



**REGULAR MEETING OF COUNCIL  
AGENDA**

**Monday, May 11, 2020, 6:30 PM**

**Council Chambers**

**2021 Division Road N**

**Kingsville, Ontario N9Y 2Y9**

**Pages**

**A. CALL TO ORDER**

In light of the ongoing COVID-19 pandemic, this Regular Meeting of Council is being held electronically. Members will meet via electronic participation. Members of the public can view the meeting at: [www.kingsville.ca/meetings](http://www.kingsville.ca/meetings) and select the VIDEO icon.

**B. DISCLOSURE OF PECUNIARY INTEREST**

When a member of Council has any pecuniary interest, direct or indirect, in any matter which is the subject of consideration at this Meeting of Council (or that was the subject of consideration at the previous Meeting of Council at which the member was not in attendance), the member shall disclose the pecuniary interest and its general nature, prior to any consideration of the matter.

**C. CLOSED SESSION**

Pursuant to section 239(2) of the *Municipal Act, 2001*, Council will enter into Closed Session to address the following items:

1. Section 239(2)(c) a proposed or pending acquisition of land by the municipality or local board; being a proposed lease of municipal lands described as Part Lot 3, Concession 2, Eastern Division, Gosfield, being Part 1 on PL 12R27383, Kingsville; and
2. Section 239(2)(d) labour relations or employee negotiations, being a Report of Human Resources Manager J. Galea RE: Non-union salary compensation report.

**D. BYLAWS**

**1. By-law 54-2020**

Being a by-law to amend By-law 55-2016, being a By-law to Govern the Calling, Place and Proceedings of Council and Committees.

To be read a first, second and third and final time.

**E. REPORT OUT OF CLOSED SESSION**

**F. AMENDMENTS TO THE AGENDA**

**G. ADOPTION OF ACCOUNTS**

1. **Town of Kingsville Accounts for the monthly period ended April 30, 2020** 2  
being TD cheque numbers 0072701 to 0072939 for a grand total of  
\$1,335,901.09

**Recommended Action**

That Council receives Town of Kingsville Accounts for the monthly period ended April 30, 2020, being TD cheque numbers 0072701 to 0072939 for a grand total of \$1,335,901.09.

**H. STAFF REPORTS**

1. **Kingsville Banner Policy** 24

S. Martinho, Manager of Public Works

**Recommended Action**

That Council adopts Policy #MS-018, being the Banner Policy, regulating the design, approval, installation, and maintenance of banners.

2. **Impact of COVID-19 on Capital Works** 41

T. Del Greco, Manager of Municipal Services

**Recommended Action**

That Council receive this information as it relates to the impact of COVID-19 on 2020 Capital Works.

3. **2020 Final Tax Levy By-Law** 46

R. McLeod, Director of Financial Services

**Recommended Action**

Council authorize By-law 51-2020 for the establishment of rates for the levy and collection of property taxes in the Town of Kingsville for the year 2020.

4. **2020 Folk Festival Funding Contribution** 55

R. McLeod, Director of Financial Services

**Recommended Action**

That Council provide direction on the release of the 2020 Folk Festival funding contribution.

**I. BUSINESS/CORRESPONDENCE-ACTION REQUIRED**

1. **S. Sacheli, Chair--Kingsville Municipal Heritage Advisory Committee-  
Correspondence dated April 29, 2020 RE: 1520 Road 5 East** 67

**Recommended Action**

That Council authorizes the removal the property municipally known as 1520 Road 5 East from the Town of Kingsville's heritage register as a property of heritage interest.

**J. MINUTES OF THE PREVIOUS MEETINGS**

1. **Regular Meeting of Council--April 27, 2020** 68
2. **Regular Closed Session Meeting of Council-April 27, 2020**
3. **Special Meeting of Council--May 1, 2020** 83
4. **Special Closed Session Meeting of Council--May 1, 2020**
5. **Special Meeting of Council--May 4, 2020** 86

**Recommended Action**

That Council adopts Regular Meeting of Council Minutes dated April 27, 2020, Regular Closed Session Meeting of Council Minutes dated April 27, 2020, Special Meeting of Council Minutes dated May 1, 2020, Special Closed Session Meeting of Council Minutes dated May 1, 2020, and Special Meeting of Council Minutes dated May 4, 2020.

**K. MINUTES OF COMMITTEES AND RECOMMENDATIONS**

1. **Parks, Recreation, Arts and Culture Committee - February 20, 2020** 90

**Recommended Action**

That Council receive Parks, Recreation, Arts and Culture Committee Meeting Minutes dated February 20, 2020 together with Minutes of the following sub-committees:

Communities in Bloom - November 7, 2019

Fantasy of Lights - November 26, 2019

Migration Festival - November 26, 2019

Mettawas Park Fundraising - January 7, 2020

2. **Police Services Board - February 26, 2020** 107

**Recommended Action**

That Council receive Police Services Board Meeting Minutes dated February 26, 2020

## **L. BUSINESS CORRESPONDENCE - INFORMATIONAL**

- |    |  |     |
|----|--|-----|
| 1. | Town of Amherstburg--Correspondence dated March 19, 2020 RE: Addressing Growing Municipality Liability and Insurance Costs.  | 112 |
| 2. | Town of Amherstburg--Correspondence dated April 24, 2020 RE: Active Transportation in the Town of Amherstburg--The Cozmic Queenz   | 131 |
| 3. | Town of Thesalon--Correspondence dated April 20, 2020 RE: Support of Kingsville Resolution requesting electricity billing relief during the COVID-19 pandemic  | 134 |
| 4. | Town of Gravenhurst--Correspondence dated April 22, 2020 RE: Province of Ontario add Community Gardens, Garden Centres and Nurseries as essential services during the COVID-19 Pandemic SEE: District Municipality of Muskoka Resolution of April 20, 2020 | 135 |
| 5. | City of Hamilton--Office of the Mayor--Correspondence dated April 23, 2020 RE: Request to Regulate and Enforce Odour and Lighting Nuisances Related to the Cultivation of Cannabis Plants  | 137 |
| 6. | Office of the Solicitor General--Correspondence from The Honourable Sylvia Jones dated April 24, 2020 RE: Update regarding the Community Safety and Well-Being (CSWB) plan and process.  | 139 |

### **Recommended Action**

That Council receives Business Correspondence-Informational items 1 through 6.

## **M. NOTICES OF MOTION**

- |    |  |     |
|----|--|-----|
| 1. | <b>Councillor Neufeld may move, or cause to have moved:</b><br><br>That Council authorize that \$1,000.00 of Councillor Neufeld's allotted conference budget be donated to the Kingsville Food Bank as a cash donation.  |     |
| 2. | <b>Councillor Neufeld may move, or cause to have moved:</b><br><br>That the Mayor and Deputy Mayor of Kingsville, being voting members of Essex County Council, request that a controlled lighted intersection for County Road 20 and County Road 23 be moved to a top priority. |     |
| 3. | <b>Deputy Mayor Queen may move, or cause to have moved:</b><br><br>That Council receive and discuss Email from Jeff Casey, Owner/Publisher <u>snapt Windsor</u> , dated May 1, 2020  | 240 |

## **N. UNFINISHED BUSINESS, ANNOUNCEMENTS AND UPDATES**

## **O. BYLAWS**



**1. By-law 51-2020**

242

Being a By-law to provide for the establishment of rates for the levy and collection of property taxes in the Town of Kingsville for the year 2020 pursuant to the provisions of the Municipal Act.

To be read a first, second and third and final time.

**P. CONFIRMATORY BY-LAW**

**1. By-law 55-2020**

248

Being a By-law to confirm the proceedings of the Council of The Corporation of the Town of Kingsville at its May 11, 2020 Regular Meeting

To be held a first, second and third and final time.

**Q. ADJOURNMENT**

# THE CORPORATION OF THE TOWN OF KINGSVILLE

## BY-LAW 54 - 2020

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### **Being a By-law to amend By-law 55-2016, being a By-law to Govern the Calling, Place and Proceedings of Council and Committees**

**WHEREAS** Subsection 238 (3.1) of the *Municipal Act, 2001* allows that a municipality's procedure by-law (for governing the calling, place and proceedings of meetings) may also provide that a member of council, of a local board or of a committee of either of them, can participate electronically in a meeting which is open to the public to the extent and in the manner set out in the by-law;

**AND WHEREAS** the *Municipal Emergency Act, 2020* (the "Act") amends the *Municipal Act, 2001* by adding subsections 3.3 and 3.4 to the *Municipal Act, 2001*, which sections expand on the ability of municipal councils to conduct electronic meetings in the wake of a declared emergency under sections 4 or 7.0.1 of the *Emergency Management and Civil Protection Act*;

**AND WHEREAS** by Amending By-law 36-2020 the Council of The Corporation of the Town of Kingsville (the "Council") amended its procedure By-law 55-2016, to so permit electronic participation during an emergency in accordance with the Act;

**AND WHEREAS** the Council hereby deems it expedient to further amend By-law 55-2016, as amended, to allow for votes to be cast by Members participating in a Meeting electronically either verbally or by a show of hands, depending upon the type of electronic method used to conduct the meeting.

### **NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF KINGSVILLE ENACTS AS FOLLOWS:**

1. **THAT** By-law 55-2016, as amended by By-law 36-2020, is hereby further amended as follows:

To delete Section 50.1.d) and to replace with the following:

"50.1.d) After a motion is put to a vote and at the discretion of the Chair, Members will be required to identify how he or she wishes to vote either verbally or by a show of hands."

2. **THAT** all other terms set out in said By-law 55-2016, as amended, shall remain in full force and effect.
3. **THAT** this By-Law shall come into effect upon third reading and being finally passed.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED this 11th day of May, 2020.**

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**MAYOR, Nelson Santos**

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**CLERK, Jennifer Astrologo**



APRIL

### Department Summary:

<b>Total of Current Expenditures:</b>	\$	1,335,901.09
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**Total Number of Current Cheques Issued:** 238

## APRIL 2019

\* denotes monies to be recouped, billed to third party

**Council Summary Report  
Credit Card Transactions  
April 2020**

<b>Cheque Number</b>	<b>Cheque Date</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Account</b>	<b>Amount</b>
72834	4/17/2020	TD Canada Trust - RM Visa	MFIPPA - JAS, RBA, SKI	01-112-098-60254	\$ 976.89
72834	4/17/2020	TD Canada Trust - RM Visa	ADMIN - OFFICE SUPPLIES	01-112-099-60301	\$ 7.10
72834	4/17/2020	TD Canada Trust - RM Visa	CLERK - OFFICE SUPPLIES	01-112-099-60301	\$ 17.94
72834	4/17/2020	TD Canada Trust - RM Visa	REFRESHMENTS - CNCL MEETING	01-112-099-60317	\$ 22.87
72834	4/17/2020	TD Canada Trust - RM Visa	REFRESHMENTS - CNCL MEETING	01-112-099-60317	\$ 56.25
72834	4/17/2020	TD Canada Trust - RM Visa	MEMBERSHIP FEE	01-112-099-60320	\$ 8.13
72834	4/17/2020	TD Canada Trust - RM Visa	MEMBERSHIP FEE	01-112-099-60320	\$ 8.13
72834	4/17/2020	TD Canada Trust - RM Visa	MEMBERSHIP FEE - J GALEA	01-112-099-60320	\$ 498.62
72834	4/17/2020	TD Canada Trust - RM Visa	TOWN HALL - HAND SANITIZER	01-112-360-72057	\$ 147.42
72834	4/17/2020	TD Canada Trust - RM Visa	FIRE - OFFICE SUPPLIES	01-121-099-60301	\$ 8.97
72834	4/17/2020	TD Canada Trust - RM Visa	FIRE - RENTAL CAR 1	01-121-099-60316	\$ 10.65
72834	4/17/2020	TD Canada Trust - RM Visa	MEMBERSHIP FEES-DEL GRECO	01-130-099-60320	\$ 269.66
72834	4/17/2020	TD Canada Trust - RM Visa	MEMBERSHIP FEE - A PLANCKE	01-130-099-60320	\$ 215.00
72834	4/17/2020	TD Canada Trust - RM Visa	CERT FRAME - A PLANCKE	01-130-099-60320	\$ 36.90
72834	4/17/2020	TD Canada Trust - RM Visa	AD - GROVEDALE/PAVILION	01-175-099-60306	\$ 890.40
72834	4/17/2020	TD Canada Trust - RM Visa	SHUFFLE BOARD	01-175-099-60627	\$ (356.16)
72834	4/17/2020	TD Canada Trust - RM Visa	WW OPERATOR - T DELGRECO	02-201-098-60254	\$ 140.00
72834	4/17/2020	TD Canada Trust - RM Visa	COURIER FEES-POLLARDWATER	02-201-099-60305	\$ 166.41
72834	4/17/2020	TD Canada Trust - RM Visa	CERT FRAME 4PK - A PLANCKE	02-201-099-60320	\$ 44.54
72834	4/17/2020	TD Canada Trust - RM Visa	CERT FRAME - A PLANCKE	02-201-099-60320	\$ 36.89
72834	4/17/2020	TD Canada Trust - RM Visa	ES - STEEL SHELVES	02-201-099-60357	\$ 239.75
72834	4/17/2020	TD Canada Trust - RM Visa	ES - SHOP SUPPLIES	02-201-099-60357	\$ 20.98
72834	4/17/2020	TD Canada Trust - RM Visa	CELL NODES FOR METERS	02-201-182-60448	\$ 301.94
72834	4/17/2020	TD Canada Trust - RM Visa	CELL NODES FOR METERS	02-201-182-60448	\$ 301.94
72834	4/17/2020	TD Canada Trust - RM Visa	CELL NODES FOR METERS	02-201-182-60448	\$ 301.94
72834	4/17/2020	TD Canada Trust - RM Visa	CELL NODES FOR METERS	02-201-182-60448	\$ 301.94
<b>Total Credit Card Transactions</b>					<b>\$ 4,886.73</b>
72819	4/15/2020	TD Canada Trust - NS	FPCBP 2020 GALA - N SANTOS	01-110-099-60300	\$ 175.00
72819	4/15/2020	TD Canada Trust - NS	PHOTO - TRADE SHOW BANNER	01-185-099-63104	\$ 36.63

**Town of Kingsville**  
**Council Summary Report**

<b>Ranges:</b>	<b>From:</b>	<b>To:</b>
<b>Vendor ID:</b>	<b>First</b>	<b>Last</b>
<b>Vendor Name:</b>	<b>First</b>	<b>Last</b>
<b>Cheque Date:</b>	<b>4/1/2020</b>	<b>4/30/2020</b>
<b>Sorted By:</b>	<b>Cheque Number</b>	

Distribution Types Included: **PURCH**

Cheque Number	Cheque Date	Vendor Name	Description	Amount
-				
Total For Department				\$0.00
000	-			
0072736*	4/1/2020	Goodwill Industries	2019 FINAL CHARITY REBATE 01-000-031-21418	\$1,238.50
0072738 *	4/1/2020	Greater Essex County District S	2019 FINAL CHARITY REBATE 01-000-031-21418	\$2,519.92
0072739*	4/1/2020	Greenwood Homes Inc.	RFND - 25 LUKAS DR 01-000-000-21410	\$1,000.00
0072739*	4/1/2020	Greenwood Homes Inc.	RFND - 23 LUKAS DR 01-000-000-21410	\$1,000.00
0072744 *	4/1/2020	I.B.E.W. #636	REMITTANCE MAR 8-21, 2020 01-000-000-21006	\$789.83
0072748*	4/1/2020	Kingsville Fire Fighter Assoc	REMITTANCE - FEB 2020 01-000-000-21014	\$336.00
0072750 *	4/1/2020	Lakeland Homes Ltd	RFND - 4 LUKAS DR 01-000-000-21410	\$1,000.00
0072757*	4/1/2020	Amy MacEachern	RFND - PAVILION MAR 27-29 01-000-030-21383	\$108.00
0072766*	4/1/2020	Minister of Finance	CLAIM NO SC-17-58242 01-000-000-21016	\$75.92
0072784 *	4/1/2020	REALTAX INC	OPEN NEW FILE 090-02800 01-000-030-21307	\$508.50
0072784*	4/1/2020	REALTAX INC	OPEN NEW FILE 120-03600 01-000-030-21307	\$508.50
0072784*	4/1/2020	REALTAX INC	OPEN NEW FILE 225-20017 01-000-030-21307	\$508.50
0072784*	4/1/2020	REALTAX INC	OPEN NEW FILE 250-02300 01-000-030-21307	\$565.00
0072784*	4/1/2020	REALTAX INC	OPEN NEW FILE 250-02400 01-000-030-21307	\$565.00
0072784*	4/1/2020	REALTAX INC	OPEN NEW FILE 250-04400 01-000-030-21307	\$565.00
0072784*	4/1/2020	REALTAX INC	OPEN NEW FILE 270-32900 01-000-030-21307	\$508.50
0072784*	4/1/2020	REALTAX INC	OPEN NEW FILE 550-00600 01-000-030-21307	\$565.00
0072784*	4/1/2020	REALTAX INC	OPEN NEW FILE 590-04250 01-000-030-21307	\$565.00
0072784*	4/1/2020	REALTAX INC	OPEN NEW FILE 600-08600 01-000-030-21307	\$565.00
0072785 *	4/1/2020	Receiver General	ACCOUNT NO: 485121354R1 01-000-000-21015	\$113.88

**Town of Kingsville  
Council Summary Report**

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072798*	4/1/2020	Terry Fox Run Kingsville	TERRY FOX RUN DONATION 01-000-030-21388	\$70.00
0072803*	4/1/2020	Twin Peaks Hydroponics Inc	RFND - 2067 HICKORY LANE 01-000-000-21410	\$1,000.00
0072817*	4/16/2020	HYDRO ONE	Streetlights - Dimar Dr 01-000-006-13199	\$29.07
0072826*	4/17/2020	Leo DeBel	RFND - BOAT WELL #19 01-000-006-12012	\$11.50
0072836	4/17/2020	Workplace Safety & Insurance E	REMITTANCE - MARCH 2020 01-000-000-21007	\$12,766.94
0072873 *	4/21/2020	I.B.E.W. #636	REMITTANCE MAR 22-APR 4, 2020 01-000-000-21006	\$1,496.40
0072878*	4/21/2020	Jo Jacks of Windsor	RFND DEP - 173 HAROLD CULL DR 01-000-000-21410	\$1,000.00
0072895*	4/21/2020	Municipality of Leamington	LTW TRANSIT FARES - FEB 2020 01-000-030-21387	\$250.00
0072905 *	4/21/2020	Pro Bid Contractors Ltd.	EMERG BANK REPAIR - GRHM SDRD 01-000-023-14080	\$6,819.69
0072912	4/21/2020	Royal Benefits Inc	BENEFITS CLAIM - MARCH 2020 01-000-006-12002	\$29.22
0072914*	4/21/2020	Segave, Gary or Sharyne	RFND DEP - 260 ROAD 4 W 01-000-000-21410	\$1,000.00
0072915*	4/21/2020	Shilson Excavation & Trucking I	BANK REPAIR - SOUTH TALBOT RD 01-000-023-14080	\$1,994.49
0072933*	4/21/2020	Suzanne Allison	RFND PYMT - ROLL 590-04250 01-000-031-21418	\$700.00
0072934*	4/21/2020	Klementina Durocher	RFND PYMT - ROLL 600-08600 01-000-031-21418	\$650.00
0072938*	4/21/2020	Sally Robinson	RFND PYMT - ROLL 120-03600 01-000-031-21418	\$500.00

**Total For Department 000 \$41,923.36**

**110** -

0072819	4/16/2020	TD Canada Trust - NS Visa	FPCBP 2020 GALA - N SANTOS 01-110-099-60300	\$175.00
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**Total For Department 110 \$175.00**

**112** -

0072702	4/1/2020	A.J. Stone Company Ltd.	FIRE - WIPES 01-112-360-72057	\$257.24
0072704	4/1/2020	B&T Waechter Holdings Ltd (Cc	FIRE - SCBA MASK DISINFECTANT 01-112-360-72057	\$54.30
0072710	4/1/2020	Chapman Signs	NAME PLATE - R MCLEOD 01-112-099-60301	\$43.86
0072711	4/1/2020	Cintas Canada Limited	TOWN HALL - MATS 01-112-099-60315	\$110.60
0072714	4/1/2020	Compugen Inc.	TREASURY COPIES 01-112-099-60311	\$770.83
0072716	4/1/2020	Counter Effects	BLDG - COUNTER TOP EXTENSION 01-112-099-60358	\$325.63

**Town of Kingsville**  
**Council Summary Report**

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072718	4/1/2020	Jeff Dean	FIRE- N95 MASKS 01-112-360-72057	\$35.11
0072737	4/1/2020	Great Lakes Safety Products	TOWN HALL - HAND SANITIZER 01-112-360-72057	\$100.01
0072758	4/1/2020	MC Business Solutions Ltd	NEOPOST - BRUSHES 01-112-099-60303	\$102.60
0072761	4/1/2020	McTague Law Firm	PROFESSIONAL SERVICES 01-112-099-60319	\$989.11
0072763	4/1/2020	Merchant Paper Company	TOWN HALL - SUPPLIES 01-112-099-60315	\$848.05
0072782	4/1/2020	Purolator Courier Service	COURIER SERVICES 01-112-099-60305	\$32.51
0072782	4/1/2020	Purolator Courier Service	COURIER SERVICES 01-112-099-60305	\$31.39
0072793	4/1/2020	Siskinds LLP	PROFESSIONAL FEES 01-112-099-60319	\$900.53
0072799	4/1/2020	Thomson Reuters Canada	WESTLAW SUBSCRIPTION - FEB2020 01-112-099-60320	\$133.34
0072808	4/1/2020	Windsor Factory Supply	FIRE - MASK N95 01-112-360-72057	\$81.41
0072815	4/16/2020	Enbridge Gas Inc.	2021 Division Rd N - Town Hall 01-112-099-60314	\$427.00
0072817	4/16/2020	HYDRO ONE	2021 Division Admin #J027150 01-112-099-60314	\$2,619.67
0072820	4/16/2020	Town of Kingsville (water)	2021 Division Admin 01-112-099-60314	\$72.63
0072823	4/17/2020	Bell Canada	2021 DIVISION RD N (PIPE) 01-112-099-60327	\$559.68
0072823	4/17/2020	Bell Canada	2021 Division Rd N 01-112-099-60327	\$686.63
0072838	4/21/2020	Actuarial Solutions Inc.	EFB ACCOUNTING DISCLOSURES 01-112-099-60326	\$2,035.20
0072840	4/21/2020	A.J. Stone Company Ltd.	FIRE - DISINFECTANT 01-112-360-72057	\$398.88
0072845	4/21/2020	Chapman Signs	SIGNS - GARBAGE DROP OFF 01-112-360-72057	\$181.34
0072845	4/21/2020	Chapman Signs	SIGNS - CLOSED (COVID) 01-112-360-72057	\$755.57
0072846	4/21/2020	Cheema Cleaning Services Ltd	CLEANING SERVICES - MAR 2020 01-112-099-60341	\$2,289.60
0072847	4/21/2020	Compugen Inc.	TREASURY COPIES 01-112-099-60311	\$568.47
0072850	4/21/2020	Jeff Dean	FIRE - N95 MASKS 01-112-360-72057	\$46.81
0072850	4/21/2020	Jeff Dean	FIRE - DISINFECTANT & SOAP 01-112-360-72057	\$39.14
0072850	4/21/2020	Jeff Dean	DISINFECTANTS 01-112-360-72057	\$23.07
0072856	4/21/2020	Essex Region Conservation Au	2ND QUARTER LEVY - 2020 01-112-420-60950	\$52,111.50
0072860	4/21/2020	Fusion Managed Services	FRONT COUNTER - METER READS 01-112-099-60311	\$35.62
0072861	4/21/2020	Genrep Ltd	TOWN HALL - ANNUAL SERVICE 01-112-099-60315	\$666.53
0072868	4/21/2020	Habitat for Humanity Windsor-E	GRANT - 1057 MAPLE, 1056 BIRCH 01-112-200-60393	\$25,639.25
0072870	4/21/2020	HRDownloads Inc	HR DOWNLOADS 01-112-098-60254	\$4,069.38

**Town of Kingsville  
Council Summary Report**

<b>Cheque Number</b>	<b>Cheque Date</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Cheque Amount</b>
0072882	4/21/2020	Laser Art Inc.	TOWN CLOTHING 01-112-072-60216	\$1,738.54
0072887	4/21/2020	Lloyd Burns McInnis LLP	INS CLAIM - BTACKEN 01-112-099-60313	\$10,258.50
0072889	4/21/2020	Maxill Inc	FIRE - PPE 01-112-360-72057	\$405.28
0072889	4/21/2020	Maxill Inc	FIRE - DISINFECTANT 01-112-360-72057	\$60.49
0072890	4/21/2020	McTague Law Firm	PROFESSIONAL SERVICES 01-112-099-60319	\$164.85
0072890	4/21/2020	McTague Law Firm	HICKSON GRIEVANCE 01-112-099-60319	\$164.85
0072891	4/21/2020	Merchant Paper Company	ARENA - DISINFECTANT 01-112-360-72057	\$128.42
0072891	4/21/2020	Merchant Paper Company	HAND SANITIZER 01-112-360-72057	\$66.61
0072894	4/21/2020	Monarch Office Supply	OFFICE SUPPLIES - MAR 2020 01-112-099-60301	\$637.22
0072899	4/21/2020	Orkin Canada Corporation	TOWN HALL - PEST CONTROL 01-112-099-60315	\$91.58
0072909	4/21/2020	R.A.Critchlow Realty Inc.	APPRAISAL - 210 MAIN ST E 01-112-099-60319	\$356.16
0072912	4/21/2020	Royal Benefits Inc	BENEFITS CLAIM - MARCH 2020 01-112-072-60222	\$168.53
0072912	4/21/2020	Royal Benefits Inc	BENEFITS CLAIM - MARCH 2020 01-112-072-60223	\$1,151.88
0072916	4/21/2020	Shred-It International ULC	RECORDS ARCHIVE DESTRUCT 01-112-099-60317	\$102.67
0072929	4/21/2020	Windsor Factory Supply	MATERIAL - PLAYGROUNDS (COVID) 01-112-360-72057	\$84.32
0072929	4/21/2020	Windsor Factory Supply	PW - VINYL GLOVES 01-112-360-72057	\$54.75
0072929	4/21/2020	Windsor Factory Supply	NYLON CABLE - PLAYGROUND CLOSE 01-112-360-72057	\$75.56
0072929	4/21/2020	Windsor Factory Supply	CAUTION TAPE - COVID CLOSE 01-112-360-72057	\$26.44
0072935	4/21/2020	LBC Capital	FRONT COUNTER PRINTER 01-112-099-60311	\$72.30
0072936	4/21/2020	Marsh Canada Limited	2020 INSURANCE RENEWAL 01-112-099-60312	\$418,924.68
<b>Total For Department</b>			<b>112</b>	<b>\$532,776.12</b>

**114** -

0072703	4/1/2020	Applied Computer Solutions Inc	SERVICE WORK - MARCH 2020 01-114-099-60310	\$159.00
0072722	4/1/2020	Empire Communications	PW/ES - WIRELESS NETWORK CABLE 01-114-360-72008	\$315.72
0072728	4/1/2020	Federal Express Canada Ltd.	DUTIES ON BARRACUDA DELIVERY 01-114-099-60305	\$12.69
0072730	4/1/2020	First Reference Inc.	IT REFERENCE MANUAL 01-114-099-60309	\$758.11
0072872	4/21/2020	Tony Iacobelli	VIDEO SOFTWARE - CAO/EXEC ASST 01-114-099-60305	\$399.00



**Town of Kingsville  
Council Summary Report**

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072906	4/21/2020	Public Sector Digest Inc.	CITYWIDE - TCA SOFTWARE 01-114-099-60309	\$3,172.63
0072910	4/21/2020	RC Spencer Associates Inc.	FIBRE OPTIC INSTALL 01-114-360-72013	\$3,968.64
<b>Total For Department</b>			<b>114</b>	<b>\$8,785.79</b>
<b><u>120</u></b>	-			
0072723	4/1/2020	Karl Erdmann	RFND - DOG TAG (3 DOG MAX) 01-120-064-41140	\$60.00
0072724	4/1/2020	Erie Veterinary Hospital	CAT VOUCHER PROGRAM 01-120-280-60377	\$75.00
0072724	4/1/2020	Erie Veterinary Hospital	CAT VOUCHER PROGRAM 01-120-280-60377	\$75.00
0072769	4/1/2020	Municipality of Leamington	ANIMAL CTRL - TRAPPING FEB2020 01-120-280-60124	\$71.23
0072769	4/1/2020	Municipality of Leamington	ANIMAL CTRL - 2020 GRANT 01-120-280-60371	\$28,146.08
0072921	4/21/2020	South Howard Animal Clinic	SPAY NEUTOR PROGRAM 01-120-280-60377	\$225.00
<b>Total For Department</b>			<b>120</b>	<b>\$28,652.31</b>
<b><u>121</u></b>	-			
0072711	4/1/2020	Cintas Canada Limited	FIRE - MATS 01-121-099-60315	\$83.16
0072731	4/1/2020	Fisher's Regalia & Uniform Ac	FIRE - UNIFORMS 01-121-072-60216	\$198.81
0072731	4/1/2020	Fisher's Regalia & Uniform Ac	FIRE - UNIFORMS 01-121-072-60216	\$503.07
0072763	4/1/2020	Merchant Paper Company	FIRE - SUPPLIES 01-121-099-60315	\$349.23
0072787	4/1/2020	Safedesign Apparel Ltd.	HELMET - S CAMPBELL 01-121-099-60701	\$4,267.52
0072800	4/1/2020	Tire Tyme	FIRE 219 - TIRE REPAIR 01-121-099-60316	\$51.90
0072812	4/16/2020	Allstream Business Inc	Fire Emergency Calls 01-121-099-60327	\$45.88
0072814	4/16/2020	E.L.K. Energy Inc	120 Fox St 01-121-099-60314	\$252.83
0072815	4/16/2020	Enbridge Gas Inc.	120 Fox St 01-121-099-60314	\$335.39
0072816	4/16/2020	Gosfield North Communications	Cottam Fire Hall 01-121-099-60327	\$126.46
0072820	4/16/2020	Town of Kingsville (water)	1720 Division Rd N 01-121-099-60314	\$66.81
0072846	4/21/2020	Cheema Cleaning Services Ltd	CLEANING SERVICES - MAR 2020 01-121-099-60341	\$356.16
0072846	4/21/2020	Cheema Cleaning Services Ltd	CLEANING SERVICES - MAR 2020 01-121-099-60341	\$183.17
0072853	4/21/2020	Economy Rental Centre	FIRE - RESCUE SAW 01-121-099-60316	\$50.88

# Town of Kingsville Council Summary Report

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072854	4/21/2020	Enbridge Gas Inc.	1720 Division Rd N 01-121-099-60314	\$363.46
0072858	4/21/2020	Fisher's Regalia & Uniform Ac	FIRE - UNIFORMS 01-121-072-60216	\$190.04
0072861	4/21/2020	Genrep Ltd	FIRE - ANNUAL SERVICE 01-121-099-60315	\$356.16
0072863	4/21/2020	Global Traffic Technologies Car	2020 Q2 LEASE 01-121-099-60311	\$2,026.20
0072893	4/21/2020	M&L Supply	FIRE - DETERGENT 01-121-100-60705	\$211.80
0072893	4/21/2020	M&L Supply	FIRE - HELMETS 01-121-099-60701	\$1,277.37
0072894	4/21/2020	Monarch Office Supply	OFFICE SUPPLIES - MAR 2020 01-121-099-60301	\$80.79
0072907	4/21/2020	Purolator Courier Service	COURIER SERVICES 01-121-099-60305	\$4.30
0072923	4/21/2020	Thames Communications Ltd.	FIRE - BATTERIES 01-121-099-60702	\$188.26
0072931	4/21/2020	Xerox Canada Ltd.	XEROX - FEB 25/20 - MAR 25/20 01-121-099-60311	\$40.34

**Total For Department 121 \$11,609.99**

## 122 -

0072711	4/1/2020	Cintas Canada Limited	OPP - MATS 01-122-099-60315	\$94.97
0072765	4/1/2020	Minister of Finance (OPP)	OPP CONTRACT - MARCH 2020 01-122-072-60120	\$271,040.20
0072801	4/1/2020	Truax Lumber	OPP - SCREWS & PT WOOD 01-122-099-60315	\$34.54
0072801	4/1/2020	Truax Lumber	OPP - HARD MAPLE & PT WOOD 01-122-099-60315	\$58.21
0072801	4/1/2020	Truax Lumber	OPP - SHELF & CLOSET POLE 01-122-099-60315	\$41.69
0072814	4/16/2020	E.L.K. Energy Inc	41 Division St S 01-122-099-60314	\$621.88
0072816	4/16/2020	Gosfield North Communications	OPP - Talbot St Cottam 01-122-099-60327	\$121.88
0072832	4/17/2020	Reliance Home Comfort	41 Division St S 01-122-099-60314	\$37.61
0072846	4/21/2020	Cheema Cleaning Services Ltd	CLEANING SERVICES - MAR 2020 01-122-099-60341	\$1,922.24
0072846	4/21/2020	Cheema Cleaning Services Ltd	CLEANING SERVICES - MAR 2020 01-122-099-60341	\$284.93
0072854	4/21/2020	Enbridge Gas Inc.	41 Division St S 01-122-099-60314	\$264.11
0072874	4/21/2020	John and Michelle Ivanisko	COTTAM OPP LEASE - MAY 2020 01-122-260-60342	\$540.31
0072911	4/21/2020	Ricoh Canada	OPP - COPIER LEASE 01-122-099-60311	\$311.15

**Total For Department 122 \$275,373.72**

# Town of Kingsville Council Summary Report

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
<b>124</b>	-			
0072894	4/21/2020	Monarch Office Supply	OFFICE SUPPLIES - MAR 2020 01-124-099-60301	\$40.58
0072912	4/21/2020	Royal Benefits Inc	BENEFITS CLAIM - MARCH 2020 01-124-072-60223	\$553.73
0072913	4/21/2020	Sam's Service Facility	14-02 - ALTERNATOR REPAIR 01-124-099-60316	\$1,034.14
<b>Total For Department 124</b>				<b>\$1,628.45</b>
<b>130</b>	-			
0072701	4/1/2020	AGO Industries Inc.	PW - Q1 CLOTHING 01-130-072-60216	\$929.22
0072701	4/1/2020	AGO Industries Inc.	PW - CLOTHING ALLOTMENT 01-130-072-60216	\$166.84
0072701	4/1/2020	AGO Industries Inc.	PW - CLOTHING ALLOTMENT 01-130-072-60216	\$260.87
0072710	4/1/2020	Chapman Signs	PLAQUE - MEMORIAL BENCH 01-130-099-60424	\$313.42
0072715	4/1/2020	County Wide Tree Service	TREE TRIM - 3RD CONCESSION 01-130-099-60426	\$3,836.35
0072715	4/1/2020	County Wide Tree Service	TREE TRIM - ROAD 5 W 01-130-099-60426	\$3,172.36
0072720	4/1/2020	Dillon Consulting	BRIDGE#46-S TALBOT CULVERT 01-130-360-71827	\$436.86
0072720	4/1/2020	Dillon Consulting	RD#11 IRWIN DR - CULVERT 01-130-360-71962	\$2,344.18
0072726	4/1/2020	Essex County Locksmiths	PW - REPAIR SHOP DOORS 01-130-099-60315	\$330.72
0072727	4/1/2020	Fastenal Canada	PW - HEX KEY FOR SIGN INSTALLS 01-130-132-60428	\$7.33
0072742	4/1/2020	Chuck Hedge	MILEAGE-JVA HYDRAULICS CHATHAM 01-130-099-60400	\$94.57
0072745	4/1/2020	J.J.Tires Limited	GRADER - TIRE REPAIR 01-130-099-60316	\$164.19
0072746	4/1/2020	Kelcom Radio Division	AVL AND RADIOS FOR FLEET 01-130-099-60460	\$761.93
0072751	4/1/2020	Lawson Products Ltd.	PW - SHOP SUPPLIES 01-130-099-60335	\$303.41
0072764	4/1/2020	Messer Canada Inc.,	PW - 02 TANKS 01-130-099-60335	\$136.60
0072781	4/1/2020	Pro Bid Contractors Ltd.	CATCH SYS INSTALL-TRAIN COURT 01-130-360-72035	\$20,649.99
0072783	4/1/2020	Queens Auto Supply	PW - POWER WASH SHAMPOO 01-130-099-60335	\$143.50
0072786	4/1/2020	Rene Blain Trucking Ltd	BULK COLD PATCH 01-130-110-60418	\$3,058.33
0072788	4/1/2020	Sam's Service Facility	18-01 - OIL CHANGE 01-130-099-60316	\$83.94
0072790	4/1/2020	Security One Alarm Systems	COTTAM - ALARM MONITORING 01-130-099-60327	\$259.49
0072804	4/1/2020	United Rotary Brush Corporatio	BRUSHES FOR ST SWEEPER 01-130-110-60422	\$2,555.24

**Town of Kingsville**  
**Council Summary Report**

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072805	4/1/2020	Verhaegen Land Surveyors	SRVY-LAND EXPROPRIAT'N MAIN ST 01-130-360-71546	\$3,224.11
0072806	4/1/2020	Waddick Fuels	GASOLINE 01-130-099-60340	\$752.52
0072806	4/1/2020	Waddick Fuels	CLEAR ULS 01-130-099-60340	\$874.57
0072806	4/1/2020	Waddick Fuels	GASOLINE 01-130-099-60340	\$650.93
0072806	4/1/2020	Waddick Fuels	CLEAR ULS 01-130-099-60340	\$248.01
0072814	4/16/2020	E.L.K. Energy Inc	390 Main St E Traffic Lights 01-130-110-60402	\$81.92
0072814	4/16/2020	E.L.K. Energy Inc	Wigle Traffic Lights 01-130-110-60402	\$67.16
0072814	4/16/2020	E.L.K. Energy Inc	Jasperson Traffic Lights 01-130-110-60402	\$207.70
0072814	4/16/2020	E.L.K. Energy Inc	Street Lights - Kingsville 01-130-114-60412	\$8,376.38
0072814	4/16/2020	E.L.K. Energy Inc	Division Traffic Lights 01-130-110-60402	\$160.79
0072814	4/16/2020	E.L.K. Energy Inc	Spruce Traffic Lights 01-130-110-60402	\$207.70
0072814	4/16/2020	E.L.K. Energy Inc	Santos & Main Traffic Lights 01-130-110-60402	\$26.68
0072814	4/16/2020	E.L.K. Energy Inc	Street Lights - Cottam 01-130-114-60412	\$1,689.51
0072815	4/16/2020	Enbridge Gas Inc.	2021 Division Rd N - PW Garage 01-130-099-60314	\$326.68
0072815	4/16/2020	Enbridge Gas Inc.	2021 Division - Garage 01-130-099-60314	\$225.41
0072817	4/16/2020	HYDRO ONE	Streetlights - Road 3E 01-130-114-60412	\$2.15
0072817	4/16/2020	HYDRO ONE	Streetlights - Kratz 01-130-114-60412	\$2.15
0072817	4/16/2020	HYDRO ONE	Streetlights - Mucci Dr 01-130-114-60412	\$22.00
0072817	4/16/2020	HYDRO ONE	Streetlights - Regent St 01-130-114-60412	\$28.61
0072817	4/16/2020	HYDRO ONE	Streetlights - Woodland 01-130-114-60412	\$60.42
0072817	4/16/2020	HYDRO ONE	Streetlights - Meghan Agosta 01-130-114-60412	\$53.43
0072820	4/16/2020	Town of Kingsville (water)	PW Garage 01-130-099-60314	\$194.85
0072845	4/21/2020	Chapman Signs	SIGNS -SANDBAG FILLING STATION 01-130-360-71961	\$72.45
0072849	4/21/2020	County Wide Tree Service	TREE REMOVAL - SPRUCE ST 01-130-099-60426	\$4,462.17
0072849	4/21/2020	County Wide Tree Service	TREE REMOVAL - 400 LAKEVIEW AV 01-130-099-60426	\$1,768.59
0072852	4/21/2020	DiMenna Excavating	TEST PITS-JASPERSON RECONSTRUC 01-130-360-71925	\$992.16
0072853	4/21/2020	Economy Rental Centre	SM CHAINSAW - BUCKET TRUCK 01-130-099-60357	\$844.56
0072864	4/21/2020	Go Evo	SIGN/SIDEWALK INSPECTIONS 01-130-144-60438	\$2,320.13
0072864	4/21/2020	Go Evo	SIGN/SIDEWALK INSPECTIONS 01-130-132-60428	\$2,320.13

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Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072866	4/21/2020	G-TEL Engineering Inc	LOCATES - ROAD 2 E RECONSTRUCT 01-130-360-72024	\$3,943.20
0072871	4/21/2020	Hurricane SMS Inc	CATCH BASIN FLUSH - VARIOUS 01-130-141-60439	\$1,933.44
0072871	4/21/2020	Hurricane SMS Inc	CATCH BASIN FLUSH - VARIOUS 01-130-141-60439	\$1,933.44
0072871	4/21/2020	Hurricane SMS Inc	CATCH BASIN FLUSH - VARIOUS 01-130-141-60439	\$1,119.36
0072871	4/21/2020	Hurricane SMS Inc	CATCH BASIN FLUSH - VARIOUS 01-130-141-60439	\$1,933.44
0072871	4/21/2020	Hurricane SMS Inc	CATCH BASIN FLUSH - VARIOUS 01-130-141-60439	\$1,933.44
0072871	4/21/2020	Hurricane SMS Inc	CATCH BASIN FLUSH - VARIOUS 01-130-141-60439	\$1,628.16
0072871	4/21/2020	Hurricane SMS Inc	CATCH BASIN FLUSH - VARIOUS 01-130-141-60439	\$1,831.68
0072875	4/21/2020	Jeff Shepley Excavating Ltd.	TRUCK SCREENINGS 01-130-138-60432	\$1,237.40
0072876	4/21/2020	Jireh Tools	PW - BATTERY CHARGER 01-130-099-60357	\$233.03
0072877	4/21/2020	Joe Johnson Equipment Inc.	SWEEPER - GUIDE ANGLE 01-130-110-60422	\$83.59
0072877	4/21/2020	Joe Johnson Equipment Inc.	SWEEPER - DECALS 01-130-110-60422	\$65.25
0072880	4/21/2020	JVA Hydraulics & Machine Shop	15-01 - HYDRAULIC CYLINDER 01-130-099-60316	\$3,205.44
0072883	4/21/2020	Lawson Products Ltd.	PW - GRINDING DISC 01-130-099-60357	\$47.41
0072884	4/21/2020	Leamington Int. Trucks	16-01 SWEEPER - SAFETY&SERVICE 01-130-110-60422	\$1,398.99
0072884	4/21/2020	Leamington Int. Trucks	12-03 - AIR LEAK 01-130-099-60316	\$411.52
0072890	4/21/2020	McTague Law Firm	LAND EXPROPRIATION - MAIN ST W 01-130-360-71546	\$763.20
0072892	4/21/2020	Messer Canada Inc.,	CYLINDER RENTAL 01-130-099-60335	\$24.42
0072892	4/21/2020	Messer Canada Inc.,	CYLINDER RENTAL 01-130-099-60335	\$100.05
0072894	4/21/2020	Monarch Office Supply	OFFICE SUPPLIES - MAR 2020 01-130-099-60301	\$76.57
0072899	4/21/2020	Orkin Canada Corporation	PW - PEST CONTROL 01-130-099-60315	\$91.58
0072901	4/21/2020	Phasor Industrial	SERVICE - D'TOWN CLOCK REPAIR 01-130-099-60455	\$766.90
0072908	4/21/2020	Queens Auto Supply	PW - ABSORBENT 01-130-099-60335	\$92.45
0072912	4/21/2020	Royal Benefits Inc	BENEFITS CLAIM - MARCH 2020 01-130-072-60223	\$1,151.88
0072915	4/21/2020	Shilson Excavation & Trucking Inc	BRIDGE HEAD WALL REPAIR - 6CON 01-130-141-60414	\$4,478.45
0072915	4/21/2020	Shilson Excavation & Trucking Inc	REMOVE OBSTRUCTION-THURSTON DR 01-130-099-60427	\$3,113.85
0072915	4/21/2020	Shilson Excavation & Trucking Inc	REPAIR BRIDGE - INMAN SDRD 01-130-141-60414	\$4,918.06
0072917	4/21/2020	Signs by Nommel	LOGO STICKERS - CONES 01-130-099-60347	\$356.16
0072919	4/21/2020	SkyMobile	GEOTAB INSTALL - 19-03 01-130-099-60460	\$252.36

# Town of Kingsville Council Summary Report

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072920	4/21/2020	Southwestern Sales Corp. Ltd.	GRANULAR STONE - RD GRADING 01-130-138-60432	\$230.28
0072920	4/21/2020	Southwestern Sales Corp. Ltd.	GRANULAR STONE - S TALBOT RD 01-130-099-60316	\$2,729.81
0072927	4/21/2020	Waddick Fuels	CLEAR ULS 01-130-099-60340	\$1,135.07
0072927	4/21/2020	Waddick Fuels	GASOLINE 01-130-099-60340	\$718.91

**Total For Department 130 \$114,212.00**

## 131 -

0072735	4/1/2020	GFL Environmental Inc	FRONT END SERVICE - ARENA 01-131-400-60380	\$32.84
0072735	4/1/2020	GFL Environmental Inc	FRONT END SERVICE-CRYSTAL APT 01-131-400-60380	\$237.87
0072735	4/1/2020	GFL Environmental Inc	FRONT END SERVICE - COTTAM 01-131-400-60380	\$237.87
0072857	4/21/2020	Essex-Windsor Solid Waste	YARD WASTE - MARCH 2020 01-131-400-60382	\$155.20
0072862	4/21/2020	GFL Environmental Inc	WASTE COLLECTION - APRIL 2020 01-131-400-60380	\$44,462.45

**Total For Department 131 \$45,126.23**

## 151 -

0072743	4/1/2020	Hutchins Monuments	GRACELAND - OPENING 01-151-072-60121	\$570.00
0072792	4/1/2020	Sims Publications Incorporated	AD - CEMETERY CLEAN UP 01-151-099-60306	\$79.38
0072814	4/16/2020	E.L.K. Energy Inc	Greenhill Cemetery 01-151-099-60314	\$129.50
0072854	4/21/2020	Enbridge Gas Inc.	Mill St Cemetery 01-151-099-60314	\$68.68
0072918	4/21/2020	Sims Publications Incorporated	AD - CEMETERY CLEANUP 01-151-099-60306	\$79.38

**Total For Department 151 \$926.94**

## 170 -

0072711	4/1/2020	Cintas Canada Limited	ARENA - MATS 01-170-099-60315	\$100.03
0072754	4/1/2020	Limelight & Electric	ARENA - LIGHTING SUPPLIES 01-170-099-60315	\$141.80
0072755	4/1/2020	Loblaw Inc.	ARENA - CANDY MACHINE 01-170-154-60446	\$96.71
0072755	4/1/2020	Loblaw Inc.	ARENA - OFFICE SUPPLIES 01-170-099-60301	\$24.33

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Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072757 *	4/1/2020	Amy MacEachern	RFND - PAVILION MAR 27-29 01-170-006-12063	\$1,100.00
0072763	4/1/2020	Merchant Paper Company	ARENA - SUPPLIES 01-170-099-60335	\$258.93
0072763	4/1/2020	Merchant Paper Company	ARENA - SUPPLIES 01-170-099-60335	\$39.80
0072763	4/1/2020	Merchant Paper Company	FACILITIES - SUPPLIES 01-170-099-60315	\$722.68
0072764	4/1/2020	Messer Canada Inc.,	P&R - OLYMPIA PROPANE 01-170-099-60340	\$182.92
0072764	4/1/2020	Messer Canada Inc.,	P&R - PROPANE 01-170-099-60340	\$148.99
0072773	4/1/2020	Noble Corporation	BATTERY HOLDER 01-170-099-60315	\$113.70
0072773	4/1/2020	Noble Corporation	HVAC FILTERS 01-170-099-60315	\$512.30
0072776	4/1/2020	Orkin Canada Corporation	ARENA - PEST CONTROL 01-170-099-60315	\$94.50
0072789*	4/1/2020	Sarah Parks Horsemanship	P2P FORM 011 01-170-000-15000	\$711.90
0072820	4/16/2020	Town of Kingsville (water)	1741 Jasperson Lane 01-170-099-60314	\$1,300.65
0072820	4/16/2020	Town of Kingsville (water)	1741 Jasperson Lane 01-170-099-60314	\$20.25
0072822 *	4/17/2020	Marjorie Apon	RFND - RENTAL DEP APR 25/2020 01-170-006-12063	\$100.00
0072824	4/17/2020	Cogeco	1741 Jasperson 01-170-099-60327	\$110.44
0072825*	4/17/2020	Christine Darowski	RFND - RENTAL DEP APR 18/2020 01-170-006-12063	\$100.00
0072827	4/17/2020	Enbridge Gas Inc.	1741 Jasperson Lane 01-170-099-60314	\$1,917.78
0072828*	4/17/2020	Mary Ellen Larsh	RFND - RENTAL DEP JUL 3-5/2020 01-170-006-12063	\$550.00
0072829*	4/17/2020	Peter Loewen or Rebecca Enns	RFND-RENTAL DEP APR 25-26/2020 01-170-006-12063	\$500.00
0072835*	4/17/2020	Lindsay Turner	RFN -RENTAL DEP JUN 19-21/2020 01-170-006-12063	\$550.00
0072841	4/21/2020	Allstream Business Inc	Arena - Fax/Debit 01-170-099-60327	\$90.00
0072841	4/21/2020	Allstream Business Inc	Arena/Carnegie Elevator 01-170-099-60327	\$45.00
0072851	4/21/2020	Dillon Consulting	ROOFTOP REVIEW-ARENA NEW UNIT 01-170-360-72038	\$4,400.00
0072879	4/21/2020	Jutzi Water Technologies (D.H.,	WATER EQUIP RENTAL 01-170-099-60318	\$75.00
0072885	4/21/2020	Limelight & Electric	ARENA - LIGHT BULBS 01-170-099-60315	\$138.70
0072888	4/21/2020	Loblaw Inc.	ARENA - OFFICE SUPPLIES 01-170-099-60301	\$6.68
0072891	4/21/2020	Merchant Paper Company	ARENA - SUPPLIES 01-170-099-60335	\$325.92
0072891	4/21/2020	Merchant Paper Company	ARENA - SUPPLIES 01-170-099-60335	\$364.40
0072892	4/21/2020	Messer Canada Inc.,	CYLINDER RENTAL 01-170-099-60340	\$8.00
0072892	4/21/2020	Messer Canada Inc.,	CYLINDER RENTAL 01-170-099-60318	\$67.62

# Town of Kingsville Council Summary Report

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072892	4/21/2020	Messer Canada Inc.,	CYLINDER RENTAL 01-170-099-60315	\$433.46
0072894	4/21/2020	Monarch Office Supply	OFFICE SUPPLIES - MAR 2020 01-170-099-60301	\$72.16
0072896	4/21/2020	Noble Corporation	DRIVER BOARD 01-170-099-60315	\$340.00
0072901	4/21/2020	Phasor Industrial	ARENA - COMPRESSOR REPAIR 01-170-099-60316	\$962.56
0072928	4/21/2020	Warkentin Plumbing	ARENA - FURNACE FILTER 01-170-099-60315	\$38.80

**Total For Department 170**

**\$16,766.01**

**171**

0072709	4/1/2020	Carrier Truck Center Inc.	BOBCAT FILTERS 01-171-099-60316	\$139.43
0072711	4/1/2020	Cintas Canada Limited	BIA - MATS 01-171-171-60315	\$52.95
0072725	4/1/2020	E.R.(Bill) Vollans Ltd.	P&R - PARTS FOR FLEET MAINT 01-171-099-60316	\$41.84
0072727	4/1/2020	Fastenal Canada	P&R - TOOL KITS FOR SHOP 01-171-099-60335	\$182.62
0072747	4/1/2020	Kelcom Telemessaging	EMERGENCY ELEVATOR LINE 01-171-171-60315	\$61.97
0072759	4/1/2020	McGrail Farm Equipement LP	PARTS - FLEET MAINTENANCE 01-171-099-60316	\$588.86
0072767	4/1/2020	Modular Service Group Inc	STORAGE RENTAL 01-171-099-60318	\$76.32
0072779	4/1/2020	PlayPower Canada Inc.	BENCHES & GARBAGE RECEPTACLES 01-171-360-72041	\$3,928.67
0072783	4/1/2020	Queens Auto Supply	P&R - PARTS 01-171-099-60316	\$27.11
0072783	4/1/2020	Queens Auto Supply	P&R - OIL FOR FLEET MAINT 01-171-099-60316	\$89.19
0072794	4/1/2020	Southwestern Sales Corp. Ltd.	GRANULAR STONE - RIDGEVIEW 01-171-176-60337	\$81.07
0072795	4/1/2020	Southpoint Equipment	P&R - PARTS FOR FLEET MAINT 01-171-099-60316	\$331.99
0072801	4/1/2020	Truax Lumber	P&R - CONC MIX & PT WOOD 01-171-099-60315	\$54.92
0072801	4/1/2020	Truax Lumber	LIONS HALL - TILE REPAIR 01-171-159-60315	\$70.76
0072801	4/1/2020	Truax Lumber	P&R - PT WOOD 01-171-099-60315	\$56.32
0072801	4/1/2020	Truax Lumber	P&R - PT WOOD & CONC MIX 01-171-099-60315	\$339.69
0072801	4/1/2020	Truax Lumber	P&R - PT WOOD 01-171-099-60315	\$38.77
0072814	4/16/2020	E.L.K. Energy Inc	Queen St - NE Corner 01-171-099-60314	\$13.05
0072814	4/16/2020	E.L.K. Energy Inc	Queen St - NW Corner 01-171-099-60314	\$13.05
0072814	4/16/2020	E.L.K. Energy Inc	21 Mill St - Lions Hall 01-171-159-60314	\$13.10



**Town of Kingsville**  
**Council Summary Report**

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072814	4/16/2020	E.L.K. Energy Inc	28 Division St S 01-171-171-60314	\$293.86
0072814	4/16/2020	E.L.K. Energy Inc	315 Queen St - Meter Cab 01-171-099-60314	\$21.25
0072814	4/16/2020	E.L.K. Energy Inc	315 Queen St - Pavilion 01-171-155-60314	\$205.70
0072814	4/16/2020	E.L.K. Energy Inc	21 Mill St - Lions Hall 01-171-159-60314	\$523.59
0072814	4/16/2020	E.L.K. Energy Inc	37 Beech St (42 Main) 01-171-172-60314	\$192.54
0072814	4/16/2020	E.L.K. Energy Inc	103 Park St 01-171-135-60314	\$14.10
0072814	4/16/2020	E.L.K. Energy Inc	103 Park St 01-171-135-60314	\$542.41
0072814	4/16/2020	E.L.K. Energy Inc	124 Fox - Ridgeview Park 01-171-176-60314	\$103.96
0072814	4/16/2020	E.L.K. Energy Inc	122 Fox St 01-171-173-60314	\$254.20
0072814	4/16/2020	E.L.K. Energy Inc	169 Cty Rd 34W (Cottam Rotary) 01-171-099-60314	\$34.48
0072815	4/16/2020	Enbridge Gas Inc.	124 Fox St 01-171-176-60314	\$129.77
0072820	4/16/2020	Town of Kingsville (water)	ERCA - Park Washrooms 01-171-099-60314	\$107.25
0072827	4/17/2020	Enbridge Gas Inc.	37 Beech St 01-171-172-60314	\$181.87
0072837	4/21/2020	1797465 Ontario Limited	PORT RENTALS 01-171-099-60318	\$295.10
0072837	4/21/2020	1797465 Ontario Limited	PORT RENTALS 01-171-099-60318	\$442.66
0072841	4/21/2020	Allstream Business Inc	Park Pavilion 01-171-155-60327	\$48.62
0072841	4/21/2020	Allstream Business Inc	Lions Hall 01-171-159-60327	\$45.00
0072841	4/21/2020	Allstream Business Inc	Arena/Carnegie Elevator 01-171-171-60327	\$52.66
0072844	4/21/2020	Carrier Truck Center Inc.	BOBCAT GLASS DOOR 01-171-099-60316	\$157.15
0072846	4/21/2020	Cheema Cleaning Services Ltd	CLEANING SERVICES - MAR 2020 01-171-172-60341	\$410.00
0072846	4/21/2020	Cheema Cleaning Services Ltd	CLEANING SERVICES - MAR 2020 01-171-171-60341	\$793.73
0072854	4/21/2020	Enbridge Gas Inc.	21 Mill St - Lions Hall 01-171-159-60314	\$395.50
0072854	4/21/2020	Enbridge Gas Inc.	28 Division St S 01-171-171-60314	\$38.86
0072855	4/21/2020	E.R.(Bill) Vollans Ltd.	P&R - PARTS FOR FLEET 01-171-099-60316	\$40.56
0072855	4/21/2020	E.R.(Bill) Vollans Ltd.	15-02 - SERVICE MOWER 01-171-099-60316	\$1,112.07
0072859	4/21/2020	Form & Build Windsor	P&R - FORMING TUBE 01-171-099-60315	\$128.87
0072867	4/21/2020	Gyori Farms Inc.	MULCH 01-171-099-60344	\$407.04
0072881	4/21/2020	Kelcom Telemessaging	EMERGENCY ELEVATOR LINE 01-171-171-60315	\$56.85
0072901	4/21/2020	Phasor Industrial	GROVEDALE - KITCHEN EXHAUST <del>01</del> 01-171-135-60315	\$203.00

# Town of Kingsville Council Summary Report

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072902	4/21/2020	Plant Products	FERTILIZER 01-171-099-60337	\$2,544.00
0072903	4/21/2020	Practica	DOGGY BAGS 01-171-099-60335	\$286.35
0072913	4/21/2020	Sam's Service Facility	17-02 - SERVICE 01-171-099-60316	\$389.34
0072913	4/21/2020	Sam's Service Facility	18-03 - SERVICE 01-171-099-60316	\$218.75
0072913	4/21/2020	Sam's Service Facility	17-04 - SERVICE 01-171-099-60316	\$417.86
0072913	4/21/2020	Sam's Service Facility	14-03 - SERVICE 01-171-099-60316	\$127.19
0072913	4/21/2020	Sam's Service Facility	18-05 - SERVICE 01-171-099-60316	\$137.34
0072918	4/21/2020	Sims Publications Incorporated	AD - HORT SOC SEEDY SAT 01-171-150-60344	\$192.33
0072925	4/21/2020	TSC Stores L.P. (4955)	P&R - CASTERS 01-171-099-60335	\$53.89
0072926	4/21/2020	Vertechs Elevators Ontario Inc.	ELEVATOR MAINTENANCE -APR 2020 01-171-171-60315	\$330.72
0072927	4/21/2020	Waddick Fuels	DYED ULS 01-171-099-60340	\$238.39
0072927	4/21/2020	Waddick Fuels	DYED ULS 01-171-099-60340	\$228.42
0072928	4/21/2020	Warkentin Plumbing	P&R - FURNACE FILTERS 01-171-099-60315	\$107.17
0072928	4/21/2020	Warkentin Plumbing	P&R - HVAC FILTERS 01-171-099-60315	\$106.58
0072939	4/21/2020	Southpoint Equipment	PURCHASE 20-01 & 20-02 KUBOTA 01-171-360-72043	\$31,138.54

**Total For Department 171 \$49,951.20**

**173 -**

0072740	4/1/2020	Gyori Farms Inc.	BOAT LAUNCH - CLEAR STONE 01-173-099-60337	\$252.00
0072752	4/1/2020	Leo Mailloux Construction	FLOATING DOCKS-EXT STEEL PIP'G 01-173-360-72049	\$23,700.00
0072801	4/1/2020	Truax Lumber	MARINA - PT WOOD 01-173-099-60315	\$44.97
0072810	4/1/2020	XPlornet Communications Inc	MARINA COMMUNICATIONS 01-173-099-60327	\$59.99
0072820	4/16/2020	Town of Kingsville (water)	Docks - Cedar Island Dr 01-173-099-60314	\$763.27
0072826*	4/17/2020	Leo DeBel	RFND - BOAT WELL #19 01-173-060-40615	\$88.50
0072837	4/21/2020	1797465 Ontario Limited	PORT RENTALS 01-173-099-60318	\$145.00
0072841	4/21/2020	Allstream Business Inc	Boat Ramp - 599 Cedar Dr 01-173-099-60327	\$48.62
0072886	4/21/2020	Lin-con Concrete Products Inc	MARINA - CONCRETE CAPS 01-173-099-60315	\$2,893.00
0072920	4/21/2020	Southwestern Sales Corp. Ltd.	GRANULAR STONE - MARINA 01-173-099-60315	\$469.96

**Town of Kingsville  
Council Summary Report**

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072920	4/21/2020	Southwestern Sales Corp. Ltd.	CLEAR STONE - MARINA 01-173-099-60315	\$176.18
0072920	4/21/2020	Southwestern Sales Corp. Ltd.	GRANULAR STONE - MARINA 01-173-099-60337	\$74.09
0072920	4/21/2020	Southwestern Sales Corp. Ltd.	GRANULAR STONE - MARINA 01-173-099-60337	\$1,263.62
0072924	4/21/2020	Truax Lumber	MARINA - ANCHOR & BOLTS 01-173-099-60315	\$19.57
0072930	4/21/2020	Wolseley Canada Inc	MARINA - STEEL BUMPERS 01-173-099-60315	\$312.81
0072932	4/21/2020	XPlornet Communications Inc	MARINA COMMUNICATIONS 01-173-099-60327	\$59.99

**Total For Department 173 \$30,371.57**

**174** -

0072924	4/21/2020	Truax Lumber	MIG FEST - MATERIAL 01-174-099-60820	\$220.40
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**Total For Department 174 \$220.40**

**175** -

0072705*	4/1/2020	Kim Belanger	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072706*	4/1/2020	Taylor Braga	REFUND KINDERGYM 01-175-066-40625	\$25.00
0072707 *	4/1/2020	Erin Bryant	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072708*	4/1/2020	Liane Bults	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072717*	4/1/2020	Suzy D'Almonte	REFUND KINDERGYM 01-175-066-40625	\$25.00
0072719*	4/1/2020	Jennifer Dick	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072721*	4/1/2020	Melissa Dunn	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072732*	4/1/2020	Sydney or Jason Fortin	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072734*	4/1/2020	Sarah Friesen	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072741*	4/1/2020	Mara Hall	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072753*	4/1/2020	Emily Lewis	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072760*	4/1/2020	Angela McHardy	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072762*	4/1/2020	Kelly Melo	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072770*	4/1/2020	Harmony Munroe	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072771*	4/1/2020	Jaclyn Munroe	REFUND KINDERGYM 01-175-066-40625	\$12.50

**Town of Kingsville  
Council Summary Report**

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072772*	4/1/2020	Ashley Nelson	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072774*	4/1/2020	April O'Neil	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072777*	4/1/2020	Kyla Paquin	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072778*	4/1/2020	Carrie Peddle	REFUND KINDERGYM 01-175-066-40625	\$25.00
0072780*	4/1/2020	Ben Potok	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072791*	4/1/2020	Lidheta Sentanu	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072796*	4/1/2020	Michelle Staadegaard	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072797*	4/1/2020	Tanya Stiers	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072807*	4/1/2020	Melissa Welker	REFUND KINDERGYM 01-175-066-40625	\$12.50
0072830*	4/17/2020	Carol Merrett	RFND - URBAN POLING 01-175-066-40625	\$70.80
0072833*	4/17/2020	Elizabeth Sabara	RFND - URBAN POLING 01-175-066-40625	\$70.80
0072918	4/21/2020	Sims Publications Incorporated	AD - MARCH BREAK SKATING 01-175-099-60306	\$268.65

**Total For Department 175 \$747.75**

**177** -

0072865	4/21/2020	Graphic Gourmet	HG - MARKETING MATERIALS 01-177-099-60306	\$315.00
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**Total For Department 177 \$315.00**

**178** -

0072712	4/1/2020	CNC Electric Inc.	REPLACE CIRCUIT BRKR&RECEPTALE 01-178-360-71630	\$1,450.00
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**Total For Department 178 \$1,450.00**

**180** -

0072720	4/1/2020	Dillon Consulting	NOISE ASSESSMENT - 281 MAIN ST 01-180-099-60326	\$366.34
0072782	4/1/2020	Purolator Courier Service	COURIER SERVICES 01-180-360-71742	\$83.35
0072792	4/1/2020	Sims Publications Incorporated	AD - GH POLICY ZONING BYLAW 01-180-099-60306	\$303.87
0072851	4/21/2020	Dillon Consulting	SPA ENFORCEMENT - 281 MAIN ST 01-180-099-60326	\$494.55

**Town of Kingsville  
Council Summary Report**

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072907	4/21/2020	Purolator Courier Service	COURIER SERVICES 01-180-099-60305	\$28.64
<b>Total For Department 180</b>				<b>\$1,276.75</b>
<b><u>181</u></b>	-			
0072813	4/16/2020	Bell Canada	BIA Phone 01-181-099-60327	\$123.38
0072813	4/16/2020	Bell Canada	BIA Internet 01-181-099-60327	\$36.63
0072839	4/21/2020	Advance Business Systems	BIA COPIES 01/01/20 - 03/31/20 01-181-099-60301	\$91.76
<b>Total For Department 181</b>				<b>\$251.77</b>
<b><u>184</u></b>	-			
0072869	4/21/2020	Hall Telecommunications Suppl	TEXTNET SERVICE 01-184-099-63300	\$172.99
<b>Total For Department 184</b>				<b>\$172.99</b>
<b><u>185</u></b>	-			
0072821*	4/17/2020	Al's Auto Repair	RFND - VISTOR MAP AD 01-185-066-41323	\$212.50
0072831*	4/17/2020	Catherine or Gerry Penner	RFND - VISITOR MAP AD 01-185-066-41323	\$212.50
0072922	4/21/2020	Tango Creative Group Inc	TOURIST MAP - PROGRESS BILL 01-185-099-63106	\$3,256.32
<b>Total For Department 185</b>				<b>\$3,681.32</b>
<b><u>186</u></b>	-			
0072792	4/1/2020	Sims Publications Incorporated	KMHAC CD ARCHIVES 2019 01-186-099-60301	\$30.53
0072900	4/21/2020	Pearsall Marshall Halliwell & Se	KMHAC PROP SEARCH-183 MAIN ST 01-186-099-60319	\$289.81
0072918	4/21/2020	Sims Publications Incorporated	NOTICE - DISPUTE INTENT 183 MN 01-186-099-60306	\$785.33
<b>Total For Department 186</b>				<b>\$1,105.67</b>
<b><u>201</u></b>	-			

**Town of Kingsville  
Council Summary Report**

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
0072701	4/1/2020	AGO Industries Inc.	ES - Q1 CLOTHING 02-201-072-60216	\$799.98
0072701	4/1/2020	AGO Industries Inc.	ES - CLOTHING ALLOTMENT 02-201-072-60216	\$242.96
0072713 *	4/1/2020	Sherry Coburn	RFND WTR - 1096 HERITAGE RD 02-201-006-12067	\$57.63
0072729*	4/1/2020	Annie Lucie Finaldi	RFND WTR - 303 GLASS AVE 02-201-006-12067	\$13.86
0072733*	4/1/2020	Scott Fraser	RFND WTR OVRPMT-310 QUEEN ST 02-201-006-12067	\$3,556.18
0072749	4/1/2020	KTi Limited	ES-NON PIT RF READER 02-201-099-60315	\$17,042.31
0072756	4/1/2020	Lucier Glove & Safety Products	ES - XL GLOVES 02-201-099-60347	\$7.33
0072768	4/1/2020	Moore Canada Corporation	WATER BILLS 02-201-099-60301	\$441.94
0072775	4/1/2020	Ontario One Call	NOTIFICATIONS - FEB 2020 02-201-099-63020	\$250.37
0072788	4/1/2020	Sam's Service Facility	17-03 - OIL CHANGE 02-201-099-60316	\$89.03
0072802	4/1/2020	TSC Stores L.P. (5014)	ES - DRILL 02-201-099-60357	\$175.62
0072809	4/1/2020	Wolseley Canada Inc	ES - TOP LID FOR PIT BONNETS 02-201-099-63025	\$653.30
0072809	4/1/2020	Wolseley Canada Inc	ES - HYDRANT PARTS 02-201-099-63045	\$56.52
0072809	4/1/2020	Wolseley Canada Inc	ES - ANODE FOR SERVICE REPAIR 02-201-099-63025	\$111.28
0072811*	4/1/2020	Kyle Constantine Zoumboulis	RFND WTR - 24 JOANEY LANE 02-201-006-12067	\$46.47
0072842	4/21/2020	B&T Waechter Holdings Ltd (Cc	POWER INVERTER - ES TRUCK 02-201-099-60316	\$101.75
0072843	4/21/2020	Canada Post Corporation	WATER - G/S & KING ARREARS 02-201-099-60303	\$3,525.07
0072848	4/21/2020	comPeters inc.	LOCATE SOFTWARE - APRIL 2020 02-201-099-63020	\$381.60
0072898	4/21/2020	Ontario One Call	NOTIFICATIONS - MARCH 2020 02-201-099-63020	\$344.72
0072904	4/21/2020	Preview Inspections and Consu	BACKFLOW PREVENTION - MAR 2020 02-201-180-60405	\$1,933.44
0072910	4/21/2020	RC Spencer Associates Inc.	WATERMAIN EXT - SW SERV AREA 02-201-360-71952	\$1,335.60
0072912	4/21/2020	Royal Benefits Inc	BENEFITS CLAIM - MARCH 2020 02-201-072-60222	\$963.01
0072912	4/21/2020	Royal Benefits Inc	BENEFITS CLAIM - MARCH 2020 02-201-099-60347	\$240.75
0072913	4/21/2020	Sam's Service Facility	06-02 - SERVICE & DRIVE SHAFT 02-201-099-60316	\$545.79
0072925	4/21/2020	TSC Stores L.P. (4955)	BOOTS-S BRANCH, HYDRANT FLUID 02-201-072-60216	\$234.04
0072925	4/21/2020	TSC Stores L.P. (4955)	BOOTS-S BRANCH, HYDRANT FLUID 02-201-099-63045	\$195.26
0072930	4/21/2020	Wolseley Canada Inc	ES - HYDRANT & WTR SERVICE 02-201-099-63025	\$1,187.42
0072930	4/21/2020	Wolseley Canada Inc	ES - HYDRANT & WTR SERVICE 02-201-099-63045	\$6,546.35

# Town of Kingsville Council Summary Report

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
<b>Total For Department</b>			<b>201</b>	<b>\$41,079.58</b>
<b>242</b>	-			
0072720	4/1/2020	Dillon Consulting	K'VILLE SAN SYS - MASTER PLAN 02-242-360-71357	\$7,221.85
0072814	4/16/2020	E.L.K. Energy Inc	98 McCallum Dr 02-242-099-60314	\$67.56
0072814	4/16/2020	E.L.K. Energy Inc	Bernath Pump Station 02-242-099-60314	\$40.09
0072814	4/16/2020	E.L.K. Energy Inc	67 Heritage Sewage 2 02-242-099-60314	\$2,454.01
0072814	4/16/2020	E.L.K. Energy Inc	250 Queen St 02-242-099-60314	\$1,046.73
0072817	4/16/2020	HYDRO ONE	18 Hwy Lane Sewage Lagoon 02-242-099-60314	\$57.50
0072851	4/21/2020	Dillon Consulting	LAKESIDE PARK - TRUNK SAN. S 02-242-360-71864	\$3,027.76
0072871	4/21/2020	Hurricane SMS Inc	GROUT MANHOLE - CEDAR DR 02-242-320-64365	\$1,534.03
0072884	4/21/2020	Leamington Int. Trucks	14-06 - SAFETY 02-242-099-60316	\$1,502.39
0072897	4/21/2020	Ontario Clean Water Agency	ADDT'L SERV - LIGHTHOUSE ELEC 02-242-360-72054	\$2,902.19
0072897	4/21/2020	Ontario Clean Water Agency	ADDT'L SERV - WILLIAMS NURSERY 02-242-360-72054	\$3,241.56
0072897	4/21/2020	Ontario Clean Water Agency	OPERATIONS & MAINT - APR 2020 02-242-320-64360	\$84,489.69
<b>Total For Department</b>			<b>242</b>	<b>\$107,585.36</b>
<b>243</b>	-			
0072814	4/16/2020	E.L.K. Energy Inc	168 Cty Rd 27 N 02-243-099-60314	\$496.00
0072814	4/16/2020	E.L.K. Energy Inc	Rear 17 Lyle 02-243-099-60314	\$47.95
0072814	4/16/2020	E.L.K. Energy Inc	16 whitewood (Behind) 02-243-328-64365	\$83.16
0072814	4/16/2020	E.L.K. Energy Inc	168 Cty Rd 27 N - Lagoon 02-243-099-60314	\$548.40
0072816	4/16/2020	Gosfield North Communications	Pump House Alarm 02-243-099-60327	\$48.15
0072897	4/21/2020	Ontario Clean Water Agency	OPERATIONS & MAINT - APR 2020 02-243-320-64360	\$6,175.42
0072937	4/21/2020	Minister of Finance (Misc)	ECA AMENDMENT/REVIEW FEE 02-243-360-71950	\$7,450.00
<b>Total For Department</b>			<b>243</b>	<b>\$14,849.08</b>

**Town of Kingsville  
Council Summary Report**

Cheque Number	Cheque Date	Vendor Name	Description	Cheque Amount
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\* Note GST Rebate details are omitted, but are included in the totals

**\$1,331,014.36**





2021 Division Road North  
Kingsville, Ontario N9Y 2Y9  
(519) 733-2305  
www.kingsville.ca  
kingsvilleworks@kingsville.ca

**Date:** January 6, 2020  
**To:** Mayor and Council  
**Author:** Shaun Martinho, Manager of Public Works  
**RE:** Kingsville Banner Policy  
**Report No.:** MS2020- 02

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## **AIM**

To obtain Council endorsement of policy MS-018 Kingsville Banner Policy.

## **BACKGROUND**

On November 25, 2019 the first draft of MS-018 The Kingsville Banner Policy was presented to Council for consideration. After receiving the report, the following motion was made:

### **589-2019**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Tony Gaffan

That Council receives the Report of Manager of Public Works S. Martinho dated October 22, 2019 RE: Proposed Streetlight Banner Policy; that Council directs Administration to obtain feedback from the Kingsville BIA in regard to the said Policy; and further, that Council directs Administration to bring back a Report within ninety (90) days.

At this meeting, several improvements were recommended and subsequently incorporated into the policy:

- That existing banner programs have precedence over new applicants.
- Incorporating over-the-road banners into the policy.
- Updating the fee schedule, with the goal of full cost recovery.

At the December 9, 2019 Regular Meeting of Council, delegates from the Veteran Banner Committee made several requests for additional modifications to the policy. A summary of their recommendations can be found in Appendix A.

## **DISCUSSION**

The revised policy was circulated to the BIA on February 18, 2020 and presented to the board on March 11, 2020 (Appendix B). They had no concerns or suggestions regarding the policy as written.

A summary of the suggested changes proposed by the Salute to Veterans Committee and comments from the Municipal Services Department are as follows:

- 1) Over the next four years, the committee is requesting a substantial increase in the number of banners, growing the program from 100 to 160 locations. In addition, they are requesting that Municipal Services devote the time and resources to procure, install, and maintain these new acquisitions.

The original request made to Council was for the installation of 70 banners throughout Kingsville. Due to increasing demand, Municipal Services facilitated an additional 30 banner locations in 2019. Staffing levels in Public Works have not changed since amalgamation took place in 1999. Therefore, when adding a new service it is important to consider how it will affect current operations. For example, the first snow event in 2019 occurred on November 10. At this time, two (2) trucks were not winter ready and facility parking lots had to be contracted out at a cost of \$2200.00.

The fall is typically a busy time of year for Public Works. Staff are helping with events, decorating the downtown, street sweeping, preparing the fleet for winter, and maintaining Kingsville's road network. A prudent and measured approach needs to be taken in an effort to minimize the disruption of existing operations. Municipal Services is committed to reviewing and updating this policy biannually to determine if there is capacity for future expansion. However, the recommendations of the committee exceed our current resources and capabilities.

- 2) That the Veteran Banner Program be excluded from the provisions of this policy and given "Special Status" to receive priority over other user groups, as well as 80% of the banner space.

There are many competing interests in downtown Kingsville and careful consideration went into the decision to limit banner programs to 30 days. Logistically, this timeline minimizes impact to daily operations by overlapping activities. For example, when Public Works is installing the winter snowflakes, they are removing banners simultaneously.

In addition, all of the required material, resources, and equipment needed to implement this service were purchased through taxation. This includes the aerial bucket truck, the banner bracket arms, and all of the required hardware. All user groups that wish to implement a banner program should have access to the banner space. The policy was designed to give an equal opportunity to all interested community groups.

## **LINK TO STRATEGIC PLAN**

Effectively manage corporate resources and maximize performance in day-to-day operations.

## **FINANCIAL CONSIDERATIONS**

As part of *By-law, 28-2019 Being a By-law to impose fees and charges by The Corporation of the Town of Kingsville* there is a \$50.00 fee for Over the Road Banner installations. This fee would be revised to reflect the true cost of processing banner applications and installing banners. Municipal Services is proposing a \$250.00 administrative fee and a \$40.00 per banner installation fee for all banner types. It should be noted that if the banner initiative is deemed to have significant municipal interest, fees can be waived at Councils discretion.

A breakdown of the costs associated with this program are as follows:

- A truck equipped with an aerial man lift was purchased for \$151,249.39.
- Eighty-five (85) new banner bracket arms were purchased using the Main Street Revitalization Fund for \$13,612.23.
- Miscellaneous hardware, fuel costs, and wear and tear have not been incorporated into the fee.
- Based on the length of time it took to remove the banners and staff feedback, it takes approximately 100 person-hours to implement the Veteran Banner Project. This equates to approximately \$4000.00 per year in labour costs.

## **CONSULTATIONS**

Town of Kingsville's BIA  
Town of Kingsville's Senior Management Team

## **RECOMMENDATION**

That Council adopts Policy #MS-018, being the Banner Policy, regulating the design, approval, installation, and maintenance of banners.

Respectfully Submitted,

Shaun Martinho

Shaun Martinho, H.B.Sc., C.E.T.  
Public Works Manager

G.A. Plancke

G.A. Plancke, Civil Eng. Tech (Env.)  
Director of Municipal Services

## **Salute to Veterans Banner Project Presentation to Town Council (December 9, 2019)**

### **Introduction:**

Distinguished Mayor, Deputy-Mayor, and Councillors: My name is Jay Atkin. I am representing the Kingsville Salute to Veterans Banner Project committee co-founded by Daisy Stewart, Murray Stewart, Mary-Maureen Atkin, and myself. Mary-Maureen sends her regrets from an urgent eye appointment in Toronto. Tonight we appreciate the opportunity to provide you with an update on the project and to present some issues and concerns as the project moves forward.

This summer we witnessed a tidal wave of tributes from the community to our Veterans. In 2019, we had six times the number of 2018 banners and twice the number of anticipated banners projected in our January presentation to Council. This overwhelming response brought with it some challenging issues for the entire project: for us, the manufacturer, the Town, and our sponsors.

It was an experience for those able to attend the August 2019 launch in the Legion ballroom to view up close a gallery of all Veteran banners. The indoor banner gallery along with pictures of 2018 and some 2019 banners are included in the photo handout.

We extend our gratitude to the entire Municipal Services staff for the tremendous effort they expended. The number of flattering comments from both Kingsville and the county at the astonishing display of banners for our Veterans is something of which they can be very proud and for that they are to be commended.

### **Streetlight Banner Policy:**

The Salute to Veterans Banner Project (hereafter referred to as "Project") understands that Municipal Services, after the energy, resources, and disruption of regular operations to accomplish this feat, would welcome some structure, regulation, and guidelines, thus prompting the Streetlight Banner Policy (hereafter referred to as "Policy"). The Project committee has reviewed the Policy and is in agreement with a lot of points; however, some of the proposed Policy content raises significant concerns for us.

We forwarded in writing to Municipal Services our comments, questions for clarification, and requests for change. Their response advised us that our comments would be considered. Our question pertaining to the rationale behind the capacity limit of 90 was answered along with an accompanying statement of reluctance for it to be increased as we had requested (See

Appendix B). Having received no further answers or clarification at the time of preparation of this presentation, we are expressing our concerns and recommendations to Council based on our interpretation of the Policy at this time.

We anticipate resolving Policy issues working with Municipal Services. Several issues, including Design, Liability, and Co-existing Banner Initiatives are summarized in Appendix A.

However, the committee's primary concerns relating to pole capacity and timeframes for display of banners require the attention and direction of Council.

### **Capacity:**

Ideally, the Project would see every sponsored banner being raised from August through November. This year was an anomaly. We never again expect to see this number of sponsors come forward. However, to insure this and for the benefit of all concerned, the committee recommends a limit of 10 new sponsors per year depending on Council's concern for annual growth with regard to capacity.

We survived the tidal wave of response this year, but it was not without casualties. Because we are speaking about Veterans, we feel the reference to casualties is appropriate. These are outlined in Appendix A.

Municipal Services reached out to neighbouring municipalities when drafting this policy. Regarding increased capacity, Municipal Services were reluctant to increase that number because 90 was considerably larger than any other municipality banner program. We fail to see the relevance in comparing what other municipalities have in terms of numbers when determining our own town capacity; rather, we feel it important to focus on Kingsville's needs. We hope the Town will set its sights higher and increase the 2020 capacity to a level of banners more reflective of Kingsville's current community demand.

### **Our Recommendation Regarding Capacity**

The capacity issue is related to the availability of brackets (referring to "sets of brackets"). There is currently a total of 130 brackets available (See Brackets). With the bracket expenditure already made, it would seem reasonable to place all 130 brackets into service. Municipal Services placed 10 banners on 5 parking lot poles (at the Unico Centre, Carnegie Centre, and Library) and added 1 pole to Cottam, effectively raising the current maximum to 101 banners. We recommend installing the remaining

29 brackets to increase the 2020 maximum banner cap from the current effective cap of 101 to a total of 130, including:

- a. by 4 in Cottam (over the current 14), perhaps by the park on Fox St
- b. by 5 in Ruthven proper (originally requested, currently none), and
- c. by 20 in Kingsville (securing 8 poles along Wigle/Lakeview, 4 along Park, and 8 along Herrington/Cull).

Our reasoning is to provide the following benefits:

- a. help avoid having banners by Cottam sponsors placed in Kingsville (i.e., there are more than 14 Cottam sponsors)
- b. allow our Ruthven proper sponsors to have their banners raised right in their community; this would allow the 5 banners originally intended for Ruthven proper to be moved from Kingsville freeing up 5 spots for Kingsville use
- c. provide much needed increased capacity in Kingsville
- d. expand coverage of banners along Wigle/Lakeview (ferry traffic), Park (lakefront traffic), and Herrington/Cull (Lakeside Park and Heritage traffic), complementing and enhancing routes along the lakefront development initiative
- e. allow, until future community groups became significant banner users, both the Jack Miner and Project banners to co-exist for their currently desired timeframes in the summer and fall at their current number of banners, and
- f. provide an excellent 2020 capacity base from which to manage future growth in measured amounts.

We recommend an annual increase in the maximum capacity by 10 banners for 2021, 2022, and 2023.

We recommend that Municipal Services budget time and resources in the winter and spring to work with utility companies to secure poles to accommodate these capacity limits.

### **Brackets:**

We are indebted to Council for the funds already approved for the brackets already acquired. We are also grateful to Mary Baruth for letting us use the Jack Miner Drive Thru Art Gallery brackets.

Municipal Services has stated that 90 new brackets have been purchased. At the outset of summer Jack Miner had at least 40 brackets, about 30 brackets mounted on poles and about 15 in inventory. Therefore, there are

currently a total of 130 brackets consisting of the 90 new (purchased) and the 40 previous (Jack Miner) brackets available for use.

We applaud Municipal Services for selecting the newer, superior Heavy Duty Banner Brackets over the previous type of bracket used by Jack Miner even at greater expense. Should Municipal Services be planning to use some of the recently purchased 90 brackets to replace/upgrade the older Jack Miner brackets, we recommend this be deferred until such time that additional newer brackets could be purchased for that purpose. This would effectively enable the current banner cap, from a bracket perspective, to remain at the proposed 130 regardless of any possible planned bracket upgrade.

An annual growth limit of 10 sponsors per year would limit the maximum cost for brackets to \$1600 per year at current costs.

### **Timeframes:**

As requested at our January presentation to Council, the goal of the committee has been to raise our banners August through November (See Appendix A). Based on the approval of the above request, the committee assumed this would be the case each year, providing some assurance to our paying banner sponsors.

The Policy itself, in its current form, appears geared to banner events and offers a maximum of 30 days at no guaranteed date. Extension of the 30-day period is only at the discretion of Municipal Services as is the decision to delay the start date or shorten the length of time banners were displayed. There are no consistencies or guaranties of dates, length of time, or number of banners from year to year. This is very disconcerting.

Instead of an “event”, we feel this Project should be considered a significant ongoing annual community initiative occurring regularly to honour our Veterans. We feel both this and the Jack Miner projects, as Kingsville’s two inaugural flagship banner initiatives, should be awarded some kind of grandfathered priority and prestige.

Because of the nature, magnitude, and purpose of the Project we recommend that, unlike an application for a banner event, it be designated a special status (e.g., a Heritage, or History, or Town Beautification, or Salute to Veterans status). This status would include a “standing annual application” purporting specific details pertaining to timeframes and number of banners during that timeframe.

We recommend our banners be raised for 4 months from August through November (the last 50% of total annual banner time). Assuming a capacity

of 130, we recommend 105 brackets be designated for Veterans' banners (80% of the total capacity). Therefore, during this same timeframe the remaining 25 brackets (20% of capacity) would be available for Jack Miner to raise their banners as they did this year. In fact, they did not use the entire 4 months so brackets would be free for applications from other banner events.

This recommendation leaves all brackets (100% of capacity) available from April through July (the first 50% of total banner time). Considering most other banner events might be smaller than our project this should offer ample timeframe and capacity for multiple other events to be approved under the Policy guidelines.

This approach would provide the consistency we are seeking to offer our sponsors from year to year. A standing 80% of banner capacity for 50% of the banner time delivers the reliable expectation on which to move forward.

### **Summary:**

If council were to endorse the Policy presented on November 25th, the Salute to Veterans Banner Project would change drastically. A moratorium on future sponsors would be necessary. We are obliged to honour those sponsors deferred from 2019; however, in good conscience, we could not accept further sponsors without being able to guarantee the banner disposition for our current sponsors.

The committee function would resort to working with Municipal Services at the beginning of each year to determine the number of annual brackets being allotted for Salute to Veterans banners and for what timeframe. With this number we would conduct an annual lottery from the pool of all banners to determine those sponsors fortunate enough to see their banner on the streets of Kingsville for that year and those unfortunate sponsors whose banners would remain in storage until the following year, when they would have priority in the next year's lottery.

We will forward a copy of this presentation to Municipal Services. We believe the Streetlight Banner Policy along with attention to recommendations made here will continue to make the Salute to Veterans Banner Project a viable initiative and we seek Council's support to make this happen.

Thank you.





Policy #: MS-018

Issued: March 31, 2020

Reviewed/Revised: 1

Prepared By: Shaun Martinho

Reviewed By: Andrew Plancke

Approved By: Council

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### 1.0 PURPOSE

The Town recognises the benefit of a limited number of Banners to promote business improvement areas, special events, and activities consistent with the purpose and values of the Town of Kingsville. The installation of Banners enhances the public realm and compliments the surrounding neighbourhood, thereby contributing to the overall quality of life in the community and enhancing the visitor experience.

The purpose of this policy is to guide the design, approval, installation, and maintenance of streetlight pole and over-the-road banners to ensure a consistent process for interested community organizations.

### 2.0 SCOPE

This policy applies to the design, approval, installation, maintenance and removal of Banners located in the Town of Kingsville as identified in schedule C.

### 3.0 DEFINITIONS

- 3.1 “Special Event” or “Activity” means a one-time or infrequently occurring event and is an opportunity for a leisure, social or cultural experience outside the normal range of choices or beyond everyday experience and are those activities that, in the opinion of the CAO or designate, have an identifiable community benefit and are consistent with the values and purpose of the Town of Kingsville.
- 3.2 “Banner” means a sign constructed of a pliable material, which is typically installed on a street pole on a temporary basis. This includes both over-the-road banners and pole banners.
- 3.3 “Community Organization” means a charitable, non-profit, or government organization/group that may be interested in displaying a Banners

### 4.0 ..REFERENCE DOCUMENTS

Schedule A- Banner Application Form  
Schedule B- Banner Design Criteria  
Schedule C- Authorized Banner Locations

## **5.0 RESPONSIBILITIES**

**5.1** The Municipal Services Department is responsible for accepting and processing Banner applications. Management will review all banner applications to ensure the initiative is in keeping with the Town's core values before they are brought to Council for approval.

**5.2** Community Organizations are responsible for designing, purchasing, and storing their Banners.

**5.3** The Public Works Department will be responsible for the installation, maintenance, and removal of Banners in the locations specified in Schedule C.

## **6.0 PROCEDURE**

### **6.1 Design and Approval**

- a) A Banner Application must be obtained from the Town of Kingsville Municipal Services Department and submitted no less than 60 days prior to the requested display date. The Banner Application must include:
  - A description of the Special Event, including the purpose of the event and an explanation of the event's benefit to the community.
  - A description of the Community Organization including their intended purpose for pursuing the Banner project.
  - Contact information for the Community Organization and/or the individual assigned to the Banner project.
  - The proposed Banner type and design including colours, text, and graphic content.
  - The Banner material, preferred installation and removal dates, locations, and production details.
- b) A onetime \$250.00 application fee and \$40.00 per banner installation fee will be charged for eligible Banner projects. If the banner initiative is deemed to have significant municipal interest, fees may be waived at Council's discretion.
- c) Installations may be permitted for the promotion of civic, charitable or community-oriented events, which are held to benefit the community at large, affiliated community groups, registered charities or other similar non-for-profit groups. Banners shall be designed to complement the natural aesthetic of the municipality and the surrounding environment. Design guidelines are included in Schedule B.
- d) No commercial advertising will be allowed, except in cases where a sponsoring entity's name is part of the name of the event. In such cases, no more than 25

percent of each banner area shall be used for the name and logo of the sponsor.

- e) One Banner design per event or activity may be hung for a maximum of thirty (30) days. Requests for extension may be made in writing to the attention of the Municipal Services Department.
- f) Town Council must approve final Banner designs prior to production and installation. See schedule B for design guidelines.
- g) Banner approvals are not guaranteed. In the case of multiple applications for the same date, preference will be given to existing banner programs. All other applications will be considered on a first-come first-serve basis.
- h) Banners may be removed prior to completion of the display period at the discretion of the Director of Municipal Services or his/her designate. Every effort will be made to notify the Community Organization before removal of the Banners.
- i) The number of Banners that may be installed is dependent on the proposed location of the Banners and subject to approval by the Director of Municipal Services or his/her designate. Authorized Banner locations are identified in Schedule C.

## **6.2 Installation, Maintenance, and Removal**

- a) Banners may only be installed, maintained, or removed by Town of Kingsville Public Works personnel.
- b) Banners are to be provided to the Town in the correct size and in ready-to-install condition. Banners that fail to meet the size and installation specifications may result in cancellation of the installation.
- c) All Banners should be delivered to the Town of Kingsville Municipal Services Department at least two business days prior to the installation date. Failure to meet the delivery deadline may result in cancellation of the installation.
- d) The date and time of installation shall be at the discretion of the Municipal Services Department and is based on workload, weather restrictions, staff resources, and equipment availability.
- e) Specific Banner locations shall be chosen at the discretion of the Municipal Services Department to ensure operational efficiency during installation.
- f) Banners are to be picked up within seven days of being removed. The Town of Kingsville assumes no responsibility for Banners that are not picked up within the specified time.

**7.0 REVIEW/REVISIONS**

<b>No.</b>	<b>Revision Details (incl. provision #)</b>	<b>Revision By</b>	<b>Date</b>
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			

Questions about this policy should be referred to the Director of Municipal Services.



2021 Division Road North  
Kingsville, Ontario N9Y 2Y9  
Phone: (519) 733-2305  
www.kingsville.ca  
kingsvilleworks@kingsville.ca

## **Schedule A Banner Application**

### **Contact Information**

Name of Group:

Address:

Phone:

Email:

### **Organization or Group Information**

Name of Event (if applicable):

Describe how your organization or event serves or benefits the community of Kingsville:

### **Banner Information**

Type of Banner (Please Check):      Over-the Road                      Streetpole Banners

How many banners would you like to hang?

Location (please check):      Ruthven      Cottam      Kingsville      All

Describe your proposed banner design (colours, text and graphic content):

**Attach a .pdf or jpeg image of your proposed banner design.**

### **Applicant Consent**

By signing this application form, the organization or group acknowledges that the Street Pole Banners are installed in April and removed after Labour Day annually.

Applicant Signature:



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[kingsvilleworks@kingsville.ca](mailto:kingsvilleworks@kingsville.ca)

## **Schedule B – Design Guidelines**

The following guidelines are for reference purposes only. The Town of Kingsville must approve all designs and specifications prior to production.

### **Materials**

Streetlight Banner materials:

- 200 Denier Nylon Fabric
- Vinyl

Overt-the-Road Banner Materials

- 14 oz Mesh Vinyl
- All banners to have reinforced hemmed edges
- Grommets to have an inside diameter of 3/8" and be 1" from outer edge.
- Banners must have wind slits of sufficient size and number to prevent damage to the banner and hanging mechanism.

### **Colours**

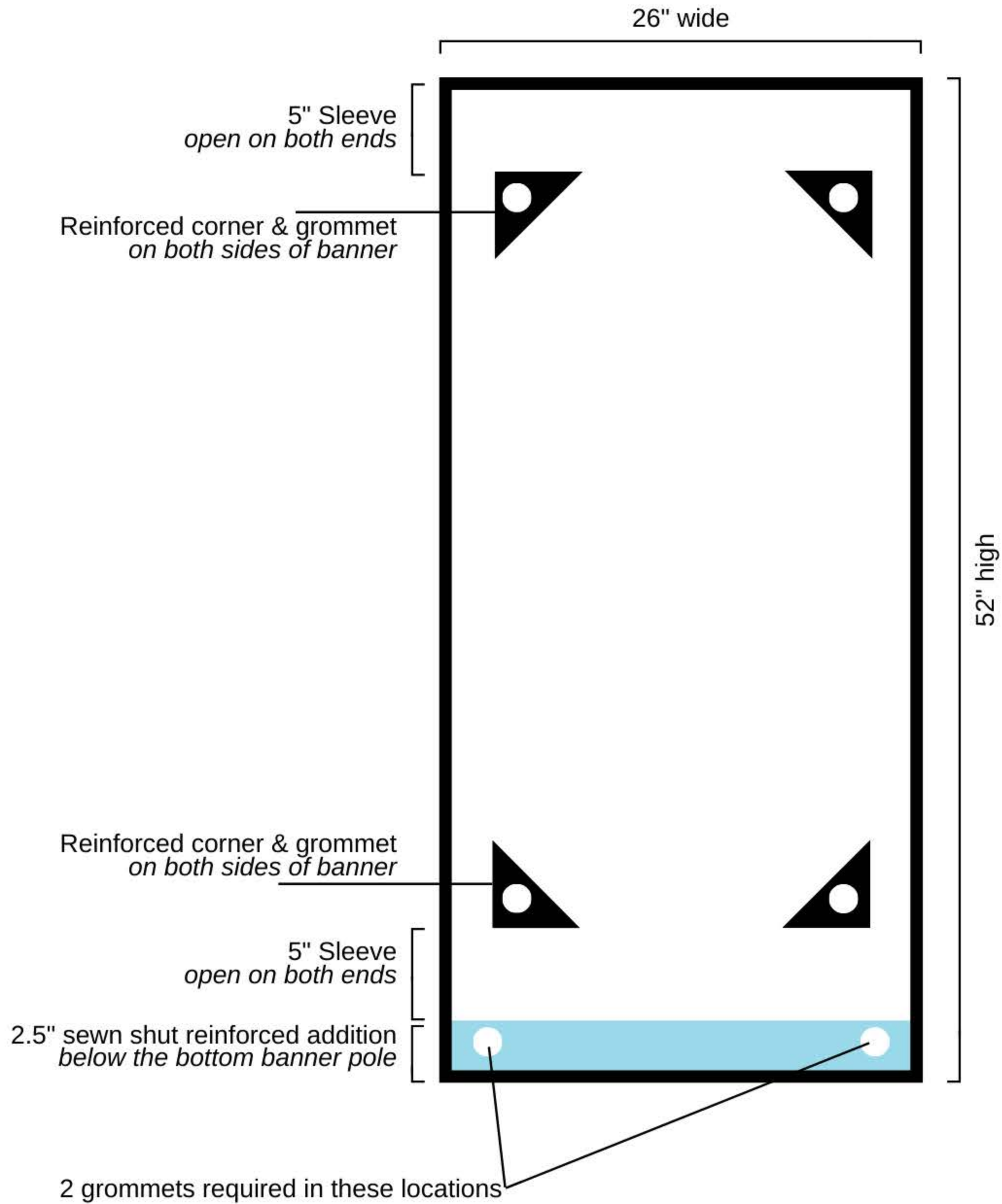
- Vinyl and contrasting colours are preferred with enough value (light and dark) separation to provide reasonable legibility under low lighting conditions. Colour pigments or dyes should be selected for exterior applications and be resistant to fading or colour bleeding.
- Colours should be bold and able to stand out when viewed at a distance.
- Colour schemes should be indicative of the season/period of the year.
- Fewer colours per design are preferred. Most designs can be represented in two to three colours.

### **Graphics/Streetlight Banner Content**

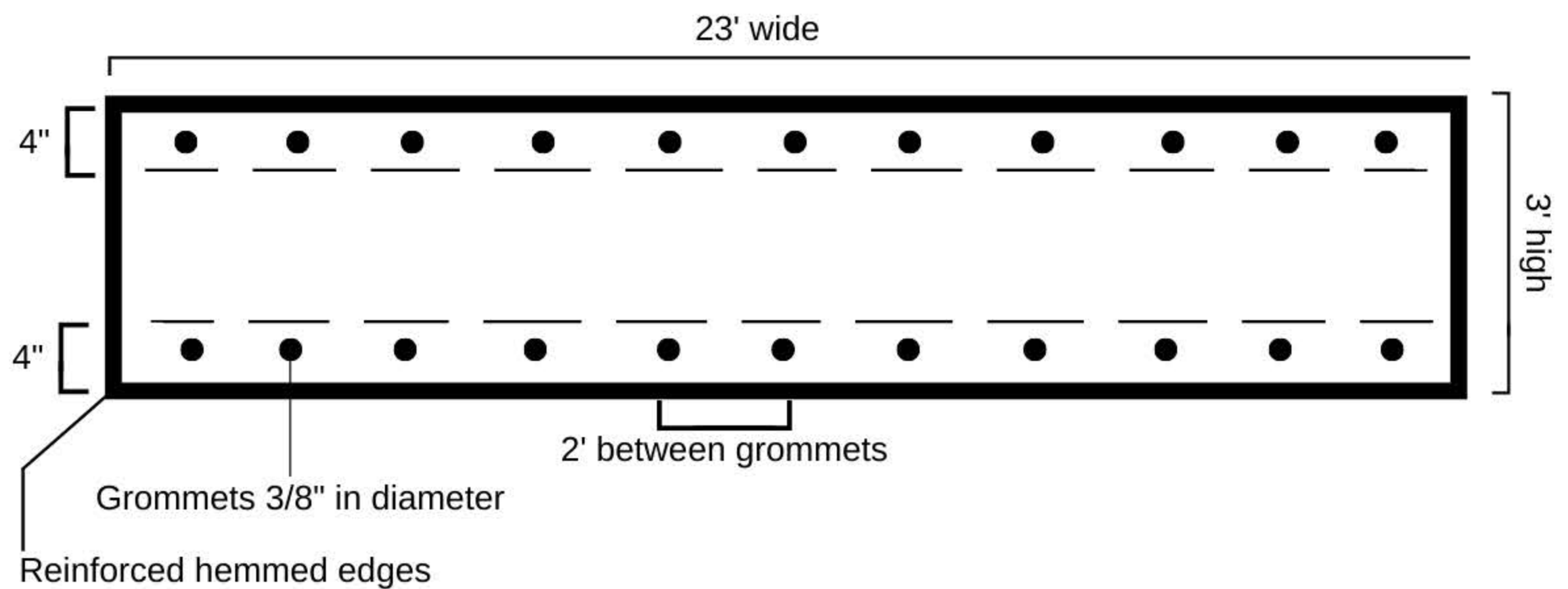
Streetlight Banner content should graphically convey the message of the event or its purpose in a simple manner using bold colours and a minimum number of images and text so as to inform the public of the event and avoid visual confusion.

- Text shown must be of legible size for easy readability at a distance (i.e. not less than 3 inches in height for lower case letters (depending on font style).
- No commercial advertising will be allowed, except in cases where a sponsoring entity's name is part of the name of the event. In such cases, no more than ¼ of the surface of each face of the Streetlight Banner area shall be used for the name and logo on the sponsor.
- Title blocks and lettering should be kept to a minimum.
- Streetlight Banner content shall be subject to review and approval.

## STREET POLE BANNER



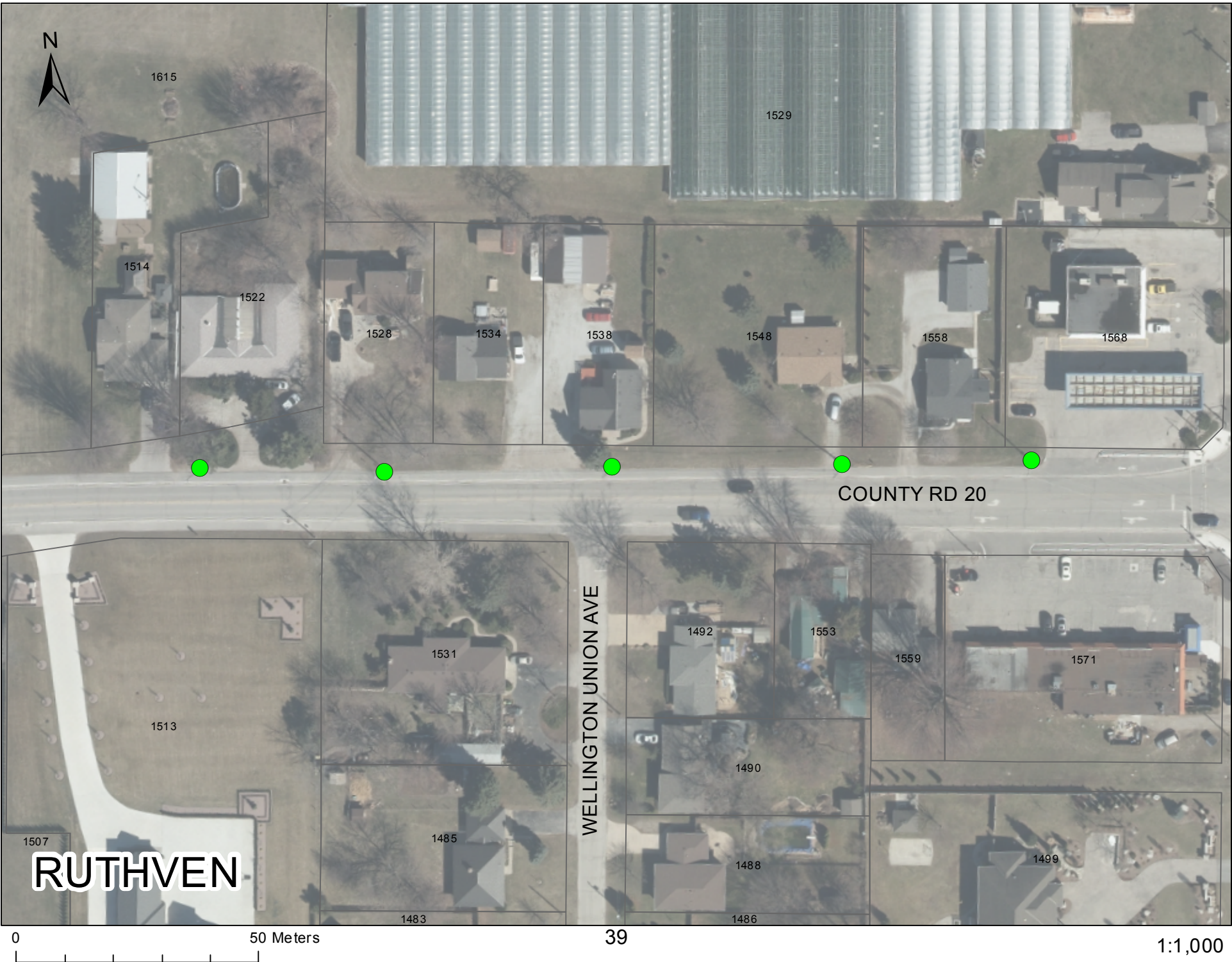
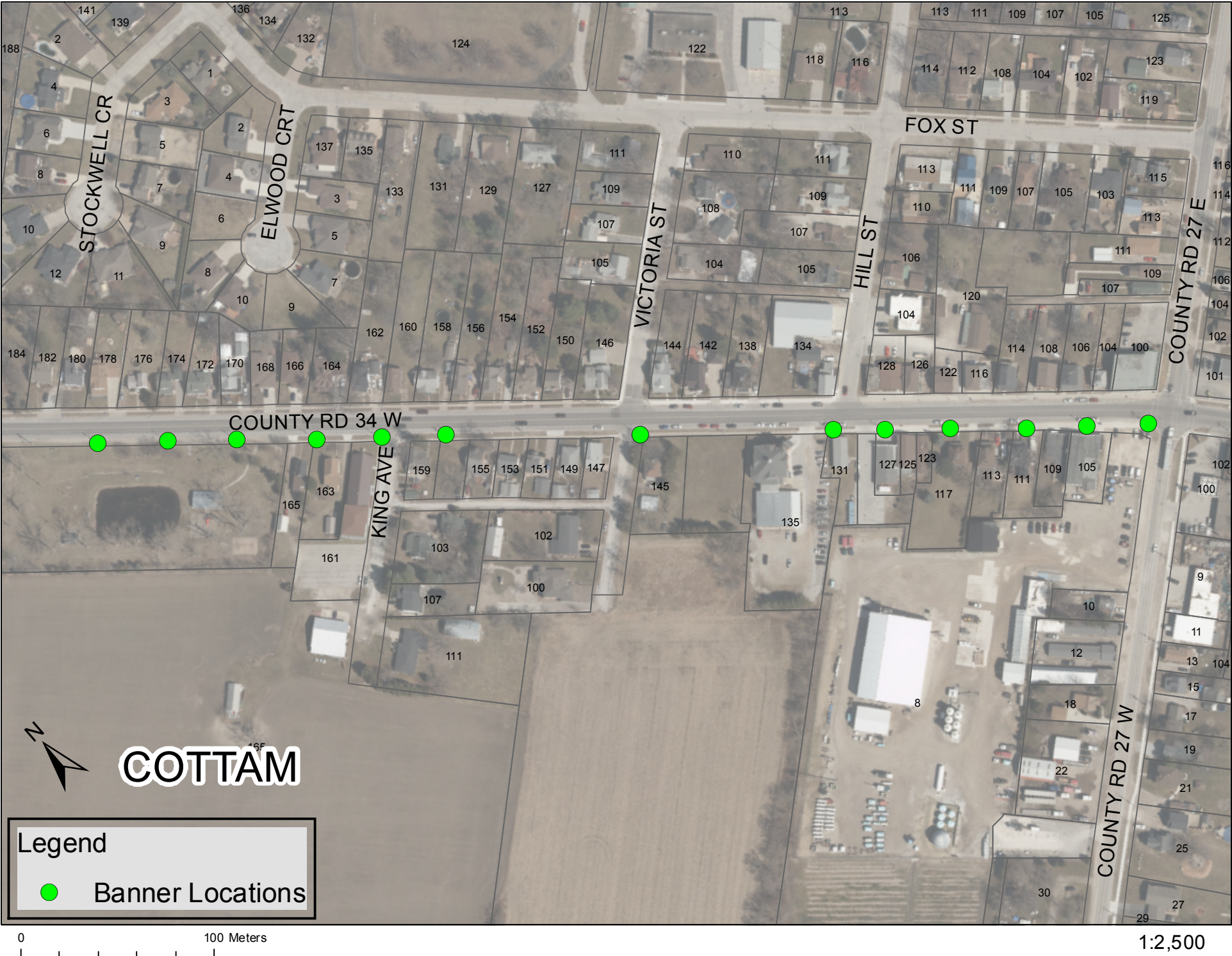
## OVER THE ROAD BANNER





Schedule C: Banner Pole Locations

# Cottam / Ruthven Banner Locations





# Kingsville Centre Banner Locations







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**Date:** May 4, 2020  
**To:** Mayor and Council  
**Author:** Tim Del Greco, Manager of Municipal Services  
**RE:** Impact of COVID-19 on Capital Works  
**Report No.:** MS2020 – 10

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## **AIM**

To provide Council with an update on capital works affected by COVID-19.

## **BACKGROUND**

Council has approved a number of municipal infrastructure projects in the 2020 Capital Budget. Following approval, COVID-19 was discovered in Canada and is now a global pandemic. Provincial Orders to reduce the spread of COVID-19, including social distancing and the closure of non-essential business, has impacted a number of capital projects to varying degrees.

## **DISCUSSION**

Below is an update on specific capital works affected by the COVID-19 pandemic. It should be noted that this pandemic continues to evolve and the information below is subject to frequent change.

### Main Street West Reconstruction

New gas mains and services are required as part of this reconstruction project. In order to complete this work, Enbridge would have to access 40 plus properties to reroute interior plumbing putting their technicians in close proximity to homeowners. Enbridge has reduced their levels of service and operations during the pandemic and have not committed to this work. As well, property owners may oppose contractors being in their homes under the current social distancing measures. This delay resulting from COVID-19 does allow for more time to pursue Main Street West land acquisitions as directed by Council.

The tender for this project closed on March 4<sup>th</sup>, 2020 with Sherway Contracting being the low bidder. Approval from Council to award the tender will be requested pending the following can be satisfied:

- Commitment from Enbridge to complete the gas component of the project.
- Sufficient time remaining in 2020 for Sherway to complete reconstruction.

Deferral to 2021 may be necessary depending on if and when the above is satisfied.

#### Kingsville Southwest Service Area Watermain Expansion

The intent is to start this project following completion of Main Street West watermain reconstruction. Therefore, any delays to Main Street West will have a negative impact on scheduling for this project. Further, it is no longer clear if servicing of the Conklin Lands (through private development) will commence this year. If true, there would be no benefit to installing the watermain on Road 2 West and County Road 20 (west of Heritage Road) as planned by the Town in 2020. Deferral to 2021 would avoid any unnecessary depreciation of this infrastructure.

Attached in Appendix A is a map of the project for your reference. The east/west section of Stage 1 as well as Stages 2 and 3 are to be constructed by the Town. The north/south section of Stage 1 is to be constructed by private development and oversized to accommodate the needs of the Kingsville Southwest Service Area.

The benefit to allowing private development to construct the north/south section of Stage 1 is primarily cost savings. With this approach, the Town does not have to acquire land. Nor would the Town have to complete the required MECP Class EA Approval Process when constructing infrastructure on newly acquired land. These issues would be satisfied through the developer's Plan of Subdivision Approval Process. As well, oversizing watermain infrastructure is typically cheaper than bearing the entire cost of installation. The downside to this approach is timing as progress is at the discretion of the developer.

The tender for this project has not been advertised.

#### Lakeside Park Sanitary Twinning

Although unfortunate for the community that both Highland Games and Folk Fest have been cancelled, it does allow for this project to proceed earlier pending contractor availability. Heyink Construction has been notified of the cancellations and are working with their sub-contractors regarding scheduling. Heyink is now anticipating a possible start in June, however not yet confirmed.

#### Optimization of Traffic Signals

Quotes have been received however the work will not be awarded until normal traffic patterns return on Main Street East.

#### Non-Read Water Meter Replacements

Diameter Consulting Services submitted a proposal on March 3<sup>rd</sup>, 2020 for the supply and replacement of non-read water meters throughout Kingsville. Senior administration was in the process of reviewing this proposal when COVID-19 protocols were implemented. Meter replacement and maintenance activities require contractors to enter homes. As a result, this service has been suspended while social distancing protocols are in place. There may not be sufficient time to tender, award, and complete this work in 2020. Municipal Services is exploring other options including awarding the project in 2020 and scheduling meter replacements for early 2021.

#### Kingsville Development Standards Manual Update

A tender was advertised in February 2020 seeking a qualified consultant to review and update the Kingsville Development Standards Manual. One submission was received at a cost of \$42,000 (excluding HST). The budget for this project is \$30,000.

Following review of the one proposal, it was decided to re-tender this work in late 2020 in an effort to attract additional bidders and better proposals. Whether this strategy will be successful, or how COVID-19 will affect re-tendering, is yet to be determined.

This project also intends on addressing Motion 456-2019 (below). Following award of this project, proposed revisions to the manual can be shared with the public via open house in order to collect feedback. Proposed revisions and collected feedback can then be presented to Council prior to adoption for discussion.

**456-2019**     *That Council approves the idea of having a public meeting of Council within the next six (6) months to discuss sidewalks and active transportation options, as well as suggestions to update the Development Standards Manual.*

The ability to host an open house will be dependent on current COVID-19 social distancing measures. Other formats, such as electronic surveys, may have to be considered.

#### Kingsville Traffic By-Law

Although not a capital project, an update on Motion 603-2019 (below) is warranted.

**603-2019**     *That Council directs Administration to review the recommendation (re: Section 14(5) of Kingsville Traffic By-Law 21-2005) regarding the parking of commercial/personal utility trailers, boats or recreational vehicles on any highway (roadway); and to bring back a Report to Council within six (6) months.*

This motion resulted from a discussion regarding the following proposed recommendation:

*Addition of the following provision in Kingsville Traffic By-Law 21-2005:  
Parking of commercial/personal utility trailers, boats or recreational vehicles on any highway (roadway) shall only be permitted from 8:00am to 7:00pm daily.*

Council was hesitant to approve this recommendation expressing concern over the prohibition of recreational vehicles on residential driveways. Council requested Administration seek additional feedback and report back within six months.

Although we are still within this six month period, obtaining new feedback via open house during the COVID-19 pandemic will be challenging. The preference is to include this request on the agenda for the October 2020 Annual Traffic By-Law Open House. Should COVID-19 social distancing measures still be in place at that time, other formats such as electronic surveys can be utilized.

## **LINK TO STRATEGIC PLAN**

To become a leader in sustainable infrastructure renewal and development.

## **FINANCIAL CONSIDERATIONS**

The financial impact of COVID-19 on 2020 Capital Works is not immediately clear. Tendering (or re-tendering) capital works at a later date due to delay will likely have the greatest impact on finances.

Contractor pricing during tender submission is driven by a number of factors including current market conditions, workload, scheduling and availability, competition, material costs, etc. All of these factors are influenced by COVID-19 in unique ways making it difficult to forecast the overall effect to contractor pricing.

## **CONSULTATIONS**

Kingsville Administration  
Contractors as Applicable

## **RECOMMENDATION**

That Council receive this information as it relates to the impact of COVID-19 on 2020 Capital Works.

*Tim Del Greco*

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Tim Del Greco, P.Eng  
Manager of Municipal Services

*G. A. Plancke*

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G.A. Plancke, Civil Eng. Tech (Env.)  
Director of Municipal Services





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**Date:** May 5, 2020  
**To:** Mayor and Council  
**Author:** Vicky Sawatzky, Tax Collector  
**RE:** 2020 Final Tax Levy By-Law  
**Report No.:** FS-2020-08

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## **AIM**

For Council to authorize a by-law to establish the rates for the levy and collection of property taxes for the year 2020.

## **BACKGROUND**

In accordance with Section 312 (2) of *Municipal Act, 2001*, each year council must authorize a by-law to establish rates for the levy and collection of property taxes.

The Town of Kingsville is also responsible for levying and collecting property taxes on behalf of the County of Essex and the Ministry of Education.

## **DISCUSSION**

The total tax rate for each property tax class is comprised of three separate components:

1. Local rate
2. County rate
3. Education rate

The Local tax rates are based on the following factors:

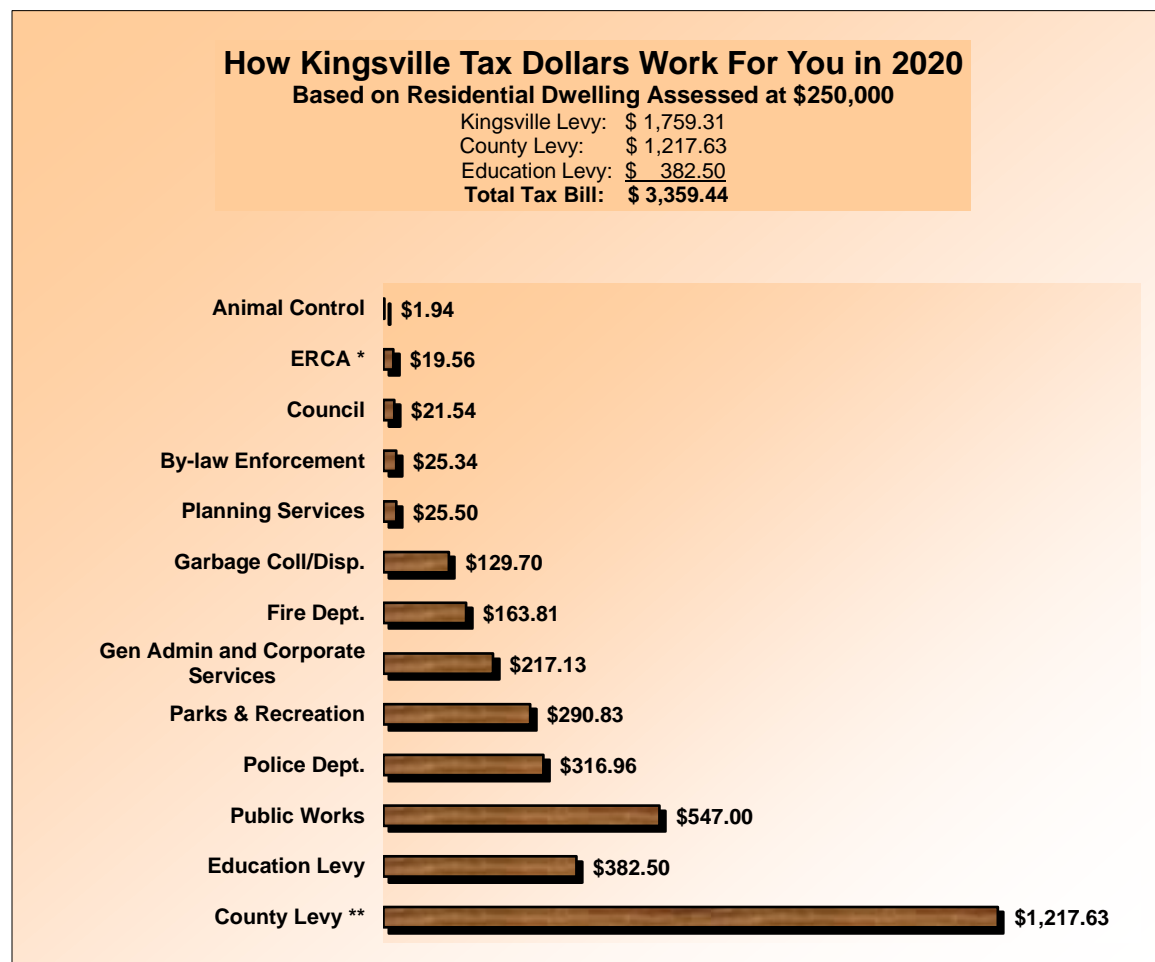
- the amount to be levied, as per the approved municipal budget
- the assessment roll for the tax year, as provided by MPAC
- the tax class ratios, as established by the County of Essex

The Town of Kingsville approved its 2020 municipal budget on January 29, 2020.

The County tax rates are established annually by County Council. For 2020, these are rates are provided in County of Essex By-law 2020-05.

The Education tax rates are provided each year by the Ministry of Education.

On a combined basis, the Local, County, and Education tax rates have increased by 0.4% over 2019. For the average residential dwelling, assessed at \$250,000, this amounts to an increase of \$14.97. A breakdown of the allocation of tax dollars is noted below.



## LINK TO STRATEGIC PLAN

Effectively manage corporate resources and maximize performance in day-to-day operations.

## FINANCIAL CONSIDERATIONS

Based on the current year assessment roll as provided by MPAC, the local tax rates proposed in By-law 51-2020 will raise \$18,486,502 as approved in the 2020 municipal budget.



Since Council's approval of the 2020 Municipal Budget on January 29, 2020, the local, national and world economies have been shaken by the outbreak of COVID-19. This pandemic will also have a pervasive effect on 2020 municipal operations. As most municipal services are essential, the municipal management team has been challenged to find new and creative ways to effectively deliver its services in a manner that is safe for both staff and the public. While the municipality will realize some savings through reduced parks and recreational operations, there will also be a significant amount of lost revenue from facility rentals and the waiver of penalties and interest on property tax payments. As the situation is evolving daily, it is difficult to quantify the exact financial impact of COVID-19 at this point in time, however, Council should be assured that the management team is committed to responding to these challenges within the funding provided in the previously adopted municipal budget.

## **CONSULTATIONS**

The assessment values and tax classes for all properties are provided by Municipal Property Assessment Corporation.

## **RECOMMENDATION**

Council authorize By-law 51-2020 for the establishment of rates for the levy and collection of property taxes in the Town of Kingsville for the year 2020.

*Vicky Sawatzky*

Vicky Sawatzky, BBA  
Tax Collector

*Ryan McLeod*

Ryan McLeod, CPA, CA  
Director of Financial Services

# THE CORPORATION OF THE TOWN OF KINGSVILLE

## BY-LAW 51-2020

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**Being a By-law to provide for the establishment of rates for the levy and collection of property taxes in the Town of Kingsville for the year 2020 pursuant to the provisions of the Municipal Act.**

**WHEREAS** the Council of the Corporation of the Town of Kingsville has reviewed its estimates for the year 2020;

**AND WHEREAS** Section 290 (1) of the Municipal Act, 2001, S.O. 2001 c. 25, as amended, provides that the Council of a local municipality shall in each year prepare and adopt a budget including the estimates of all sums required during the year for the purposes of the municipality;

**AND WHEREAS** the Council of the Corporation of the Town of Kingsville has approved the 2020 Town of Kingsville estimates in accordance with Schedule "A" attached hereto;

**AND WHEREAS** pursuant to the Corporation of the County of Essex By-law 2020-05, the Corporation of the County of Essex passed a by-law to adopt estimates of all sums required during the year 2020 for the Corporation of the County of Essex and to establish tax rates for same against the local municipalities;

**AND WHEREAS** Section 312 (2) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that the Council of a local municipality shall, after the adoption of estimates for the year, pass a by-law to levy a separate tax rate, as specified in the by-law, on the assessment in each property class in the municipality ratable for local municipal purposes;

**AND WHEREAS** Section 312 (6) of the said Act requires tax rates to be established in the same proportion to tax ratios;

**AND WHEREAS** The Corporation of the County of Essex passed By-law 2020-05, being a by-law to establish tax ratios for 2020 for the Corporation of the County of Essex and the lower tier municipalities within the boundaries of the County of Essex, pursuant to Section 308 of the Municipal Act, 2001, S.O. 2001, c. 25 as amended;

**AND WHEREAS** Sections 315 and 322 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provide for the apportionment of payments in lieu of taxes and taxation of certain railway and power utility lands.

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF KINGSVILLE ENACTS AS FOLLOWS:**

1. That the 2020 assessment per property class as detailed in Schedule "B" attached hereto and forming part of this by-law, be adopted for purposes of calculating the tax rates for municipal purposes and for determining the levy for the Town of Kingsville.
2. That the amount to be raised by tax rates for the Town of Kingsville purposes in the amount of \$18,486,502 as set out in Schedule "A" attached hereto and forming part of this by-law be adopted.
3. That the tax rates as listed in Schedule "C" attached to this by-law be applied to the corresponding taxable assessments listed in Schedule "B" to raise sums of: \$18,486,502 for general Town purposes; \$12,794,604 for the County of Essex; and \$6,539,968 for education purposes.
4. That the levies listed in clause (3) of this by-law shall be reduced by the amount of the interim levy for 2020.

5. That the 2020 final tax demand be levied in two (2) installments which will be due and payable on **August 31, 2020** and **November 30, 2020**.
6. That amounts to be collected for local improvements, tile drains, municipal drains, water mains, sewers and miscellaneous charges shall be collected in accordance with their respective authorizing by-laws and are deemed to be imposed and due on the installment due dates listed in clause (5) of this by-law.
7. That the Treasurer and/or Tax Collector, no later than twenty one (21) days prior to the day the first installment is due, may mail or cause to be mailed to the address of the residence or place of business of each person taxed as aforesaid, a notice specifying the amount of taxes payable by such person/corporation.
8. That pursuant to Section 345 (2) of the Municipal Act, 2001, S.O. 2001, C.25, as amended, 1 ¼ per cent of the amount of taxes due and unpaid, shall be imposed as a penalty for the non-payment of taxes on the first day of default.
9. That pursuant to Section 345 (3) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, 1 ¼ per cent shall be imposed on outstanding taxes on the first day of the calendar month after payment default and each calendar month thereafter. No discount shall be allowed for pre-payment.
10. That failure to receive a tax notice does not exempt the property owner from penalty and late payment charges as outlined in clauses (8) and (9) of this by-law.
11. Council reserves the right to waive or reduce the penalty and interest calculations outlined in clauses (8) and (9), for specified periods of time, through an approved motion of Council. Any such waivers or reductions shall be applied consistently, to all property classes.
12. That taxes shall be payable to The Corporation of the Town of Kingsville and shall be paid to the Treasurer or Tax Collector, or paid at any financial institution which is authorized to accept payment under the Canadian Payments Association Regulations.
13. That the Treasurer and/or Tax Collector shall hereby be authorized to administer a pre-authorized payment plan for the Town of Kingsville and accept four (4) quarterly due date or twelve (12) monthly payments on account of taxes due.
14. This by-law shall remain in force from year to year until it is repealed and any by-law repealing this by-law shall be effective only at the end of any year.
15. In the event of conflict between the provisions of this by-law and any other by-law, the provisions of this by-law shall prevail.
16. That all by-laws inconsistent with this by-law are hereby repealed.
17. This by-law shall come into force and take effect on the day of the final passing thereof.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS  
11<sup>TH</sup> DAY OF MAY, 2020.**

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**MAYOR, Nelson Santos**



CONSOLIDATED BUDGET SUMMARY					
	2017	2018	2019	2019	2020
	Actuals	Actuals	Budget	Actuals	Budget
<b>TAXATION:</b>					
Taxation Levy	\$ 14,750,991	\$ 16,024,811	\$ 17,167,387	\$ 17,167,386	\$ 18,486,502
Supplemental & Other Taxes	\$ 240,049	\$ 328,438	\$ 211,000	\$ 586,250	\$ 261,000
<b>TOTAL TAXATION:</b>	<b>\$ 14,991,040</b>	<b>\$ 16,353,249</b>	<b>\$ 17,378,387</b>	<b>\$ 17,753,637</b>	<b>\$ 18,747,502</b>
<b>OPERATING REVENUE:</b>					
Council	\$ -	\$ -	\$ -	\$ -	\$ -
General Administration	\$ 1,899,955	\$ 1,840,226	\$ 1,572,023	\$ 1,826,299	\$ 1,746,700
Information Technology	\$ 200	\$ 220	\$ -	\$ 260	\$ -
Animal Control	\$ 42,890	\$ 40,800	\$ 40,000	\$ 39,950	\$ 40,000
Fire	\$ 56,448	\$ 47,075	\$ 54,370	\$ 81,416	\$ 54,470
Police	\$ 215,622	\$ 214,745	\$ 194,413	\$ 191,926	\$ 122,853
Building	\$ 812,932	\$ 853,697	\$ 798,600	\$ 1,009,107	\$ 852,500
Public Works	\$ 74,706	\$ 136,946	\$ 117,760	\$ 311,367	\$ 155,010
Sanitation	\$ -	\$ -	\$ -	\$ -	\$ -
Cemetery	\$ 70,252	\$ 69,215	\$ 72,225	\$ 101,435	\$ 77,225
Arena	\$ 295,068	\$ 284,069	\$ 302,200	\$ 291,451	\$ 282,200
Parks	\$ 778	\$ 970	\$ -	\$ 2,795	\$ -
Facilities	\$ 132,598	\$ 135,993	\$ 156,508	\$ 135,058	\$ 175,578
Fantasy of Lights	\$ 9,794	\$ 9,421	\$ 9,500	\$ 10,661	\$ 12,850
Marina	\$ 98,397	\$ 108,594	\$ 105,000	\$ 62,115	\$ 88,000
Migration Fest	\$ 2,914	\$ 2,639	\$ 2,700	\$ 14,279	\$ 4,250
Recreation Programs	\$ 19,132	\$ 20,203	\$ 37,700	\$ 32,178	\$ 26,700
Communities in Bloom	\$ -	\$ -	\$ -	\$ -	\$ -
Planning	\$ 66,150	\$ 90,540	\$ 108,800	\$ 110,435	\$ 97,700
BIA	\$ 121,643	\$ 124,485	\$ 123,353	\$ 127,103	\$ 141,650
<b>TOTAL:</b>	<b>\$ 3,919,479</b>	<b>\$ 3,979,838</b>	<b>\$ 3,695,152</b>	<b>\$ 4,347,833</b>	<b>\$ 3,877,686</b>
<b>OPERATING EXPENDITURES:</b>					
Council	\$ 171,684	\$ 172,152	\$ 215,191	\$ 210,373	\$ 229,539
General Administration	\$ 3,031,211	\$ 3,056,973	\$ 3,429,397	\$ 3,335,425	\$ 3,465,177
Information Technology	\$ 455,672	\$ 466,271	\$ 529,665	\$ 504,298	\$ 573,712
Animal Control	\$ 61,036	\$ 46,854	\$ 56,892	\$ 72,399	\$ 60,700
Fire	\$ 1,225,482	\$ 1,308,387	\$ 1,477,155	\$ 1,417,772	\$ 1,487,078
Police	\$ 3,147,633	\$ 3,128,357	\$ 3,286,425	\$ 3,279,801	\$ 3,420,407
Building	\$ 614,950	\$ 695,750	\$ 894,394	\$ 813,237	\$ 889,848
Public Works	\$ 2,388,352	\$ 2,380,184	\$ 2,509,347	\$ 2,785,446	\$ 2,745,297
Sanitation	\$ 1,264,598	\$ 1,294,169	\$ 1,345,526	\$ 1,348,006	\$ 1,382,119
Cemetery	\$ 86,004	\$ 91,515	\$ 137,344	\$ 117,185	\$ 121,629
Arena	\$ 854,946	\$ 984,507	\$ 1,096,099	\$ 1,072,142	\$ 1,111,741
Parks	\$ 518,065	\$ 618,155	\$ 765,790	\$ 694,157	\$ 851,940
Facilities	\$ 198,722	\$ 201,822	\$ 257,570	\$ 252,382	\$ 303,620
Fantasy of Lights	\$ 27,367	\$ 33,534	\$ 33,700	\$ 33,424	\$ 35,450
Marina	\$ 105,933	\$ 110,526	\$ 146,954	\$ 75,529	\$ 108,976
Migration Fest	\$ 16,662	\$ 16,890	\$ 20,300	\$ 32,233	\$ 26,100
Recreation Programs	\$ 126,191	\$ 162,401	\$ 254,192	\$ 306,477	\$ 265,737
Communities in Bloom	\$ 5,583	\$ 283	\$ 10,750	\$ 6,389	\$ 8,410
Planning	\$ 250,582	\$ 258,419	\$ 370,909	\$ 355,937	\$ 364,393
BIA	\$ 121,034	\$ 114,416	\$ 142,148	\$ 127,894	\$ 150,731
<b>TOTAL:</b>	<b>\$ 14,671,706</b>	<b>\$ 15,141,563</b>	<b>\$ 16,979,749</b>	<b>\$ 16,840,506</b>	<b>\$ 17,602,603</b>
<b>TRANSFERS TO (FROM) OPERATING RESERVES:</b>					
<b>TOTAL:</b>	<b>\$ 25,862</b>	<b>\$ (124,715)</b>	<b>\$ (109,089)</b>	<b>\$ 121,680</b>	<b>\$ 23,321</b>
<b>OPERATING SURPLUS/(DEFICIT):</b>	<b>\$ (10,778,089)</b>	<b>\$ (11,037,010)</b>	<b>\$ (13,175,508)</b>	<b>\$ (12,614,353)</b>	<b>\$ (13,748,238)</b>
<b>CAPITAL REVENUE:</b>					
<b>TOTAL:</b>	<b>\$ 4,515,252</b>	<b>\$ 5,750,534</b>	<b>\$ 10,661,623</b>	<b>\$ 4,352,522</b>	<b>\$ 14,893,814</b>
<b>CAPITAL EXPENDITURES:</b>					
Council	\$ -	\$ -	\$ -	\$ -	\$ -
General Administration	\$ 37,819	\$ 26,693	\$ -	\$ 65,662	\$ 95,000
Information Technology	\$ 138,318	\$ 124,672	\$ 136,133	\$ 98,765	\$ 712,550
Animal Control	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	\$ 452,623	\$ 10,563	\$ 10,000	\$ 10,430	\$ 763,000
Police	\$ -	\$ 40,692	\$ -	\$ -	\$ -
Building	\$ -	\$ 45,351	\$ 38,350	\$ 54,792	\$ -
Public Works	\$ 3,255,856	\$ 3,505,050	\$ 8,473,600	\$ 3,006,793	\$ 12,916,500
Sanitation	\$ -	\$ -	\$ -	\$ -	\$ -
Cemetery	\$ 3,601	\$ -	\$ -	\$ -	\$ -
Arena	\$ 127,531	\$ 45,773	\$ 7,500	\$ 7,372	\$ 310,000
Parks	\$ 485,892	\$ 392,034	\$ 546,000	\$ 496,740	\$ 1,160,500
Facilities	\$ 200,707	\$ 2,790,788	\$ 2,336,600	\$ 1,325,788	\$ 227,000
Fantasy of Lights	\$ 19,842	\$ -	\$ -	\$ -	\$ -
Marina	\$ -	\$ 14,389	\$ 55,000	\$ 49,500	\$ 75,000
Migration Fest	\$ -	\$ -	\$ -	\$ -	\$ -
Recreation Programs	\$ 901	\$ 53,063	\$ 44,000	\$ 19,469	\$ -
Communities in Bloom	\$ -	\$ -	\$ -	\$ -	\$ -
Planning	\$ 10,818	\$ 43,696	\$ 25,000	\$ 35,439	\$ 5,000
BIA	\$ 8,039	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	<b>\$ 4,741,947</b>	<b>\$ 7,092,764</b>	<b>\$ 11,672,183</b>	<b>\$ 5,170,750</b>	<b>\$ 16,264,550</b>
<b>TRANSFERS TO CAPITAL RESERVES:</b>					
<b>TOTAL:</b>	<b>\$ 2,543,508</b>	<b>\$ 2,615,448</b>	<b>\$ 2,265,500</b>	<b>\$ 2,513,515</b>	<b>\$ 2,706,250</b>
<b>REPAYMENT OF LONG-TERM DEBT:</b>					
<b>TOTAL:</b>	<b>\$ 958,361</b>	<b>\$ 947,184</b>	<b>\$ 926,819</b>	<b>\$ 926,934</b>	<b>\$ 922,278</b>
<b>CAPITAL SURPLUS/(DEFICIT):</b>	<b>\$ (3,728,563)</b>	<b>\$ (4,904,862)</b>	<b>\$ (4,202,879)</b>	<b>\$ (4,258,677)</b>	<b>\$ (4,999,264)</b>
<b>NET SURPLUS/(DEFICIT):</b>	<b>\$ 484,388</b>	<b>\$ 411,376</b>	<b>\$ -</b>	<b>\$ 880,607</b>	<b>\$ -</b>

## Schedule "B"

2020 ASSESSMENT TOTALS (INCLUDING PAYMENT IN LIEU ASSESSMENT)						
Assessment Totals from Returned Roll Summary Printed October 31, 2019					RTC/RTQ	CURRENT VALUE ASSESSMENT (CVA)
TAXABLE ASSESSMENT						
Commercial	Taxable		Full	No support	CT	\$ 123,274,800
Commercial	Taxable	Excess Land	Full	No support	CU	1,850,200
Commercial	Taxable	Vacant Land	Full	No support	CX	1,382,600
Farmlands	Taxable		Full	English-Public	FT	583,084,800
Farmlands	Taxable		Full	English-Separate	FT	76,551,046
Farmlands	Taxable		Full	French-Public	FT	1,146,299
Farmlands	Taxable		Full	French-Separate	FT	2,034,421
Farmlands	Taxable		Full	No support	FT	-
Landfill	Taxable		Full	No support	HT	-
Parking Lot	Taxable		Full	No support	GT	71,000
Industrial	Taxable		Full	No support	IT	16,759,100
Industrial	Taxable	Excess Land	Full	No support	IU	651,000
Industrial	Taxable	Vacant Land	Full	No support	IX	2,943,300
Industrial	Taxable	New Construction	Full	No support	JT	14,385,500
Industrial	Taxable	Excess Land New Construction	Full	No support	JU	15,200
Industrial	Taxable	New Construction On-Farm Bus	Full	No support	J7	51,000
Large Industrial	Taxable	New Construction	Full	No support	KT	6,885,000
Large Industrial	Taxable	Excess Land New Construction	Full	No support	KU	71,600
Large Industrial	Taxable		Full	No support	LT	5,301,800
Large Industrial	Taxable	Excess Land	Full	No support	LU	-
Multi-Residential	Taxable		Full	English-Public	MT	21,542,161
Multi-Residential	Taxable		Full	English-Separate	MT	2,037,650
Multi-Residential	Taxable		Full	French-Public	MT	123,807
Multi-Residential	Taxable		Full	French-Separate	MT	351,182
Multi-Residential	Taxable		Full	No support	MT	-
Multi-Residential	Taxable	New Construction	Full	No support	NT	-
Pipeline	Taxable		Full	No support	PT	15,218,000
Residential	Taxable	Farmland I	Full	English-Public	R1	1,328,100
Residential	Taxable	Farmland I	Full	English-Separate	R1	-
Residential	Taxable	Farmland I	Full	French-Public	R1	-
Residential	Taxable	Farmland I	Full	French-Separate	R1	-
Residential	Taxable	Farmland I	Full	No support	R1	-
Residential	Taxable		Full	English-Public	RT	1,740,854,223
Residential	Taxable		Full	English-Separate	RT	342,389,083
Residential	Taxable		Full	French-Public	RT	3,114,986
Residential	Taxable		Full	French-Separate	RT	14,245,742
Residential	Taxable		Full	No support	RT	39,100
Shopping Centre	Taxable		Full	No support	ST	1,784,500
Shopping Centre	Taxable	Excess Land	Full	No support	SU	-
Managed Forest	Taxable		Full	English-Public	TT	631,400
Managed Forest	Taxable		Full	English-Separate	TT	-
Managed Forest	Taxable		Full	French-Public	TT	-
Managed Forest	Taxable		Full	French-Separate	TT	-
Managed Forest	Taxable		Full	No support	TT	-
Commercial	Taxable	New Construction On-Farm Bus	Full	No support	X7	31,200
Commercial	Taxable	New Construction	Full	No support	XT	34,183,500
Commercial	Taxable	Excess Land New Construction	Full	No support	XU	256,400
Shopping Centre	Taxable	New Construction	Full	No support	ZT	4,520,100
Shopping Centre	Taxable	Excess Land New Construction	Full	No support	ZU	106,800
Total Taxable Assessment from Assessment Roll				TOTAL =		\$ 3,019,216,600
PAYMENT IN LIEU ASSESSMENT						
Commercial	Payment-In-Lieu		Full	No support	CF	\$ 11,686,100
Commercial	Payment-In-Lieu		General	No support	CG	1,618,000
Commercial	Payment-In-Lieu	Shared PIL	Full	No support	CH	84,000
Commercial	Payment-In-Lieu		General	No support	CW	-
Farmlands	Payment-In-Lieu	Taxable Tenant of Ont	Full	English-Public	FP	305,000
Farmlands	Payment-In-Lieu	Taxable Tenant of Ont	Full	English-Separate	FP	-
Industrial	Payment-In-Lieu		Full, Shared PIL	No support	IH	329,900
Industrial	Payment-In-Lieu	Vacant Land	Shared PIL	No support	IJ	51,000
Industrial	Payment-In-Lieu	Excess Land	Shared PIL	No support	IK	33,600
Residential	Payment-In-Lieu		General	No support	RG	24,300
Residential	Payment-In-Lieu	Shared PIL	Full	English-Public	RH	53,079
Residential	Payment-In-Lieu	Shared PIL	Full	English-Separate	RH	29,627
Residential	Payment-In-Lieu	Shared PIL	Full	French-Public	RH	1,441
Residential	Payment-In-Lieu	Shared PIL	Full	French-Separate	RH	9,853
Residential	Payment-In-Lieu	Taxable Tenant of Ont	Full	English-Public	RP	51,500
Residential	Payment-In-Lieu	Taxable Tenant of Ont	Full	English-Separate	RP	-
Residential	Payment-In-Lieu	Taxable Tenant of Ont	Full	French-Public	RP	-
Residential	Payment-In-Lieu	Taxable Tenant of Ont	Full	French-Separate	RP	-
Total Payment in Lieu Assessment from Assessment Roll				TOTAL =		\$ 14,277,400
EXEMPT ASSESSMENT						
Exempt						
Total Exempt from Assessment Roll				TOTAL =		\$ 71,227,900
53						TOTAL = \$ 3,104,721,900

## Schedule "C"

2020 TAX RATES					
Tax Property Class	Class	Local	County	Education	Total
Residential & Farm	RT	0.00703724	0.00487051	0.00153000	0.01343775
Farmland	FT / R1	0.00175931	0.00121763	0.00038250	0.00335944
Commercial Occupied	CT / XT	0.00761460	0.00527011	0.01250000	0.02538471
Commercial Excess Land	CU / XU	0.00533022	0.00368908	0.01250000	0.02151930
Commercial Vacant Land	CX	0.00409919	0.00283707	0.00633473	0.01327099
Commercial On-Farm Business	C7 / X7	0.00761460	0.00527011	0.00245000	0.01533471
Parking Lot	GT	0.00409919	0.00283707	0.00633473	0.01327099
Multi-Residential	MT	0.01376062	0.00952380	0.00153000	0.02481441
Pipelines	PT	0.00916952	0.00634627	0.01250000	0.02801580
Industrial Occupied	IT / JT	0.01366984	0.00946097	0.01250000	0.03563080
Industrial Excess Land	IU / JU	0.00888539	0.00614963	0.01250000	0.02753502
Industrial Vacant Land	IX	0.00888539	0.00614963	0.01250000	0.02753502
Industrial On-Farm Business	J7	0.01366984	0.00946097	0.00245000	0.02558080
Large Industrial Occupied	LT / KT	0.01890273	0.01308268	0.01250000	0.04448541
Large Industrial Excess Land	LU / KU	0.01228677	0.00850374	0.01250000	0.03329051
Managed Forests	TT	0.00175931	0.00121763	0.00038250	0.00335944
Shopping Centres	ST / ZT	0.00761460	0.00527011	0.01250000	0.02538471
Shopping Centres Excess Land	SU / ZU	0.00533022	0.00368908	0.01250000	0.02151930
Exempt	Ex	0.00000000	0.00000000	0.00000000	0.00000000



2021 Division Road North  
Kingsville, Ontario N9Y 2Y9  
(519) 733-2305  
www.kingsville.ca  
kingsvilleworks@kingsville.ca

**Date:** May 6, 2020  
**To:** Mayor and Council  
**Author:** Ryan McLeod, CPA, CA  
**RE:** 2020 Folk Festival Funding Contribution  
**Report No.:** FS-2020-09

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## **AIM**

To seek Council's direction on the payment of the 2020 Folk Festival funding contribution.

## **BACKGROUND**

In February of 2019, Council entered a 5-year agreement with the Sun Parlour Folk Music Society ("Society") to support the annual Kingsville Folk Festival. This agreement outlines various terms and conditions for the use of Lakeside Park and includes various covenants of both the Town and the Society in an effort to establish an effective partnership. Section 6 (b) of the agreement lays out the Town's annual financial commitment to the Festival in the amount of \$20,000 per year. This sponsorship, however, is subject to the event being held on the dates outlined in section 4 of the agreement.

The full agreement has been attached for Council's reference.

## **DISCUSSION**

Due to COVID-19, the Sun Parlour Folk Music Society has been forced to cancel the 2020 Folk Festival. Despite the cancelation, the Society has respectfully requested full payment of the 2020 sponsorship to offset operating expenses and non-refundable deposits which they will not be able to recover through other revenue streams.

Please see attached for a copy of the funding request letter submitted by the Sun Parlour Folk Music Society.



## **LINK TO STRATEGIC PLAN**

Improve recreational and cultural facilities and opportunities within the Town of Kingsville.

Effectively manage corporate resources and maximize performance in day-to-day operations.

## **FINANCIAL CONSIDERATIONS**

The full \$20,000 financial contribution for the Kingsville Folk Festival is included in the 2020 municipal budget. While the Town will not benefit from the economic spin-off that the event would have otherwise provided, Council should consider the Sun Parlour Folk Music Society's request, at least in part, to help ensure the Town will benefit from the Festival in future years.

## **CONSULTATIONS**

None.

## **RECOMMENDATION**

That Council provide direction on the release of the 2020 Folk Festival funding contribution.

*Ryan McLeod*

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Ryan McLeod, CPA, CA  
Director of Financial Services



KINGSVILLE  
FOLK  
MUSIC  
FESTIVAL

AUGUST 7-9  
2020  
kingsvillefolkfest.org

May 1, 2020

Dear Mayor Santos and Members of Council,

On behalf of the Sun Parlour Folk Music Society Board of Directors I am writing to inform you of the decision to postpone the 2020 Kingsville Folk Music Festival until 2021 and to request that the Society still receive the 2020 sponsorship payment from the Town of Kingsville.

This cancellation decision is due to the COVID-19 pandemic and Health Canada, provincial and federal government regulations limiting crowd size. We are not alone, as festivals and events across Canada have been announcing the cancellation of their events.

As a result of the pandemic, all revenue from ticket sales, vendor applications and local sponsors to the festival came to an abrupt stop in March. As well, the Society participates in charity bingo which generates over \$3,000/month and that was also halted in March, with no direction as to when it will start up again and no Government relief fund available. The Society also had to cancel fundraising concerts which generate over \$1,000 profit per concert.

The Society has paid non-refundable performer deposits totalling \$25,000 and we are in the process of refunding over \$4,000 to ticket buyers. Each year the Society relies on the Town sponsorship to pay for these performer deposits.

Society operating expenses are over \$3,000/month (rent, insurance, contract staff, memberships, storage unit).

Provincial and Federal grants continue to be awarded to festivals across the country in order to ensure that we can all survive financially. We are asking the Town of Kingsville to recognize the financial hardship being experienced due to the pandemic and to provide the 2020 sponsorship payment to the Society. This will allow us to continue to pay our operating expenses and to be in a position to bring another fantastic weekend of music to Kingsville, August 13-15, 2021.

Sincerely,

Dennis Rogers, President

Sun Parlour Folk Music Society, Ontario Not For Profit #1881397  
28 Division Street, Kingsville, ON N9Y 1P3 [info@kingsvillefolkfest.org](mailto:info@kingsvillefolkfest.org) 519-982-7436

**THE CORPORATION OF THE TOWN OF KINGSVILLE**  
**BY-LAW 7 - 2019**

**Being a By-law authorizing the entering into of a Licence Agreement  
with Sun Parlour Folk Music Society**

**WHEREAS** Section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25 confers natural person powers on municipalities which include the power to enter into agreements with individuals and corporations;

**AND WHEREAS** The Corporation of the Town of Kingsville (the "Town") deems it expedient for the Town to enter into a Licence Agreement with Sun Parlour Folk Music Society.

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE  
TOWN OF KINGSVILLE ENACTS AS FOLLOWS:**

- 1. **THAT** the Town enters into and executes with Sun Parlour Folk Music Society a Licence Agreement, attached hereto as Schedule "A" and forming part of this By-law.
- 2. **THAT** the Mayor and Clerk are hereby authorized and directed on behalf of the Town to execute the Agreement attached as Schedule "A".
- 3. This By-Law comes into force and takes effect on the day of the final passing thereof.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS  
11<sup>th</sup> DAY OF FEBRUARY, 2019.**

  
MAYOR, Nelson Santos

  
CLERK, Jennifer Astrologo

**THIS AGREEMENT** made this 11<sup>th</sup> day of February, 2019.

**BETWEEN:**

**THE CORPORATION OF THE TOWN OF KINGSVILLE**  
(hereinafter called the "Town")

-and-

**Sun Parlour Folk Music Society**  
(hereinafter called the "Organizer")

**WHEREAS** the Town is the owner of the property located at 315 Queen Street South, known as Lakeside Park, which Premises includes Lakeside Park Pavilion and the Upper and Lower Bowls of Lakeside Park, and is more particularly described in Schedule "A";

**AND WHEREAS** the Organizer operates the Kingsville Folk Festival, an event during the second weekend of August each year;

**AND WHEREAS** the Organizer desires to use the Premises for the holding of the Festival;

**AND WHEREAS** the Town is agreeable to granting the Organizer the right to use the Premises on the terms and conditions contained within this Agreement;

**NOW THEREFORE** this Agreement witnesseth that in consideration of the mutual covenants, terms and agreements hereinafter expressed, the receipt and sufficiency of which are hereby acknowledged, the parties hereto agree as follows:

**Recitals**

1. The recitals as set out above are true in substance and in fact, and all terms referenced therein are incorporated into and form part of this Agreement

**Definitions**

2. In this Agreement, the following words shall have the following meanings:

**"Event Infrastructure"** shall mean the equipment, goods and chattel necessary for the conduct of the Festival and includes items such as fencing, washrooms, handwashing stations, tents and stages.

**"Festival"** shall mean the Kingsville Folk Festival.

**"Council"** shall mean the Council of the Town.

**"Premises"** shall mean the property located at 315 Queen Street South, Kingsville, Ontario, which is known as Lakeside Park, and shall include Lakeside Park Pavilion, the Upper and Lower grassy bowls and all access routes within the park.

**"Town"** shall mean The Corporation of the Town of Kingsville.

### **Term**

3. This Agreement shall extend for a period of 5 years, commencing on January, 2019, through to and including August 16, 2023 (the "Term"), and grants to the Organizer a licence to use and occupy the Premises for the holding of the Festival on the dates and times more particularly described below.

### **Grant**

4. The Town hereby grants to the Organizer a licence to use and occupy the Premises for the purposes of holding the Festival and for no other purpose on the following days:

2019:	August 9 to August 11
2020:	August 7 to August 9
2021:	August 13 to August 15
2022:	August 12 to August 14
2023	August 11 to August 13

5. The Town grants to the Organizer a licence to use and occupy the Premises for the delivery and pick up of Event Infrastructure on the following days:

2019:	August 6 to August 13
2020:	August 4 to August 11
2021:	August 10 to August 17
2022:	August 9 to August 16
2023:	August 8 to August 15

### **Covenants of Town**

6. The Town covenants and agrees:
  - a) To provide access to the Premises to those persons, as designated by the Organizer, on the dates outlined in sections 4 and 5 of this Agreement.
  - b) To provide sponsorship to the Organizer as follows:

2019:	\$20,000.00
2020:	\$20,000.00
2021:	\$20,000.00
2022:	\$20,000.00,
2023:	\$20,000.00

provided that the Festival is held at the Premises on the dates outlined in section 4 of this Agreement. The payment of this sponsorship shall be made by March 1 for each year.

- c) To provide the Organizer the right to use the following Town resources, for Festival related purposes, during the dates outlined in section 5:
  - i. Town owned garbage and recycling receptacles within the Premises;
  - ii. WDS containers; and
  - iii. Electrical panel boxes located within the Premises, for the purpose of providing an electrical connection for stage components.

### **Covenants of the Organizer**

7. The Organizer covenants and agrees with the Town as follows:

- a) That the Festival shall be held at the Premises as outlined in Section 4 of this Agreement.
- b) The Organizer shall abide by all by-laws, laws, regulations, orders and ordinances of any federal, provincial, and municipal authorities and public bodies having jurisdiction and shall indemnify the Town against any and all damages, charges, actions or costs resulting from any non-compliance.
- c) The Organizer shall comply with the Town's Alcohol Risk Management Policy and the Special Events Policy and Procedures, as may be amended from time to time.
- d) The Organizer shall not do or permit anything to be done on, around or in relation to the Premises, or bring or keep anything thereon which may in any way increase or cause environmental contamination, adverse environmental effects, or which may be in contravention with *The Environmental Protection Act*, R.S.O. 1990, c.E. 19, as amended, or any other federal, provincial or municipal legislation, regulation ordinances, or rules regarding environmental protection. The Organizer shall be solely and entirely responsible for the clean-up and repair of any environmental damage, or adverse effects arising as a result of the breach of the covenants herein contained.
- e) The Organizer shall not make any improvements or alterations to the Premises, or install any fixtures, without the prior written consent of the Town, which consent may be unreasonably or arbitrarily withheld. Any improvements or alterations made by the Organizer in accordance with this Agreement shall be at the sole risk, cost and expense of the Organizer and shall be made to the sole satisfaction of the Town.
- f) The Organizer shall not do, suffer or permit to be done any act or things upon or above the Premises which is or would constitute a nuisance to the

occupiers of any lands or premises adjoining or in the vicinity of the Premises or to the public generally.

- g) The Organizer may, at its own risk and expense, store its equipment, chattel, and property in Lakeside Pavilion on the dates outlined in section 5. Further, the Organizer hereby irrevocably waives all claims against the Town, its directors, officers, employees, agents and elected officials for any loss, damage or theft to such equipment, chattel, and property.
- h) Unless consent in writing has been provided by the Town, the Organizer shall not place in, on or attach anything to trees, utility poles, light standards, receptacles, furniture or property owned by the Town.
- i) To comply with all rules and regulations applicable to the Festival as may be in place from time to time and to maintain orderly conduct on the part of the Organizer, its members, attendees, and invited guests at all times.
- j) To leave the Premises in a state of cleanliness and good repair and to be responsible for and to pay any cleaning required or repair of damages caused by the Organizer, its members, attendees, or invited guests.
- k) That the Organizer will notify municipal staff before entering any part of the Premises that is not in a clean, accessible or safe condition upon arrival. Failure to notify the municipal staff before entering will result in assumption of responsibility by the organizer for the condition of the Premises.
- l) That employees, officers, agents, or directors of the Town, may enter the Premises at any time during the dates outlined in Section 5 of this Agreement, for the purposes of ensuring compliance with this Agreement.
- m) The Organizer shall, at its own expense:
  - i. Return the Premises to the Town in the same condition as it was received by the Organizer.
  - ii. Provide adequate washroom facilities to service the anticipated number of participants and attendees;
  - iii. Ensure that all fire hydrants remain unobstructed at all times;
  - iv. Keep the Premises clean and the adjacent property clear of refuse and debris;
  - v. Provide and maintain any equipment, chattel and event infrastructure, excluding garbage and recycling receptacles, necessary for the operation of the Festival;
  - vi. Ensure that any event infrastructure, chattel, and equipment brought onto the Premises are sufficiently maintained, affixed, or weighted to prevent their being lifted or carried by wind and shall

not overhand outside of the Premises or obstruct visibility on the adjacent sidewalk or property;

- vii. Remove all Event Infrastructure at the end of the Festival each year, in accordance with the dates set out in Section 5 of this Agreement.
- viii. Ensure that there are adequate persons in place to maintain and manage the Festival, including but not limited to the following:
  - 1. To manage stands, concessions, and other saleable item tables or booths; and
  - 2. To manage and coordinate deliveries, parking, and parking lot(s), where applicable.
- n) Notwithstanding any reference made herein, in the event that the Organizer fails to do anything required of it under this Agreement, the Town has the right to perform such activity and the Organizer shall be responsible to the Town for the cost of the performance.

#### **Additional Folk Music Events**

- 8. For the duration of this Agreement, the Organizer agrees to host four (4) folk music concert events per year at Town owned sites/facilities, which use shall be provided to the Organizer at a cost of \$100.00 per event.
- 9. The Organizer shall be responsible for all the set up and take down of equipment at these concert events and the Town shall provide additional access to the site/facility for the set up and take down.
- 10. The Organizer shall be permitted to host an "After Hours" music event at Town Owned sites/facilities during the Festival weekend at a rental fee of \$100.00 per site/facility per day. The Organizer shall be responsible for obtaining all necessary permits/licences in respect of the sale or service of alcohol and shall be responsible for the management of the sale and service of alcohol.

#### **Alcohol Prohibited**

- 11. The Organizer acknowledges and agrees that the possession and/or consumption of alcohol at the Festival or at any of the above-mentioned fundraising concerts is strictly prohibited, except in accordance with the Town's Alcohol Risk Management Policy, and unless properly licenced by the Alcohol and Gaming Commission of Ontario.



12. The possession and/or consumption of alcohol by the Organizer and/or its members, patrons or invited guests, contrary to the provisions of this Agreement shall result in immediate termination of this Agreement without advanced notice.

### **Termination**

13. If either party breaches this Agreement, the other party may terminate this Agreement by providing five (5) days' written notice, except that any such notice will not result in termination if the breaching party cures that breach before the five-day period elapses.
14. If either party materially breaches this Agreement, or repeatedly breaches this Agreement for which notice was provided, the non-breaching party may, at its option, immediately terminate this Agreement by providing the breaching party with written notice of the termination, and the non-breaching party will have no other or further obligations under this Agreement.
15. Notwithstanding any other provision regarding termination contained in this Agreement, the Town may immediately terminate this Agreement on the occurrence of any of the following:
  - a) The bankruptcy or insolvency of the Organizer; or
  - b) The Organizer is no longer recognized as a non-profit corporation, without share capital pursuant to the *Corporations Act*.
16. If the Town exercises its right to terminate this Agreement, the Town shall not be liable in any way to compensate the Organizer for any loss, costs, or damages which may be suffered by the Organizer, or by any person claiming under the Organizer by reason of such termination, and any amounts that have not been paid under section 6(b) of this Agreement shall be forfeited by the Organizer on termination.

### **Release, Indemnity and Insurance**

17. The Organizer hereby releases and holds harmless the Town its directors, officers, employees, agents and appointed officials, of and from all actions, causes of action, suits, claims and demands of every nature and kind arising out of the execution of this Agreement or any action taken or things done or maintained by virtue of this Agreement or the exercise in any manner of rights arising hereunder.
18. The Organizer shall at all times indemnify and save harmless the Town its directors, officers, employees, agents and appointed officials from and against all claims and demands, loss, costs, damages, actions, suits or other proceedings by whomsoever made, brought or prosecuted in any manner based upon, occasioned by or attributable to the execution of this Agreement or any action taken or things done or maintained by virtue hereof; or the exercise in any manner of rights arising hereunder.
19. The Organizer shall obtain and keep in force Commercial General Liability Insurance, for third party bodily injury, personal injury and property damage,

underwritten by an insurer licensed to conduct business in the province of Ontario and including the following:

- a) a limit of liability in the amount of \$5 million per occurrence;
- b) the Town named as an additional insured;
- c) a provision for cross liability in respect of the named insured;
- d) non-owned automobile coverage with a limit of \$5 million per occurrence;
- e) products and completed operation coverage (broad form) with a limit of \$5 million per occurrence;
- f) a thirty (30) day written notice of cancellation, termination, or material change clause;

and provide a copy of a Certificate of Insurance to the Town upon request.

### **Notice**

20. Any notice required to be given under this Agreement shall be in writing and provided by way of:

- a) hand delivery, in which case notice shall be effective on the date of delivery;
- b) electronic mail, in which case notice shall be effective on the day on which the electronic mail is received; or
- c) regular letter mail, in which case notice shall be effective on the fifth day following the date of mailing,

#### **To the Town:**

The Corporation of the Town of Kingsville  
2021 Division Road  
Kingsville ON N9Y 2Y9  
Attention: Parks and Recreation Program Manager

Email Address:           mdurocher@kingsville.ca

#### **To the Organizer:**

Sun Parlour Folk Music Festival  
Box 394 Wheatley, ON N0P 2P0  
Attention: John and Michele Law

Email Address:           info@kingsvillefolkfestival.org

## **Generally**

21. The Organizer shall not assign this Agreement or the use of the Premises without the written consent of the Town, which consent may be arbitrarily withheld in the sole and unfettered discretion of the Town.
22. This Agreement may not be amended or modified except by a written instrument executed by both parties.
23. Waiver by any party of any violation or breach of this Agreement in any instance shall not be taken or held to be a waiver of any subsequent violation or breach or as a waiver of the provision itself that is breached, nor shall any delay or omission on the part of any party to exercise any right arising from such violation or breach alter or impair that party's right as to the same or any future violation or breach. Nothing shall be construed or have the effect of a waiver except an instrument in writing signed by the party which expressly waives a right, power or condition under this Agreement.
24. If any portion of this Agreement shall be held to be invalid or unenforceable by a court or forum of competent jurisdiction, the remaining portions of this Agreement shall remain in effect and enforceable.
25. This Agreement shall be binding upon and endure to the benefit of the parties to it and their respective heirs, personal representatives, successors and permitted assigns.
26. The undersigned officer(s) of the Organization represent and warrant that he/she/they has/have authority to sign on behalf of and to bind the Organizer and agree to be personally liable for payment of all amounts owing pursuant to this Agreement in the event that the Organizer disputes the authorization or is not a legal entity.

**IN WITNESS WHEREOF**, the Town and the Team have duly executed this Agreement.

### **THE CORPORATION OF THE TOWN OF KINGSVILLE**



Nelson Santos, Mayor



Jennifer Astrologo, Clerk



**Sun Parlour Folk Music Society**  
I/We have authority to bind the  
Organization.

April 29, 2020

Re. 1520 Road 5E

Mayor Nelson Santos and members of council,

I am writing to you in my capacity as chair of the Kingsville Municipal Heritage Advisory Committee. The committee has been contacted by town administration in regard to the property at 1520 Road 5E. This property is on the Register of Properties of Historical Value or Interest, commonly referred to as the heritage inventory.

The home on this property is the subject of a property standards order to comply. After considering correspondence and photographs of the building from Mr. Robert Sassine, By-law enforcement officer, the committee recommends the property be removed from the inventory and does not object to the demolition of the home and garage on the site.

Sincerely,

Sarah Sacheli  
Chair, Kingsville Municipal Heritage Advisory Committee

Cc: Sandra Kitchen, Kim DeYong, Matt Biggley, Elvira Cacciavillani, Bruce Durward, Anna Lamarche, Margie Luffman, Christine Mackie, Shannon Olson, Veronica Brown



**REGULAR MEETING OF COUNCIL  
MINUTES**

**Monday, April 27, 2020  
6:00 PM  
Council Chambers  
2021 Division Road N  
Kingsville, Ontario N9Y 2Y9**

Members of Council    Mayor Nelson Santos  
                                 Deputy Mayor Gord Queen  
                                 Councillor Tony Gaffan  
                                 Councillor Larry Patterson  
                                 Councillor Kimberly DeYong  
                                 Councillor Laura Lucier

Members of                J. Astrologo, Director of Corporate Services  
Administration        T. Iacobelli, Manager of Information Technology  
                                 S. Kitchen, Deputy Clerk-Council Services  
                                 R. McLeod, Director of Financial Services

**A.     CALL TO ORDER**

Mayor Santos, in attendance at the Council Chambers, called the Regular Meeting to order at 6:00 p.m. All other members of Council participated in the meeting through video conferencing technology from remote locations, except Councillor Neufeld, who was absent on personal business.

Solicitor David Halliwill and Solicitor Shannel Diewold (Pearsall, Marshall, Halliwill and Seaton LLP) were also in attendance through video conferencing technology for Closed Session Item B-1.

**B.     CLOSED SESSION**

## **270-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Tony Gaffan

That Council, at 6:01 p.m., pursuant to Section 239(2) of the *Municipal Act, 2001* Council, enter into Closed Session to address the following items:

1. Subsection 239(2)(f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; being an update from Solicitor David Halliwill regarding 190-200 Main St. East, being Part of Lot 2 Concession 1 ED Part 1 12R-26799, and Part of Lot 2 Concession 1 ED Part 2 12R-26799 respectively;
2. Subsection 239(2)(d) labour relations or employee relations, being an update report from J. Galea, Human Resources Officer, regarding Hickson Grievance (IBEW Local 636).

## **CARRIED**

Upon rising from Closed Session at 6:30 p.m., Mayor Santos called for a half-hour recess, and the meeting reconvened at 7:00 p.m. with the following Members of Council in attendance (electronic participation): Mayor N. Santos, Deputy Mayor G. Queen, Councillors K. DeYong, T. Gaffan, L. Lucier, and L. Patterson (Absent: Councillor T. Neufeld, on personal business).

The following members of Administration in attendance (Electronic participation): Director of Corporate Services J. Astrologo, Director of Financial Services R. McLeod, Manager of Planning Services R. Brown, Manager of Municipal Services T. Del Greco, Information Technology Manager T. Iacobelli, and Deputy Clerk-Council Services S. Kitchen.

### **C. DISCLOSURE OF PECUNIARY INTEREST**

Mayor Santos reminded Council that any declaration is to be made prior to each item being discussed and to identify the nature of the conflict, if any, as the agenda items come forward.

### **D. REPORT OUT OF CLOSED SESSION**

Mayor Santos reported that Members in attendance (all present, except Councillor Neufeld who was absent on personal business) had entered into Closed Session earlier this evening to address Closed Session Items B-1 and B-2 as follows:

B-1) Subsection 239(2)(f) advice that is subject to solicitor-client privilege, including communications for that purposes; being an update Report from Solicitor D. Halliwill regarding the property municipally known 190 and 200 Main St. East, being described as Part of Lot 2, Concession 1, Eastern Division, Part 1 12R-26799; and Part of Lot 2, Concession 1 Eastern Division, Part 2 12R-26799, respectively.

Mayor Santos reported that Council received the update from Solicitor Halliwill, and Council provided further direction to Administration on that item.

B-2) Subsection 239(2)(d) labour relations or employee relations, being an update report from Ms. Jennifer Galea, Human Resources Manager regarding Hickson Grievance (IBEW Local 636).

Mayor Santos reported that Ms. Galea provided an informational update pertaining to the resolution of the Hickson Grievance.

**E. AMENDMENTS TO THE AGENDA**

Deputy Mayor Queen added one Announcement, Councillor Patterson added one Announcement, and Mayor Santos added two Updates.

**F. ADOPTION OF ACCOUNTS**

1. **Town of Kingsville Accounts for the monthly period ended March 31, 2020 being TD cheque numbers 0072446 to 0072700 for a grand total of \$1,311,099.62**

**271-2020**

**Moved By** Councillor Tony Gaffan

**Seconded By** Councillor Laura Lucier

That Council receives Town of Kingsville Accounts for the monthly period ended March 31, 2020, being TD cheque numbers 0072446 to 0072700 for a grand total of \$1,311,099.62.

**CARRIED**

**G. STAFF REPORTS**

1. **Reconstruction of Jasperson Drive**

T. Del Greco, Manager of Municipal Services

**272-2020**

**Moved By** Councillor Larry Patterson

**Seconded By** Deputy Mayor Gord Queen

That Council award the Jasperson Drive reconstruction tender to Sherway Contracting (Windsor) Limited in the amount of \$1,646,782 (excluding HST) and authorize the Mayor and Clerk to execute the requisite agreement.

**CARRIED**

**2. Site Plan Amendment Application SPA/07/2020 by Tay Inc.  
200 Main St. E., Part of Lot 2, Concession 1 ED, Part 2, RP 12R 26799**

R. Brown, Manager of Planning Services

Mr. Karl Tanner (Dillon Consulting Limited) was also in attendance (electronic participation) to present his independent Planning Opinion.

**273-2020**

**Moved By** Councillor Tony Gaffan

**Seconded By** Councillor Larry Patterson

That Council receives the planning opinion on the requested site plan amendment from Karl Tanner, Dillon Consulting Limited for information purposes,

And that Council approves the requested site plan amendment to:

replace the existing single-storey elevation drawings, Appendix C, with the new two-storey elevation drawings included as Appendix D;

replace the existing site plan drawing for the medical clinic only with a revised site plan drawing Appendix B, showing the increased square footage, increase in height and addition of the covered entrance at the rear of the building;

both subject to the conditions outlined in the amended site plan agreement including the requirement for permanent privacy screening acceptable to the Town on all second floor easterly facing windows.

**LOST**

**3. Application for Site Plan Amendment SPA/06/2020 by Agris Co-Operative Ltd., 8 County Road 27 West, Part of Lot 270, Concession STR, Pts. 1, 2,**



**and 3 RP 12R 12889, Pt 2 , RP 12R 13556, Pt. 1 RP 12R 16608 and Pt. 1 12R 26186**

R. Brown, Manager of Planning Services.

**274-2020**

**Moved By** Councillor Larry Patterson

**Seconded By** Deputy Mayor Gord Queen

That Council approves Site Plan Amendment Application SPA/06/2020 for the construction of a 29.3 m x 17.2 m (96 ft. x 60 ft.) warehouse and associated updates to subject property along with the inclusion of the vacant lands added to the site as approved lot addition Consent B/11/15; and

That Council authorizes the Mayor and Clerk to sign the Amending Site Plan Agreement and register said Amendment on title.

**CARRIED**

- 4. Application for Site Plan Amendment SPA/04/2020 by Golden Acres Farms Inc. and 1797540 Ontario Inc., 2011 Graham Sideroad and V/L Graham Sideroad , Part of Lot 6, Concession 2, ED, Parts 1 and 2, RP 12R 20174**

R. Brown, Manager of Planning Services

Ms. Jackie Lassaline (Lassaline Planning Consultants-LPC) was in attendance (electronic participation) on behalf of the Applicants.

**275-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Larry Patterson

That Council approves Site Plan Amendment Application SPA 04 2020 for the requested changes to the greenhouse development on the subject lands including the service building and warehouse additions, new bunkhouse, hot water tank and repositioned greenhouse in Part of Lot 6, Concession 2 ED, Parts 1 and 2, RP 12R 20174, subject to the conditions outlined in the Amending Site Plan Agreement, and

That Council authorizes the Mayor and Clerk to sign the Amending Agreement and register said Agreement on title.

**CARRIED**

**5. Application for Minor Development Agreement AGR 01 2020 by David Golden and Dawn DeYong; 411 Road 2 West, Part of Lot 7, Concession 1, WD**

R. Brown, Manager of Planning Services

**276-2020**

**Moved By** Councillor Tony Gaffan

**Seconded By** Deputy Mayor Gord Queen

That Council approves the proposed Minor Development Agreement to permit a second single detached dwelling at 411 Road 2 W, temporarily during the construction of a new dwelling on the property; and

That Council authorizes the Mayor and Clerk to sign the Minor Development Agreement and register it on title.

**CARRIED**

**6. Planning Act Application Processing**

R. Brown, Manager of Planning Services

**277-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Larry Patterson

That Council receives the Report of R. Brown, Manager of Planning Services, on the options for the continued processing of Planning Act applications during the COVID-19 declaration of emergency timeframe for information purposes;

And That Council requests more detail be provided back from Administration in connection with Option 3 of the Report, being the option to proceed with basic applications utilizing an electronic or virtual format.

**CARRIED**

**7. Main Street Development Policy Review and Interim Control By-law**

R. Brown, Manager of Planning Services

Upon request of Councillor DeYong, Mayor Santos divided the question into two parts and the following motions were passed.

**278-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Kimberly DeYong

That Council receives the Report on the Main Street Development Policy Review and Interim Control By-law for information purposes;

And That Council approves the terms of reference for the establishment of a Main Street Development Review Committee.

**CARRIED**

Membership in the Main Street Development Review Committee will be extended to a youth member, in addition to those suggested in the Report of R. Brown (i.e. BIA, economic development, tourism, Council, heritage committee, development industry, real estate).

**279-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Kimberly DeYong

That Council directs Administration to prepare a final interim control by law for consideration at a future Regular Meeting, and directs that consideration of such by-law be not later than thirty (30) days after the coronavirus (COVID-19) emergency declaration has been terminated.

**CARRIED**

**8. COVID-19 Financial Relief & Flood Mitigation Efforts**

R. McLeod, Director of Financial Services

**280-2020**

**Moved By** Councillor Kimberly DeYong

**Seconded By** Deputy Mayor Gord Queen

That Council authorizes the following financial relief measures in response to the economic implications of COVID-19:

- No late payment charges on property tax and water/wastewater accounts in either form, penalty and/or interest, through the period ending June 30, 2020.
- Charges for Non-Sufficient Funds on any property tax and water/wastewater payments will be waived through the period ending June 30, 2020.
- Amend By-law 26-2020 to defer the implementation of the new residential sewage rate structure as follows:
  - Sewage Area 1 Rates (Cottam Facility) – effective January 15, 2021.
  - Sewage Area 2 Rates (Lakeshore West Facility) – effective March 15, 2021
  - Sewage Area 3 Rates (Kingsville Facility) – effective February 15, 2021
- Authorize the Director of Financial Services to adjust any seasonal based fees and charges in proportion to the time for which the services will be available;

And That Council approves up to \$50,000 for flood mitigation efforts to be financed from the Town's budget stabilization reserve (03-000-032-31063)

**CARRIED**

#### **H. MINUTES OF THE PREVIOUS MEETINGS**

- 1. Special Meeting of Council--March 18, 2020**
- 2. Special Closed Session Meeting of Council--March 18, 2020**
- 3. Regular Meeting of Council--March 23, 2020**
- 4. Regular Closed Session Meeting of Council--March 23, 2020**

**281-2020**

**Moved By** Councillor Tony Gaffan

**Seconded By** Councillor Kimberly DeYong

That Council adopts Special Meeting of Council Minutes dated March 18, 2020, Special Closed Session Meeting of Council Minutes dated March 18, 2020, Regular Meeting of Council Minutes dated March 23, 2020, and Regular Closed Session Meeting of Council Minutes dated March 23, 2020.

**CARRIED**

**I. MINUTES OF COMMITTEES AND RECOMMENDATIONS**

**1. Committee of Adjustment - February 19, 2020**

**282-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Laura Lucier

That Council receives Committee of Adjustment Meeting Minutes dated February 19, 2020.

**CARRIED**

**2. Union Water Supply System Joint Board of Management - February 19, 2020**

R. McLeod, Director of Financial Services

**283-2020**

**Moved By** Councillor Larry Patterson

**Seconded By** Deputy Mayor Gord Queen

That Council receives Union Water Supply System Board of Management Meeting Minutes dated February 19, 2020.

**CARRIED**

**J. BUSINESS CORRESPONDENCE - INFORMATIONAL**

**1. Town of Grand Valley--Correspondence dated March 11, 2020 RE: Letter of Support for Bill 156, Security from Trespass and Protecting Food Safety Act**

**2. City of Sault Ste. Marie--Correspondence from Mayor Provenzano to Premier Ford et al dated March 13, 2020 RE: Support for Conservation Authorities**

3. **Grey County--Correspondence from Clerk Morrison, dated March 16, 2020 RE: Grey County Council Resolution Supporting 100% Canadian Wines Excise Exemption**
4. **Arts Society of Kingsville--Letter of Thanks from Ann Ducharme and Executive, and Members of ASK, received March 17, 2020**
5. **Municipality of Chatham-Kent--Correspondence dated March 24, 2020 RE: Support for Ban of Single-Use Disposable Wipes**
6. **Municipality of Chatham-Kent--Correspondence dated March 24, 2020 RE: Support for Legislative Changes in Bill 132**
7. **Office of the Fire Marshal and Emergency Management (OFMEM)--Letter of compliance dated March 31, 2020 from the Chief of Emergency Management in accordance with the Emergency Management and Civil Protection Act**
8. **Grey Highlands--Correspondence dated April 2, 2020 RE: Support for Ministers to allow for Electronic Delegations**
9. **Town of Kingsville Media Release dated April 3, 2020 RE: Cancellation of 2020 Kingsville Highland Games.**
10. **Town of Midland--Correspondence from Municipal Clerk of the Town of Midland received April 6, 2020 RE: Requesting Support of Letter from Midland's Mayor and CAO (Interim) to the Prime Minister--Financial Aid Plan**
11. **Township of Mapleton--Correspondence dated April 21, 2020 RE: A Resolution to Request the Province of Ontario Review the Farm Property Class Tax Rate Programme In Light of Economic Competitiveness Concerns between Rural and Urban Municipalities**

**284-2020**

**Moved By** Councillor Tony Gaffan

**Seconded By** Councillor Laura Lucier

That Council receives Business Correspondence-Informational items 1 to 11.

**CARRIED**

## **K. NOTICES OF MOTION**

**1. Councillor DeYong may move, or cause to have moved:**

**285-2020**

**Moved By** Councillor Kimberly DeYong

**Seconded By** Councillor Tony Gaffan

That Council directs Administration to provide a Report from our Director of Corporate Services on exactly what content and facts from the discussions, reports, investigations and negotiations regarding 190 Main Street East are able to be shared with the public so that Council may address the concerns and questions from residents without risk of being in contravention to our Code of Conduct.

**CARRIED**

**2. Deputy Mayor Queen may move, or cause to have moved:**

That Council review the status of the legal and any appeal actions that may be in place in respect to 190 Main St. East, Kingsville property development that does not appear to be in keeping with the site plan that WAS approved by Council.

Deputy Mayor Queen indicated that he would not be moving this motion.

**3. Councillor Neufeld may move, or cause to have moved:**

That Council authorize that \$1,000.00 of Councillor Neufeld's allotted conference budget be donated to the Kingsville Food Bank as a cash donation.

In Councillor Neufeld's absence, Mayor Santos indicated that this Notice of Motion would be deferred to a future meeting.

**4. Councillor Neufeld may move, or cause to have moved:**

That the Mayor and Deputy Mayor of Kingsville, being voting members of Essex County Council, request that a controlled lighted intersection for County Road 20 and County Road 23 be moved to a top priority.

In Councillor Neufeld's absence, Mayor Santos deferred this item.

**L. UNFINISHED BUSINESS, ANNOUNCEMENTS AND UPDATES**

1. Deputy Mayor Queen commented that the healthcare workers are continuing their hard work, and expressed his thanks to everyone in the community who showed up to support the 'drive-by' initiative for the Country Village Health Care Centre last week.

2. Councillor Patterson thanked everyone for following the social distancing and other rules and regulations for COVID-19. Citizens in the Town have sewn scarves, hats, and masks for the frontline workers, and he expressed his thanks to all who have stepped up to help. He reminded everyone to continue to assist our local restaurants through using their take-out services, and requested continued support for the food banks and blood services.

3. Mayor Santos updated as to the Town's COVID-19 pandemic response and our continuing concern for small businesses. He invited everyone to a business retention and expansion forum workshop to be held from 6:00 p.m. to 8:00 p.m. on Tuesday, April 28, 2020.

4. Finally, Mayor Santos sadly announced the recent passing of former Town Councillor and former Gosfield South Mayor, Mr. Robert Peterson. Mayor Santos acknowledged Mr. Peterson's dedicated years of local government representation, and noted that the late Mr. Patterson was a strong voice in the agricultural community as well. On behalf of Council, Mayor Santos expressed sincere condolences to Councillor Neufeld and his family.

#### **M. BYLAWS**

##### **1. By-law 40-2020**

**286-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Laura Lucier

That Council reads By-law 40-2020, being a by-law to provide for the collection of the cost incurred for drainage works completed for numerous drains all in the Town of Kingsville, a first, second and third and final time.

**CARRIED**

##### **2. By-law 42-2020**

**287-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Larry Patterson

That Council reads By-law 42-2020, being a By-law authorizing the entering into of an Agreement with Shepley Road Maintenance Ltd. for the 2020 Rural Road Program, a first, second and third and final time.



**CARRIED**

**3. By-law 43-2020**

**288-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Kimberly DeYong

That Council reads By-law 43-2020, being a By-law authorizing the entering into of an Agreement with Coco Paving Inc. for the 2020 Urban Road Program, to be read a first, second and third and final time.

**CARRIED**

**4. By-law 45-2020**

**289-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Tony Gaffan

That Council reads By-law 45-2020, being a By-law authorizing the entering into of an Agreement for Professional Engineering Services with RC Spencer Associates Inc. for Road 2 East Reconstruction a first, second and third and final time.

**CARRIED**

**5. By-law 46-2020**

**290-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Larry Patterson

That Council reads By-law 46-2020, being a By-law to amend By-law 2-2019, being a By-law to appoint certain members of Council and individuals to boards and committees, a first, second and third and final time.

**CARRIED**

**6. By-law 47-2020**

**291-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Laura Lucier

That Council reads By-law 47-2020, being a by-law under the Municipal Act, 2001, Part 13, Section 408; to authorize the issue of debentures to finance the construction of the Road 11 Watermain in the Town of Kingsville, a first, second and third and final time.

**CARRIED**

**7. By-law 48-2020**

**292-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Kimberly DeYong

That Council reads By-law 48-2020, being a By-law to amend the implementation dates of the sewage rate structure of By-law 26-2020, being a by-law to impose a Water Rate and Sewage Rates, a first, second and third and final time.

**CARRIED**

**8. By-law 49-2020**

**293-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Larry Patterson

That Council reads By-law 49-2020, being a by-law to authorize the entering into of an Agreement with Sherway Contracting (Windsor) Limited for the Jasperson Drive Road Reconstruction (N. J. Peralta Engineering Ltd. Project No. E-18-064) a first, second and third and final time.

**CARRIED**

**N. CONFIRMATORY BY-LAW**

**1. By-law 50-2020**

**294-2020**

**Moved By** Deputy Mayor Gord Queen

**Seconded By** Councillor Laura Lucier

That Council reads By-law 50-2020, being a By-law to confirm the proceedings of the Council of The Corporation of the Town of Kingsville at its April 27, 2020 Regular Meeting, a first, second and third and final time.

**CARRIED**

**O. ADJOURNMENT**

**295-2020**

**Moved By** Councillor Kimberly DeYong

**Seconded By** Councillor Tony Gaffan

That Council adjourns this Regular Meeting at 9:17 p.m.

**CARRIED**



**SPECIAL MEETING OF COUNCIL  
MINUTES**

**Friday, May 1, 2020  
4:00 PM  
Council Chambers  
2021 Division Road N  
Kingsville, Ontario N9Y 2Y9**

Members of Council    Mayor Nelson Santos  
                                 Deputy Mayor Gord Queen  
                                 Councillor Tony Gaffan  
                                 Councillor Thomas Neufeld  
                                 Councillor Larry Patterson  
                                 Councillor Kimberly DeYong  
                                 Councillor Laura Lucier

Members of                J. Astrologo, Director of Corporate Services  
Administration        T. Iacobelli, Manager of Information Technology  
                                 S. Kitchen, Deputy Clerk-Council Services  
                                 R. McLeod, Director of Financial Services

**A.     CALL TO ORDER**

Mayor Santos, in attendance in the Council Chambers, called the Special Meeting to order at 4:00 p.m. Deputy Mayor Queen was also in attendance in the Council Chambers. All other members of Council participated in the meeting through video conferencing technology from remote locations. Also in attendance via electronic participation were Solicitor David A. Halliwill (Pearsall, Marshall, Halliwill and Seaton LLP), and Solicitors Tom Serafimovski and David Sundin (McTague Law Firm LLP).

**B.     DISCLOSURE OF PECUNIARY INTEREST**

Mayor Santos reminded Council that any declaration is to be made prior to each item being discussed and to identify the nature of the conflict, if any, as the agenda items come forward.

**C. CLOSED SESSION**

**296-2020**

Moved by Councillor Tony Gaffan

Seconded by Deputy Mayor Gord Queen

That Council at 4:01 p.m., pursuant to Subsection 239(2) of the Municipal Act, 2001 enter into Closed Session to address the following items:

1. Subsection 239(2)(f) (advice that is subject to solicitor-client privilege, including communications necessary for that purpose); and Subsection 239(2)(e) (litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board); being update reports from legal counsel regarding 190-200 Main St. East, being Part of Lot 2, Concession 1, ED, Part 1, 12R-26799 and Part of Lot 2, Concession 1, ED, Part 2 12R-26799.

**CARRIED**

**D. REPORT OUT OF CLOSED SESSION**

Upon rising from Closed Session at 5:22 p.m., Mayor Santos advised that Council dealt with items pertaining to Subsection 239(2)(f), (advice that is subject to solicitor client privilege, including communications necessary for that purpose); and Subsection 239(2)(e) (litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board), being update reports from legal counsel regarding 190-200 Main St. East.

He reported that Council is pursuing the holding of a Special Meeting on Monday, May 4, 2020 commencing at 5:00 p.m., and Public Notice will be issued forthwith.

**E. CONFIRMATORY BY-LAW**

**1. By-law 52-2020**

**297-2020**

Moved by Deputy Mayor Gord Queen

Seconded by Councillor Tony Gaffan

That Council reads By-law 52-2020, being a By-law to confirm the proceedings of the Council of The Corporation of the Town of Kingsville at its May 1, 2020 Special Meeting a first, second and third and final time.

**CARRIED**

**F. ADJOURNMENT**

**298-2020**

Moved by Councillor Larry Patterson

Seconded by Councillor Tony Gaffan

That Council adjourns this Special Meeting of Council at 5:24 p.m.

**CARRIED**

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MAYOR, Nelson Santos

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CLERK, Jennifer Astrologo



**SPECIAL MEETING OF COUNCIL  
MINUTES**

**Monday, May 4, 2020  
5:00 PM  
Council Chambers  
2021 Division Road N  
Kingsville, Ontario N9Y 2Y9**

Members of Council    Mayor Nelson Santos  
                                Deputy Mayor Gord Queen  
                                Councillor Tony Gaffan  
                                Councillor Thomas Neufeld  
                                Councillor Larry Patterson  
                                Councillor Kimberly DeYong  
                                Councillor Laura Lucier

Members of                J. Astrologo, Director of Corporate Services  
Administration        R. Brown, Manager of Planning Services  
                                T. Iacobelli, Manager of Information Technology  
                                S. Kitchen, Deputy Clerk-Council Services  
                                R. McLeod, Director of Financial Services

**A.     CALL TO ORDER**

Mayor Santos, in attendance at the Council Chambers, called the Special Meeting to order at 5:00 p.m. All other members of Council participated in the meeting through video conferencing technology from remote locations.

**B.     DISCLOSURE OF PECUNIARY INTEREST**

Mayor Santos reminded Council that any declaration is to be made prior to each item being discussed and to identify the nature of the conflict, if any, as the agenda items come forward.

**C.     BUSINESS/CORRESPONDENCE-ACTION REQUIRED**



1. **Miller Canfield LLP--Correspondence from Solicitor James H. Cooke, dated April 30, 2020 RE: Tay Inc. / The Corporation of the Town of Kingsville**

**299-2020**

Moved by Councillor Larry Patterson

Seconded by Deputy Mayor Gord Queen

That Council receives correspondence from Solicitor James H. Cooke (Miller Canfield LLP), dated April 30, 2020 RE: Tay Inc. / The Corporation of the Town of Kingsville.

**CARRIED**

**300-2020**

Moved by Deputy Mayor Gord Queen

Seconded by Councillor Thomas Neufeld

That Council reconsiders Motion 273-2020 RE: SPA/07/2020.

**CARRIED**

**D. STAFF REPORTS**

1. **Site Plan Amendment Application SPA/07/2020 by Tay Inc.  
200 Main St. E., Part of Lot 2, Concession 1 ED, Part 2, RP 12R 26799**

Robert Brown, Town of Kingsville Manager of Planning Services, and Karl Tanner of Dillon Consulting Limited were in attendance via electronic participation.

A recorded vote was requested by Councillor Patterson.

**301-2020**

Moved by Councillor Thomas Neufeld

Seconded by Councillor Larry Patterson

That Council receives the planning opinion on the requested site plan amendment from Karl Tanner, Dillon Consulting Limited for information purposes;

And That Council approves the requested site plan amendment to:

replace the existing single-storey elevation drawings, Appendix C, with the new two-storey elevation drawings included as Appendix D;

replace the existing site plan drawing for the medical clinic only with a revised site plan drawing Appendix B, showing the increased square footage, increase in height and addition of the covered entrance at the rear of the building;

both subject to the conditions outlined in the amended site plan agreement including the requirement for permanent privacy screening acceptable to the Town on all second floor easterly facing windows.

<b>Recorded</b>	<b>YEA</b>	<b>NAY</b>
Mayor Nelson Santos	X	
Deputy Mayor Gord Queen	X	
Councillor Tony Gaffan	X	
Councillor Thomas Neufeld	X	
Councillor Larry Patterson	X	
Councillor Kimberly DeYong	X	
Councillor Laura Lucier	X	
<b>Results</b>	<b>7</b>	<b>0</b>

**CARRIED**

**E. CONFIRMATORY BY-LAW**

**1. By-law 53-2020**

**302-2020**

Moved by Deputy Mayor Gord Queen

Seconded by Councillor Larry Patterson

That Council reads By-law 53-2020, being a By-law to confirm the proceedings of the Council of The Corporation of the Town of Kingsville at its May 4, 2020 Special Meeting a first second and third and final time.

**CARRIED**

**F. ADJOURNMENT**

**303-2020**

Moved by Councillor Thomas Neufeld

Seconded by Councillor Tony Gaffan

That Council adjourns this Special Meeting at 5:23 p.m.

**CARRIED**

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MAYOR, Nelson Santos

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CLERK, Jennifer Astrologo



## COMMITTEE MINUTES

**PARK RECREATION ARTS AND CULTURE COMMITTEE  
FEBRUARY 20, 2020 @ 5:30 P.M.  
Kingsville Arena Room 'D', 1741 Jasperson Lane, Kingsville**

### **A. CALL TO ORDER**

Deputy Mayor Queen called the Meeting to order at 5:30 p.m. with the following persons in attendance:

#### **MEMBERS OF PARKS, RECREATION ARTS & CULTURE COMMITTEE:**

Mayor N. Santos  
Deputy Mayor G. Queen  
Councilor T. Neufeld  
M. Tremaine-Snip  
A. Hickmott  
M. Shields-arrived at 5:35

#### **MEMBERS OF ADMINISTRATION:**

M. Durocher Program Manager  
  
D. Wolicki, Facilities Manager

### **B. DISCLOSURE OF PECUNIARY INTEREST**

Deputy Mayor Queen reminded the Committee that any declaration is to be made prior to each items being discussed and to identify the nature of the conflict, if any, as the agenda items come forward.

### **C. PRESENTATIONS/DELEGATIONS**

A. Ducharme- Arts Society of Kingsville

A. Ducharme provided an update on activities that have taken place at the Carnegie, and indicated the willingness of The Arts Society of Kingsville (ASK) to work with the Town of Kingsville on future endeavours. ASK is proposing that they provide volunteers to assist the Tourism Coordinator in operating the Carnegie Visitor Centre for more consistent hours. ASK is proposing that Carnegie be open from 10am-5pm Wednesday to Saturday and 1-5pm on Sunday. ASK will provide volunteers when the Carnegie is not staffed.

**11-2020** Moved by A. Hickmott seconded by M. Shields to receive the report as presented.

**CARRIED**

**12-2020** Moved by A. Hickmott seconded by M. Shields to forward the report to the Tourism/Economic Development Committee.

**CARRIED**

## **D. AMENDMENTS TO THE AGENDA**

None.

## **E. STAFF REPORTS**

### **1. M. DUROCHER-MANAGER OF PARKS AND RECREATION PROGRAMS AND EVENTS**

M. Durocher provided an update on events, and programs scheduled to take place.

**13-2020** Moved by M. Tremaine-Snip, seconded by Councilor T. Neufeld receive the report by M. Durocher as presented

**CARRIED**

Councilor T. Neufeld requests that M. Durocher provide the PRAC committee with the name of the entertainer when booked for the 55+ Spring Social

### **2. D. WOLICKI-MANAGER OF MUNICIPAL FACILITIES AND PROPERTIES**

D. Wolicki provided an update on progress being made on several projects including the following:

- Olympia Replacement
- Arena Dehumidifier
- Floating docks

**14-2020** Moved by M. Tremaine-Snip, seconded by A. Hickmott to receive the report of D. Wolicki as presented

**CARRIED**

## F. MINUTES OF THE PREVIOUS MEETING

1. Parks Recreation Arts and Culture Meeting Minutes—January 23, 2020

**15-2020** Moved by A. Hickmott, seconded by M. Shields, to receive the minutes of Parks Recreation Arts and Culture Committee Meeting dated January 23, 2020

**CARRIED**

## G. COMMITTEE REPORTS

1. Mettawas Fund Raising Committee

**16-2020** Moved by Mayor N. Santos, seconded by M. Tremaine Snip to receive the minutes of Mettawas Fund Raising Committee Meeting dated January 7, 2020

**CARRIED**

2. Fantasy of Lights Committee

**17-2020** Moved by Mayor N. Santos and seconded by M. Shields to receive the minutes of the Fantasy of Lights committee dated November 26, 2019

**CARRIED**

3. Migration Fest Committee

**18-2020** Moved by M. Tremaine-Snip and seconded by Councilor T. Neufeld to receive the minutes of the Migration Fest committee dated November 26, 2019

**CARRIED**

4. Communities in Bloom Committee

**19-2020** Moved by Councilor T. Neufeld and seconded by M. Tremaine-Snip receive the minutes of the communities in Bloom committee dated November 7, 2019

**CARRIED**

## **H. NEW AND UNFINISHED BUSINESS**

### **UPDATE ICIP GRANT**

We continue to wait to hear any updates on the status of the grant. It has been relayed to us that the government is behind schedule with this and it will be late spring before anything is known. D. Wolicki has begun work on the creation of a tender for the pickleballs courts. 2027 is the deadline for work to be completed and D. Wolicki indicates the following plan of action.

Year 1-Pickleball/Bocce

Year 2-Dog Park

Yearly-1 Ball Diamond per year

**20-2020** Moved by Councilor T. Neufeld, seconded by A. Hickmott, to receive Dan's report

**CARRIED**

### **Marina**

D. Wolicki noted that the projected high water levels would continue to create challenges for the Marina. The Marina may be the next big project for the 2<sup>nd</sup> grant intake. Marina needs work and initiatives need to be taken to move forward.

**21-2020** Moved by A. Hickmott and seconded by M. Shields to receive the report as presented

**CARRIED**

### **Splash Park Locations**

D. Wolicki reported that the 3 locations that are possible for a Splash Pad are Mettawas, Lakeside and Lions Park.

Committee requested that revised concepts be brought back to a future meeting showing possible locations, sizes, and what current assets of the site may have to be given up to accommodate a splash pad.

**22-2020** Moved by Councilor T. Neufeld and seconded by M. Shields to receive the report on the Splash Pad as presented

**CARRIED**

## Highland Games

**23-2020** Moved by Councilor T. Neufeld and seconded by A. Hicmott to request that the minutes of the Kingsville Highland Games committee be presented to the PRAC committee as required

**CARRIED**

## I. NEXT MEETING DATE

March 19, 2020 at 5:30 pm Kingsville Arena Room D

## J. ADJOURNMENT

**24-2020** Moved by M. Tremaine Snip seconded by Mayor N. Santos to adjourn this Meeting at 6:55 p.m.

**CARRIED**

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**CHAIR, Deputy Mayor Queen**

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**RECORDING SECRETARY,  
M. Durocher**





## COMMITTEE MINUTES

### COMMUNITIES IN BLOOM COMMITTEE

NOVEMBER 7, 2019 @ 4:30 P.M.

Kingsville Arena Room 'D', 1741 Jasperson Lane, Kingsville

#### A. CALL TO ORDER

Councilor T. Neufeld called the Meeting to order at 4:30 p.m. with the following persons in attendance:

#### MEMBERS OF COMMUNITIES IN BLOOM COMMITTEE:

M. Tremaine-Snip  
A. Batke  
C. Bedal-BIA

#### MEMBERS OF ADMINISTRATION:

M. Durocher-Program Manager

#### B. DISCLOSURE OF PECUNIARY INTEREST

Councilor Neufeld reminded the Committee that any declaration is to be made prior to each item being discussed and to identify the nature of the conflict, if any, as the agenda items come forward.

#### C. PRESENTATIONS/DELEGATIONS

None

#### D. AMENDMENTS TO THE AGENDA

None.

#### E. STAFF REPORTS

None

**122-2019** Moved by M. Tremaine-Snip, seconded by N. Santos to receive the report as presented

**CARRIED**

## **F. MINUTES OF THE PREVIOUS MEETING**

1. Communities in Bloom Meeting Minutes—October 3, 2019

**018-2019** Moved by A, seconded by C. Bedal, to receive the minutes of  
Communities in Bloom Committee Meeting dated October 3, 2019

**CARRIED**

## **G. YEAR IN REVIEW**

1. Pumpkin Parade

The Committee felt that the Pumpkin Parade was well received and the event can continue to be built on. Early drop off for pumpkins was suggested. The creation of a photo opportunity spot at the entry that could be lit up was also discussed. Running the Mini Train in the park was suggested and the inclusion of food by the scouts was deemed worthwhile for both parties. A pie auction was suggested for 2020. For 2020 paid advertising was suggested and increased volunteer participation.

2. Tree Plaque for Lakeside Park

**019-2019** Moved by A. Batke, seconded by M. Tremaine Snip to authorize A. Batke to approach Hallmark for sponsorship of Judges tree plaque.

**CARRIED**

3. Business awards

C. Bedal noted that 2020 would be the third year for the Business Awards in Kingsville and that the CIB should consider sponsorship of a new business award that would be in keeping with the tenants of CIB. This would provide recognition for CIB in Ec/Development and Tourism sector.

4. Letter from Horticultural Society

Committee reviewed the letter and indicated that at the planning meeting the concept of a yard recognition program, great gardeners program and a front yard gardeners program could be discussed.



## COMMITTEE MINUTES

### H. NEXT MEETING DATE

January 23, 2020 at 12:00 pm Kingsville Arena Room D

### I. ADJOURNMENT

**020-2019** Moved by M. Tremaine Snip, seconded by C. Bedal to adjourn this Meeting at 5:30 p.m.

**CARRIED**

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**CHAIR, Councilor T. Neufeld**

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**RECORDING SECRETARY,  
M. Durocher**



## COMMITTEE MINUTES

### FANTASY OF LIGHTS COMMITTEE

NOVEMBER 26, 2019 @ 4:00P.M.

Kingsville Arena Room 'D', 1741 Jasperson Lane, Kingsville

#### A. CALL TO ORDER

Councillor T. Gaffan called the Meeting to order at 4:03 p.m. with the following persons in attendance:

##### MEMBERS OF FANTASY OF LIGHTS COMMITTEE:

Mayor N. Santos  
S. l'Anson  
D. Doey  
J. Willoughby  
C. Anson  
L. Duhig  
J. Mockler

##### MEMBERS OF ADMINISTRATION:

Maggie Durocher, Administrative Support

#### B. DISCLOSURE OF PECUNIARY INTEREST

Councilor T. Gaffan reminded the Committee that any declaration is to be made prior to each items being discussed and to identify the nature of the conflict, if any, as the agenda items come forward.

#### C. PRESENTATIONS/DELEGATIONS

None

#### D. AMENDMENTS TO THE AGENDA

There were none.

#### E. STAFF REPORTS

##### 1. M. Durocher, Program Manager

M. Durocher provided the following update to the committee:

1. Request has been made to have an area allocated for people with special needs for the parade.
2. We have received feedback about excessive noise from Fire in the parade.
3. Paws and Claus has 3 confirmed vendors.
4. Children's crafts should end at 11:30 after breakfast with Santa.

**025-2019** Moved by Mayor N. Santos seconded by C. Anson to receive the report as presented

**CARRIED**

## **F. MINUTES OF THE PREVIOUS MEETING**

1. Fantasy of Lights Committee Meeting Minutes September 10, 2019

**026-2019** Moved by Mayor N. Santos, seconded by S. l'Anson to receive the minutes of the Fantasy of Lights Committee Meeting dated October 22, 2019 as amended

**CARRIED**

## **G. NEW AND UNFINISHED BUSINESS**

### **1. Santa Claus Parade**

Concerns were expressed by Migration Hall about use of the parking lot.

### **2. Breakfast with Santa**

This event was very well attended this year.

### **3. Paws and Claus**

Committee is required to be there at 5pm for set up. Julia will look after pictures and hot chocolate and cookies will be served

### **4. Budget**

A signature piece should be budgeted for in 2020



## COMMITTEE MINUTES

### H. NEXT MEETING DATE

The next meeting of the Fantasy of Lights Committee shall take place on January 28 at 4pm at the Kingsville Arena.

### I. ADJOURNMENT

**027-2019** Moved by S. l'Anson, seconded by J. Mockler to adjourn this Meeting at 5:00 p.m.

**CARRIED**

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**CHAIR, Councillor T. Gaffan**

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**RECORDING SECRETARY,  
M. Durocher**



## COMMITTEE MINUTES

### MIGRATION FESTIVAL COMMITTEE

NOVEMBER 26, 2019 @ 6:30P.M.

Kingsville Arena Room 'D', 1741 Jasperson Lane, Kingsville

#### A. CALL TO ORDER

Chair S. Girardin called the Meeting to order at 6:30 p.m. with the following persons in attendance:

#### MEMBERS OF MIGRATION FESTIVAL COMMITTEE:

Diane-Marie Swiderski  
Matt Kraus  
Robyn Braybrook-Gard  
Councillor L. Lucier

#### MEMBERS OF ADMINISTRATION:

M. Durocher

#### B. DISCLOSURE OF PECUNIARY INTEREST

Chair S. Girardin reminded the Committee that any declaration is to be made prior to each items being discussed and to identify the nature of the conflict, if any, as the agenda items come forward.

#### C. PRESENTATIONS/DELEGATIONS

**32-2019** Moved by M. Kraus seconded by Councillor L. Lucier to receive the resignation of M. Baruth.

**CARRIED**

#### D. AMENDMENTS TO THE AGENDA

NONE

#### E. STAFF REPORTS

1. **M. Durocher** provided a report with regard to Ticket Sales and financial reconciliations with respect to the events.

- 33-2019** Moved by Councillor L. Lucier seconded by D. Swiderski to received M. Durocher's report as presented.

**CARRIED**

## **F. MINUTES OF THE PREVIOUS MEETING**

1. Migration Festival Committee Meeting Minutes—October 8, 2019

- 34-2019** Moved by R. Braybrook-Gard, seconded by M. Krause to receive the minutes of the Migration Festival Committee Meeting dated October 8, 2019

**CARRIED**

## **G. NEW AND UNFINISHED BUSINESS**

### **Dress A Goose**

The totals for this event were discussed as was the need to pick up the geese from Toasted meringue.

### **Fundraiser with KFD, committee and Jack Miner**

As discussed previously there are still outstanding tickets that need to collected.

### **Parade**

The parade was very successful with increased entries. Discussion with regard to Migration Hall and their expectations around parking lot usage took place.

### **Marketplace**

Marketplace was busy at the Arena; the children's marketplace which took place at Lakeside needs more promotion to encourage people to attend.

### **Children's Events**

These events were reasonably well attended however they do require a larger volunteer cadre.

## **H. NEXT MEETING DATE**

1. The next meeting of the Migration Festival Committee shall take place on January 28, 2020 at Kingsville Arena @ 6:30 p.m.





## COMMITTEE MINUTES

### I. ADJOURNMENT

**35-2019** Moved by Councillor L. Lucier seconded by R. Braybrook-Gard to adjourn this Meeting at 7:45 p.m.

**CARRIED**

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**CHAIR, Sue Girardin**

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**RECORDING SECRETARY,  
M. Durocher**



# MINUTES

**METTAWAS PARK FUNDRAISING COMMITTEE  
TUESDAY, JANUARY 7, 2020 @ 5:00 P.M.  
Committee Room 'A', 2021 Division Road North, Kingsville**

## **A. CALL TO ORDER**

Mayor Santos called the meeting to order at 5:00pm with the following persons in attendance:

M. Kraus  
W. Escott  
T. Gaffan

Also Present:

P. Van Mierlo-West – CAO, Town of Kingsville  
T. Hewitt – Recording Secretary

Regrets:

M. Farnworth

## **B. DISCLOSURE OF PECUNIARY INTEREST**

N. Santos reminded members that any declaration and its general nature are to be made prior to each item being discussed. N. Santos noted Pecuniary interest on item E3.

## **C. DELEGATIONS/PRESENTATIONS**

1. M. Law, Sun Parlour Folk Music Society – Fundraising Concert Partnership: M. Law did not arrive. She will be rescheduled for the February meeting.

## **D. MINUTES OF THE PREVIOUS MEETING**

1. Mettawas Park Fundraising Committee Meeting Minutes —Wednesday, November 6, 2019

### **MPF-01-2020**

Moved by T. Gaffan and seconded by M. Kraus to approve the minutes of the November 6, 2019 meeting of the Mettawas Park Fundraising Committee.



## MINUTES

**CARRIED**

### **E. NEW AND UNFINISHED BUSINESS**

#### **1. 2020 Mayor's Golf Tournament – Draft Registration – P. Van Mierlo- West**

P. Van Mierlo-West presented the draft registration form for the 2<sup>nd</sup> Annual Mayor's Golf Tournament. Emails will be sent out to sponsors from last year giving them first right of refusal. Online registration will include passport purchase and information about the Member discount.

#### **2. Kingsville Golf Contract and Dinner Menu Details – N. Santos**

**MPF-02-2020** Moved by T. Gaffan and seconded by W. Escott to move forward with the dinner selection of Perch and Roast Chicken (The Optional)

#### **3. Broads on Broadway – Theatre One – T. Gaffan**

T. Gaffan assumed the chair. P. Van Mierlo-West provided an update on the proposed Theatre One presentation of Broads on Tap. She reported there was a scheduling conflict for the original timeframe and they are now looking at something in the fall.

N. Santos reassumed the chair.

### **F. NEXT MEETING DATE**

1. The next meeting of the Mettawas Park Fundraising Committee shall take place on Wednesday, February 5, 2020 at the Municipal Office Committee Room "A" @ 5:00 p.m.

### **G. ADJOURNMENT**

**MPF-03-2020** Moved by T. Gaffan and seconded by M. Kraus to adjourn the meeting at 5:37 pm.

**CARRIED**



# MINUTES

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**CHAIR, Nelson Santos**

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**RECORDING SECRETARY,  
T. Hewitt**



# MINUTES

**POLICE SERVICES BOARD MEETING**  
**WEDNESDAY, FEBRUARY 26, 2020 @ 4:00 P.M.**  
**Council Chambers, 2021 Division Road North, Kingsville**

## **A. CALL TO ORDER**

Chairperson, Nelson Santos called the Meeting to order at 4:03 p.m. with the following persons in attendance:

Nelson Santos	-	Chairperson
William Chisholm	-	Vice Chairperson
Kimberly DeYong	-	Board member
Barry Wilson	-	Board member
Bill Baird	-	Board member
Glenn Miller	-	O.P.P. Inspector
Silvano Bertoni	-	O.P.P. Constable

Member of Administration: Roberta Baines, Deputy Clerk-Administrative Services

Others in attendance: Isabela Vella, O.P.P. Constable  
Jennifer Fink, Mental Health Crisis Worker

## **B. DISCLOSURE OF PECUNIARY INTEREST**

Where a member of the board has any pecuniary interest, direct or indirect, in any matter which is the subject of consideration at the Regular Meeting of the Board, the member shall disclose the pecuniary interest and its general nature, prior to any consideration of the matter. There were none.

Chair Santos brought forward Item F. 5 presentation from the Mental Health Response Unit as follows:

### **F-5. Mental Health Response Unit: presentation Isabela Vella and Jennifer Fink**

Ms. Vella and Ms. Fink provided an overview of their roles at the Mental Health Response Unit teams and the programs for adults and youth. These specialized teams, consisting of a mental health worker partnered with a specially trained plain clothes police officer work in the community providing intervention to individuals who are in severe distress, or who are experiencing a mental health crisis and whose needs are not being effectively met through the justice system or the health sector.

Many of the individuals receiving this service come to the attention of police and Emergency Department personnel when conditions deteriorate to a point where

hospitalization or incarceration are deemed to be the only options. In these situations calls to 911 services become the norm.

The objectives of the specialized Mental Health and Police Teams are to engage with individuals to prevent admission/incarceration whenever possible and to work to facilitate the most optimal outcome to the situation. They stated that Community Crisis Centres are staffed 24 hours a day, 7 days a week and this service can be reached by calling 519-973-4435.

They also noted that schools will be receiving communication about the program and board members were pleased with this proactive approach.

Inspector Miller provided additional information on the program and thanked the board for their support. This will help with reducing calls for service and help save lives.

Chair Santos thanked Isabela and Jennifer for attending and for their presentation.

## **C. REPORTS**

### **1. Monthly Status Reports**

- i) Town of Kingsville PSB report and Crime Stoppers report for January 2020

Inspector Miller provided an overview of the January report.

Inspector Miller thanked the board for having media presence for Mr. Burgoyne's retirement presentation and making it memorable for him.

Inspector Miller provided information on the outreach event Coffee with a Cop at St Clair College that had taken place on February 25, 2020. The mission of Coffee with a Cop is to break down the barriers between police officers and the citizens they serve. St Clair College has stated that they are willing to fund a Coffee with a Cop event in municipalities, and if interested, to reach out.

**08-2020** Moved by Barry Wilson, seconded by Will Chisholm to receive Kingsville PSB Report and Crime Stoppers report for January 2020 as information.

**CARRIED**



## MINUTES

### D. BUSINESS/CORRESPONDENCE

#### 1. Ministry of Solicitor General:

- i) Memorandum: RE: Special Investigations Unit Act In-force Date, issued January 21, 2020 (Index: 20-0001)
- ii) Memorandum: RE: Licence Plate Design, issued January 29, 2020 (Index: 20-0002)
- iii) Memorandum: RE: Annual Reporting Requirements: Violent Crime Linkage Analysis System and Major Case Management, issued January 31, 2020 (Index: 20-0003)
- iv) Memorandum: RE: 2019 Novel Coronavirus, issued February 10, 2020 (Index: 20-0004)
- v) Memorandum: RE: 2020 Crimes Against Women Conference, March 3-5, 2020, issued February 14, 2020 (Index: 20-0005)
- vi) Memorandum: RE: Digital Motorized Snow Vehicle Operator's Licence, issued February 14, 2020 (Index: 20-0006)
- vii) Memorandum: RE: Revised Guidance Notes on High Visibility Safety Apparel and Motor Vehicle Safety for Police Service Workers, issued February 14, 2020 (Index: 20-0007)
- viii) Memorandum: RE: Telewarrants under the Provincial Animal Welfare Services Act, 2019, issued February 19, 2020 (Index: 20-0008)
- ix) Memorandum: RE: Job Posting – Deputy Chief of Police, Guelph Police Service, issued February 20, 2020 (Index: 20-0009)

**09-2020** Moved by Bill Baird, seconded by Kim DeYong to receive Ministry of Solicitor General communication items 1 i) to ix).

**CARRIED**

- 2. OAPSB RE: Membership Update – Development of New Regulations, issued January 20, 2020

3. OAPSB, RE: Partner Request – OAPSB Spring Conference and AGM, issued February 18, 2020

**10-2020** Moved by Kim DeYong seconded by Bill Baird to receive communication items 2 and 3.

**CARRIED**

## **E. ADOPTION OF MINUTES OF PREVIOUS MEETING**

1. **Adoption of Police Services Board Minutes** – held on January 22, 2020.

**11-2020** Moved by Barry Wilson, seconded by Will Chisholm adopt the Police Services Board meeting minutes held on January 22, 2020.

**CARRIED**

## **F. NEW AND UNFINISHED BUSINESS**

1. Speeding on Bainbridge  
Constable Bertoni advised that the complaint was based on a neighbour dispute. He noted that there was one house with numerous muscle cars, and the attending Officer did not witness any speeding.
2. Draft Lease Agreement for Cottam OPP station at 116 County Rd 34  
Board members reviewed and approved the draft lease agreement and advised administration to proceed with the renewal.

**12-2020** Moved by Kim DeYong, seconded by Will Chisholm to accept the draft lease agreement for the Cottam OPP station and that administration proceed with the renewal

**CARRIED**

3. 2020 OPP Governance Summit  
Chair Santos provided an overview of the summit and regional roundtable meetings. The summit was an opportunity to provide input and discussion regarding OPP related regulatory changes under the CSPA, 2019. The Ministry will compile all information by the end of March and report back.





## MINUTES

Vice Chair Chisholm provided additional information on the regional roundtable discussion that took place in London on February 19, 2020. He suggested a meeting to discuss what Kingsville wants as a detachment board and to submit that suggestion with justification to the Ministry online. Administration will add this item to the March agenda.

4. OAPSB Spring Conference

Members were encouraged to inform administration if they would like to attend the conference and indicate any accommodations requests they may have.

5. Presentation/Delegation from the Mental Health Response Unit: Isabela Vella and Jennifer Fink

This item was discussed at the beginning of the meeting.

6. Regent Street concerns

Chair Santos stated that he had received concerns regarding Regent Street.

There is a new stop sign causing traffic concerns. Constable Bertoni stated that the area will be patrolled.

### G. ADJOURNMENT

**13-2020** Moved by Kim DeYong, seconded by Will Chisholm that Police Services Board adjourns the meeting at the hour of 5:19 p.m. and to meet again on March 25, 2020 or at the call of the Chair.

**CARRIED**

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**CHAIRPERSON, Nelson Santos**

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**DEPUTY CLERK-ADMINISTRATIVE SERVICES,  
Roberta Baines**



# The Corporation of The Town of Amherstburg

March 19, 2020

Association of Municipalities of Ontario, President  
[amopresident@amo.on.ca](mailto:amopresident@amo.on.ca)

VIA EMAIL

Re: Addressing Growing Municipality Liability and Insurance Costs

At its meeting of January 13<sup>th</sup>, 2020, Amherstburg Town Council passed the following:

***“That the AMO submission to the Attorney General of Ontario regarding Addressing Growing Municipality Liability and Insurance Costs BE SUPPORTED.”***

**Motion Carried**

A copy of the AMO submission is attached for reference.

Regards,

Tammy Fowkes  
Deputy Clerk

cc:  
The Honourable Doug Downey, Attorney General  
Ontario Municipalities  
Taras Natyshak, MPP, Essex  
Chris Lewis, MP, Essex

# Towards a Reasonable Balance:

Addressing growing municipal liability and insurance costs

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Submission to the Attorney General of Ontario

October 1, 2019

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Sent via email to: [doug.downeyco@pc.ola.org](mailto:doug.downeyco@pc.ola.org)  
[magpolicy@ontario.ca](mailto:magpolicy@ontario.ca)

October 1, 2019

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

Dear Attorney General Downey,

Municipal governments accept the responsibility to pay their fair share of a loss. Always. Making it right and paying a fair share are the cornerstones of our legal system. Citizens expect nothing less of their local governments.

But what is a challenge for municipalities and property taxpayers alike, is being asked to assume someone else's responsibility for someone else's mistake. Municipal governments should not be the insurer of last resort. For municipalities in Ontario, however, the principle of joint and several liability ensures that they are just that.

Joint and several liability means higher insurance costs. It diverts property tax dollars from delivering public services. It has transformed municipalities into litigation targets while others escape responsibility. It forces municipal government to settle out-of-court for excessive amounts when responsibility is as low as 1%.

There must be a better way. There must be a better way to help ensure those who suffer losses are made whole again without asking municipalities to bear that burden alone. There must be a better way to be fair, reasonable, and responsible.

AMO welcomes the government's commitment to review joint and several liability. It is a complex issue that has many dimensions. Issues of fairness, legal principles, "liability chill", insurance failures and high insurance costs are all intertwined. Many other jurisdictions have offered additional protection for municipalities and AMO calls on the Ontario government to do the same.

What follows is a starting point for that discussion. Our paper reasserts key issues from AMO's 2010 paper, AMO's 2011 insurance cost survey, provides more recent examples, and details some possible solutions of which there are many options.

Municipalities are in the business of delivering public services. Municipal governments exist to connect people and to advance the development of a community. It is time to find a reasonable balance to prevent the further scaling back of public services owing to joint and several liability, "liability chill", or excessive insurance costs.



Together with the provincial government, I am confident we can find a better way.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. McGarvey', is written over a horizontal line.

Jamie McGarvey  
AMO President

## Executive Summary

AMO's advocacy efforts on joint and several liability in no way intends for aggrieved parties to be denied justice or damages through the courts. Rather, municipal governments seek to highlight the inequity of how much "deep pocket" defendants like municipalities are forced to pay, for both in and out of court settlements.

It is entirely unfair to ask property taxpayers to carry the lion's share of a damage award when a municipality is found at minimal fault or to assume responsibility for someone else's mistake.

Municipal governments cannot afford to be the insurer of last resort. The principle of joint and several liability is costing municipalities and taxpayers dearly, in the form of rising insurance premiums, service reductions and fewer choices. The *Negligence Act* was never intended to place the burden of insurer of last resort on municipalities.

As public organizations with taxation power and "deep pockets," municipalities have become focal points for litigation when other defendants do not have the means to pay. At the same time, catastrophic claim awards in Ontario have increased considerably. In part, joint and several liability is fueling exorbitant increases in municipal insurance premiums.

The heavy insurance burden and legal environment is unsustainable for Ontario's communities. Despite enormous improvements to safety, including new standards for playgrounds, pool safety, and better risk management practices, municipal insurance premiums and liability claims continue to increase. All municipalities have risk management policies to one degree or another and most large municipalities now employ risk managers precisely to increase health and safety and limit liability exposure in the design of facilities, programs, and insurance coverage. Liability is a top of mind consideration for all municipal councils.

Joint and several liability is problematic not only because of the disproportioned burden on municipalities that are awarded by courts. It is also the immeasurable impact of propelling municipalities to settle out of court to avoid protracted and expensive litigation for amounts that may be excessive, or certainly represent a greater percentage than their degree of fault.

Various forms of proportionate liability have now been enacted by all of Ontario's competing Great Lakes states. In total, 38 other states south of the border have adopted proportionate liability in specific circumstances to the benefit of municipalities. Many common law jurisdictions around the world have adopted legal reforms to limit the exposure and restore balance. With other Commonwealth jurisdictions and the majority of state governments in the United States having modified the rule of joint and several liability in favour of some form of proportionate liability, it is time for Ontario to consider various options.

There is precedence in Ontario for joint and several liability reform. The car leasing lobby highlighted a particularly expensive court award made in November of 2004 against a car leasing company by the victim of a drunk driver. The August 1997 accident occurred when the car skidded off a county road near Peterborough, Ontario. It exposed the inequity of joint and several liability for car leasing companies. The leasing companies argued to the government that the settlement had put them at a competitive disadvantage to lenders. They also warned that such liability conditions would likely drive some leasing and rental companies to reduce their business in Ontario. As a result, Bill 18 amended the *Compulsory Automobile Insurance Act*, the *Highway Traffic*

*Act* and the Ontario *Insurance Act* to make renters and lessees vicariously liable for the negligence of automobile drivers and capped the maximum liability of owners of rental and leased cars at \$1 million. While Bill 18 has eliminated the owners of leased and rented cars as “deep pocket” defendants, no such restrictions have been enacted to assist municipalities.

A 2011 survey conducted by AMO reveals that since 2007, liability premiums have increased by 22.2% and are among the fastest growing municipal costs. Total 2011 Ontario municipal insurance costs were \$155.2 million. Liability premiums made up the majority of these expenses at \$85.5 million. Property taxpayers are paying this price.

These trends are continuing. In August of 2019, it was reported the Town of Bradford West Gwillimbury faces a 59% insurance cost increase for 2019. This is just one example. AMO encourages the municipal insurance industry to provide the government with more recent data and trends to support the industry’s own arguments regarding the impact joint and several has on premiums.

Insurance costs disproportionately affect small municipalities. For 2011, the per capita insurance costs for communities with populations under 10,000 were \$37.56. By comparison, per capita costs in large communities with populations over 75,000 were \$7.71. Property taxpayers in one northern community are spending more on insurance than their library. In one southern county, for every \$2 spent on snowplowing roads, another \$1 is spent on insurance.

In 2016, the Ontario Municipal Insurance Exchange (OMEX), a not-for-profit insurer, announced that it was suspending reciprocal underwriting operations. The organization cited, a “low pricing environment, combined with the impact of joint and several liability on municipal claim settlements” as reasons for the decision. Fewer choices fuels premium increases.

Learning from other jurisdictions is important for Ontario. The Province of Saskatchewan has implemented liability reforms to support its municipalities. As a municipal lawyer at the time, Neil Robertson, QC was instrumental in laying out the arguments in support of these changes. Now a Justice of the Court of Queen’s Bench for Saskatchewan, AMO was pleased to have Neil Robertson prepare a paper and address AMO conference delegates in 2013. Much of the Saskatchewan municipal experience (which led to reforms) is applicable to the Ontario and the Canadian municipal context. Summarised below and throughout this paper are some of Robertson’s key findings.

Robertson found that, regardless of the cause, over the years municipalities in Canada have experienced an accelerating rate of litigation and an increase in amounts of damage awards. He noted these developments challenge municipalities and raise financial, operational and policy issues in the provision of public services.

Robertson describes the current Canadian legal climate as having placed municipalities in the role of involuntary insurer. Courts have assigned municipal liability where liability was traditionally denied and apportioned fault to municipal defendants out of proportion to municipal involvement in the actual wrong.

This increased exposure to liability has had serious ramifications for municipalities, both as a deterrent to providing public services which may give rise to claims and in raising the cost and reducing the availability of insurance. The cost of claims has caused insurers to reconsider not only



what to charge for premiums, but whether to continue offering insurance coverage to municipal clients.

Robertson also makes the key point that it is reasonable for municipal leaders to seek appropriate statutory protections. He wrote:

“Since municipalities exist to improve the quality of life for their citizens, the possibility of causing harm to those same citizens is contrary to its fundamental mission. Careful management and wise stewardship of public resources by municipal leaders will reduce the likelihood of such harm, including adherence to good risk management practices in municipal operations. But wise stewardship also involves avoiding the risk of unwarranted costs arising from inevitable claims.”

And, of course, a key consideration is the reality that insurance premiums, self-insurance costs, and legal fees divert municipal funds from other essential municipal services and responsibilities.

It is in this context that AMO appreciated the commitments made by the Premier and the Attorney General to review the principle of joint and several liability, the impact it has on insurance costs, and the influence “liability chill” has on the delivery of public services. Now is the time to deliver provincial public policy solutions which address these issues.

## Recommendations

AMO recommends the following measures to address these issues:

1. The provincial government adopt a model of full proportionate liability to replace joint and several liability.
2. Implement enhancements to the existing limitations period including the continued applicability of the existing 10-day rule on slip and fall cases given recent judicial interpretations, and whether a 1-year limitation period may be beneficial.
3. Implement a cap for economic loss awards.
4. Increase the catastrophic impairment default benefit limit to \$2 million and increase the third-party liability coverage to \$2 million in government regulated automobile insurance plans.
5. Assess and implement additional measures which would support lower premiums or alternatives to the provision of insurance services by other entities such as non-profit insurance reciprocals.
6. Compel the insurance industry to supply all necessary financial evidence including premiums, claims, and deductible limit changes which support its, and municipal arguments as to the fiscal impact of joint and several liability.
7. Establish a provincial and municipal working group to consider the above and put forward recommendations to the Attorney General.

## Insurance Cost Examples

The government has requested detailed information from municipalities regarding their insurance costs, coverage, deductibles, claims history, and out-of-court settlements. Municipalities have been busy responding to a long list of provincial consultations on a wide range of topics. Some of the information being sought is more easily supplied by the insurance industry. AMO's 2011 survey of insurance costs produced a sample size of 122 municipalities and assessed insurance cost increases over a five-year period. The survey revealed an average premium increase which exceeded 20% over that period.

All of the same forces remain at play in 2019 just as they were in 2011. Below are some key examples.

**Ear Falls** - The Township of Ear Falls reports that its insurance premiums have increased 30% over five years to \$81,686. With a population of only 995 residents (2016), this represents a per capita cost of \$82.09. This amount is a significant increase from AMO's 2011 Insurance Survey result. At that time, the average per capita insurance cost for a community with a population under 10,000 was \$37.56. While the Township has not been the subject of a liability claim, a claim in a community of this size could have significant and long-lasting financial and service implications. The Township has also had to impose stricter insurance requirements on groups that rent municipal facilities. This has had a negative impact on the clubs and volunteers' groups and as a consequence, many have cut back on the service these groups provide to the community.

**Central Huron** – For many years the municipality of Central Huron had a deductible of \$5,000. In 2014, the deductible was increased to \$15,000 to help reduce insurance costs. The municipality also increased its liability coverage in 2014 and added cyber security coverage in 2018. The combined impact of these changes represents a premium cost of \$224,774 in 2019, up from \$141,331 in 2010. Per capita costs for insurance alone are now \$29.67.

**Huntsville** – Since 2010, the Town of Huntsville reports an insurance premium increase of 67%. In 2019 this represented about 3.75% of the town's property tax levy. At the same time, Huntsville's deductible has increased from \$10,000 to \$25,000. The town also reports a reluctance to hold its own events for fear of any claims which may affect its main policy. Additional coverage is purchased for these events and these costs are not included above.

**Ottawa** - In August 2018, the City began working with its insurance broker, Aon Risk Solutions ("Aon"), to prepare for the anticipated renewal of the Integrated Insurance Program in April 2019. As the cost of the City's insurance premiums had risen by approximately 25% between 2017 and 2018, this early work was intended to ensure that any further increase could be properly accounted for through the 2019 budget process. Early indications of a possible further 10% premium increase prompted the City and Aon in late 2018 to explore options for a revised Program, and to approach alternative markets for the supply of insurance.

On January 11, 2019, an OC Transpo bus collided with a section of the Westboro Station transit shelter, resulting in three fatalities and numerous serious injuries. This was the second major incident involving the City's bus fleet, following approximately five years after the OC Transpo – VIA train collision in September 2013.

The January 2019 incident prompted insurance providers to re-evaluate their willingness to participate in the City Program. Despite Aon's work to secure an alternative provider, only Frank Cowan Company ("Cowan"), the City's existing insurer, was prepared to offer the City an Integrated Insurance Program. Cowan's offer to renew the City's Program was conditional on revised terms and limits and at a significant premium increase of approximately 84%, or nearly \$2.1 million per year. According to Cowan, these changes and increases were attributable to seven principle factors, including Joint and Several Liability:

1. Escalating Costs of Natural Global Disasters;
2. Joint and Several Liability;
3. Claims Trends (in the municipal sector);
4. Increasing Damage Awards;
5. Class Action Lawsuits;
6. New and/or Adverse Claims Development; and,
7. Transit Exposure.

Cowan also indicated that the primary policy limits for the 2019-2020 renewal would be lowered from \$25 million to \$10 million per occurrence, thereby raising the likelihood of increased costs for the City's excess liability policies.

## Joint and Several in Action - Recent Examples

The following examples highlight joint and several in action. The following examples have occurred in recent years.

**GTA Municipality** – A homeowner rented out three separate apartments in a home despite being zoned as a single-family dwelling. After a complaint was received, bylaw inspectors and Fire Prevention Officers visited the property. The landlord was cautioned to undertake renovations to restore the building into a single-family dwelling. After several months of non-compliance, charges under the fire code were laid. The owner was convicted and fined. A subsequent visit by Fire Prevention Officers noted that the required renovations had not taken place. Tragically, a fire occurred which resulted in three fatalities. Despite having undertaken corrective action against the homeowner, joint and several liability loomed large. It compelled the municipality to make a payment of \$504,000 given the 1% rule.

**City of Ottawa** - A serious motor vehicle accident occurred between one of the City's buses and an SUV. The collision occurred at an intersection when the inebriated driver of the SUV failed to stop at a red light and was struck by the City bus. This collision resulted in the deaths of the SUV driver and two other occupants, and also seriously injured the primary Plaintiff, the third passenger in the SUV. The secondary action was brought by the family of one of the deceased passengers.

The Court ultimately concluded that the City was 20% liable for the collision, while the SUV driver was 80% at fault. Despite the 80/20 allocation of fault, the City was required to pay all of the approximately \$2.1 million in damages awarded in the primary case and the \$200,000 awarded in the secondary case, bringing the amount paid by the City to a total that was not proportionate to its actual liability. This was due to the application of the principle of joint and several liability, as well as the interplay between the various automobile insurance policies held by the SUV owner and

passengers, which is further explained below. Although the City appealed this case, the Ontario Court of Appeal agreed with the findings of the trial judge and dismissed it.

This case was notable for the implications of various factors on the insurance policies held by the respective parties. While most automobile insurance policies in Ontario provide for \$1 million in third party liability coverage, the insurance for the SUV was reduced to the statutory minimum of \$200,000 by virtue of the fact that the driver at the time of the collision had a blood alcohol level nearly three times the legal limit for a fully licensed driver. This was contrary to the requirements of his G2 license, which prohibit driving after the consumption of any alcohol. Further, while the Plaintiff passengers' own respective insurance provided \$1 million in coverage for underinsured motorists (as the SUV driver was at the time), this type of coverage is triggered only where no other party is in any way liable for the accident. As a result, the primary Plaintiff could only effectively recover the full \$2.1 million in damages if the Court attributed even a small measure of fault to another party with sufficient resources to pay the claim.

In determining that the City was at least partially responsible for the collision, the Court held that the speed of the bus – which according to GPS recordings was approximately 6.5 km/h over the posted limit of 60 kilometres an hour – and momentary inattention were contributing factors to the collision.

To shorten the length of the trial by approximately one week and accordingly reduce the legal costs involved, the parties had earlier reached an agreement on damages and that the findings regarding the primary Plaintiff would apply equally to the other. The amount of the agreement-upon damages took into account any contributory negligence on the part of the respective Plaintiffs, attributable to such things as not wearing a seat belt.

**City of Ottawa, 2<sup>nd</sup> example** – A Plaintiff was catastrophically injured when, after disembarking a City bus, he was struck by a third-party motor vehicle. The Plaintiff's injuries included a brain injury while his impairments included incomplete quadriplegia.

As a result of his accident, the Plaintiff brought a claim for damages for an amount in excess of \$7 million against the City and against the owner and driver of the third-party vehicle that struck him. Against the City, the Plaintiff alleged that the roadway was not properly designed and that the bus stop was placed at an unsafe location as it required passengers to cross the road mid-block and not at a controlled intersection.

Following the completion of examinations for discovery, the Plaintiff's claim against the Co-Defendant (the driver of the vehicle which struck the plaintiff) was resolved for \$1,120,000 comprising \$970,000 for damages and \$120,000 for costs. The Co-Defendant's policy limit was \$1 million. The claim against the City was in effect, a "1% rule" case where the City had been added to the case largely because the Co-Defendant's insurance was capped at \$1 million, which was well below the value of the Plaintiff's claim.

On the issue of liability, the pre-trial judge was of the view that the City was exposed to a finding of some liability against it on the theory that, because of the proximity of the bus stop to a home for adults with mental health issues, the City knew or should have known that bus passengers with cognitive and/or physical disabilities would be crossing mid-block at an unmarked crossing. This, according to the judge, could have resulted in a finding being made at trial that the City should

either have removed the bus stop or alternatively, should have installed a pedestrian crossing at this location.

The judge assessed the Plaintiff's damages at \$7,241,000 exclusive of costs and disbursements which he then reduced to \$4,602,930 exclusive of costs and disbursements after applying a reduction of 27.5% for contributory negligence and subtracting the \$970,000 payment made by the Co-Defendant's insurer.

Settlement discussions took place and the judge recommended that the matter be resolved for \$3,825,000 plus costs of \$554,750 plus HST plus disbursements.

## Joint and Several Liability in Action - Other notable cases

**Deering v Scugog** - A 19-year-old driver was driving at night in a hurry to make the start time of a movie. She was travelling on a Class 4 rural road that had no centerline markings. The Ontario Traffic Manual does not require this type of road to have such a marking. The driver thought that a vehicle travelling in the opposite direction was headed directly at her. She swerved, over-corrected and ended up in a rock culvert. The Court found the Township of Scugog 66.7% liable. The at-fault driver only carried a \$1M auto insurance policy.

**Ferguson v County of Brant** - An inexperienced 17-year-old male driver was speeding on a road when he failed to navigate a curve which resulted in him crossing the lane into oncoming traffic, leaving the roadway, and striking a tree. The municipality was found to have posted a winding road sign rather than a sharp curve sign. The municipality was found 55% liable.

**Safranyos et al v City of Hamilton** - The plaintiff was leaving a drive-in movie theatre with four children in her vehicle at approximately 1 AM. She approached a stop sign with the intention of turning right onto a highway. Although she saw oncoming headlights she entered the intersection where she was struck by a vehicle driven 15 km/h over the posted speed limit by a man who had just left a party and was determined by toxicologists to be impaired. The children in the plaintiff's vehicle suffered significant injuries. The City was determined to be 25% liable because a stop line had not been painted on the road at the intersection.

**Mortimer v Cameron** - Two men were engaged in horseplay on a stairway and one of them fell backward through an open door at the bottom of a landing. The other man attempted to break the first man's fall and together they fell into an exterior wall that gave way. Both men fell 10 feet onto the ground below, one of whom was left quadriplegic. The trial judge determined both men were negligent, but that their conduct did not correspond to the extent of the plaintiff's injuries. No liability was attached to either man. The building owner was determined to be 20% and the City of London was found to be 80% liable. The Court awarded the plaintiff \$5 M in damages. On appeal, the City's liability was reduced to 40% and building owner was determined to be 60% liable. The City still ended up paying 80% of the overall claim.

## 2011 Review of Joint and Several Liability – Law Commission of Ontario

In February 2011 the Law Commission of Ontario released a report entitled, *"Joint and Several Liability Under the Ontario Business Corporations Act"*. This review examined the application of

joint and several liability to corporate law and more specifically the relationship between the corporation and its directors, officers, shareholders and stakeholders.

Prior to the report's release, AMO made a submission to the Law Commission of Ontario to seek to expand its review to include municipal implications. The Law Commission did not proceed with a broader review at that time, but the context of its narrower scope remains applicable to municipalities. In fact, many of the same arguments which support reform in the realm of the *Business Corporations Act*, are the same arguments which apply to municipal governments.

Of note, the Law Commission's<sup>1</sup> report highlighted the following in favour of reforms:

**Fairness:** "it is argued that it is unfair for a defendant, whose degree of fault is minor when compared to that of other defendants, to have to fully compensate a plaintiff should the other defendants be insolvent or unavailable."

**Deep Pocket Syndrome:** "Joint and several liability encourages plaintiffs to unfairly target defendants who are known or perceived to be insured or solvent."

**Rising Costs of Litigation, Insurance, and Damage Awards:** "Opponents of the joint and several liability regime are concerned about the rising costs of litigation, insurance, and damage awards."

**Provision of Services:** "The Association of Municipalities of Ontario identifies another negative externality of joint and several liability: municipalities are having to delay or otherwise cut back services to limit exposure to liability."

The Law Commission found that the principle of joint and several liability should remain in place although it did not explicitly review the municipal situation.

## 2014 Resolution by the Ontario Legislature and Review by the Attorney General

Over 200 municipalities supported a motion introduced by Randy Pettapiece, MPP for Perth-Wellington which called for the implementation a comprehensive, long-term solution in 2014. That year, MPPs from all parties supported the Pettapiece motion calling for a reform joint and several liability.

Later that year the Ministry of the Attorney General consulted on three options of possible reform:

### 1. The Saskatchewan Model of Modified Proportionate Liability

Saskatchewan has adopted a modified version of proportionate liability that applies in cases where a plaintiff is contributorily negligent. Under the Saskatchewan rule, where a plaintiff is contributorily negligent and there is an unfunded liability, the cost of the unfunded liability is split among the remaining defendants and the plaintiff in proportion to their fault.

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<sup>1</sup> Law Commission of Ontario. "Joint and Several Liability Under the Ontario *Business Corporations Act*." Final Report, February 2011 Pages 22-25.



## 2. Peripheral Wrongdoer Rule for Road Authorities

Under this rule, a municipality would never be liable for more than two times its proportion of damages, even if it results in the plaintiff being unable to recover full damages.

## 3. A combination of both of the above

Ultimately, the government decided not to pursue any of the incremental policy options ostensibly because of uncertainty that insurance cost reductions would result. This was a disappointing result for municipalities.

While these reviews did not produce results in Ontario, many other common law jurisdictions have enacted protections for municipalities. What follows are some of the options for a different legal framework.

## Options for Reform – The Legal Framework

To gain a full appreciation of the various liability frameworks that could be considered, for comparison, below is a description of the current joint and several liability framework here in Ontario. This description will help to reader to understand the further options which follow.

This description and the alternatives that follow are taken from the Law Commission of Ontario's February 2011 Report entitled, *"Joint and Several Liability Under the Ontario Business Corporations Act"* as referenced above.<sup>2</sup>

### Understanding the Status Quo and Comparing it to the Alternatives

Where three different defendants are found to have caused a plaintiff's loss, the plaintiff is entitled to seek full payment (100%) from any one of the defendants. The defendant who fully satisfies the judgment has a right of contribution from the other liable parties based on the extent of their responsibility for the plaintiff's loss.

For example, a court may find defendants 1 (D1), 2 (D2) and 3 (D3) responsible for 70%, 20%, and 10% of the plaintiff's \$100,000 loss, respectively. The plaintiff may seek to recover 100% of the loss from D2, who may then seek contribution from D1 and D3 for their 70% and 10% shares of the loss. If D1 and/or D3 is unable to compensate D2 for the amount each owes for whatever reason, such as insolvency or unavailability, D2 will bear the full \$100,000 loss. The plaintiff will be fully compensated for \$100,000, and it is the responsibility of the defendants to apportion the loss fairly between them.

The descriptions that follow are abridged from pages 9-11 of the Law Commission of Ontario's report. These are some of the key alternatives to the status quo.

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<sup>2</sup> Ibid. Page 7.

## 1. Proportionate Liability

### a) Full Proportionate Liability

A system of full proportionate liability limits the liability of each co-defendant to the proportion of the loss for which he or she was found to be responsible. Per the above example, (in which Defendant 1 (D1) is responsible for 70% of loss, Defendant 2 (D2) for 20% and Defendant 3 (D3) for 10%), under this system, D2 will only be responsible for \$20,000 of the \$100,000 total judgement: equal to 20% of their share of the liability. Likewise, D1 and D3 will be responsible for \$70,000 and \$10,000. If D1 and D3 are unable to pay, the plaintiff will only recover \$20,000 from D2.

### b) Proportionate Liability where Plaintiff is Contributorily Negligent

This option retains joint and several liability when a blameless plaintiff is involved. This option would cancel or adjust the rule where the plaintiff contributed to their loss. As in the first example, suppose the plaintiff (P) contributed to 20% of their \$100,000 loss. D1, D2 and D3 were responsible for 50%, 20% and 10% of the \$100,000. If D1 and D3 are unavailable, P and D2 will each be responsible for their \$20,000 shares. The plaintiff will remain responsible for the \$60,000 shortfall as a result of the absent co-defendants' non-payment (D1 and D3).

### c) Proportionate Liability where Plaintiff is Contributorily Negligent with a Proportionate Reallocation of an Insolvent, Financially Limited or Unavailable Defendant's Share

In this option of proportionate liability, the plaintiff and remaining co-defendants share the risk of a defendant's non-payment. The plaintiff (P) and co-defendants are responsible for any shortfall in proportion to their respective degrees of fault.

Using the above example of the \$100,000 total judgement, with a shortfall payment of \$50,000 from D1 and a shortfall payment \$10,000 from D3, P and D2 must pay for the missing \$60,000. P and D2 have equally-apportioned liability, which causes them to be responsible for half of each shortfall - \$25,000 and \$5,000 from each non-paying defendant. The burden is shared between the plaintiff (if determined to be responsible) and the remaining defendants.

### d) Proportionate Liability with a Peripheral Wrongdoer

Under this option, a defendant will be proportionately liable only if their share of the liability falls below a specified percentage, meaning that liability would be joint and several. Using the above example, if the threshold amount of liability is set at 25%, D2 and D3 would only be responsible for 20% and 10%, regardless of whether they are the only available or named defendants. However, D1 may be liable for 100% if it is the only available or named defendant. This system tends to favour defendants responsible for a small portion of the loss, but the determination of the threshold amount between joint and several liability and proportionate liability is arbitrary.

### e) Proportionate Liability with a Reallocation of Some or All of an Insolvent or Unavailable Defendant's Share

This option reallocates the liability of a non-paying defendant among the remaining defendants in proportion to their respective degrees of fault. The plaintiff's contributory negligence does not



impact the application of this reallocation. Joint and several liability would continue to apply in cases of fraud or where laws were knowingly violated.

#### **f) Court Discretion**

Similar to the fraud exception in the option above, this option includes giving the courts discretion to apply different forms of liability depending on the case.

For example, if a particular co-defendant's share of the fault was relatively minor the court would have discretion to limit that defendant's liability to an appropriate portion.

### **2. Legislative Cap on Liability**

Liability concerns could be addressed by introducing a cap on the amount of damages available for claims for economic loss.

### **3. Hybrid**

A number of jurisdictions provide a hybrid system of proportionate liability and caps on damages. Co-defendants are liable for their portion of the damages, but the maximum total amount payable by each co-defendant is capped to a certain limit.

## **The Saskatchewan Experience**

As referenced earlier in this paper, the Province of Saskatchewan responded with a variety of legislative actions to assist municipalities in the early 2000s. Some of those key developments are listed below which are abridged from *"A Question of Balance: Legislative Responses to Judicial Expansion of Municipal Liability – the Saskatchewan Experience."* The paper was written by Neil Robertson, QC and was presented to the annual conference of the Association of Municipalities of Ontario in 2013. Two key reforms are noted below.

#### **1. Reforming joint and several liability by introducing modified proportionate liability: "The Contributory Negligence Act" amendments**

The *Contributory Negligence Act* retained joint and several liability, but made adjustments in cases where one or more of the defendants is unable to pay its share of the total amount (judgement). Each of the parties at fault, including the plaintiff if contributorily negligent, will still have to pay a share of the judgement based on their degree of fault. However, if one of the defendants is unable to pay, the other defendants who are able to pay are required to pay only their original share and an additional equivalent share of the defaulting party's share.

The change in law allows municipalities to reach out-of-court settlements, based on an estimate of their degree of fault. This allows municipalities to avoid the cost of protracted litigation.

Neil Robertson provided the following example to illustrate how this works in practise:

"...If the owner of a house sues the builder for negligent construction and the municipality, as building authority, for negligent inspection, and all three are found equally at fault, they would each be apportioned 1/3 or 33.3%. Assume the damages are \$100,000. If the builder has no funds, then the municipality would pay only its share (\$33,333) and a 1/3 share of the builder's defaulting share

(1/3 of \$33,333 or \$11,111) for a total of \$44,444 (\$33,333 + \$11,111), instead of the \$66,666 (\$33,333 + \$33,333) it would pay under pure joint and several liability.”

This model will be familiar to municipal leaders in Ontario. In 2014, Ontario’s Attorney General presented this option (called the Saskatchewan Model of Modified Proportionate Liability) for consideration. At the time, over 200 municipal councils supported the adoption of this option along with the “Peripheral Wrongdoer Rule for Road Authorities” which would have seen a municipality never be liable for more than two times its proportion of damages, even if it results in the plaintiff being unable to recover full damages. These two measures, if enacted, would have represented a significant incremental step to address the impact of joint and several to Ontario municipalities.

## **2. Providing for uniform limitation periods while maintaining a separate limitation period for municipalities: “The Limitations Act”**

This act established uniform limitation periods replacing many of the pre-existing limitation periods that had different time periods. The Municipal Acts in Saskatchewan provide a uniform one-year limitation period “from time when the damages were sustained” in absolute terms without a discovery principle which can prolong this period. This helps municipalities to resist “legacy” claims from many years beforehand. This act exempts municipalities from the uniform two-year discoverability limitation period.

Limitation periods set deadlines after which claims cannot be brought as lawsuits in the courts. The legislation intends to balance the opportunity for potential claimants to identify their claims and, if possible, negotiate a settlement out of court before starting legal action with the need for potential defendants to “close the books” on claims from the past.

The reasoning behind these limitations is that public authorities, including municipalities, should not to be punished by the passage of time. Timely notice will promote the timely investigation and disposition of claims in the public interest. After the expiry of a limitation period, municipalities can consider themselves free of the threat of legal action, and continue with financial planning without hurting “the public taxpayer purse”. Municipalities are mandated to balance their budgets and must be able to plan accordingly. Thus, legacy claims can have a very adverse affect on municipal operations.

Here in Ontario, there is a uniform limitations period of two years. Municipalities also benefit from a 10-day notice period which is required for slip and fall cases. More recently, the applicability of this limitation deadline has become variable and subject to judicial discretion. Robertson’s paper notes that in Saskatchewan, courts have accepted the one-year limitations period. A further examination of limitations in Ontario may yield additional benefits and could include the one-year example in Saskatchewan and/or the applicability of the 10-day notice period for slip and fall cases.

## **Other Saskatchewan reforms**

Saskatchewan has also implemented other reforms which include greater protections for building inspections, good faith immunity, duty of repair, no fault insurance, permitting class actions, and limiting nuisance actions. Some of these reforms are specific to Saskatchewan and some of these currently apply in Ontario.

## Insurance Related Reforms

### Government Regulated Insurance Limits

The April 2019 provincial budget included a commitment to increase the catastrophic impairment default benefit limit to \$2 million. Public consultations were led by the Ministry of Finance in September 2019. AMO wrote to the Ministry in support of increasing the limit to \$2 million to ensure more adequate support those who suffer catastrophic impairment.

In 2016, the government lowered this limit as well as third-party liability coverage to \$200,000 from \$1 million. This minimum should also be increased to \$2 million to reflect current actual costs. This significant deficiency needs to be addressed.

### Insurance Industry Changes

In 1989 the Ontario Municipal Insurance Exchange (OMEX) was established as a non-profit reciprocal insurance provider for Ontario's municipalities. It ceased operations in 2016 citing, "[a] low pricing environment, combined with the impact of joint & several liability on municipal claim settlements has made it difficult to offer sustainable pricing while still addressing the municipalities' concern about retro assessments."<sup>3</sup> (Retro assessments meant paying additional premiums for retroactive coverage for "long-tail claims" which made municipal budgeting more challenging.)

The demise of OMEX has changed the municipal insurance landscape in Ontario. That joint and several liability is one of the key reasons listed for the collapse of a key municipal insurer should be a cause for significant concern. Fewer choices fuels cost. While there are other successful municipal insurance pools in Ontario, the bulk of the insurance market is dominated by for-profit insurance companies.

Reciprocal non-profit insurers are well represented in other areas across Canada. Municipalities in Saskatchewan, Alberta, British Columbia are all insured by non-profit reciprocals.

The questions for policy makers in Ontario:

Are there any provincial requirements or regulations which could better support the non-profit reciprocal municipal insurance market?

What actions could be taken to better protect municipalities in Ontario in sourcing their insurance needs?

How can we drive down insurance costs to better serve the needs of municipal property taxpayers?

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<sup>3</sup> Canadian Underwriter, August 11, 2016 <https://www.canadianunderwriter.ca/insurance/ontario-municipal-insurance-exchange-suspends-underwriting-operations-1004098148/>

## Conclusion

This AMO paper has endeavoured to refresh municipal arguments on the need to find a balance to the issues and challenges presented by joint and several liability. It has endeavoured to illustrate that options exist and offer the reassurance that they can be successfully implemented as other jurisdictions have done.

Finding solutions that work will require provincial and municipal commitment. Working together, we can find a better way that is fair, reasonable, and responsible. It is time to find a reasonable balance.



# The Corporation of The Town of Amherstburg

April 24, 2020

Att: Essex County Council

VIA EMAIL

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

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

***That:***

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

**Motion Carried**

encl: Cozmic Queenz correspondence

Regards,

Tammy Fowkes  
Deputy Clerk

cc:  
Ontario Municipalities

# **Bike-O-Rama 5000!**

**Developed by:**

*Cozmic Queenz*

**Team 4389**



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

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

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

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

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

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

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

# The Corporation of the Town of Thessalon

P.O. Box 220  
Phone: (705) 842-2217  
Email: townthess@bellnet.ca

187 Main Street

Thessalon, Ontario P0R 1L0  
Fax: (705) 842-2572  
Website: www.thessalon.ca

Mayor: **WILLIAM ROSENBERG**

Clerk: **ROBERT P. MacLEAN**

April 20, 2020

The Honourable Greg Rickford  
Minister of Energy, Northern Development and Mines  
10<sup>th</sup> Floor  
77 Grenville Street  
Toronto, Ontario  
M7A 1B3

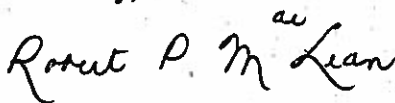
Dear Minister Rickford:

At the April 20, 2020 regular meeting of the Corporation of the Town of Thessalon, the following resolution was passed:

"Be it resolved that the Council of the Town of Thessalon supports the resolution passed by the Town of Kingsville requesting electricity billing relief during the COVID-19 pandemic, and that a copy of this resolution be sent to the Ontario Energy Board, the Premier of Ontario, our local member of Parliament, the Town of Kingsville and the Township of Tarbutt."

Your attention regarding this matter is appreciated.

Yours truly,



Robert P. MacLean  
Clerk-Treasurer

RPM/pw

cc: Ontario Energy Board  
The Honourable Doug Ford, Premier of Ontario  
Michael Mantha, MPP, Algoma-Manitoulin  
Town of Kingsville  
Township of Tarbutt

RECEIVED APR 28 2020 *sh*





***Transmitted via Email***

April 22, 2020

**RE: TOWN OF GRAVENHURST RESOLUTION – Province of Ontario add Community Gardens, Garden Centres and Nurseries as essential services during the COVID-19 Pandemic**

At the Town of Gravenhurst Committee of the Whole meeting held on April 21, 2020, the following resolution was passed:

Moved by Councillor Cairns  
Seconded by Councillor Morphy

**WHEREAS** the Town of Gravenhurst Council fully understands, upon the direction of the Provincial Government, that only businesses and services deemed to be essential are to remain open during the COVID-19 Pandemic;

**AND WHEREAS** our Not for Profit Community Partners rely on Community Gardens for the ability to grow vegetables that assist in meeting the food related needs as well as providing physical and mental health benefits for our most vulnerable citizens;

**AND WHEREAS** physical distancing measures would still be needed for those working in Community Gardens;

**AND WHEREAS** Garden Centres and Nurseries could be required to provide curb-side car drop off service to reduce the risk;

**AND WHEREAS** the Medical Officer of Health for the Simcoe Muskoka District Health Unit, supports the continuation of Community Gardens throughout the COVID-19 Pandemic;

**NOW THEREFORE BE IT RESOLVED THAT** the Town of Gravenhurst Council requests that the Province of Ontario add Community Gardens, Garden Centres and Nurseries as essential services;

**AND FINALLY THAT** this resolution be circulated to Scott Aitchison, MP for Parry Sound-Muskoka, Norm Miller, MPP for Parry Sound-Muskoka, Premier Ford and all Ontario Municipalities requesting their support.

**CARRIED**

We trust the above to be satisfactory.

Sincerely,

*Melanie Hakl*

Melanie Hakl  
Administrative Clerk 2, Legislative Services

**District Council – Electronic Meeting  
April 20, 2020**

**The District Municipality of Muskoka**

---

Moved By: S. Cairns

Seconded By: K. Terziano

WHEREAS Muskoka District Council fully understands, upon the direction of the Provincial Government, that only businesses and services deemed to be essential are to remain open during the COVID-19 Pandemic;

AND WHEREAS our Not for Profit Community Partners rely on Community Gardens for the ability to grow vegetables that assist in meeting the food related needs as well as providing physical and mental health benefits for our most vulnerable citizens;

AND WHEREAS physical distancing measures would still be needed for those working in Community Gardens;

AND WHEREAS Garden Centres and Nurseries could be required to provide curb-side car drop off service only to reduce the risk;

AND WHEREAS the Medical Officer of Health for the Simcoe Muskoka District Health Unit, supports the continuation of Community Gardens throughout the COVID-19 Pandemic;

NOW THEREFORE BE IT RESOLVED THAT Muskoka District Council requests that the Province of Ontario add Community Gardens, Garden Centres and Nurseries as essential services;

AND THAT this resolution be circulated to Scott Aitchison, MP for Parry Sound-Muskoka, Norm Miller, MPP for Parry Sound-Muskoka, and all Ontario Municipalities requesting their support.

Carried ✓

Defeated \_\_\_\_\_

  
District Clerk



OFFICE OF THE MAYOR  
CITY OF HAMILTON

April 23, 2020

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

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

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

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

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

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

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

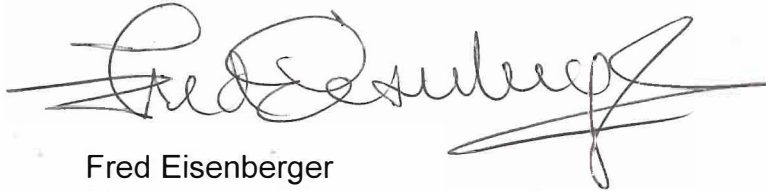
- (a) That the draft by-law, attached as Appendix "A" to Report PED20076, which repeals and replaces By-law 09-110, being a By-law to Prohibit and Regulate Certain Public Nuisances within the City of Hamilton, and amends the Administrative Penalties By-law 17-225 which has been prepared in a form satisfactory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

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

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

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

Sincerely,

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

Fred Eisenberger  
Mayor

Copied:

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

**Solicitor General**

Office of the Solicitor General

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

**Solliciteur général**

Bureau de la solliciteure générale

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



132-2020-380

**By e-mail**

April 24, 2020

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

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

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

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

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

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

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

.../2

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

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

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

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

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

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

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

Head of Council/Chief Administrative Officer/Municipal Clerk  
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I greatly appreciate your continued support as we move forward on this modernized approach to CSWB together. Through collaboration, we can work to build safer and stronger communities in Ontario.

Sincerely,

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

Sylvia Jones  
Solicitor General

Enclosures

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

### Provincial Data Sources

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

### Education

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

### Community and Social Services

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

### Justice

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

### Health

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



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

### Municipal Affairs and Housing

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

### Additional Data Sources

#### Statistics Canada and Other National Sources

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

#### Local Sector-Specific Data Sources

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

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

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

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

### Provincial Funding Opportunities

#### Ministry of the Solicitor General

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

For more information on the above noted grant programs, please email: [SafetyPlanning@ontario.ca](mailto:SafetyPlanning@ontario.ca)

#### Ministry of Children, Community and Social Services

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

#### Ministry of Municipal Affairs and Housing

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

#### Ministry of the Attorney General

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

#### Ministry of Seniors and Accessibility

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

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

### Ministry of Energy, Northern Development and Mines

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

### Other Funding Opportunities

#### Federal Funding Opportunities

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

#### Other

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

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

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

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

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

**2) Why is CSWB planning important for every community?**

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

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

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

**3) What are the benefits of CSWB planning?**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

A CSWB plan must include the following core information:

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

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

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

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

## **8) Who is responsible for developing a CSWB plan?**

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

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

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

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

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

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

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

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

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

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

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

## **11) Can municipalities create joint plans?**

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

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

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

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

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

**14) What are the responsibilities of an advisory committee?**

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## **26) How does a municipality get started?**

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

### **a) Demonstrate Commitment at the Highest Level**

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

### **b) Establish Buy-In from Multi-sector Partners**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### **Booklets:**

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

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

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

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

### **Resource Documents:**

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

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

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

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

For a copy of these resource documents, please contact: [SafetyPlanning@ontario.ca](mailto:SafetyPlanning@ontario.ca).

### **Risk-driven Tracking Database:**

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

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

**Webinars and Presentations:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

### 34) What is a risk factor?

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

A few examples of risk factors include:

- Risk Factor: Missing School – truancy



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

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

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

# COMMUNITY SAFETY AND WELL-BEING PLANNING FRAMEWORK

## ***A Shared Commitment in Ontario***

*Booklet 3, Version 2*

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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.

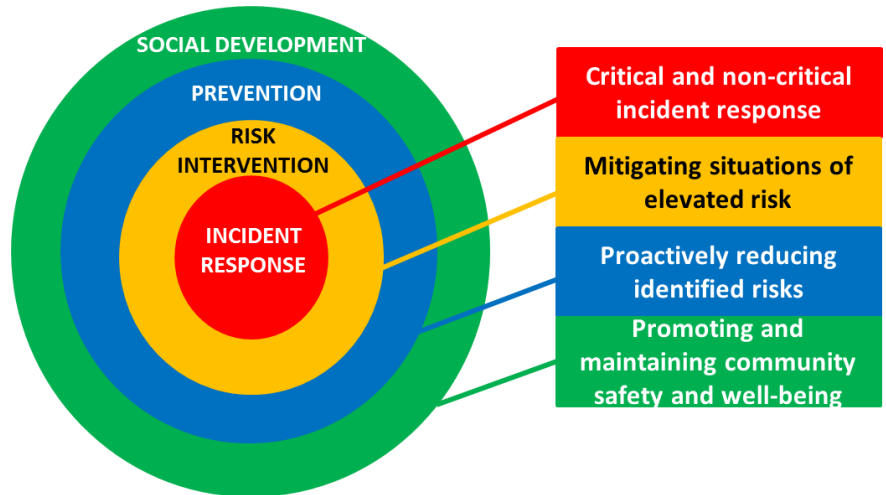
*“I believe that community safety and well-being planning situates itself perfectly with many other strategic initiatives that the City is currently pursuing. It has allowed us to consider programs and activities that will produce synergistic impacts across various areas of strategic priority in our 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.

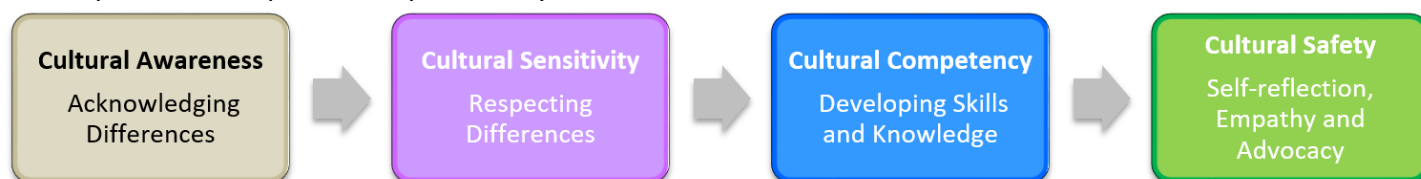
In Sault Ste. Marie, a local multi-agency service delivery model focuses on providing vital services and programs under one roof, and acts as a support to a specific neighbourhood through the Neighbourhood Resource Centre – a collaborative effort of 32 local agencies and groups.

## 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](mailto:SafetyPlanning@Ontario.ca).

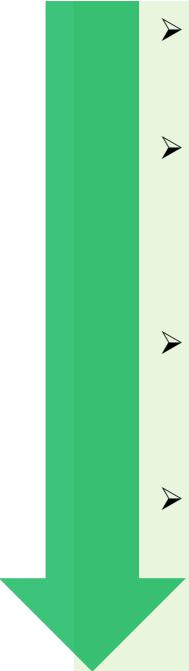
## Tool 6 – Performance Measurement

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.

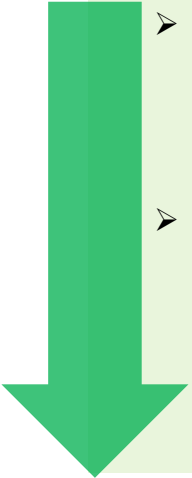
In order to choose the best strategies and activities for the specific risk or problem at hand, partners involved in planning should seek out evidence of what works by conducting research or engaging others with experience and expertise in that area. Leverage the strengths of existing programs, services 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
<b>Long-Term Outcomes</b> 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
<b>Intermediate Outcomes</b> 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
<b>Immediate Outcomes</b> 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
<b>Outputs</b> 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](mailto: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.<sup>1</sup> Indigenous peoples are also the youngest, most diverse and rapidly growing population<sup>2</sup> 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;

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<sup>1</sup> Statistics Canada, 2016 Census

<sup>2</sup> Statistics Canada, 2016 Census

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

## Key Principles for Engagement

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

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

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

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

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

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

## Appendix E – Definitions

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

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

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

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

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

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

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

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

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

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

## Appendix F – Risk and Protective Factors

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

### Risk Factors

#### Antisocial/Problematic Behaviour (Non-criminal)

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

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

## Criminal Involvement

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



## Education/Employment

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

## Emotional Violence

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

## Family Circumstances

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

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

## Gang Issues

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

## Housing

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

## Mental Health and Cognitive Functioning

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

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

## Neighbourhood

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

## Peers

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

## Physical Health

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

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

## Substance Abuse Issues

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

## Victimization

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

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

## Protective Factors

### Education

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

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

## Family Supports

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

## Financial Security and Employment

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

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

## Housing and Neighbourhood

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

## Mental Health

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

## Physical Health

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

## Pro-social/Positive Behaviour

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

## Social Support Network

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



## Appendix G – Community Safety and Well-Being Plan Sample

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

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

### **Municipality/First Nation: Municipality of Grassland**

#### **Coordinator(s):**

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

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

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

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

## **Community Background:**

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

## **Community Engagement:**

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

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

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

### Priority Risks:

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

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

### Implementation Teams and Members:

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

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

## Plans to Address Priority Risk

### Priority Risk #1: Low Educational Attainment

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

**Vulnerable Group:** youth between the ages of 12-17

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

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

### Activities:

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

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

#### **Immediate Outcomes:**

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

#### **Intermediate Outcomes:**

- Increase graduations rates

#### **Long-Term Outcomes:**

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

#### **Priority Risk #2: Mental Health**

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

**Vulnerable Group:** individuals between the ages of 15 and 45

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

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

#### **Activities:**

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

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

#### **Immediate Outcomes:**

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

#### **Intermediate Outcomes:**

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

#### **Long-Term Outcomes:**

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

#### **Priority Risk #3: Domestic Violence**

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

**Vulnerable Group:** women and children in the community

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

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

#### **Activities:**

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

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

**Immediate Outcomes:**

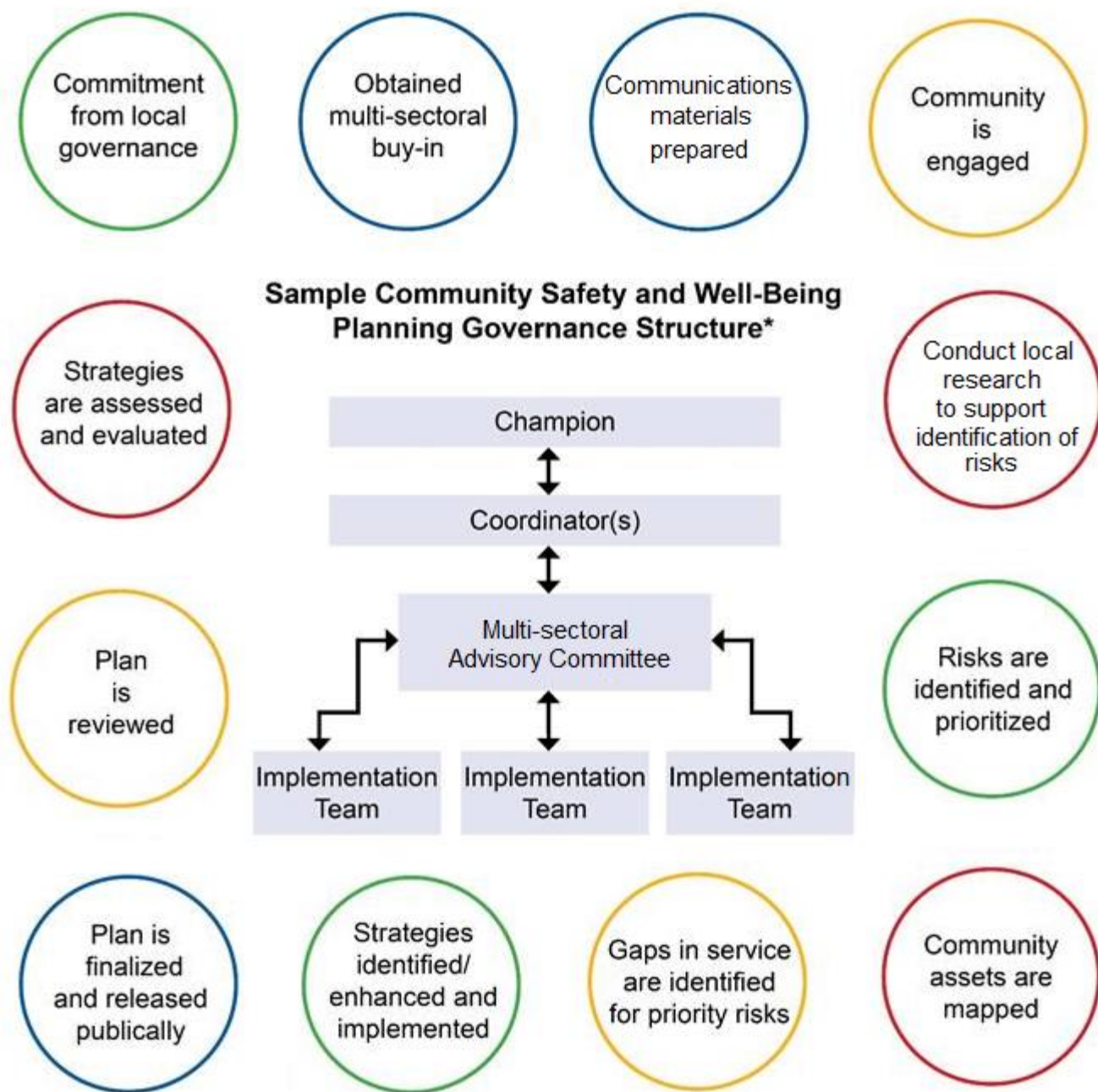
- Increase victim's awareness of services in the community
- Awareness of the impact of domestic violence on children
- Enrolment in a healthy relationships program for those who have been arrested for domestic-violence related offences
- Connecting individuals with acutely elevated risk to service

**Intermediate Outcomes:**

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

**Long-Term Outcomes:**

- Increase community safety and well-being



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

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



Thank you for your commitment to community safety and well-being planning. The ministry welcomes your thoughts, comments and input on this booklet. Please send your comments to [SafetyPlanning@Ontario.ca](mailto: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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Emily Jefferson, External Relations Branch, Public Safety Division  
Tiana Biordi, External Relations Branch, Public Safety Division  
Jwan Aziz, External Relations Branch, Public Safety Division

## Sandy Kitchen

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**From:** Sandy Kitchen  
**Sent:** Wednesday, May 6, 2020 10:25 AM  
**To:** Sandy Kitchen  
**Subject:** FW: snapd Kingsville Opportunity

Resent-From: <[gqueen@kingsville.ca](mailto:gqueen@kingsville.ca)<<mailto:gqueen@kingsville.ca>>>  
From: Jeff Casey <[jcasey@snapd.com](mailto:jcasey@snapd.com)<<mailto:jcasey@snapd.com>>>  
Date: May 1, 2020 at 4:08:57 PM EDT  
To: <[nsantos@kingsville.ca](mailto:nsantos@kingsville.ca)<<mailto:nsantos@kingsville.ca>>>, <[gqueen@kingsville.ca](mailto:gqueen@kingsville.ca)<<mailto:gqueen@kingsville.ca>>>  
Cc: <[kdeyong@kingsville.ca](mailto:kdeyong@kingsville.ca)<<mailto:kdeyong@kingsville.ca>>>, <[tgaffan@kingsville.ca](mailto:tgaffan@kingsville.ca)<<mailto:tgaffan@kingsville.ca>>>, <[llucier@kingsville.ca](mailto:llucier@kingsville.ca)<<mailto:llucier@kingsville.ca>>>, <[tneufeld@kingsville.ca](mailto:tneufeld@kingsville.ca)<<mailto:tneufeld@kingsville.ca>>>, <[lpatterson@kingsville.ca](mailto:lpatterson@kingsville.ca)<<mailto:lpatterson@kingsville.ca>>>  
Subject: snapd Kingsville Opportunity

Happy Friday All!

I was a little saddened that so many local news publications have been canceled, but I believe I have a partnership proposal that would provide a solution to fill that void in a new positive way. With the Town of Kingsville's buy in we can provide a monthly publication (snapd Kingsville) that is presented by the Town of Kingsville. You are likely all familiar with snapd Windsor and as you may or may not know, we have been executing a partnership with the city of Windsor for over 5 years that I know would work in Kingsville.

This value proposition could include, among many other things, the following;

- \* A masthead photo and message from the mayor and/or council
- \* Additional 'ad' space for the town
- \* A community calendar that is integrated into the town's website
- \* Event submission capabilities (which includes maps, photos, free/paid ticketing options, etc)
- \* App integration (snapd HUB)
- \* Community 'sections' (team of the month, birth announcements, etc.)

I hope that you agree with me that this is something worth exploring and I would like to set up a call or zoom for next week to explore and discuss. Please let me know and I can set up the call or zoom.

Hope all is well,  
Jeff

[pd Windsor]<<http://windsor.snapd.com/>>

Jeff Casey  
Owner/Publisher  
snapd Windsor  
[t] 519-566-9254  
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# THE CORPORATION OF THE TOWN OF KINGSVILLE

## BY-LAW 51-2020

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**Being a By-law to provide for the establishment of rates for the levy and collection of property taxes in the Town of Kingsville for the year 2020 pursuant to the provisions of the Municipal Act.**

**WHEREAS** the Council of the Corporation of the Town of Kingsville has reviewed its estimates for the year 2020;

**AND WHEREAS** Section 290 (1) of the Municipal Act, 2001, S.O. 2001 c. 25, as amended, provides that the Council of a local municipality shall in each year prepare and adopt a budget including the estimates of all sums required during the year for the purposes of the municipality;

**AND WHEREAS** the Council of the Corporation of the Town of Kingsville has approved the 2020 Town of Kingsville estimates in accordance with Schedule "A" attached hereto;

**AND WHEREAS** pursuant to the Corporation of the County of Essex By-law 2020-05, the Corporation of the County of Essex passed a by-law to adopt estimates of all sums required during the year 2020 for the Corporation of the County of Essex and to establish tax rates for same against the local municipalities;

**AND WHEREAS** Section 312 (2) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides that the Council of a local municipality shall, after the adoption of estimates for the year, pass a by-law to levy a separate tax rate, as specified in the by-law, on the assessment in each property class in the municipality ratable for local municipal purposes;

**AND WHEREAS** Section 312 (6) of the said Act requires tax rates to be established in the same proportion to tax ratios;

**AND WHEREAS** The Corporation of the County of Essex passed By-law 2020-05, being a by-law to establish tax ratios for 2020 for the Corporation of the County of Essex and the lower tier municipalities within the boundaries of the County of Essex, pursuant to Section 308 of the Municipal Act, 2001, S.O. 2001, c. 25 as amended;

**AND WHEREAS** Sections 315 and 322 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provide for the apportionment of payments in lieu of taxes and taxation of certain railway and power utility lands.

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF KINGSVILLE ENACTS AS FOLLOWS:**

1. That the 2020 assessment per property class as detailed in Schedule "B" attached hereto and forming part of this by-law, be adopted for purposes of calculating the tax rates for municipal purposes and for determining the levy for the Town of Kingsville.
2. That the amount to be raised by tax rates for the Town of Kingsville purposes in the amount of \$18,486,502 as set out in Schedule "A" attached hereto and forming part of this by-law be adopted.
3. That the tax rates as listed in Schedule "C" attached to this by-law be applied to the corresponding taxable assessments listed in Schedule "B" to raise sums of: \$18,486,502 for general Town purposes; \$12,794,604 for the County of Essex; and \$6,539,968 for education purposes.
4. That the levies listed in clause (3) of this by-law shall be reduced by the amount of the interim levy for 2020.

5. That the 2020 final tax demand be levied in two (2) installments which will be due and payable on **August 31, 2020** and **November 30, 2020**.
6. That amounts to be collected for local improvements, tile drains, municipal drains, water mains, sewers and miscellaneous charges shall be collected in accordance with their respective authorizing by-laws and are deemed to be imposed and due on the installment due dates listed in clause (5) of this by-law.
7. That the Treasurer and/or Tax Collector, no later than twenty one (21) days prior to the day the first installment is due, may mail or cause to be mailed to the address of the residence or place of business of each person taxed as aforesaid, a notice specifying the amount of taxes payable by such person/corporation.
8. That pursuant to Section 345 (2) of the Municipal Act, 2001, S.O. 2001, C.25, as amended, 1 ¼ per cent of the amount of taxes due and unpaid, shall be imposed as a penalty for the non-payment of taxes on the first day of default.
9. That pursuant to Section 345 (3) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, 1 ¼ per cent shall be imposed on outstanding taxes on the first day of the calendar month after payment default and each calendar month thereafter. No discount shall be allowed for pre-payment.
10. That failure to receive a tax notice does not exempt the property owner from penalty and late payment charges as outlined in clauses (8) and (9) of this by-law.
11. Council reserves the right to waive or reduce the penalty and interest calculations outlined in clauses (8) and (9), for specified periods of time, through an approved motion of Council. Any such waivers or reductions shall be applied consistently, to all property classes.
12. That taxes shall be payable to The Corporation of the Town of Kingsville and shall be paid to the Treasurer or Tax Collector, or paid at any financial institution which is authorized to accept payment under the Canadian Payments Association Regulations.
13. That the Treasurer and/or Tax Collector shall hereby be authorized to administer a pre-authorized payment plan for the Town of Kingsville and accept four (4) quarterly due date or twelve (12) monthly payments on account of taxes due.
14. This by-law shall remain in force from year to year until it is repealed and any by-law repealing this by-law shall be effective only at the end of any year.
15. In the event of conflict between the provisions of this by-law and any other by-law, the provisions of this by-law shall prevail.
16. That all by-laws inconsistent with this by-law are hereby repealed.
17. This by-law shall come into force and take effect on the day of the final passing thereof.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED THIS  
11<sup>TH</sup> DAY OF MAY, 2020.**

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**MAYOR, Nelson Santos**



CONSOLIDATED BUDGET SUMMARY					
	2017	2018	2019	2019	2020
	Actuals	Actuals	Budget	Actuals	Budget
<b>TAXATION:</b>					
Taxation Levy	\$ 14,750,991	\$ 16,024,811	\$ 17,167,387	\$ 17,167,386	\$ 18,486,502
Supplemental & Other Taxes	\$ 240,049	\$ 328,438	\$ 211,000	\$ 586,250	\$ 261,000
<b>TOTAL TAXATION:</b>	<b>\$ 14,991,040</b>	<b>\$ 16,353,249</b>	<b>\$ 17,378,387</b>	<b>\$ 17,753,637</b>	<b>\$ 18,747,502</b>
<b>OPERATING REVENUE:</b>					
Council	\$ -	\$ -	\$ -	\$ -	\$ -
General Administration	\$ 1,899,955	\$ 1,840,226	\$ 1,572,023	\$ 1,826,299	\$ 1,746,700
Information Technology	\$ 200	\$ 220	\$ -	\$ 260	\$ -
Animal Control	\$ 42,890	\$ 40,800	\$ 40,000	\$ 39,950	\$ 40,000
Fire	\$ 56,448	\$ 47,075	\$ 54,370	\$ 81,416	\$ 54,470
Police	\$ 215,622	\$ 214,745	\$ 194,413	\$ 191,926	\$ 122,853
Building	\$ 812,932	\$ 853,697	\$ 798,600	\$ 1,009,107	\$ 852,500
Public Works	\$ 74,706	\$ 136,946	\$ 117,760	\$ 311,367	\$ 155,010
Sanitation	\$ -	\$ -	\$ -	\$ -	\$ -
Cemetery	\$ 70,252	\$ 69,215	\$ 72,225	\$ 101,435	\$ 77,225
Arena	\$ 295,068	\$ 284,069	\$ 302,200	\$ 291,451	\$ 282,200
Parks	\$ 778	\$ 970	\$ -	\$ 2,795	\$ -
Facilities	\$ 132,598	\$ 135,993	\$ 156,508	\$ 135,058	\$ 175,578
Fantasy of Lights	\$ 9,794	\$ 9,421	\$ 9,500	\$ 10,661	\$ 12,850
Marina	\$ 98,397	\$ 108,594	\$ 105,000	\$ 62,115	\$ 88,000
Migration Fest	\$ 2,914	\$ 2,639	\$ 2,700	\$ 14,279	\$ 4,250
Recreation Programs	\$ 19,132	\$ 20,203	\$ 37,700	\$ 32,178	\$ 26,700
Communities in Bloom	\$ -	\$ -	\$ -	\$ -	\$ -
Planning	\$ 66,150	\$ 90,540	\$ 108,800	\$ 110,435	\$ 97,700
BIA	\$ 121,643	\$ 124,485	\$ 123,353	\$ 127,103	\$ 141,650
<b>TOTAL:</b>	<b>\$ 3,919,479</b>	<b>\$ 3,979,838</b>	<b>\$ 3,695,152</b>	<b>\$ 4,347,833</b>	<b>\$ 3,877,686</b>
<b>OPERATING EXPENDITURES:</b>					
Council	\$ 171,684	\$ 172,152	\$ 215,191	\$ 210,373	\$ 229,539
General Administration	\$ 3,031,211	\$ 3,056,973	\$ 3,429,397	\$ 3,335,425	\$ 3,465,177
Information Technology	\$ 455,672	\$ 466,271	\$ 529,665	\$ 504,298	\$ 573,712
Animal Control	\$ 61,036	\$ 46,854	\$ 56,892	\$ 72,399	\$ 60,700
Fire	\$ 1,225,482	\$ 1,308,387	\$ 1,477,155	\$ 1,417,772	\$ 1,487,078
Police	\$ 3,147,633	\$ 3,128,357	\$ 3,286,425	\$ 3,279,801	\$ 3,420,407
Building	\$ 614,950	\$ 695,750	\$ 894,394	\$ 813,237	\$ 889,848
Public Works	\$ 2,388,352	\$ 2,380,184	\$ 2,509,347	\$ 2,785,446	\$ 2,745,297
Sanitation	\$ 1,264,598	\$ 1,294,169	\$ 1,345,526	\$ 1,348,006	\$ 1,382,119
Cemetery	\$ 86,004	\$ 91,515	\$ 137,344	\$ 117,185	\$ 121,629
Arena	\$ 854,946	\$ 984,507	\$ 1,096,099	\$ 1,072,142	\$ 1,111,741
Parks	\$ 518,065	\$ 618,155	\$ 765,790	\$ 694,157	\$ 851,940
Facilities	\$ 198,722	\$ 201,822	\$ 257,570	\$ 252,382	\$ 303,620
Fantasy of Lights	\$ 27,367	\$ 33,534	\$ 33,700	\$ 33,424	\$ 35,450
Marina	\$ 105,933	\$ 110,526	\$ 146,954	\$ 75,529	\$ 108,976
Migration Fest	\$ 16,662	\$ 16,890	\$ 20,300	\$ 32,233	\$ 26,100
Recreation Programs	\$ 126,191	\$ 162,401	\$ 254,192	\$ 306,477	\$ 265,737
Communities in Bloom	\$ 5,583	\$ 283	\$ 10,750	\$ 6,389	\$ 8,410
Planning	\$ 250,582	\$ 258,419	\$ 370,909	\$ 355,937	\$ 364,393
BIA	\$ 121,034	\$ 114,416	\$ 142,148	\$ 127,894	\$ 150,731
<b>TOTAL:</b>	<b>\$ 14,671,706</b>	<b>\$ 15,141,563</b>	<b>\$ 16,979,749</b>	<b>\$ 16,840,506</b>	<b>\$ 17,602,603</b>
<b>TRANSFERS TO (FROM) OPERATING RESERVES:</b>					
<b>TOTAL:</b>	<b>\$ 25,862</b>	<b>\$ (124,715)</b>	<b>\$ (109,089)</b>	<b>\$ 121,680</b>	<b>\$ 23,321</b>
<b>OPERATING SURPLUS/(DEFICIT):</b>	<b>\$ (10,778,089)</b>	<b>\$ (11,037,010)</b>	<b>\$ (13,175,508)</b>	<b>\$ (12,614,353)</b>	<b>\$ (13,748,238)</b>
<b>CAPITAL REVENUE:</b>					
<b>TOTAL:</b>	<b>\$ 4,515,252</b>	<b>\$ 5,750,534</b>	<b>\$ 10,661,623</b>	<b>\$ 4,352,522</b>	<b>\$ 14,893,814</b>
<b>CAPITAL EXPENDITURES:</b>					
Council	\$ -	\$ -	\$ -	\$ -	\$ -
General Administration	\$ 37,819	\$ 26,693	\$ -	\$ 65,662	\$ 95,000
Information Technology	\$ 138,318	\$ 124,672	\$ 136,133	\$ 98,765	\$ 712,550
Animal Control	\$ -	\$ -	\$ -	\$ -	\$ -
Fire	\$ 452,623	\$ 10,563	\$ 10,000	\$ 10,430	\$ 763,000
Police	\$ -	\$ 40,692	\$ -	\$ -	\$ -
Building	\$ -	\$ 45,351	\$ 38,350	\$ 54,792	\$ -
Public Works	\$ 3,255,856	\$ 3,505,050	\$ 8,473,600	\$ 3,006,793	\$ 12,916,500
Sanitation	\$ -	\$ -	\$ -	\$ -	\$ -
Cemetery	\$ 3,601	\$ -	\$ -	\$ -	\$ -
Arena	\$ 127,531	\$ 45,773	\$ 7,500	\$ 7,372	\$ 310,000
Parks	\$ 485,892	\$ 392,034	\$ 546,000	\$ 496,740	\$ 1,160,500
Facilities	\$ 200,707	\$ 2,790,788	\$ 2,336,600	\$ 1,325,788	\$ 227,000
Fantasy of Lights	\$ 19,842	\$ -	\$ -	\$ -	\$ -
Marina	\$ -	\$ 14,389	\$ 55,000	\$ 49,500	\$ 75,000
Migration Fest	\$ -	\$ -	\$ -	\$ -	\$ -
Recreation Programs	\$ 901	\$ 53,063	\$ 44,000	\$ 19,469	\$ -
Communities in Bloom	\$ -	\$ -	\$ -	\$ -	\$ -
Planning	\$ 10,818	\$ 43,696	\$ 25,000	\$ 35,439	\$ 5,000
BIA	\$ 8,039	\$ -	\$ -	\$ -	\$ -
<b>TOTAL:</b>	<b>\$ 4,741,947</b>	<b>\$ 7,092,764</b>	<b>\$ 11,672,183</b>	<b>\$ 5,170,750</b>	<b>\$ 16,264,550</b>
<b>TRANSFERS TO CAPITAL RESERVES:</b>					
<b>TOTAL:</b>	<b>\$ 2,543,508</b>	<b>\$ 2,615,448</b>	<b>\$ 2,265,500</b>	<b>\$ 2,513,515</b>	<b>\$ 2,706,250</b>
<b>REPAYMENT OF LONG-TERM DEBT:</b>					
<b>TOTAL:</b>	<b>\$ 958,361</b>	<b>\$ 947,184</b>	<b>\$ 926,819</b>	<b>\$ 926,934</b>	<b>\$ 922,278</b>
<b>CAPITAL SURPLUS/(DEFICIT):</b>	<b>\$ (3,728,563)</b>	<b>\$ (4,904,862)</b>	<b>\$ (4,202,879)</b>	<b>\$ (4,258,677)</b>	<b>\$ (4,999,264)</b>
<b>NET SURPLUS/(DEFICIT):</b>	<b>\$ 484,388</b>	<b>\$ 411,376</b>	<b>\$ -</b>	<b>\$ 880,607</b>	<b>\$ -</b>

## Schedule "B"

2020 ASSESSMENT TOTALS (INCLUDING PAYMENT IN LIEU ASSESSMENT)						
Assessment Totals from Returned Roll Summary Printed October 31, 2019					RTC/RTQ	CURRENT VALUE ASSESSMENT (CVA)
TAXABLE ASSESSMENT						
Commercial	Taxable		Full	No support	CT	\$ 123,274,800
Commercial	Taxable	Excess Land	Full	No support	CU	1,850,200
Commercial	Taxable	Vacant Land	Full	No support	CX	1,382,600
Farmlands	Taxable		Full	English-Public	FT	583,084,800
Farmlands	Taxable		Full	English-Separate	FT	76,551,046
Farmlands	Taxable		Full	French-Public	FT	1,146,299
Farmlands	Taxable		Full	French-Separate	FT	2,034,421
Farmlands	Taxable		Full	No support	FT	-
Landfill	Taxable		Full	No support	HT	-
Parking Lot	Taxable		Full	No support	GT	71,000
Industrial	Taxable		Full	No support	IT	16,759,100
Industrial	Taxable	Excess Land	Full	No support	IU	651,000
Industrial	Taxable	Vacant Land	Full	No support	IX	2,943,300
Industrial	Taxable	New Construction	Full	No support	JT	14,385,500
Industrial	Taxable	Excess Land New Construction	Full	No support	JU	15,200
Industrial	Taxable	New Construction On-Farm Bus	Full	No support	J7	51,000
Large Industrial	Taxable	New Construction	Full	No support	KT	6,885,000
Large Industrial	Taxable	Excess Land New Construction	Full	No support	KU	71,600
Large Industrial	Taxable		Full	No support	LT	5,301,800
Large Industrial	Taxable	Excess Land	Full	No support	LU	-
Multi-Residential	Taxable		Full	English-Public	MT	21,542,161
Multi-Residential	Taxable		Full	English-Separate	MT	2,037,650
Multi-Residential	Taxable		Full	French-Public	MT	123,807
Multi-Residential	Taxable		Full	French-Separate	MT	351,182
Multi-Residential	Taxable		Full	No support	MT	-
Multi-Residential	Taxable	New Construction	Full	No support	NT	-
Pipeline	Taxable		Full	No support	PT	15,218,000
Residential	Taxable	Farmland I	Full	English-Public	R1	1,328,100
Residential	Taxable	Farmland I	Full	English-Separate	R1	-
Residential	Taxable	Farmland I	Full	French-Public	R1	-
Residential	Taxable	Farmland I	Full	French-Separate	R1	-
Residential	Taxable	Farmland I	Full	No support	R1	-
Residential	Taxable		Full	English-Public	RT	1,740,854,223
Residential	Taxable		Full	English-Separate	RT	342,389,083
Residential	Taxable		Full	French-Public	RT	3,114,986
Residential	Taxable		Full	French-Separate	RT	14,245,742
Residential	Taxable		Full	No support	RT	39,100
Shopping Centre	Taxable		Full	No support	ST	1,784,500
Shopping Centre	Taxable	Excess Land	Full	No support	SU	-
Managed Forest	Taxable		Full	English-Public	TT	631,400
Managed Forest	Taxable		Full	English-Separate	TT	-
Managed Forest	Taxable		Full	French-Public	TT	-
Managed Forest	Taxable		Full	French-Separate	TT	-
Managed Forest	Taxable		Full	No support	TT	-
Commercial	Taxable	New Construction On-Farm Bus	Full	No support	X7	31,200
Commercial	Taxable	New Construction	Full	No support	XT	34,183,500
Commercial	Taxable	Excess Land New Construction	Full	No support	XU	256,400
Shopping Centre	Taxable	New Construction	Full	No support	ZT	4,520,100
Shopping Centre	Taxable	Excess Land New Construction	Full	No support	ZU	106,800
Total Taxable Assessment from Assessment Roll				TOTAL =		\$ 3,019,216,600
PAYMENT IN LIEU ASSESSMENT						
Commercial	Payment-In-Lieu		Full	No support	CF	\$ 11,686,100
Commercial	Payment-In-Lieu		General	No support	CG	1,618,000
Commercial	Payment-In-Lieu	Shared PIL	Full	No support	CH	84,000
Commercial	Payment-In-Lieu		General	No support	CW	-
Farmlands	Payment-In-Lieu	Taxable Tenant of Ont	Full	English-Public	FP	305,000
Farmlands	Payment-In-Lieu	Taxable Tenant of Ont	Full	English-Separate	FP	-
Industrial	Payment-In-Lieu		Full, Shared PIL	No support	IH	329,900
Industrial	Payment-In-Lieu	Vacant Land	Shared PIL	No support	IJ	51,000
Industrial	Payment-In-Lieu	Excess Land	Shared PIL	No support	IK	33,600
Residential	Payment-In-Lieu		General	No support	RG	24,300
Residential	Payment-In-Lieu	Shared PIL	Full	English-Public	RH	53,079
Residential	Payment-In-Lieu	Shared PIL	Full	English-Separate	RH	29,627
Residential	Payment-In-Lieu	Shared PIL	Full	French-Public	RH	1,441
Residential	Payment-In-Lieu	Shared PIL	Full	French-Separate	RH	9,853
Residential	Payment-In-Lieu	Taxable Tenant of Ont	Full	English-Public	RP	51,500
Residential	Payment-In-Lieu	Taxable Tenant of Ont	Full	English-Separate	RP	-
Residential	Payment-In-Lieu	Taxable Tenant of Ont	Full	French-Public	RP	-
Residential	Payment-In-Lieu	Taxable Tenant of Ont	Full	French-Separate	RP	-
Total Payment in Lieu Assessment from Assessment Roll				TOTAL =		\$ 14,277,400
EXEMPT ASSESSMENT						
Exempt						
Total Exempt from Assessment Roll				TOTAL =		\$ 71,227,900
246						TOTAL = \$ 3,104,721,900



## Schedule "C"

2020 TAX RATES					
Tax Property Class	Class	Local	County	Education	Total
Residential & Farm	RT	0.00703724	0.00487051	0.00153000	0.01343775
Farmland	FT / R1	0.00175931	0.00121763	0.00038250	0.00335944
Commercial Occupied	CT / XT	0.00761460	0.00527011	0.01250000	0.02538471
Commercial Excess Land	CU / XU	0.00533022	0.00368908	0.01250000	0.02151930
Commercial Vacant Land	CX	0.00409919	0.00283707	0.00633473	0.01327099
Commercial On-Farm Business	C7 / X7	0.00761460	0.00527011	0.00245000	0.01533471
Parking Lot	GT	0.00409919	0.00283707	0.00633473	0.01327099
Multi-Residential	MT	0.01376062	0.00952380	0.00153000	0.02481441
Pipelines	PT	0.00916952	0.00634627	0.01250000	0.02801580
Industrial Occupied	IT / JT	0.01366984	0.00946097	0.01250000	0.03563080
Industrial Excess Land	IU / JU	0.00888539	0.00614963	0.01250000	0.02753502
Industrial Vacant Land	IX	0.00888539	0.00614963	0.01250000	0.02753502
Industrial On-Farm Business	J7	0.01366984	0.00946097	0.00245000	0.02558080
Large Industrial Occupied	LT / KT	0.01890273	0.01308268	0.01250000	0.04448541
Large Industrial Excess Land	LU / KU	0.01228677	0.00850374	0.01250000	0.03329051
Managed Forests	TT	0.00175931	0.00121763	0.00038250	0.00335944
Shopping Centres	ST / ZT	0.00761460	0.00527011	0.01250000	0.02538471
Shopping Centres Excess Land	SU / ZU	0.00533022	0.00368908	0.01250000	0.02151930
Exempt	Ex	0.00000000	0.00000000	0.00000000	0.00000000

# THE CORPORATION OF THE TOWN OF KINGSVILLE

## BY-LAW 55-2020

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### Being a By-law to confirm the proceedings of the Council of The Corporation of the Town of Kingsville at its May 11, 2020 Regular Meeting

**WHEREAS** sections 8 and 9 of the *Municipal Act, 2001* S.O. 2001 c. 25, as amended, (the “Act”) provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising the authority conferred upon a municipality to govern its affairs as it considers appropriate.

**AND WHEREAS** section 5(3) of the Act provides that such power shall be exercised by by-law, unless the municipality is specifically authorized to do so otherwise.

**AND WHEREAS** it is deemed expedient that the proceedings of the Council of The Corporation of the Town of Kingsville (the “Town”) be confirmed and adopted by by-law.

### **NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF KINGSVILLE ENACTS AS FOLLOWS:**

1. The actions of the Council at its May 11, 2020 Regular Meeting in respect of each report, motion, resolution or other action taken or direction given by the Council at its meeting, is hereby adopted, ratified and confirmed, as if each resolution or other action was adopted, ratified and confirmed by its separate by-law.
2. The Chief Administrative Officer and/or the appropriate officers of the Town are hereby authorized and directed to do all things necessary to give effect to the actions set out in paragraph 1, or obtain approvals, where required, and, except where otherwise provided, the Mayor and the Clerk are hereby directed to execute all documents necessary and to affix the corporate seal to all such documents.
3. This By-Law comes into force and takes effect on the day of the final passing thereof.

**READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED this  
11<sup>th</sup> day of May, 2020.**

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**MAYOR, Nelson Santos**

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**CLERK, Jennifer Astrologo**