plan came into effect in July 2017 and replaced the original 2006 Growth Plan. York Region's Official Plan and all land use planning decisions must conform with the Growth Plan.

In the fall of 2018, the Ministry of Municipal Affairs and Housing held a number of working group sessions and a stakeholder forum with representatives from the municipal sector, development industry and other stakeholder groups to discuss Growth Plan implementation issues, challenges and potential solutions.

The deadline for comments is February 28, 2019

On January 15, 2019, the Province released proposed Amendment 1 to the Growth Plan for comment. According to the Province, proposed changes are intended to address potential barriers to increasing the supply of housing, creating jobs and attracting investments. Comments are to be made through the Environmental Registry of Ontario (ERO) and are due by February 28, 2019. In addition to Amendment 1, there are associated postings for comment dealing with a Proposed Framework for Provincially Significant Employment Zones and modifications to two regulations related to Growth Plan implementation.

4. Analysis

Staff comments on Amendment 1 to the Growth Plan are organized under the following themes: Intensification and Density Targets, Employment Planning, Settlement Area Boundary Expansion, Small Rural Settlements, Major Transit Station Areas and Agricultural and Natural Heritage Systems. Attachment 1 provides detailed comments.

Overall, the proposed changes to the Growth Plan are generally supported

Subject to the recommended modifications in this report and the attachment, overall, staff are generally supportive of the changes proposed for the Growth Plan. The proposed amendment maintains many of the key guiding principles of the current Growth Plan for York Region. These include prioritizing growth through intensification and higher densities for greenfield areas while providing increased flexibility for municipalities.

INTENSIFICATION AND DENSITY TARGETS

Proposed intensification targets reflect “one size does not fit all”

Throughout the consultation process, Greater Golden Horseshoe (GGH) municipalities highlighted the need for a “one size does not fit all” approach with respect to intensification targets. In response, Amendment 1 proposes application of different intensification targets for three geographic zones of upper and single-tier municipalities in the GGH. York Region is grouped with the City of Hamilton and the Regions of Peel and Waterloo, all with a minimum intensification target of 60 percent, the highest among the three zones. This means that 60 percent of residential growth is to occur within the Provincially delineated built-up area on an annual basis. This accelerates intensification from what is in the 2017 Growth Plan which phases in intensification from 50 percent to 2031 and then 60 percent from 2031 to 2041.

The second group of municipalities has an intensification target of 50 percent which includes the Regions of Durham and Halton, while the third group is to establish an intensification target based on maintaining or improving their current minimum intensification target. This multi-zoned approach recognizes varying abilities of different regions within the GGH to accommodate intensification. Table 1 below summarizes both intensification and Designated Greenfield Area density targets for the three zones.

Table 1
Intensification and Density Targets in Amendment 1

Municipalities by Geographic Zone	Intensification Target (Built-up area)	Designated Greenfield Area Density Target
Inner Zone		
Regions of York, Peel, Waterloo and City of Hamilton	60%	60 residents and jobs per hectare
Middle Zone		
Cities of Barrie, Brantford, Guelph, Orillia and Peterborough and Regions of Durham, Halton and Niagara	50%	50 residents and jobs per hectare
Outer Zone		
City of Kawartha Lakes and the Counties of Brant, Dufferin, Haldimand, Northumberland, Peterborough, Simcoe and Wellington	To establish a target based on maintaining or improving on their current minimum intensification target	40 residents and jobs per hectare

York Region is well-positioned to achieve increased intensification

Staff support the placement of York Region within the Inner Zone and the associated intensification target. From 2006 to 2017, York Region has averaged 48 percent of annual housing growth occurring within the built-up area (i.e. 48% intensification rate). Significant investment in transit and other infrastructure combined with comprehensive planning for intensification allows York Region to accommodate the proposed intensification target. Over \$3 billion has been invested by all three levels of government in transit infrastructure in York Region including the Spadina subway extension and Bus Rapid Transit corridors along Highway 7, Yonge Street and Davis Drive, with additional transit expansions and improvement planned.

York Region's Centres and Corridors strategy has been in place since 1994 and local municipalities have been implementing the Regional structure by developing secondary plans for Regional and local centres and corridor intensification areas. In addition, there are opportunities for a range of more modest forms of intensification including smaller scale infill projects and second suites which will contribute to meeting the Region's intensification target.

Designated Greenfield Area density target is proposed to be maintained at 60 residents and jobs per hectare

The current Growth Plan requires an overall minimum density of 60 residents and jobs per hectare for the existing Designated Greenfield Area and a minimum density of 80 residents and jobs per hectare for future urban expansion areas, if required. The proposed amendment would remove the requirement for a higher density for future urban expansion areas while maintaining the overall minimum 60 residents and jobs per hectare density target. This means that across the Designated Greenfield Area (excluding employment lands), both existing built and unbuilt areas together must reach a density of 60 residents and jobs per hectare.

Similar to the intensification target, the Province has taken an approach of customizing density targets by geographic zones of municipalities (see Table 1). York is grouped with the City of Hamilton and the Regions of Peel and Waterloo with a minimum density target of 60 residents and jobs per hectare. The second grouping of municipalities has a proposed minimum density target of 50 residents and jobs per hectare and third group, 40 residents and jobs per hectare.

Staff support the proposed minimum target of 60 residents and jobs per hectare across the Designated Greenfield Area. This is appropriate for York Region and also allows for the continued planning of the Region's New Community Areas at 70 residents and jobs per hectare, as set out in the Regional Official Plan. This density is intended to encourage the development of more complete communities.

Criteria for alternative intensification and Designated Greenfield Area density targets has been simplified

Amendment 1 also proposes simplified criteria for establishing alternative intensification and Designated Greenfield Area targets. In considering alternative target requests, staff expect the Province will maintain the key principles and purpose of the Growth Plan. To do so, staff recommend that additional criteria be included when considering an alternative intensification target which would require improving upon the historic level of intensification being achieved in the upper or single-tier municipality. Consideration of alternative targets should only occur at the time of a municipal comprehensive review and not at any time as suggested by the proposed new policy.

Designated Greenfield Area minimum density targets proposed for other upper and single-tier municipalities is below transit supportive densities

Although not directly applicable to York Region, a minimum Designated Greenfield Area density target of 40 or 50 residents and jobs per hectare is not considered to be transit supportive and does not generally promote walkable, compact and complete communities. The Designated Greenfield Area target of 50 residents and jobs per hectare as proposed is not equivalent to the 2006 Growth Plan 50 residents and jobs per hectare density policy since the latter included employment lands in the calculation which tend to be at a lower density than community lands. A Designated Greenfield Area density target at 40 or 50 for community lands is well below the minimum density target in the 2006 Growth Plan and could result in very low density and inefficient greenfield growth. Staff suggest that the Designated Greenfield Area target be set at 60 residents and jobs per hectare for all upper and single-tier municipalities in the Greater Golden Horseshoe in order to promote transit supportive and complete communities.

EMPLOYMENT PLANNING

Consideration of employment land conversions should remain at the time of a municipal comprehensive review

Under the current Growth Plan, conversions of employment lands to non-employment uses are only permitted through a municipal comprehensive review. Amendment 1 is proposing a one-time window for municipalities to undertake employment land conversions between the effective date of Amendment 1 and the next municipal comprehensive review, subject to criteria. Included in the criteria is a requirement to maintain a significant number of jobs on lands being proposed for conversion.

In staff's view, employment land conversions should continue to be considered only at the time of a municipal comprehensive review. In addition to other criteria, conversion of employment lands need to be assessed in the context of the Region's employment land base, regional employment trends and employment forecast for the local municipality and the Region. The proposed requirement to maintain "a significant number of jobs" on the lands

being considered for conversion is vague and open to a wide range of interpretation. If the Province decides to maintain this proposed policy, it is staff's recommendation that only municipally initiated employment land conversions be considered as part of the one-time window. In addition, the Province should clarify the wording in Amendment 1 to indicate that only a one-time window is being proposed.

Since York Region's Municipal Comprehensive Review process is currently well underway, it is not clear whether this new provision in the Growth Plan would apply to York Region. To date, York Region has received over 30 requests for employment land conversions. To evaluate these areas comprehensively, it is recommended that York Region continue with the current process of assessing employment land conversions only as part of the municipal comprehensive review.

Province is proposing provincially significant employment zones

Associated with Amendment 1 is a proposed framework for provincially significant employment zones identified by the Minister of Municipal Affairs and Housing. Areas within these zones are deemed to be crucial to the province's economy and would not be able to be converted outside of a municipal comprehensive review. The proposed provincially significant employment zones mapping is shown in Attachment 2 (page 1). Twenty-nine zones across the Greater Golden Horseshoe are identified. Four zones include lands within York Region. Collectively, these zones cover a significant portion of the Region's employment land base in southern York Region (see page 2 of Attachment 2). The ability to designate prime employment areas as set out in the current Growth Plan would be removed under Amendment 1. Prime employment areas are defined as land extensive and low density employment uses that require locations near major good movement facilities and corridors.

Staff support identifying provincially significant employment zones to protect the Region's employment land base. It is recommended that the Province add designated employment lands along 400 series highways in the Region as shown on pages 3, 4 and 5 of Attachment 2. These areas all have potential to be significant concentrations of employment and economic output when they are developed and need to be protected for employment land uses. Any potential conversions should be considered comprehensively through the municipal comprehensive review. In addition to including these areas, staff recommend minor modifications to the boundaries of the zones proposed by the Province to include the full extent of the employment areas.

Province should clarify the intent of the change in definition of Office Parks

Amendment 1 proposes to change the definition of office parks by deleting wording that states that they are employment areas designated in an official plan. This could be interpreted that office parks in employment areas would no longer be considered employment lands and therefore not subject to employment land conversion policies. Staff assume this is not the intent and request the Province to clarify the definition and policies around office parks.

SETTLEMENT AREA BOUNDARY EXPANSION

The proposed amendment would permit small scale settlement area boundary expansions outside of a municipal comprehensive review

Amendment 1 would allow a settlement area boundary expansion in advance of a municipal comprehensive review subject to the following requirements: the lands will achieve the Designated Greenfield Area density target or applicable employment area density target, the location of the lands will meet applicable Growth Plan requirements, the proposed area is not a rural settlement or in the Greenbelt, is no larger than 40 hectares, is municipally serviced with available capacity and will be taken into account in the forecast and land needs assessment for the next municipal comprehensive review.

Staff recommend any area boundary expansions only be considered at the time of a municipal comprehensive review when there can be a full assessment of the need for the expansion in the context of the overall Regional structure, supporting infrastructure and population and employment forecasts.

If the Province proceeds with this policy, the Province should specify there is a limit of a potential total expansion of 40 hectares outside of the municipal comprehensive review process. In addition, if this policy is maintained, any potential 40 hectare settlement area expansion should only occur if municipally initiated by an upper or single-tier municipality.

Amendment 1 also proposes a new policy which allows adjusting settlement area boundaries outside of a municipal comprehensive review provided there would be no net increase in land within settlement areas. The adjustment would need to support the ability to meet intensification and density targets and must not be a rural settlement or in the Greenbelt. Staff are not supportive of this policy as it could result in ad hoc exchanges of lands in the settlement area without regard to the impacts on overall Regional urban structure, necessary infrastructure and population and employment forecasts.

Criteria for determining the location of settlement area boundary expansions have been simplified

The current Growth Plan contains criteria to determine feasibility and the most appropriate location for urban boundary expansions. Amendment 1 simplifies requirements and introduces more flexibility while maintaining key considerations in evaluating locational options for urban expansion. The amended criteria are intended to focus more on outcomes and demonstrating that a particular criterion has been met rather than specifying studies that need to be completed. The revised criteria are generally reasonable, subject to the recommended modifications in Attachment 1, since it maintains the key considerations for evaluating potential urban boundary expansions.

SMALL RURAL SETTLEMENTS

Proposed amendment recognizes the role of small rural settlements in accommodating growth

Under the current Growth Plan, many of the Region's hamlets and other rural settlement areas are categorized as undelineated built-up areas. These are settlement areas for which the Province has not delineated a built boundary. Initially, these areas were to be treated as part of the Designated Greenfield Area. In 2018, a regulation was passed that restricted this requirement to undelineated areas outside of hamlets in the Greenbelt Plan and rural settlements in the Oak Ridges Moraine Conservation Plan. In York Region, Ballantrae, Fairfields Estates and Maple Lake Estates remain as undelineated areas that are to be treated as part of the Designated Greenfield Areas. Inclusion of these areas in the Designated Greenfield Area make it more challenging to meet the required density target since they are developed and planned for relatively low densities.

Amendment 1 introduces a new term, rural settlements, which are existing hamlets or similar small settlement areas that are long-established and identified in official plans. The term "undelineated built-up area" is proposed to be deleted. These changes are reasonable since rural settlement areas are intended to accommodate relatively modest levels of growth at lower densities and should not be part of the Designated Greenfield Area.

A proposed new Growth Plan policy would allow for minor boundary adjustments of non-Greenbelt rural settlements outside of a municipal comprehensive review. The change would constitute minor rounding out of existing development in keeping with the rural character of the area, subject to confirmation that servicing can be provided and subject to provisions in the Provincial Policy Statement. Similar to the settlement area expansion policies, staff are of the view that boundary expansions of rural settlements should only be considered as part of a municipal comprehensive review. The fact that "minor" is not a defined term could potentially lead to broad interpretation of this policy. If the Province decides to proceed with this policy, rural settlement boundary adjustments should be municipally initiated.

MAJOR TRANSIT STATION AREAS

More streamlined and flexible approach is proposed for delineating Major Transit Station Areas

Major Transit Station Areas (MTSAs) are defined under the Growth Plan as the area including and around existing and planned higher order transit stations or stops within a settlement area. York Region is required to delineate and set minimum density targets for MTSAs located within provincially defined priority transit corridors. There is also the option to identify MTSAs beyond these corridors. MTSAs are classified as Strategic Growth Areas and are to be planned for specified minimum densities in the Growth Plan (e.g. 160 residents and jobs per hectare for Bus Rapid Transit stations).

Amendment 1 allows municipalities to delineate and set density targets for MTSA's in advance of the municipal comprehensive review, subject to identifying the MTSA's as "Protected" under the Planning Act. This provision protects MTSA's from planning appeals related to issues of land use, building height and density. The delineation and setting of density targets for MTSA's is currently well underway as part of the York Region municipal comprehensive review process. Therefore, this provision would likely not result in a more expedited process, at least for the current municipal comprehensive review. Going forward, it would be beneficial to employ a streamlined approach to delineate and set targets for new MTSA's or modifications to existing MTSA boundaries and/or density targets. This process can occur outside of the municipal comprehensive review since the density targets for MTSA's are long term targets that are most likely to be achieved beyond the horizon of the Growth Plan.

Province is proposing to simplify the process and criteria for alternative minimum density targets for Major Transit Station Areas

Separate approval by Council and the Minister would no longer be required for alternative minimum density targets for Major Transit Station Areas. The proposed criteria considers whether development is severely restricted or prohibited by provincial policy as well as consideration whether a major trip generator or transit feeder service will sustain high ridership at the station. Staff request that an additional criterion be included which provides additional flexibility for the context of the lands surrounding a major transit station which may not be appropriate for extensive intensification (e.g. King City GO Station Major Transit Station Area).

Amendment 1 also clarifies that MTSA delineation can range from an approximate 500 to 800 metre radius of a transit station. This provides flexibility for situations where it is appropriate for a MTSA boundary to extend beyond 500 metres to include nearby intensification areas or areas of existing high density development.

The Province has also requested feedback on the question of whether employment areas that overlap with major transit station areas should be included in the provincially significant employment zones and implications associated with potential conversion requests. In staff's view, MTSA's without residential uses can exist in employment areas and provincially significant employment zones at transit supportive densities.

AGRICULTURAL AND NATURAL HERITAGE SYSTEMS

Provincial agricultural lands and natural heritage system mapping may be refined through the municipal comprehensive review

The Province is proposing that provincial mapping of the agricultural land base and Natural Heritage System does not apply until it has been implemented in upper and single-tier official plans. This direction is consistent with previous Regional comments on draft Provincial guidance for the Natural Heritage System and Agricultural System submitted in 2017.

Municipalities would be able to refine and implement mapping in advance of the municipal comprehensive review. Once provincial mapping of the agricultural land base has been implemented in official plans, further refinement may only occur through a municipal comprehensive review. During the period before provincial mapping is implemented in official plans, it is proposed that the Growth Plan policies for protecting prime agricultural areas and natural heritage systems apply. Staff support this proposed policy direction.

Proposed Growth Plan Amendment 1 supports objectives of Vision 2051, the Strategic Plan 2015 to 2019 and Regional Official Plan

Provincial growth management policies in the Growth Plan have direct impact on Vision 2051 goals including Creating Liveable Cities and Complete Communities. The Growth Plan policies also support achievement of the Strategic Plan 2015 to 2019 objectives of ensuring optimal locations for business and employment growth are available, and encouraging growth in Regional Centres and Corridors. The Growth Plan and the proposed amendment support the key themes of the Regional Official Plan: a Sustainable Natural Environment, Healthy Communities and Economic Vitality.

5. Financial

As part of the current Regional municipal comprehensive review process, Regional population and employment forecasts will be updated to 2041, consistent with Growth Plan policies. The growth forecast will be used in the next update of the development charges by-law. The proposed minimum intensification target of 60 percent will require directing growth to areas with existing infrastructure but will also require a continued shift in the housing market towards higher density forms of housing in areas with infrastructure investment providing the opportunity to capitalize on the existing investment.

A lower than anticipated growth rate for either ground-related or higher density housing could result in a shortfall of projected development charges collections and assessment growth revenue. This could cause delays in capital cost recovery, impact costs for debt repayment, create pressures on the Region's operating budget and result in a need for potential deferrals of elements in the capital program. Staff will be assessing financial implications and will report back to Council with a fiscal strategy.

6. Local Impact

The proposed Growth Plan Amendment has direct implications for local municipalities. The new intensification target will affect local municipal intensification targets and growth forecasts. The other proposed changes to the Growth Plan will have potential local municipal impacts with regards to planning for new communities, centres and corridors planning and employment land planning.

Local municipal staff are working alongside the Region in updating their official plans to reflect the policies in the updated Regional Official Plan generated through the Regional

municipal comprehensive review, once approved. Under the Planning Act, local municipal official plans are required to update to conform to the ROP within one year of it coming into effect.

7. Conclusion

This report has provided a summary of staff's comments on the Province's proposed Amendment 1 to the Growth Plan. Proposed policies in the areas of Intensification and Density Targets, Employment Planning, Settlement Area Boundary Expansion, Small Rural Settlements, Major Transit Station Areas and Agricultural and Natural Heritage Systems are generally supported by staff subject to the comments outlined in this report.

It is recommended that staff submit this report and the attachments to the Province as the formal submission in response to proposed Amendment 1 to the Growth Plan. Once the Growth Plan changes are finalized, staff will assess the impacts of any further changes to the current Regional municipal comprehensive review process and report back to Council as necessary.

For more information on this report, please contact Paul Bottomley, Manger Policy, Research and Forecasting at 1-877-464-9675 ext.71530. Accessible formats or communication supports are available upon request.

Recommended by:

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February 8, 2019
Attachments (2)
eDOCS # 9132693



Attachment 1

York Region Comments on Proposed Amendment 1 to the Growth Plan for the Greater Golden Horseshoe, 2017 (ERO # 013-4504), Proposed Framework for Provincially Significant Employment Zones (ERO # 013-4506), Proposed Modifications to O.Reg. 311/06 (Transitional Matters – Growth Plans) (ERO # 013-4505) and Proposed Modifications to O.Reg. 525/97 (Exemption from Approval – Official Plan Amendments) (ERO 013-4507)

ERO # 013- 4504

Amendment 1 to the Growth Plan for the Greater Golden Horseshoe

General Comments	
	<p>York Region staff are generally supportive of the Province's direction proposed in Amendment 1 for York Region of continuing to prioritize growth through intensification and increasing flexibility for municipalities.</p> <p>The Growth Plan presents challenges for the Region with respect to meeting growth targets and providing the necessary infrastructure to service that growth. It is recommended that the review of the Growth Plan result in consequential amendments to other regulations to streamline Environmental Assessment and other provincial approval processes to bring infrastructure online more quickly to service designated and planned growth.</p>
Intensification and Density Targets	
2.2.2.1, 2.2.7.2	<p>Staff support the proposed minimum intensification target of 60 percent and the Designated Greenfield Density Target of 60 residents and jobs per hectare for York Region. Both are appropriate and reasonable targets for York Region given the level of transit infrastructure investment and the well-established land use planning framework for Regional centres and corridors as well as local centres and corridors and other intensification areas.</p> <p>Although not applicable to York Region, staff note that the proposed DGA densities of 40 and 50 residents and jobs per hectare proposed for the other two groups of municipalities in the GGH are lower than typical subdivisions being built today and are lower than the 2006 Growth Plan 50 density target since the 2006 DGA density calculation included employment lands (which are typically at a lower density than community lands). In staff's view, the Designated Greenfield Area target should be set at 60 for all municipalities in order to promote transit supportive complete communities.</p>
2.2.2.4, 2.2.7.4	<p>Staff accept the reduced criteria for alternative intensification and density targets provided that the prime direction of the Growth Plan of prioritizing growth intensification is maintained when the Province is assessing alternative targets. An additional criterion is also recommended that requires that an alternative intensification target be higher than historic intensification levels.</p> <p>The proposed amendment states that Councils can request alternative targets for intensification at any time and not be restricted by the timing of a MCR. Alternative targets should only be requested at the time of a MCR in order to properly align with forecasting and</p>

	growth management work that is undertaken as part of the MCR.
Employment Planning	
2.2.5.10	<p>Staff recommend employment land conversions remain at the time of a Regional municipal comprehensive review. Conversions of employment lands need to be assessed in the context of the overall Regional employment land base and employment forecast. In addition, the requirement to maintain “a significant number of jobs” on lands being considered for conversion is too vague and open to a wide range of interpretation.</p> <p>Notwithstanding staff’s position stated above, if the Province decides to proceed with the one-time window for conversions, these should be limited to only municipally initiated conversions. Staff also request that language be clarified in the amendment to indicate that it would be only a one-time window for conversions.</p> <p>Staff request clarification on what constitutes “at the time of next municipal comprehensive review” in the context of the “one time window” for considering employment land conversions? It is not clear if this provision only applies to municipalities that have not commenced their municipal comprehensive review processes?</p>
2.2.5.4	Staff accept the proposed change to require municipalities to set multiple density targets for employment areas rather than a single target.
2.2.5.5 2.2.5.6 2.2.5.7	Staff agree with the policy direction on locating and preserving employment areas adjacent to major goods movement facilities and corridors and the requirement to provide for an appropriate interface between employment areas and adjacent non-employment areas. Staff also support the proposed policy to allow for employment area designations to be incorporated into upper or single-tier official plans by amendment at any time in advance of the next MCR.
2.2.5.8	This policy should prioritize the minimization or mitigation of adverse impacts on sensitive land uses and not the other way around.
2.2.5.12	Staff support identifying provincially significant employment zones to protect the Region’s employment land base but as stated above, maintain that all employment land conversions should only be considered at the time of a Regional municipal comprehensive review. Comments on the mapping for the provincially significant employment zones are provided under the comments section on the Proposed Framework for Provincially Significant Employment Zones in this Attachment.
2.2.5.14	“Outside of employment areas, redevelopment of any employment lands should retain space for a similar number of jobs to remain accommodated on site.” Suggest simplifying this policy to say that the redevelopment should accommodate a similar number of jobs.
Definitions	<p>Province should add a definition of provincially significant employment zones in the definition section of the Growth Plan.</p> <p>Amendment 1 proposes to change the definition of office parks to delete the component of the definition that states they are employment areas designated in an official plan. This could</p>

	<p>be interpreted that office parks in employment areas would no longer be considered employment lands and therefore would not be subject to any employment land conversion policies. Assuming this is not the intent, staff request the Province to clarify the definition and policies around office parks.</p>
<p>Settlement Area Boundary Expansion</p>	
<p>2.2.8.5 2.2.8.6</p>	<p>Settlement area boundary expansions should only be considered at the time of a municipal comprehensive review (MCR) when there can be a full assessment of the need for the expansion in the context of the overall Regional structure, supporting infrastructure and population and employment forecast.</p> <p>If the Province proceeds with this policy, it should be clarified there is a limit of a potential total expansion of 40 hectares outside of the MCR process. In addition, if this policy is maintained, any potential 40 hectare settlement area expansion should only occur as a result of an upper or single-tier municipally initiated process.</p>
<p>2.2.8.4</p>	<p>Staff do not support the proposed provision allowing municipalities to adjust settlement area boundaries outside the MCR if there is no net increase in land within the settlement area. This policy could lead to multiple ad hoc adjustments across the Region without proper regard for the Region’s population and employment forecast, planned urban structure and other considerations in planning for appropriate locations for growth. In addition, it is not clear whether the exchange of lands in the Province’s proposed policy would be an exchange of the same type of lands. For example, could there be an exchange of non-developable lands within the settlement area for developable lands outside of the settlement area?</p>
<p>2.2.8.3</p>	<p>Staff generally support the amended criteria to evaluate locations for settlement area boundary expansions which provide more flexibility and focus on outcomes rather than specific studies in meeting requirements. Staff do have concerns regarding the change in Section 2.2.8.3.d – which proposes to change the language from stating that the proposed expansion including the associated water, wastewater and stormwater servicing would not negatively impact the water resource system to minimize and mitigate potential negative impacts on watershed conditions. This is counter to other Provincial direction including source water protection and Section 4.2.1. – Water Resource Systems in the Growth Plan.</p>
<p>Small Rural Settlements</p>	
<p>2.2.9.7</p>	<p>Any boundary expansions of rural settlements should occur as part of a municipal comprehensive review. In addition, the lack of definition for the term “minor” could lead to misuse of this policy. If the Province decides to proceed with this policy, rural settlement boundary adjustments should be municipally initiated.</p>
<p>2.2.9.7.c</p>	<p>It is recommended that this section specify that servicing is achievable through reserve infrastructure capacity, similar to how it is addressed in section 2.2.8.5.d</p>
<p>Definitions</p>	<p>Staff support removal of the term “undelineated built-up area” and introduction of the defined term rural settlement to recognize areas which are not intended to accommodate significant</p>

	growth and which would not be considered part of the Designated Greenfield Area.
Major Transit Station Areas	
2.2.4.4	Staff request an additional criterion be added to allow alternative minimum density targets for MTSA's that have very limited intensification potential in both the short and long term based on existing development in the surrounding lands.
2.2.4.5.	Staff support the proposed policy to allow municipalities to delineate and set density targets for MTSA's in advance of the municipal comprehensive review. Staff note that this process is already underway as part of the Region's current MCR, so the new provision would likely not result in a more expedited process for the current MTSA delineation and target setting process. Going forward, it would be useful to employ a streamlined approach to delineate and set targets for new MTSA's or modifications to existing MTSA boundaries and/or density targets.
Definitions	Staff support additional flexibility provided in clarifying that MTSA's can range from an approximate 500 to 800 metre radius from a transit station subject to our comments on Section 2.2.4.5, giving flexibility to municipalities.
Agricultural and Natural Heritage Systems	
4.2.2.4 4.2.2.5 4.2.6.7 4.2.6.8	<p>Staff support proposed changes that specify provincial mapping of the agricultural land base and Natural Heritage System for the Growth Plan does not apply until implemented in the Regional Official Plan as well as the ability for municipalities to refine and implement provincial mapping in advance of the MCR. This provision provides upper and single-tier municipalities with the flexibility to advance the work associated with the mapping and policies required to conform to the Growth Plan or undertake it during the municipal comprehensive review process.</p> <p>Staff also agree with the specification that once provincial mapping of the agricultural land base has been implemented in official plans, further refinements may only occur through a MCR.</p>
4.2.6.3	With respect to the interface between agricultural and non-agricultural uses outside of settlement areas, staff agree with the new provision that mitigation measures, where appropriate, should be based on an agricultural impact assessment.
Other Areas	
1.2	Request clarification on how the Province is defining "market demand" and how that is to be balanced while ensuring housing supply meets local need through a full range and mix of housing types and tenures including affordable housing. Market demand should not be prioritized over unsustainable forms of development. The Province could consider linking the phrase "what is needed in local communities" to local housing needs identified through 10-year housing and homelessness plans, which would align with Growth Plan section 2.2.6.1.c.

	<p>With respect to rental housing supply, municipalities lack the necessary tools and resources to match demand with supply. The Province should consider introducing new tools, such as the ability to zone by tenure recently introduced in British Columbia, to assist municipalities in responding to market and local community needs.</p> <p>Staff support the Province's mandate of putting people first. To support this, it is recommended that re-inclusion of social equity in the Vision is needed. As noted in Section 2.2.1.4, social equity is an important element in complete communities where people live, work and play.</p>
2.1	<p>In third last paragraph of Section 1.2. request removing “in larger urban centres” and adding a revision that would indicate that all communities need to grow at transit supportive densities appropriate for the local context and transit service being contemplated, rather than just those in larger urban centres.</p> <p>As identified in York Region's submission on the Made-in-Ontario Environment Plan, the Growth Plan provides critical direction that supports Greenhouse Gas reduction and community resilience. It is recommended that the proposed GHG reduction target of 30% below 2005 levels by 2030 be considered a minimum. The Province is encouraged to establish a longer term (2050 target) aligned with the Intergovernmental Panel on Climate Change.</p>
2.2.1	<p>Section 2.2.1.4.f. – Amendment 1 proposes to remove the reference to “low carbon communities”, staff question how will the objective of being more environmentally sustainable be measured?</p> <p>Section 2.2.1.4.g. – Request that the word “appropriate” be removed with reference to low impact development. The inclusion of this word weakens the policy direction for the implementation of green infrastructure.</p>
2.2.6.1	<p>Staff accept the proposed removal of the requirement for a formal Housing Strategy but also recognize that the Housing Strategy is a key input to the Provincial Land Needs Assessment Methodology. Staff recommend that the Province amend the current Land Needs Assessment Methodology (LNA) to reflect the removal of the Housing Strategy. It should also be recognized that there will still be the need to plan for housing need with respect to determining housing mix options and affordable ownership and rental targets which will be required as inputs to the LNA.</p>
3.1	<p>In second paragraph, recommend returning text to “lower density development” from unmanaged growth in the statement “costs could be saved by moving from unmanaged growth to a more compact built form.” Unmanaged growth could include both low and high density development. The statement makes more sense as previously written since lower density development is generally more costly to service.</p> <p>More generally, there is reference throughout the proposed Amendment to “unmanaged growth.” This term implies municipalities and the Province have had little control over growth</p>

	<p>in the GGH. It is recommended that a term such as “non-transit supportive growth” or similar be used.</p> <p>It is stated that the Plan aligns with provincial asset management regulations on page 26. It is recommended that consideration be given to protecting lands needed to facilitate asset management activities (e.g. easements) through a similar mechanism used to protect for transit corridors or employment areas.</p>
3.2.6.2.c, 3.2.7.1a, & 4.2.1.3	<p>Water and Wastewater Systems, Stormwater Management, Water Resource Systems</p> <p>It is recommended that “or equivalent” be removed. Watershed plans are important tools that help ensure drinking water sources are protected and should not be overridden.</p>
4.2.10	<p>Climate Change</p> <p>It is recommended the Province define what “other provincial plans and policies” take the place of the Ontario Climate Change Strategy. It would be beneficial for these to be defined to provide clarity on the guidance municipalities can use to ensure a consistent approach in developing vulnerability risks assessments, assessment of climate change impacts, etc.</p>
5.2.2	<p>Supplementary Direction</p> <p>Staff have concern regarding the potential for the Province to identify, establish or update “provincially significant employment zones” without consultation with municipalities. Recommend modifying this direction by inserting “in consultation with upper and single tier municipalities.”</p>

ERO # 013- 4506

Proposed Framework for Provincially Significant Employment Zones

Staff support the concept of provincially significant employment zones to be identified by the Minister of Municipal Affairs and Housing. Recommended modifications to the employment zone mapping are provided in Attachment 2 (pages 3, 4 and 5). The modifications consist of areas that Regional staff are proposing be added based on local municipal employment area designations as well as areas recommended for removal based on non-employment land use designations. The mapping in Attachment 2 highlights selected larger suggested modifications to the provincially significant employment zone boundaries. It is requested that Provincial staff follow-up with York Region staff to review in detail the complete proposed mapping modifications. Staff are proposing that designated employment lands along 400 series highways in the Region be added as provincially significant employment zones. These areas have potential to be significant concentrations of employment and economic output when developed and need to be protected for employment uses.

The Province is seeking feedback on whether employment areas that overlap with MTSAs should be included in the provincially significant employment zones. In our view, certain MTSAs may only have employment generating uses but at transit supportive densities, therefore, there is no need to exclude MTSAs from provincially significant employment zones.

ERO # 013- 4505

Proposed Modifications to O.Reg.311/06 (Transitional Matters – Growth Plans)

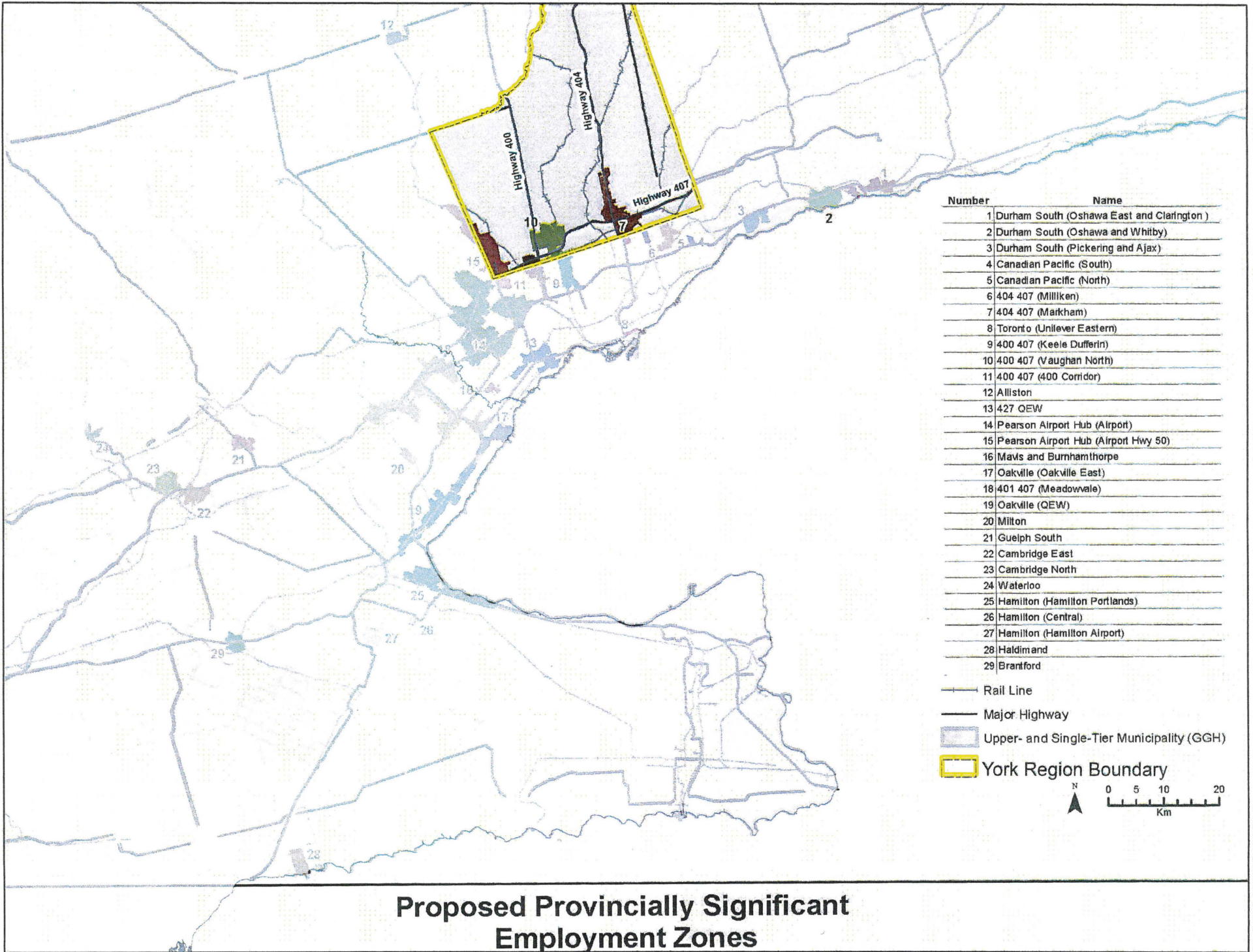
This regulation prescribes transition provisions for growth plans under the Places to Grow Act.

Although staff have been advised by Provincial staff that this regulation does not propose to eliminate the standard land needs assessment methodology, staff want to re-iterate the importance of having a consistent standard approach to land needs assessment. Staff support the current land needs assessment methodology as set out by the Province. In regards to this transition regulation, the Province is also seeking feedback as to whether there are any specific planning matters in process that should be addressed through the transition regulation. Staff would agree with the example provided by the Province that adopted official plan amendments under appeal should be subject to a transition regulation.

ERO # 013- 4507

Proposed Modifications to O.Reg.525/97 (Exemption from Approval – Official Plan Amendments)

The purpose of this regulation is to facilitate the proposed amendments to the Growth Plan that would allow municipalities the flexibility to make changes to their official plan to implement the Agricultural System for the Greater Golden Horseshoe mapping or the Natural Heritage System for the Growth Plan mapping before their next municipal comprehensive review, while ensuring that the Minister's approval would be required for these changes. Staff support the proposed changes to the regulation.

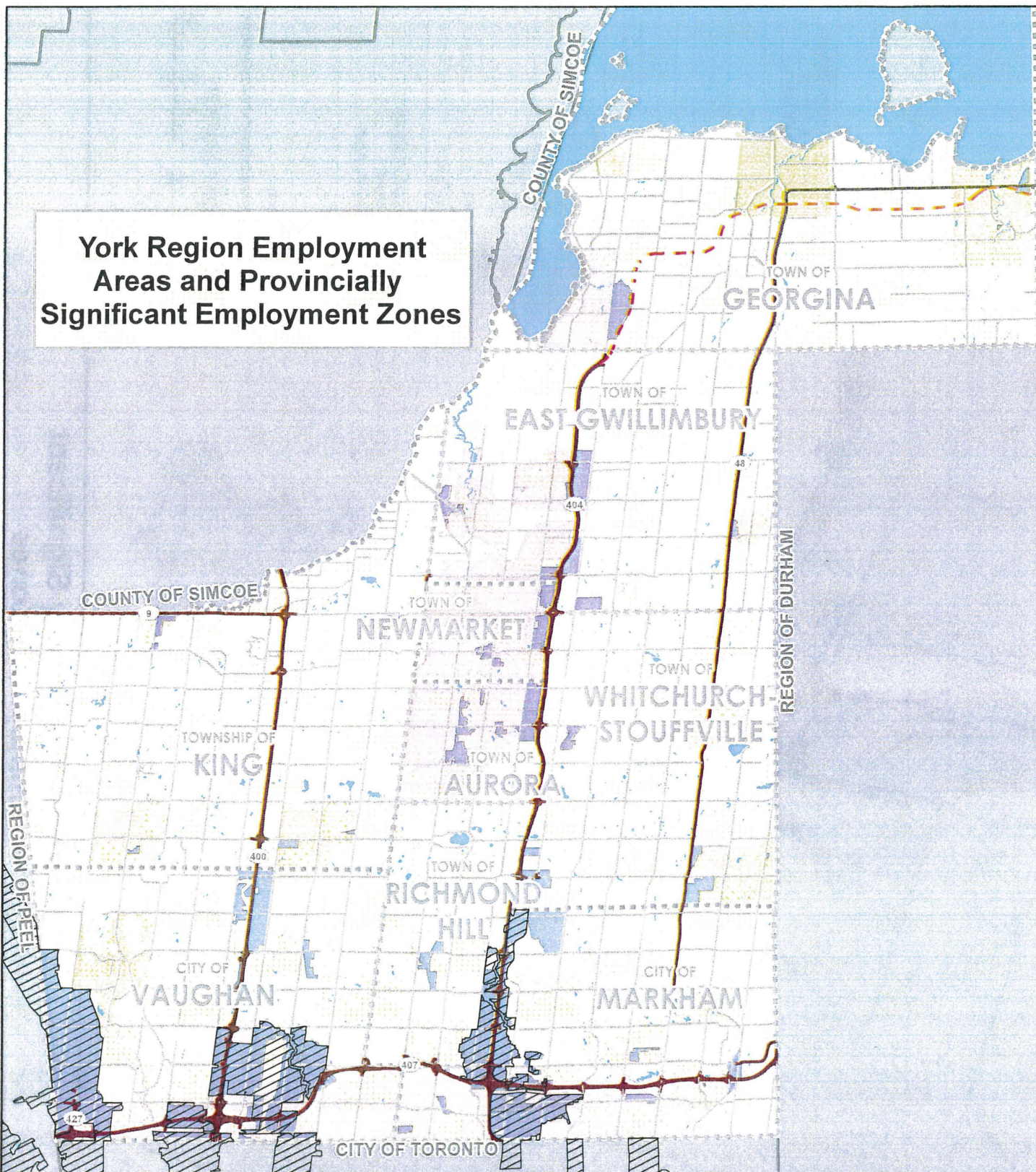


Number	Name
1	Durham South (Oshawa East and Clarington)
2	Durham South (Oshawa and Whitby)
3	Durham South (Pickering and Ajax)
4	Canadian Pacific (South)
5	Canadian Pacific (North)
6	404 407 (Milliken)
7	404 407 (Markham)
8	Toronto (Unilever Eastern)
9	400 407 (Keele Dufferin)
10	400 407 (Vaughan North)
11	400 407 (400 Corridor)
12	Alliston
13	427 QEW
14	Pearson Airport Hub (Airport)
15	Pearson Airport Hub (Airport Hwy 50)
16	Mavis and Burnhamthorpe
17	Oakville (Oakville East)
18	401 407 (Meadowdale)
19	Oakville (QEW)
20	Milton
21	Guelph South
22	Cambridge East
23	Cambridge North
24	Waterloo
25	Hamilton (Hamilton Portlands)
26	Hamilton (Central)
27	Hamilton (Hamilton Airport)
28	Haldimand
29	Brantford

Rail Line
 Major Highway
 Upper- and Single-Tier Municipality (GGH)
 York Region Boundary

N
 0 5 10 20
 Km

York Region Employment Areas and Provincially Significant Employment Zones

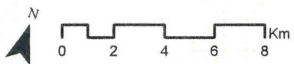


REGIONAL MUNICIPALITY OF YORK Proposed Provincially Significant Employment Zones (PSEZ)



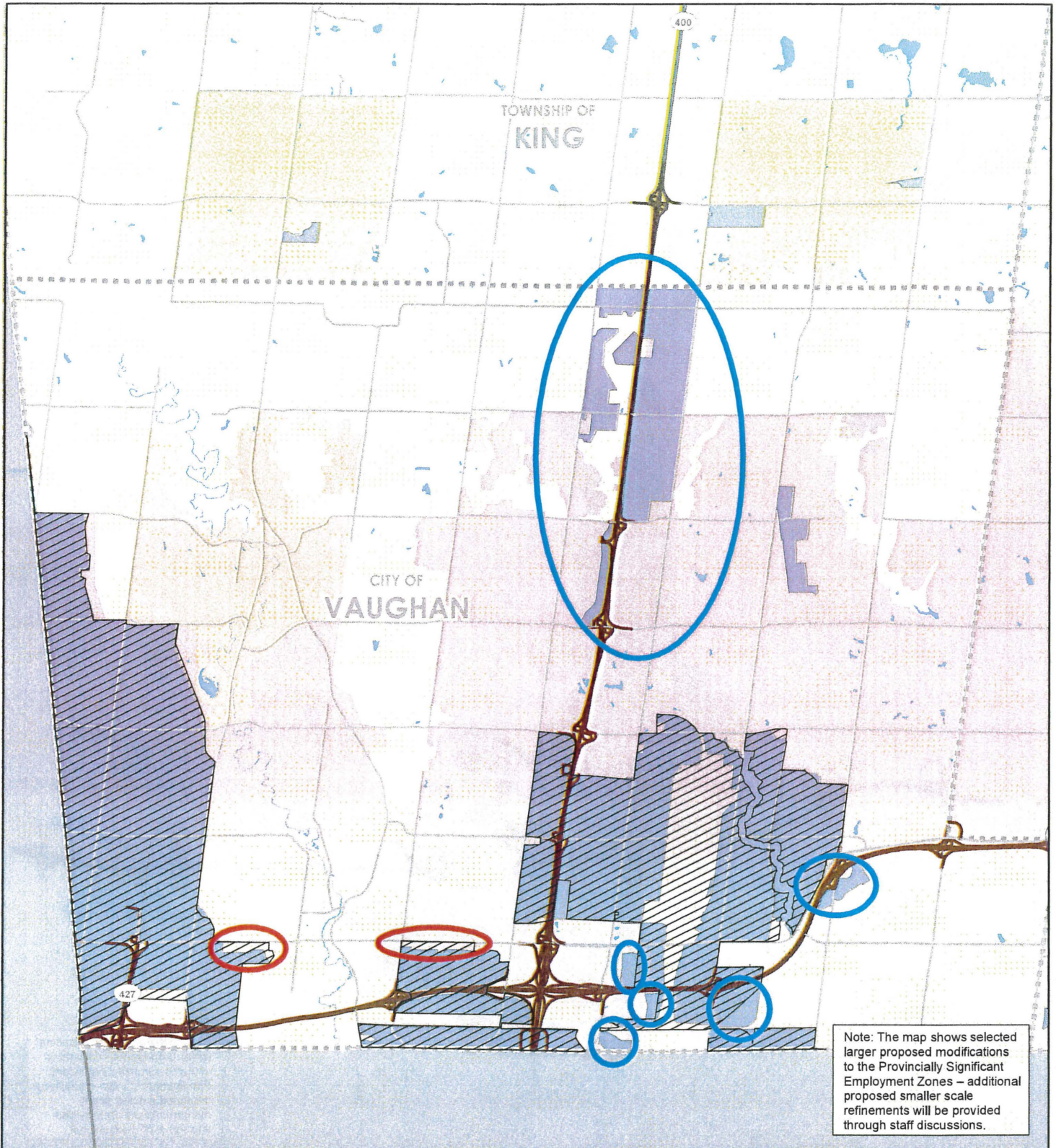
Produced by:
The Regional Municipality of York
Planning and Economic
Development, Corporate Services
March 2019

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2003-2019



Legend

- York Region Employment Areas
- PSEZ Boundaries as per Amendment 1
- Towns and Villages
- Urban Area
- Lake/River
- Highway
- Highway 404 Extension
- Road
- Railway
- Municipal Boundary
- Regional Boundary

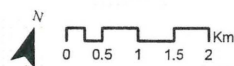


REGIONAL MUNICIPALITY OF YORK Proposed Provincially Significant Employment Zones (PSEZ)



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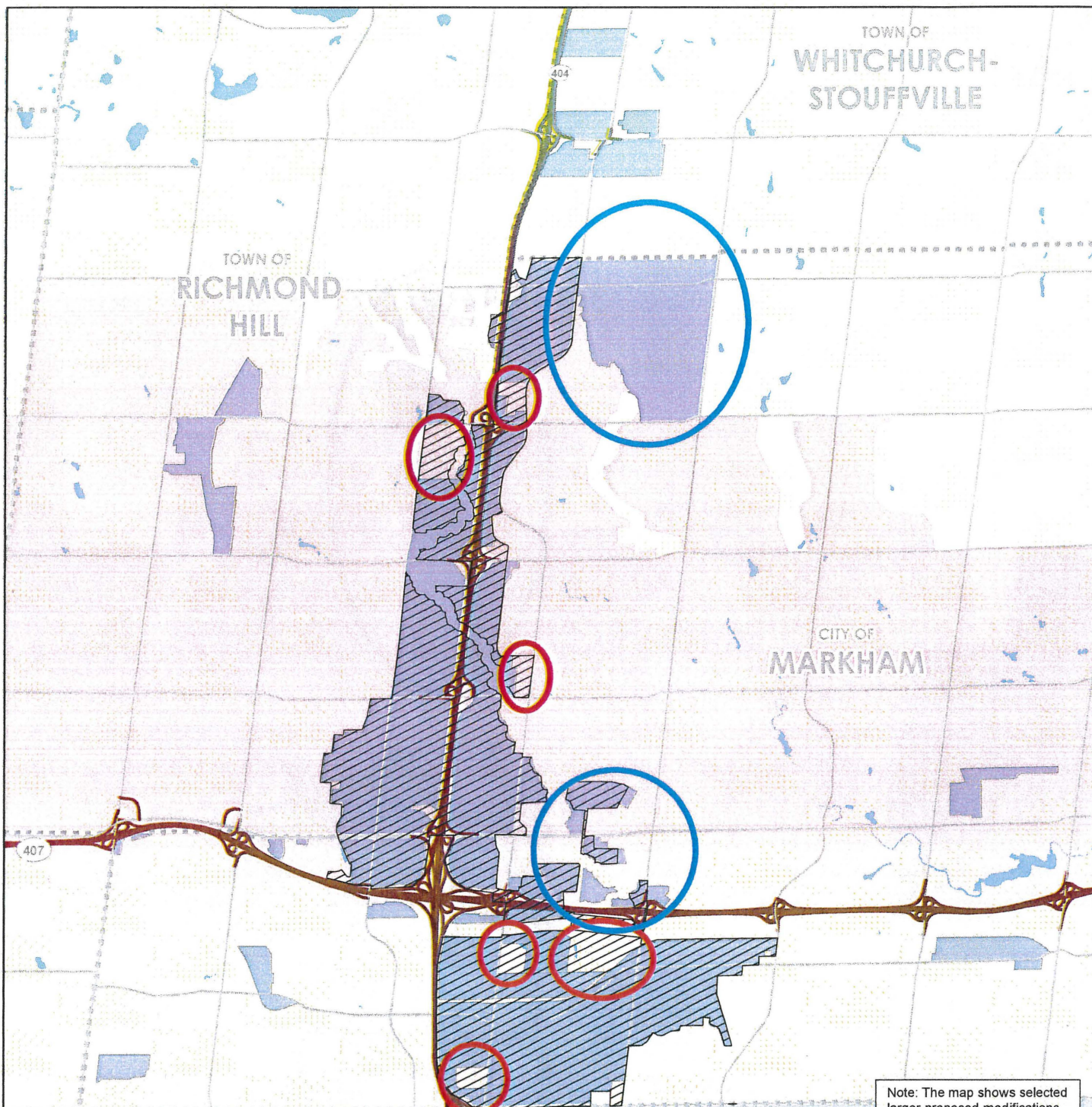
Legend

- York Region Employment Areas
- PSEZ Boundaries as per Amendment 1
- Towns and Villages
- Urban Area
- Lake/River
- Recommended Deletions from PSEZ
- Recommended Additions to PSEZ
- Highway
- Road
- Railway
- Municipal Boundary
- Regional Boundary

TOWN OF
**WHITCHURCH-
STOUFFVILLE**

TOWN OF
**RICHMOND
HILL**

CITY OF
MARKHAM



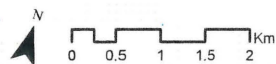
Note: The map shows selected larger proposed modifications to the Provincially Significant Employment Zones – additional proposed smaller scale refinements will be provided through staff discussions.

REGIONAL MUNICIPALITY OF YORK
Proposed Provincially Significant
Employment Zones (PSEZ)



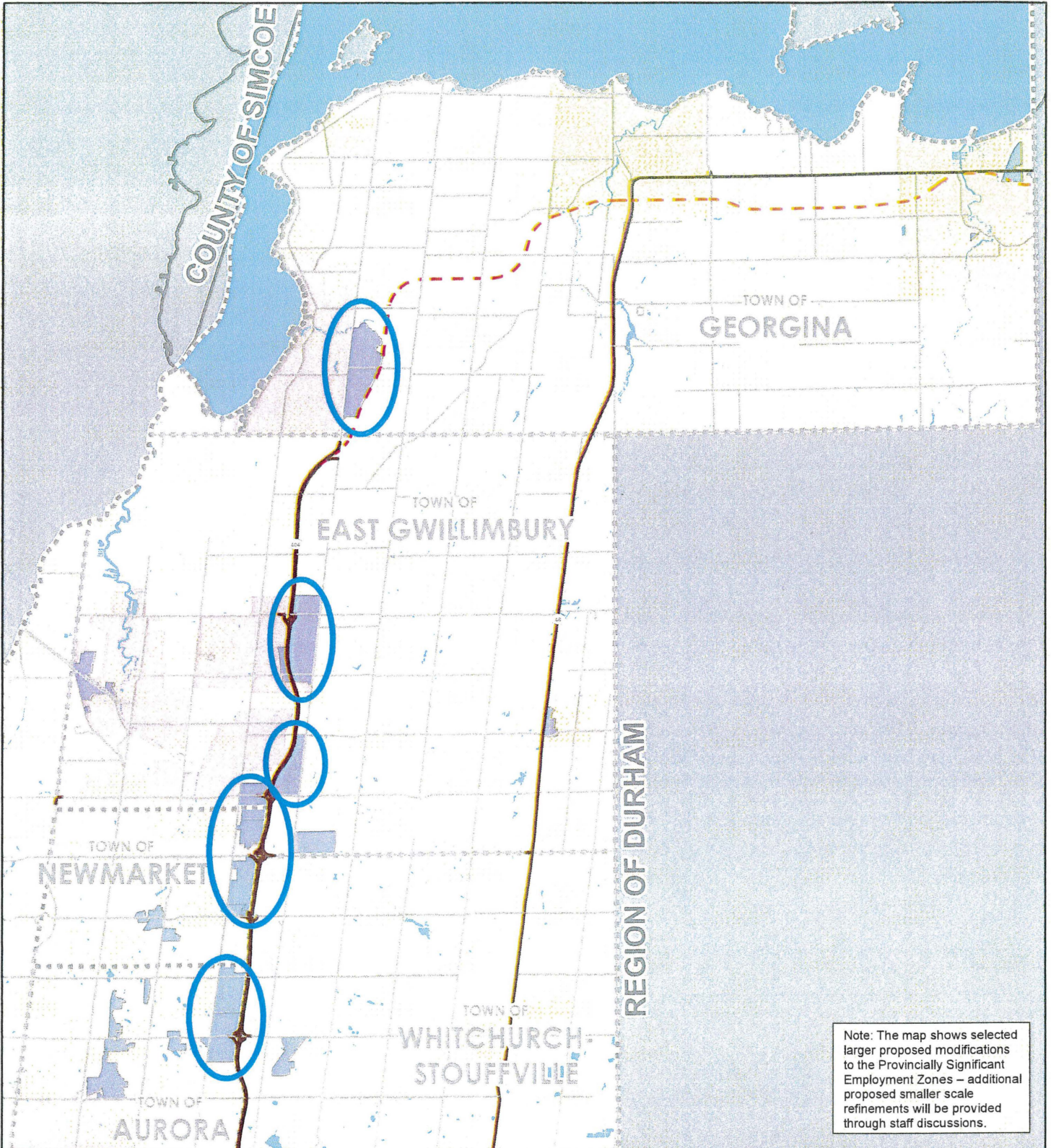
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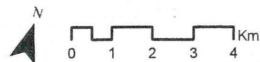
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REGIONAL MUNICIPALITY OF YORK Proposed Provincially Significant Employment Zones (PSEZ)



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March 2019

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2003-2019



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Kiran Saini
Acting Town Clerk/Director of Legislative Services
Town of Newmarket
395 Mulock Drive
P.O. Box 328 Station Main
Newmarket, ON L3Y 4X7
Email: ksaini@newmarket.ca
Tel: 905-953-5300 ext. 2203
Fax: 905-953-5100

March 7, 2019

Sent to: [REDACTED]

Dear Michael Dukart:

RE: Proclamation Request - March 13 to March 16, 2019 - House League Hockey Week

I am writing to advise that your proclamation request has been approved in accordance with the Council-approved [Proclamation, Lighting Request and Community Flag Raising Policy](#), and the Town of Newmarket will proclaim March 13 to March 16, 2019 as House League Hockey Week. Your proclamation request will be communicated on the Town's Twitter account, and on the Town's website on the Proclamation and Lighting Request page.

If you have any questions regarding the above, please feel free to contact the undersigned.

Yours sincerely,

A handwritten signature in black ink that reads "Kiran Saini".

Kiran Saini
Deputy Town Clerk
KS:jg



Kiran Saini
Acting Director of Legislative Services/Town Clerk
Town of Newmarket
395 Mulock Drive
P.O. Box 328 Station Main
Newmarket, ON L3Y 4X7
Email: ksaini@newmarket.ca
Tel: 905-953-5300 ext. 2203
Fax: 905-953-5100

March 14, 2019

Sent to: [REDACTED]

Dear Arlene Lindsay:

RE: Proclamation Request - April - Organ and Tissue Donation Awareness Month

I am writing to advise that your proclamation request has been approved in accordance with the Council-approved [Proclamation, Lighting and Community Flag Raising Request Policy](#), and the Town of Newmarket will proclaim the month of April as Organ and Tissue Donation Awareness Month. Your proclamation request will be advertised on the Town's section in the Newmarket Era newspaper, communicated on the Town's Twitter account, in the Town page, and on the Town's website on the Proclamation page.

In addition, the Riverwalk Commons and Fred A. Lundy Bridge located on Water Street will be illuminated in green on April 8, 2019 to recognize Organ and Tissue Donation Awareness Month. Please note that the lighting will occur from sunset until 11:00 PM.

If you have any questions regarding the above, please feel free to contact the undersigned.

Yours sincerely,

A handwritten signature in black ink that reads "Kiran Saini".

Kiran Saini
Acting Town Clerk
KS:jg

Green Shirt Day for Organ Donor Awareness/Registration in Honour of the “Logan Boulet Effect”



Photo credit to Kelly Jacobson



BLOOD
PLASMA
STEM CELLS
ORGANS
& TISSUES



CANADIAN
TRANSPLANT
ASSOCIATION
L'ASSOCIATION
CANADIENNE
DES GREFFÉS



Why Green Shirt Day

- 90% of Canadians say they support organ donation.
- Only 33% are registered in Ontario.
- People love to rally around a human story, and the nation was inspired by Logan Boulet and the Humboldt Strong last year.
- Over 100,000 people registered last year after Logan donated his organs, in what later became known as the “Logan Boulet Effect”



REGISTER

- In Ontario, go to [BeADonor.ca](https://www.beadonor.ca) to register.
- Register your wishes Today!
- It only takes 2 minutes.



TALK to YOUR FAMILY

- Sit down with your family and be sure they know your decision.
- If there comes a time when one has to be made, they will have the final say, whether or not your organs are donated.
- Ensure the right choice is made for you!



BE INSPIRED

- LETS CREATE A VIRTUAL FLASH MOB across the country on APRIL 7!
 - To increase registration and create awareness.
 - To honour and respect Logan Boulet and all donors who give selflessly each year.
 - It's easy, it's inclusive and it's free!
- LIVE LIFE, Pass it on!



BE INSPIRED

The 1st VIRTUAL FLASH MOB for Organ Donation:

- **Gather with your friends, families and/or sports teams on April 7, 2018**
- **Wear Green.** You can purchase the inaugural Green Shirt Day t-shirt here: <https://greenshirtday.go.customprintcenter.ca/> or, wear anything green that day!
- At exactly 3pm ET, across Canada, where ever you happen to be, **GO LIVE on Facebook, Instagram or Twitter** and Share your support by liking and posting!
- Follow us @greenshirtday, use the hashtag #greenshirtday and #BeADonor (in Ontario).



School participation: April 8th

- On Monday April 8th schools and workplaces are being asked to wear green shirts, to show their support for national green shirt day.
- Remember to take a selfie, post it using the hashtag #greenshirtday and #BeADonor
- Spread the word!





Questions?

Please visit:

<https://greenshirtday.ca>

Or: www.BeADonor.ca



Photo credit to Kelly Jacobson

