LUCAN BIDDULPH COUNCIL AGENDA

TUESDAY, MARCH 5, 2019 6:15 PM
Lucan Biddulph Township Office
270 Main Street P.O. Box 190 Lucan, ON

AGENDA

1. Call to Order

2. Disclosure of Pecuniary Interest & Nature Thereof

3. In-Camera Session - 6:15 pm
- Property matter

4. Petitions & Delegations
Introduction of Mark Russell, Bylaw Enforcement Officer

Craig Merkley, Conservation Services Specialist UTRCA
Clean Water Program

5. Adoption of Minutes
Council Minutes - Feb 5 2019
Council Minutes - Feb 19 2019

6. Business Arising From the Minutes
BA Mar 5 2019

7. Communications Reports
1. Community Safety and well-being plans
    a. Appendix A - CSWB Planning - Frequently Asked Questions - English
    b. Appendix B - A Shared Commitment in Ontario (Booklet 3, Version 2)
2. ABCA Partner Appreciation Invitation
3. Balance of Communications:
    a. Ltr re The Future of Ontario's Automotive Sector
    b. Universal Broadband Access
    c. MTO - ROMA Conference thank you
    d. Local Planning Appeal Support Centre

   e. LHPWSS 2018 Annual Report
   f. Stratford Festival Civic Night
   g. Twp Lake of Bays - Supporting Motion - Maintaining Voters' List for Municipal Elections
   h. BRA February 2019 Meeting Highlights
   i. UTRCA - Feb 21 agenda - minutes
   j. AMO Watchfile Feb 21   AMO Watchfile Feb 28

8. Committee Reports
a) CEDC
b) Bluewater Recycling
c) Lake Huron
d) Fire Boards
e) ABCA
f) UTRCA
g) Parks & Recreation
h) Canada Day

9. Staff Reports
a) CAO/Clerks Office
  Updated Council Remuneration Policy and Conference Policy
  100-04-2019 Council Remuneration Policy
  100-05-2019 Council Convention Training Seminar Policy

  Updated Fees Bylaw 2019

b) Building/By-law Enforcement
  Lucan Biddulph Building Report Summary - 2018 Year End

c) Finance
d) Planning
e) Public Works
  2019 Asset Management Plan Final Revisions
  Lucan Biddulph AMP-2018 Update (Final) February 2019

f) Parks & Recreation

10. Councillor's Comments

11. Changes to Budget

12. Notice of Motions

13. Motions and Accounts

Mar 5 2019 - Motions

14. By-laws
14-2019 Appointment of Weed Inspector
15-2019 Appointment of Staff By-law
16-2019 Fees By-law
17-2019 Confirming

15. Adjournment

CLEAN WATER PROGRAM

Counties of Oxford, Middlesex, Perth, City of London, Stratford, St. Marys

Delivered by local Conservation Authorities

March 5, 2019

What is the Clean Water Program?

- Initiated in 2001

- A _**technical**_ and _**financial**_ - improve and protect water quality

- A _**research**_ and _**demonstration**_ - develop and share new BMP's practices

- A _**marketing**_ and _**education**_ - knowledge transfer

CWP Funding

- *Municipalities*

Other major financial supporters have included:

- OMFRA
- Great Lakes Renewal Foundation
- Canada-Ontario Agreement
- Environment Canada - Habitat Stewardship Program
- Ontario Ministry of the Environment
- RBC Bluewater Foundation
- London Community Foundation
- OPG
- TD Canada Trust (FOEF)
- Private Donations
- Canadian Agricultural Partnership

Grant source flexibility
Grant stacking (70/30)
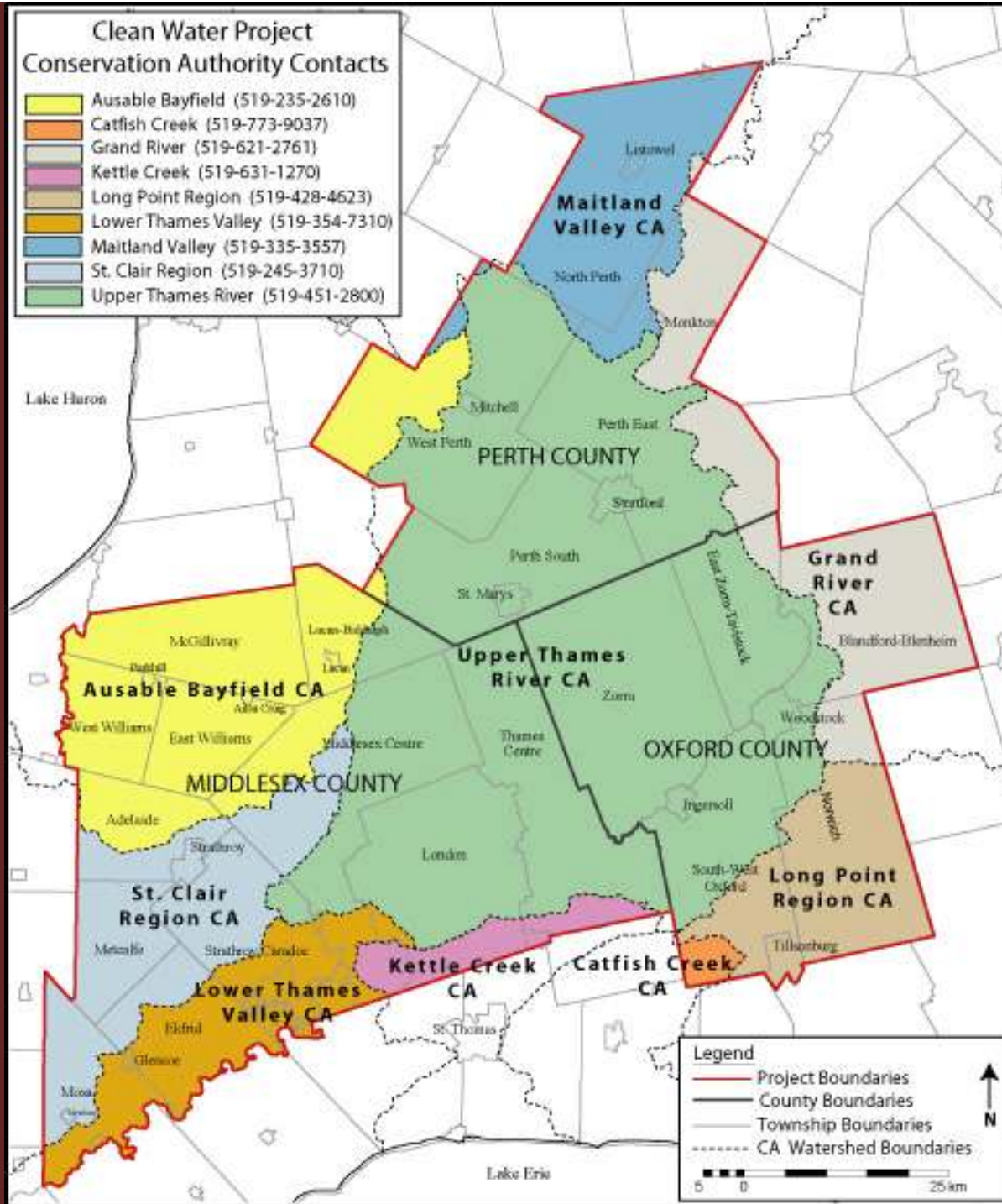
- Governed by a Local Project Review Committee

- Farm and Non-Farm

- Environmental Farm Plan

- Will not fund management changes

- Technical support

- Local priorities recognized (flexibility)

- Compliance with by-laws

- Leverage

CWP Achievements

CLEAN WATER PROGRAM

GPS Systems (4)

Hazardous Waste Facility Upgrades (2)

Woodland Enhancement (54)

Wetland Enhancement (47)

Wellhead Protection (410)

Manure Equipment Modification (80)

Cropland Plans (8)

Pollution Prevention Review (4)

Clean Water Diversion (117)

Well Decommissioning (489)

Manure Storage (21)

Septic Systems (587)

Erosion Control (567)

Milkhouse Washwater (40)

Nutrient Management Plans (79)

Livestock Access (102)

Fragile Land Retirement (647)

Fuel & Chemical Storage (38)

Total Projects: 3296

Fragile Land Retirement

Planted 400,000 trees and shrubs on 500 acres of sensitive farmland

Before

Soil Erosion Control

Evaluating Best Management Practices

Implemented 567 soil erosion control projects reducing sediment and nutrient loss on over 48,000 acres of farmland

Wetland Creation

Natural Heritage ...   implementation

Wetland Creation … interest on the rise.

Research & Demonstration

- Controlled drainage
- Saturated buffers
- Nutrient filters
  - Red sand
  - Slag
  - Woodchips
  - Chitosan
- Bunker silo runoff
- Low Impact Development

- Constructed wetlands
- Vegetated filter strips
- Surface inlets
- Stream restoration
- Butternut Archive
- Cover crops
- Dam & barrier removal
- Truck washwater treatment
- On-farm stormwater management

Leverage: Upper Medway Subwatershed Project

Demonstrating the impact of cover crops on P loss

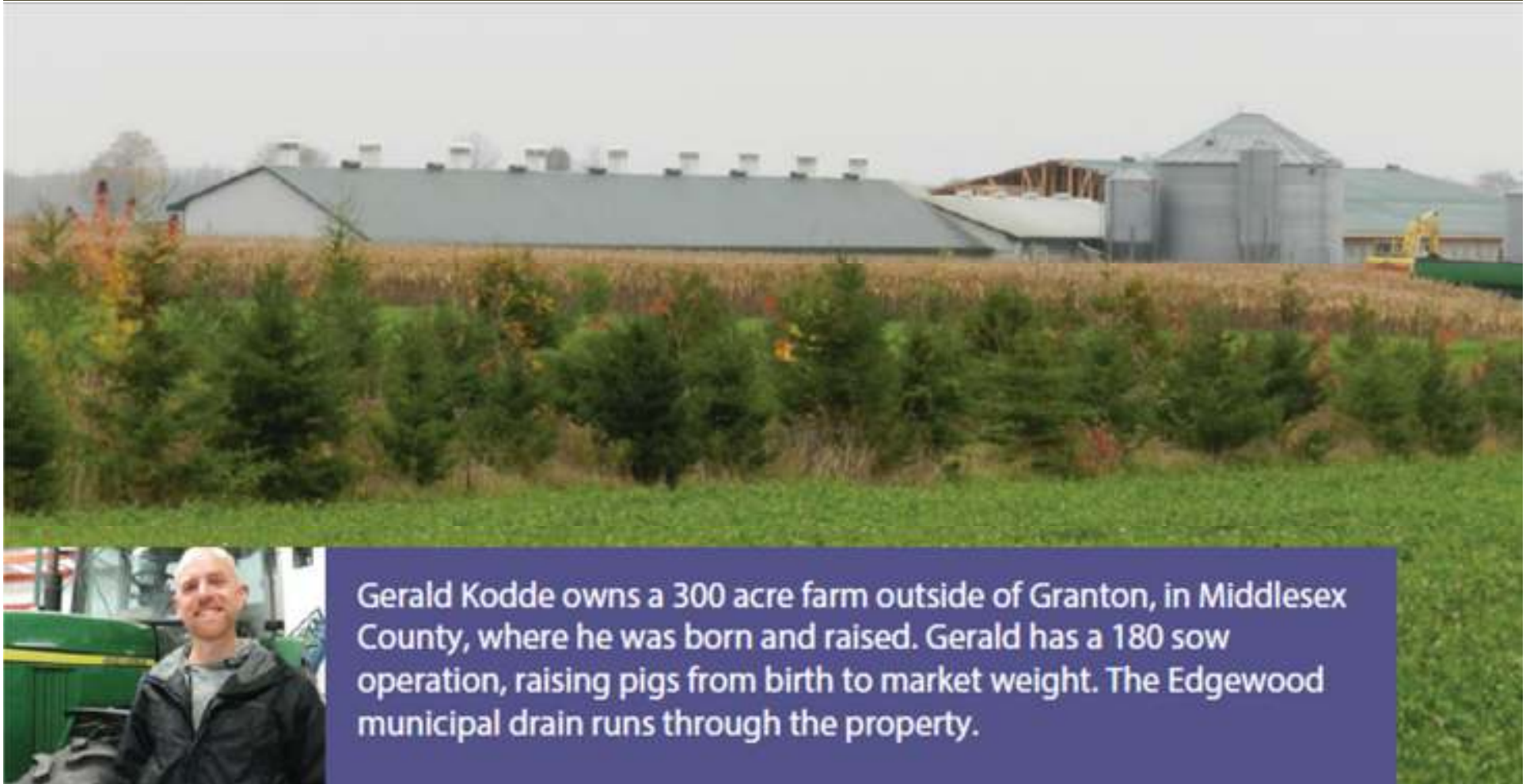*Over $3 million brought into the County over the past 3 years*

Getting the Information Out

- Tours

- Media

- Videos

- Twitter

- Youtube

- Presentations

- Demonstrations

- Tailgate meetings

- Workshops

Getting the Information Out - www.thamesriver.on.ca

Gerald Kodde owns a 300 acre farm outside of Granton, in Middlesex County, where he was born and raised. Gerald has a 180 sow operation, raising pigs from birth to market weight. The Edgewood municipal drain runs through the property.

Local Landowners tell Conservation Stories

Upper Thames River Conservation Authority (UTRCA) staff met with local landowners over the winter months to gather stories and advice about soil and water conservation techniques.

Local program to serve local interests and priorities

Stratford – Working to improve water quality in Lake Victoria

Implementing the Oxford County Natural Heritage Study

London Community Foundation - Building better streams

CLEAN WATER PROGRAM

Corporation of the Township of Lucan Biddulph8
Council Minutes

February 5, 2019

The Corporation of the Township of Lucan Biddulph Council Minutes

Present: Mayor C. Burghardt-Jesson, Deputy Mayor D. Manders, Councillor P. Mastorakos and Councillor A. Westman.

Also Present: R. Reymer-CAO/Clerk, P. Smith-Manager of Parks & Recreation, T. Loyens-Deputy Treasurer, M. Bancroft-Senior Planner, D. Kester-Public Works Manager and L. deBoer-EDO

Call To Order
Mayor C. Burghardt-Jesson called the meeting to order at 6:30 pm.

Declaration of Pecuniary Interest & Nature Thereof
None.

Presentations
Mayor C. Burghardt-Jesson welcomed and presented J. Riddell on behalf of the Council and Staff with an appreciation gift for his 40 years of employment with the Township of Lucan Biddulph. Mayor Cathy noted that this municipality cannot thank him enough for his dedication to our community and for his continuous commitment for ensuring that our Water, Sewer and Roads are safe for everyone in the Township.

1/ In-Camera Session
Moved by A. Westman
Seconded by D. Manders
Resolved that Council adjourn to Committee of the Whole in camera at 6:35 pm in regards to two personnel matters matter with R. Reymer remaining.

CARRIED

2/ Rise from In-Camera Session
Moved by W. Hall
Seconded by D. Manders
Resolved that the Committee of the Whole in camera does now rise and Council reconvene at 7:18 p.m.

CARRIED

3/ Direction from In-Camera Session
Moved by D. Manders
Seconded by A. Westman
THAT Council of the Township of Lucan Biddulph hereby directs the CAO to renew the contract for the Economic Development & Communications Officer position as presented.

CARRIED

Delegations & Petitions
OCWA
Mayor C. Burghardt-Jesson welcomed R. Dupuis from OCWA to present the Lucan & Granton 4th Quarter Operational Reports and highlighted any unusual tests, alarms and inspections. Discussion arose regarding regulatory inspection schedule and the recent tour of the Granton & Lucan treatment facilities.

Ontario Provincial Police
Mayor C. Burghardt-Jesson welcomed Inspector D. Croker to the meeting and congratulated him on his new position as Inspector for the Middlesex County Department. Inspector Croker

1

Corporation of the Township of Lucan Biddulph8
Council Minutes

February 5, 2019

provided a Policing Report of the Middlesex County OPP detachment and highlighted the Call for Service Stats from 2018 with comparisons to 2017. Councillor P. Mastorakos inquired about the Lucan Detachment and out sourcing the policing service. Inspector Croker noted that it is his goal to provide the best service to Middlesex County as possible and that he has no intentions of removing the Lucan Detachment. He further commented that he would like to continue to work with the communities and welcomes any feedback if there are issues. Deputy Mayor D. Manders inquired about video camera use with the officers and Inspector Croker said that they do not have this in their cars or on the officers at this time. Discussion also arose regarding impairment by drugs and how the OPP are dealing with the new regulations. Inspector Croker thanked Council for the opportunity to meet with them today and looks forward to continuing to collaborate on community events.

Councillor Mastorakos asked if the OPP undertake a risk assessment for the Baconfest event? Inspector Croker indicated that the OPP prepares and monitors certain groups that have a tendency to attend these events and they also undertake an annual operational plan that includes a risk assessment.

4/ Minutes
Moved by A. Westman
Seconded by D. Manders
That the regular Council Meeting Minutes of January 22, 2019 and the Special Council Meeting Minutes of January 15th and 26th, 2019 be approved as circulated.

CARRIED

Communications Reports
Source Water Protection Request
R. Reymer received a request from Source Water Protection to reappoint I. Brebner to the Committee and that Mr. Brebner is willing to remain on the committee. R. Reymer noted that he is a joint representative from other additional municipalities as well. There was general support to continue with Mr. Brebner.

ABCA
ABCA has released it's spring tree order form and Council directed D. Kester to prepare a report regarding options to participate in the tree order for 2019.

Development Charges & Housing Affordability Consultations
R. Reymer highlighted the information from Watson & Associates regarding Development Charges & Housing Affordability Consultations that the Ministry held recently.

MLHU Larvicide Program
R. Reymer noted that this is an annual request from the Health Unit and a motion will be brought forward for the next Council meeting.

Mayor C. Burghardt-Jesson brought forward the AMCTO paper on Local government priorities for 2019 and encouraged Council to read over the paper.

L. deBoer was directed to post on social media and website that the ABCA is now accepting nominations for the Conservationist of the Year award.

Committee Reports
Bluewater Recycling
Deputy Mayor D. Manders noted that the Board met in January with the new representatives and that it was a brief introductory meeting.

Lake Huron Water Board
Mayor C. Burghardt-Jesson reported that their first meeting since the elections was short and that she was appointed as Chair for a two-year term.

ABCA
Councillor A. Westman has attended the UTRCA orientation and is awaiting a date for the

Corporation of the Township of Lucan Biddulph8
Council Minutes
February 5, 2019

ABCA Orientation meeting.

Parks & Recreation
P. Smith included the last meeting minutes for Council's review and explained that it was an effective meeting with the review of the latest revised renovation plans for the Community Centre. The Committee also discussed fundraising and they have agreed to bring in a presenter on how to develop a fundraising plan for the renovation project and how the committee would move forward with that. The committee also discussed the idea of creating a memorial wall in the Community Centre.

Canada Day
L. deBoer reported that a grant of $5000 was received from Heritage Canada for our 2019 Canada Day Celebrations.

Staff Reports
CAO/Clerk
R. Reymer presented a draft of the *Council Conference, Workshop and Training Policy* and explained that staff are not looking for approval at this meeting but provided this as a start for discussions. Any comments to be forwarded to R. Reymer or T. Merner. R. Reymer also reported on the recent ROMA Conference delegations with the Ministry of Transportation and Minister of Infrastructure. R. Reymer noted that he will be meeting this week with County CAO'S to discuss shared services and joint health and purchasing plans.

Finance
T. Loyens announced that tax bills are being mailed out this week

Public Works
D. Kester presented a revised Stop Sign By-law for approval and noted if members notice an intersection not on the list it would be due to the County being the authority on that corner. Deputy Mayor D. Manders inquired about proceeding with projects and tendering while we wait for the OMPF announcement and D. Kester noted that engineering was carried forward from last year for Marlene Street so that part can move forward but he would like to hold back on tendering. Mayor C. Burghardt-Jesson requested an update on our Water contract from Jacob's and if we are on target for what we are spending. D. Kester reported that Jacob's will be at the next Council meeting to present and that he will review the contract and numbers for that meeting.

Parks & Recreation
P. Smith provided the revised drawings for Phase 2 for the Lucan Community Memorial Centre to Council members and noted that the PRAC have reviewed them and were well received. P. Smith highlighted the recent revisions to Phase 2.

Economic Development & Communications
L. deBoer presented her updated report on Baconfest 2019 and the proposal for Council/CEDC to acquire the organization of the evening concert event. Staff and the Mayor recently met with members of the Lion's Club to discuss the proposal and they are in favour of this new direction and agreed to continue their partnership in running the bar portion of the concert. L. deBoer highlighted the costs involved in the concert and asked for direction from Council if they would like to take over the management of the concert. Discussion arose regarding liability, staffing, additional costs and risks.
Councillor Mastorakos voiced his concern with the Baconfest events in regards to legal liability and financial risks and noted that the costs don't include staff time spent the day of the event. In his opinion, there was not enough due diligence or alternatives presented.

Councillor's Comments
Mayor C. Burghardt-Jesson relayed Councillor D. Regan's comments from the recent facility tours and congratulated staff on the great job of keeping our facilities in great shape and for staff's work during the recent snow fall.

Corporation of the Township of Lucan Biddulph8
Council Minutes

5/ Baconfest

Moved by D. Manders
Seconded by A. Westman
That the Council of the Township of Lucan Biddulph agrees to assume the management of the evening concert event for Baconfest 2019 and that an additional $40,000 be allocated to the 2019 Baconfest budget.

CARRIED

6/ By-Laws

Moved by A. Westman
Seconded by P. Mastorakos
That if no one cares to speak to these By-laws on their First, Second and Third Reading, that they be considered to have been read a First time and Passed, read a Second time and Passed, read a Third time and Passed, that they be numbered:

- *11-2019 Through Highway Stop Signs*
- *12-2019 Confirming*

CARRIED

7/ Adjournment

Moved by P. Mastorakos
Seconded A. Westman
Resolved that the Council meeting be adjourned at 10:07 p.m.

CARRIED

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MAYOR   CLERK

Corporation of the Township of Lucan Biddulph8
Council Minutes

February 19, 2019

The Corporation of the Township of Lucan Biddulph Council Minutes

Present: Mayor C. Burghardt-Jesson, Deputy Mayor D. Manders, Councillors D. Regan, P. Mastorakos and A. Westman.

Also Present: R. Reymer-CAO/Clerk, P. Smith-Manager of Parks & Recreation, D. Kester-Manager of Public Works, T. Merner-Deputy Clerk

Call To Order
Mayor C. Burghardt-Jesson called the meeting to order at 6:30 pm.

Declaration of Pecuniary Interest & Nature Thereof
None.

Presentations
Mayor C. Burghardt-Jesson introduced and welcomed Jodi Van Kasteren and Matt Long who are the proud new owners of MJ's Roadhouse. She thanked them for investing in our community and wished them well with their business and upcoming opening.

Mayor C. Burghardt-Jesson welcomed and presented members of the Lucan Irish Six club for their involvement in our community for the presently and in the past. She noted that this club is celebrating 50 years of hockey in Lucan and have aided in the development of some pretty incredible young men over the years. She further noted that this group is a big part of the team's success this year. President, Sandra Neubauer presented Mayor C. Burghardt-Jesson with a 50-year anniversary jersey as a thank you for her support of the club.

Delegations

Lucas Egli from Jacobs attended to present 2 reports regarding inspections performed to our Water System. The first was the Drinking Water Quality Management System (DWQMS) audit was completed in September 2018 and three minor non-conformities were discovered. Mr. Egli reviewed each and advised that all items were corrected and cleared by the end of September 2018. The 2nd inspection was the annual MECP inspection completed by the Ministry of Environment Conservation and Parks which took place in October 2018. Three non-compliance issues were reported and all were addressed by Jacobs in a timely manner. Mr. Egli noted our overall inspection rating was 91.1%. It was noted that the non-compliance issues were record keeping in nature. At no time was water quality compromised. Mayor C. Burghardt-Jesson thanked Mr. Egli for attending at which time he exited the meeting.

Kevin Routley from Selectpath Group Benefits attended to present information regarding the township employee benefit policy renewal for March 1, 2019. He gave an overview of health and dental claims and the long-term disability claims. The long-term disability claims were high in 2018 and as a result will see an increase in cost. Mr. Routley recommended a change of life and disability carrier from La Capitale to Great West Life which will save the township money in 2019. Council thanked Mr. Routley for his recommendation and Mr. Routley then exited the meeting.

Minutes
Councillor P. Mastorakos requested a couple of amendments to the regular council minutes of February 5, 2019. Mayor C. Burghardt-Jesson asked Councillor P. Mastorakos to forward the discussed amendments to staff via email for approval at the next regular meeting.

Corporation of the Township of Lucan Biddulph8
Council Minutes

February 19, 2019

1/ Minutes
Moved by D. Regan
Seconded by A. Westman
That the Committee Meeting Minutes of February 5, 2019 be approved as circulated.
                                                CARRIED

Communications Reports
R. Reymer commented on Items No. 1 and 4 of the Communications Report and advised that second allocation payment of $5,000.00 from the Ontario Cannabis Legalization Implementation Fund has been received.

Mayor C. Burghardt-Jesson advised that she will be speaking about what small communities can do at the Teeny Tiny Summit on April 10th. Council was asked to advise staff if they wish to attend.

R. Reymer advised that the letter from the Minister of Finance regarding the 2019 OMPF is good news and confirms that our funding for 2019 will remain the same as in 2018.

Mayor C. Burghardt-Jesson commented on the AMCTO Spring Webinars information and advised council to let staff know should they wish to participate in any sessions. She noted that the Conflict of Interest Act, Codes of Conduct seminar may be of particular interest as well as the Common Sense Use of Social Media for Staff and Council seminar.

Committee Reports
ABCA and UTRCA
Councillor A. Westman advised that unfortunately there is a scheduling conflict between the upcoming meetings for both and he will be attending UTRCA and Wayne Hall will be attending ABCA.

Parks & Recreation
P. Smith advised that he had good conversation with a professional fundraiser and will be potentially scheduling for him to present at the PRAC meeting on March 6th.

Staff Reports
CAO/Clerk
R. Reymer advised that the TD Canada Trust building has been sold to a veterinarian and closes in March. He further advised that a new Treasurer has been hired and starts on March 1st. Formal introduction will take place at the March 5th council meeting.

R. Reymer advised that he, Marc Bancroft and Dave Kester met with BM Ross recently to discuss future expansion of our residential areas. He noted this was a pre-liminary meeting, but we are trying to get a timeline. He further noted we are receiving pressure from our local builders as they are concerned we are running out of residentially designated land in the Lucan urban area.

Planning
Mayor C. Burghardt-Jesson advised that the Appeal filed by the County of Middlesex regarding the Carter consent file was brought forward at the County Council on Monday, Feb. 17th. The Lucan Biddulph council decision was granted and the appeal will be withdrawn by the County.

Public Works
D. Kester provided a report regarding a potential tree seedling giveaway during Pitch-In day this spring. He noted that he has reached out the ABCA for suggestions. A cost estimate was provided for approximately 300-500 units for a total of $1500.00. Deputy Mayor D. Manders suggested we go with the lower end of units this time around to see what kind of appetite there is from our residents. D. Kester further noted that if all the seedlings are not used we have space they can be utilized in the Township.

Corporation of the Township of Lucan Biddulph8
Council Minutes

February 19, 2019

2/ Pitch-In Day Tree Giveaway
Moved by A. Westman
Seconded by D. Manders
That the Council of the Township of Lucan Biddulph directs staff to purchase 300 tree seedlings for a tree giveway program at the annual Pitch-In Day event and further that the total cost of $1500.00 is allotted towards the 2019 tree budget.

CARRIED

D. Kester provided a report regarding the 2019 Gravel Tender. Four quotes were received with Clarence Carter & Sons Ltd. being the lowest of each. D. Kester further noted there is a slight increase from last year's price per tonne of $9.34 to $10.45 per tonne this year.

D. Kester reviewed his report regarding the 2019 Dust Control tender. Four quotes were received with Den-Mar Brines Limited submitting the lowest at $62,380.00 excluding HST. D. Kester noted that last year's price was $60,560.00 excluding HST.

D. Kester reviewed his report regarding the Stanley Creek Drain request for maintenance. Once quote was received and D. Kester obtained an opinion from Spriet Associates who advised the quote is consistent with what they are seeing currently. D. Kester further noted that under the Municipal Drainage Act the cost will be billed back to the benefiting land owners.

D. Kester advised that we recently were notified that our storage of sand and salt arrangement that we have with the MTO at the location on Roman Line will be changing later this year. D. Kester noted that we will be expressing our disappointment with the decision to the province and potentially looking at alternative storage options. Councillor D. Regan asked if we have ever looked at environmentally friendly treatment for our roads and sidewalks. D. Kester explained that while yes there are alternatives they are fairly costly to implement and one particular common alternative tends to reduce friction on roads creating a safety issue.

Parks & Rec
Mayor C. Burghardt-Jesson congratulated Abby Vandermuren on her recent interview with the Middlesex Banner in regards to our Senior Centre Programs. P. Smith also thanked Miss Vandermuren for her efforts towards the success of the programs.

P. Smith reviewed his report regarding the flooring renovation proposal for the Senior Centre Space. He advised that attended a location in Woodstock to look at the similar product installed and its durability over the years. The staff at this location was pleased with the product and its condition over time. P. Smith recommended that we proceed with the purchase of this product for the renovation.

P. Smith advised that with the end of hockey season approaching the parks and recreations staff are preparing for summer season. He further asked council to advise if there is anything they are aware of that needs to be addressed in our parks.

Councillor's Comments

Councillor P. Mastorakos advised that he, Ron and the Mayor had the opportunity to meet with some members of the Lions Club after the recent Fish Fry event and to analyze our Municipal Alcohol Policy to ensure all events are being operated in accordance with policy. He further noted that P. Smith is looking into setting up a committee to review the current policy.

3/ Group Benefit Plan - Renewal
Moved by D. Regan
Seconded by P. Mastorakos
That the Council of the Township of Lucan Biddulph accepts the recommendation as presented by Kevin Routley from Selectpath in regards to our Employee Benefit program.

CARRIED

3

Corporation of the Township of Lucan Biddulph8
Council Minutes
                                                                                        February 19, 2019

4/ DWQMS
Moved by D. Regan
Seconded by D. Manders
That the Council of the Township of Lucan Biddulph approves the endorsement of the updated DRINKING WATER QUALITY MANAGEMENT STANDARD OPERATIONAL PLAN (DWQMS) as presented by JACOBS (former CH2M) on Tuesday February 19, 2019 and agrees that the revisions will be reviewed on an annual basis.
                                                                                        CARRIED

5/ Municipal Drain Course
Moved by A. Westman
Seconded by P. Mastorakos
That the Council of the Township of Lucan Biddulph authorize Julie Overholt and Tracy Loyens to attend the 2019 Rural Municipal Drainage Course from April 24-25th in London, ON at a registration cost of $310.75 (including HST).
                                                                                        CARRIED

6/ Gravel Tender
Moved by D. Regan
Seconded by P. Mastorakos
Resolved That Council authorizes the Manager of Public Works to accept the quotation from Clarence Carter & Sons Ltd. for the supply, crushing, weighing, hauling and spreading of "Granular M" gravel for 2019 in the amount of $156,750.00 excluding HST.
                                                                                        CARRIED

7/ Stanley Creek Drain
Moved by D. Manders
Seconded by D. Regan
Resolved that the Council of the Township of Lucan Biddulph authorizes staff to accept the tender price for the Stanley Creek Drain 2019 as received by JLH Excavating in the amount of $7,808.30 including HST ($6,910.00 excluding HST).
                                                                                        CARRIED

8/ Dust Control Tender
Moved by A. Westman
Seconded by D. Regan
Resolved That Council authorizes the Manager of Public Works to accept the quotation from Den-Mar Brines Limited for the supply of dust suppressants and road stabilization products for 2019 in the amount of $62,380.00 excluding HST.
                                                                                        CARRIED

9/ Senior Centre Flooring
Moved by D. Manders
Seconded by D. Regan
Resolved that the Council for the Township of Lucan Biddulph authorizes staff to accept the quote from Floor Masters for the installation of flooring along with an underlay pad at a cost of $21,026.61 including HST.
                                                                                        CARRIED

10/ MHLU Larvicide Motion
Moved by A. Westman
Seconded by D. Manders
The Township of Lucan Biddulph supports local action by the Middlesex-London Health Unit to reduce the risk of West Nile Virus including, larviciding catch basins and other surface water locations within our jurisdiction. In addition, the Township of Lucan Biddulph supports any permit application for West Nile Virus control submitted to the Ministry of the Environment from an appropriately licensed exterminator contracted by a private property owner, to apply a larvicide into catch basins located on private property within Lucan Biddulph.
                                                                                        CARRIED

4

11/ Source Protection Committee

Moved by P. Mastorakos
Seconded by A. Westman
That the Council of the Township of Lucan Biddulph appoints Ian Brebner to continue as the municipal representative on the Source Protection Committee.

CARRIED

12/ By-Laws

Moved by A. Westman
Seconded by P. Mastorakos
That if no one cares to speak to these By-laws on their First, Second and Third Reading, that they be considered to have been read a First time and Passed, read a Second time and Passed, read a Third time and Passed, that they be numbered:
  - *13-2019 Confirming*

CARRIED

13/ Adjournment

Moved by D. Regan
Seconded P. Mastorakos
Resolved that the Council meeting be adjourned at 7:50 p.m.

CARRIED

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MAYOR   CLERK

5

__Business Arising – Minutes of February 19, 2019__

Discussion Item	Minutes Action	Follow-up	Date to be Completed/or Update on Status

Previous Meetings

Discussion Item	Minutes Action	Follow-up	Date to be Completed/or Update on Status
Council Conference Policy	Integrate meeting rate pay and number of meetings covered	Staff to revise and update policy	March 2019
JACOBS	Comparison of actual costs vs. historical costs as quoted by tender	Staff to provide report with comparison of costs	March 2019
Asset Management Plan	Further meeting required to prioritize projects identified	Staff to further discuss priority of projects and bring updated AMP to council for adoption	February 2019
Council Remuneration	1/3 tax free allowance for council remuneration removed as of Jan 1/19	Council to review upon receiving input from a compensation consultant	Spring 2019
Legal municipal property matter	In-Camera		2019 Budget Discussion
Nagle Drive	Majority of Nagle Drive residents are in favour to proceed with the waterline extension.	Staff were given direction to keep moving forward and develop a report for Council.	Ongoing
Professional Fundraiser	Options and cost for professional fundraiser for Community Centre Renovation Project	Staff to provide a report for council	ongoing

From: MCSCS Feedback [mailto:MCSCS.Feedback@ontario.ca]
Sent: Monday, February 25, 2019 1:25 PM
To: MCSCS Feedback <MCSCS.Feedback@ontario.ca>
Subject: Letter from the Honourable Sylvia Jones, Minister of Community Safety and Correctional Services/Lettre de l'honorable Sylvia Jones, Ministre de la Sécurité communautaire et des Services correctionnels

Ministry of Community Safety and Correctional Services	Ministère de la Sécurité communautaire et des Services correctionnels	Ontario
Office of the Minister	Bureau du ministre	
25 Grosvenor Street 18ᵗʰ Floor Toronto ON M7A 1Y6	25, rue Grosvenor 18ᵉ étage Toronto ON M7A 1Y6	
Tel: 416 325-0408 MCSCS.Feedback@Ontario.ca	Tél. : 416 325-0408 MCSCS.Feedback@Ontario.ca	

MC-2019-252
By e-mail

Dear Clerk:

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

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

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

It is important to note that the provisions related to mandating community safety and well-being planning will continue in the Comprehensive Ontario Police Services Act, 2019, which was introduced on February 19, 2019. If passed, this bill would repeal and replace the Police Services Act, 2018 and the Ontario Special Investigations Unit Act,

2018. The bill would also repeal the Policing Oversight Act, 2018 and the Ontario Policing Discipline Tribunal Act, 2018. A new provision is also included under the bill which, once in force, will require the participation of the local police service in the development of the plan.

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

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

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

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

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

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

Sincerely,

Sylvia Jones
Minister

Enclosures (2)

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

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

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

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

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

2) Why is CSWB planning important for every community?

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

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

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

3) What are the benefits of CSWB planning?

CSWB planning has a wide-range of positive impacts for local agencies/organizations and frontline service providers, as well as the broader community, including the general public. A few key benefits are highlighted below:
- Enhanced communication and collaboration among sectors, agencies and organizations;
- Transformation of service delivery, including realignment of resources and responsibilities to better respond to priorities and needs;
- Increased understanding of and focus on local risks and vulnerable groups;
- Ensuring the appropriate services are provided to those individuals with complex needs;
- Increased awareness, coordination of and access to services for community members and vulnerable groups;
- Healthier, more productive individuals that positively contribute to the community; and
- Reducing the financial burden of crime on society through cost-effective approaches with significant return on investments.

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

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

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

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

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

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

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

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

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

6) **Who is responsible for developing a CSWB plan?**

As per the PSA, the responsibility to prepare and adopt a CSWB plan applies to:
- Single-tier municipalities;
- Lower-tier municipalities in the County of Oxford and in counties; and
- Regional municipalities, other than the County of Oxford.

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

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

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

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

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

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

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

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

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

10) **Can municipalities create joint plans?**

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

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

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

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

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

13) What are the responsibilities of an advisory committee?

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

New legislation identifies that a municipality is required to provide the Minister of Community Safety and Correctional Services with any prescribed information related to (upon request):

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

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

26) How does a municipality get started?

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

a) **Demonstrate Commitment at the Highest Level**
   o 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.).
   o Establish a multi-sector advisory committee with, but not limited to, representation from the sectors prescribed by the legislation.
   o Leverage existing partnerships, bodies and strategies within the community.

b) **Establish Buy-In from Multi-sector Partners**
   o 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.
   o Engage with partnering agencies/organizations to ensure that all partners understand their role in making the community a safe and healthy place to live.
   o Distribute the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet to all those involved and interested in the planning process.

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

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

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

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

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

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

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

In addition, the ministry offers a number of different grant programs that are mostly available to police services to support crime prevention and CSWB initiatives. Please visit the ministry's website for additional information on available grant programs: http://www.mcscs.jus.gov.on.ca/english/Policing/ProgramDevelopment/PSDGrantsandInitiatives.html

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

29) How will the ministry support municipalities and First Nation band councils with CSWB planning?

As part of the work to develop a modernized approach to CSWB, the ministry has developed a series of booklets to share information and better support municipalities, First Nations communities and their partners with their local CSWB efforts.

Specifically, the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet consists of the CSWB Planning Framework as well as a toolkit of practical guidance documents to support communities and their partners in developing and implementing local plans. The booklet also includes resources that can guide municipalities on their engagement with vulnerable groups such as seniors, youth and Indigenous partners. This booklet can be accessed online at: https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSSOPlanningFramework.html.

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

Another resource that communities can utilize is the *Guidance on Information Sharing in Multi-sectoral Risk Intervention Models* document (available on the ministry website - http://www.mcscs.jus.gov.on.ca/english/Publications/PSDGuidanceInformationSharingMultisectoralRisk InterventionModels.html). This document was developed by the ministry and supports the CSWB Planning Framework by outlining best practices for professionals sharing information in multi-sectoral risk intervention models (e.g., Situation Tables).

Further, the ministry also offers the Risk-driven Tracking Database which provides a standardized means of gathering de-identified information on situations of elevated risk for communities implementing multi-sectoral risk intervention models, such as Situation Tables. It is one tool that can help communities collect data about local priorities and evolving trends to assist with the CSWB planning process.

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

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

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

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

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

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

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

The ministry currently offers different grant programs that are mostly available to police services, in collaboration with community partners, which could be leveraged for implementing programs and strategies identified in a local CSWB plan.

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

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

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

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

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

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

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

34) What is a risk factor?

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

A few examples of risk factors include:

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

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

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

COMMUNITY SAFETY AND WELL-BEING PLANNING FRAMEWORK

A Shared Commitment in Ontario

Booklet 3, Version 2

Ontario

Table of Contents

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

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

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

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

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

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

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

Honourable Sylvia Jones
Minister of Community Safety and Correctional Services

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

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

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

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

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

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

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

Section 1 – Introduction

Setting the Stage

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

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

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

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

Purpose

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

Phase I
Framework
for Action

Phase II
Snapshot
of Local
Voices

Phase III
A Shared
Commitment in
Ontario

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.
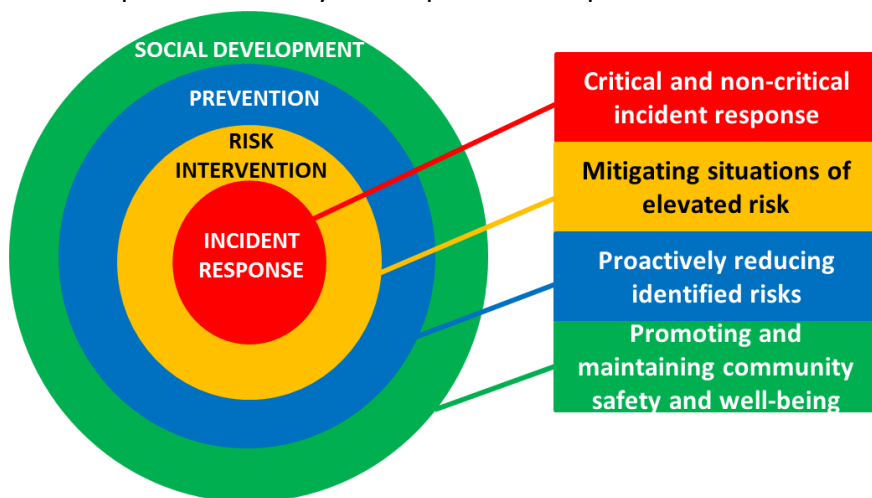
Social Development
Promoting and maintaining community safety and well-being

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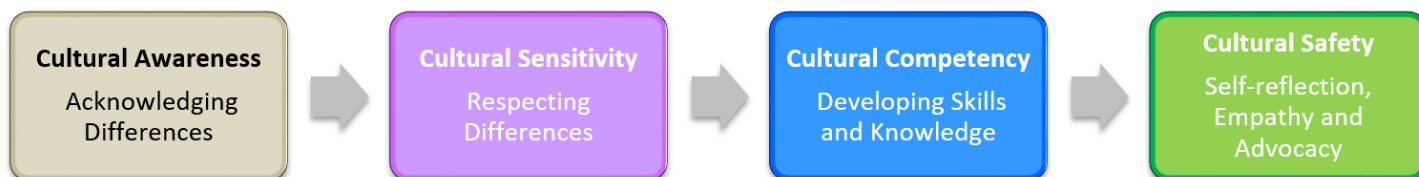
In Sault Ste. Marie, a local multi-agency service delivery model focuses on providing vital services and programs under one roof, and acts as a support to a specific neighbourhood through the Neighbourhood Resource Centre – a collaborative effort of 32 local agencies and groups.

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.

| **Cultural Awareness** Acknowledging Differences | → | **Cultural Sensitivity** Respecting Differences | → | **Cultural Competency** Developing Skills and Knowledge | → | **Cultural Safety** Self-reflection, Empathy and Advocacy |

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:
- o In-depth knowledge and experience in addressing the priority risks and which protective factors and strategies are needed to address those risks.
- o A proven track record advocating for the interests of vulnerable populations related to the risk.
- o 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.
- o Experience developing effective stakeholder relations/ partnerships in the community.
- o 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 **S**pecific, **M**easurable, **A**chievable, **R**esults-focused and **T**ime-bound (SMART) so that partners will know exactly what information to look at to tell if they have achieved them. Information and data that help planning partners monitor and evaluate the achievement of goals and objectives are called performance measures or performance indicators. See Section 5 of the toolkit for more information and guidance on performance measures.

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

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

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

Membership

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

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

Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario   25

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

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

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

Roles and Responsibilities

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

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

Logistics and Process

Planning partners should also document logistics for their advisory committee or implementation team(s) so that its members know how much of their time they are required to commit to the group and are able to plan in advance so they can attend meetings as required. This may include:
- membership (e.g., identifying and recruiting key stakeholders);
- frequency of meetings;
- quorum (how many members must be present to make and approve decisions);
- meeting location;
- agenda and materials;
- meeting minutes; and
- expectations of members.

Support and Sign-Off

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

Tool 3 – Asset Mapping

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

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

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

Existing Body Inventory

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

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

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

Social Network Mapping

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

Relationships may be assessed on a continuum such as this:

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

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

Strategy Inventory

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

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

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

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

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

Tool 4 – Engagement

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

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

Introduction and Background

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

Purpose, Goals and Objectives

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

Stakeholders

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

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

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

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

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

See Tool 5 for guidance on analyzing community risks.

Approach

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

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

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

Materials and Messaging

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

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

Logistics

When engaging the community, it will be important to have logistics sorted out so that the individuals/groups targeted are able to attend/participate. To do this, planning partners may want to consider the following:
- scheduling (e.g., How many community engagement sessions are being held? How far apart should they be scheduled? What time of day should they be scheduled?);
- finances (e.g., Is there a cost associated with the meeting space? Will there be snacks and refreshments?);
- travel accommodations (e.g., How will individuals get to the community engagement sessions? Is it being held in an accessible location? Will hotel arrangements be required?);
- administration (e.g., consider circulating an attendance list to get names and agency/organization and contact details, assign someone to take notes on what is being said at each session); and
- accessibility issues/barriers to accessibility (e.g., information or communication barriers, technology barriers and physical barriers).

Risks and Implications

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

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

Community Engagement Questions

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

Timelines

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

This may be done using a chart such as this:

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

Tool 5 – Analyzing Community Risks

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

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

Summary of Community Engagement Sessions

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

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

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

Identified Risks

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

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

Priority Risk Analysis

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

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

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

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

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

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

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

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

Risk-driven Tracking Database

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

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

For additional information on the Risk-driven Tracking Database, please contact SafetyPlanning@Ontario.ca.
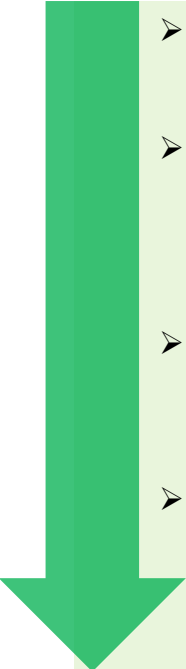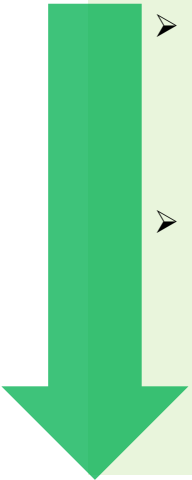
Tool 6 – Performance Measurement

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

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

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

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

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

> ➢ Intermediate Outcomes: Change that is logically expected to occur once one or more immediate outcomes have been achieved. These outcomes will take more time to achieve and usually reflect changes in behaviour or practice of the target group (e.g., increased capacity of service providers, improved service delivery, reduction of priority risks, etc.).

> ➢ Long-term Outcome: The highest-level change that can reasonably be attributed to the initiative/program as a consequence of achievement of one or more intermediate outcomes. Usually represents the primary reason the intiative/program was created, and reflects a positive, sustainable change in the state for the target group (e.g., improved community safety and well-being among individuals, families and communities, reduced costs associated with and reliance on incident responses, etc.).

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

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

Following the identification of outcomes, corresponding indicators should be developed. An **indicator** is an observable, measurable piece of information about a particular outcome, which shows to what extent the outcome has been achieved. The following criteria should be considered when selecting indicators:
* relevance to the outcome that the indicator is intended to measure;
* understandability of what is being measured and reported within an organization and for partners;
* span of influence or control of activities on the indicator;
* feasibility of collecting reasonably valid data on the indicator;
* cost of collecting the indicator data;
* uniqueness of the indicator in relation to other indicators;
* objectivity of the data that will be collected on the indicator; and
* comprehensiveness of the set of indicators (per outcome) in the identification of all possible effects.

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

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

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

Sample Logic Model:

PRIORITY/RISKS: poor school performance, low literacy, low graduation rates	VULNERABLE/TARGET GROUP: youth and new immigrants

LONG-TERM OUTCOME   **Increased Community Safety and Well-Being**

INTERMEDIATE OUTCOME   **Increased Educational Attainment**

IMMEDIATE OUTCOMES

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

OUTPUTS

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

ACTIVITIES

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

INPUTS

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

Sample Performance Measurement Framework:

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

Appendix A – Information Sharing

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

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

Guidance on Information Sharing in Multi-Sectoral Risk Intervention Models

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

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

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

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

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

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

Information Sharing Principles for Multi-Sectoral Risk Intervention Models

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

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

Consent

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

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

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

Professional Codes of Conduct

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

Do No Harm

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

Duty of Care

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

Due Diligence and Evolving Responsible Practice

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

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

Acutely Elevated Risk

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

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

Section 42(1)(h) of FIPPA and section 32(h) of MFIPPA read:
> An institution shall not disclose personal information in its custody or under its control except,

> in compelling circumstances affecting the health or safety of an individual if upon disclosure notification is mailed to the last known address of the individual to whom the information relates.

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

Section 40(1) of PHIPA reads:
> A health information custodian may disclose personal health information about an individual if the custodian believes on reasonable grounds that the disclosure is necessary for the purpose of eliminating or reducing a significant risk of serious bodily harm to a person or group of persons.

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

Four Filter Approach to Information Sharing

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

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

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

Filter One: Initial Agency/Organization Screening

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

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

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

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

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

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

Filter Three: Limited Identifiable Information Shared

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

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

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

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

Filter Four: Full Discussion Among Intervening Agencies/Organizations Only

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

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

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

The Intervention

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

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

Report Back

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

Appendix B – Engaging Youth

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

Benefits of Youth Engagement

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

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

Practical Tips

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

Explaining the Project

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

Collaboration

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

Assets

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

Equity and Diversity

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

Forming an Advisory Group

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

Recognition and Compensation

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

Appendix C – Engaging Seniors

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

Benefits of Seniors' Engagement

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

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

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

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

Building Connections

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

Seniors Organizations

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

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

Service Providers

When forming an advisory group or other engagement approaches that include service provider perspectives, consider reaching out to agencies/organizations that are familiar with the needs of older adults, including:
- Community Care Access Centres;
- Long Term Care Homes, Retirement Homes, or seniors housing providers;
- police services, including those with Seniors Liaison Officers and Crimes against Seniors Units;
- Elderly Person Centres;
- community support service agencies (funded by Local Health Integration Networks to provide adult day programs, meal delivery, personal care, homemaking, transportation, congregate dining, etc.);
- Municipal Recreation and Health and Social Service Departments; and
- Social Planning Councils and Councils on Aging.

Local Linkages

Existing local engagement and planning mechanisms may be leveraged to help connect seniors and service providers throughout the community safety and well-being planning process. By making these linkages, synergies and efficiencies may be achieved. Some of these mechanisms may include:
- Seniors/Older Adult Advisory Committees
  - Established by local governments to seek citizen and stakeholder input into the planning and delivery of municipal services that impact older adults.

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

Appendix D – Engaging Indigenous Partners

Engaging and collaborating with Indigenous partners, including those who are First Nations, Inuit and Métis, is an important part of local community safety and well-being efforts. Ontario has the largest Indigenous population in Canada, with 85 per cent of Indigenous peoples in Ontario living in urban and rural areas.[1] Indigenous peoples are also the youngest, most diverse and rapidly growing population[2] in Canada and continue to present unparalleled opportunities through their values, innovative practices and approaches that can enhance the lives of all Canadians.

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

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

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

Outcomes of Indigenous Engagement

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

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[1] Statistics Canada, 2016 Census
[2] Statistics Canada, 2016 Census

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

Key Principles for Engagement

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

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

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

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

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

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

Appendix E – Definitions

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

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

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

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

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

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

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

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

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

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

Appendix F – Risk and Protective Factors

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

Risk Factors

Antisocial/Problematic Behaviour (Non-criminal)

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

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

Criminal Involvement

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

Education/Employment

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

Emotional Violence

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

Family Circumstances

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

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

Gang Issues

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

Housing

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

Mental Health and Cognitive Functioning

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

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

Neighbourhood

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

Peers

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

Physical Health

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

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

Substance Abuse Issues

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

Victimization

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

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

Protective Factors

Education

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

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

Family Supports

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

Financial Security and Employment

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

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

Housing and Neighbourhood

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

Mental Health

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

Physical Health

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

Pro-social/Positive Behaviour

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

Social Support Network

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

Appendix G – Community Safety and Well-Being Plan Sample

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

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

Municipality/First Nation: Municipality of Grassland

Coordinator(s):

Coordinator: Claudia T., Social Services, Municipality of Grassland
Co-Coordinator: Steffie A., Department Head, Grassland Catholic School Board

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

Community Background:

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

Community Engagement:

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

To receive more specific information regarding risks, planning partners conducted 14 one-on-one meetings with community agencies/organizations (some attended the town-hall meeting and some did not). These meetings were initiated by the municipal coordinator, as she grew up in the community and already had a strong working relationship with many of these agencies/organizations. Questions were asked such as: What are the barriers to success that you see in your organization? What are the risks most often faced by the individuals and families that you serve? Agencies/organizations that were engaged during this phase include:
- Grassland Catholic School Board
- Employment Centre
- Children's Mental Health Centre
- Grassland Hospital
- Ontario Works
- Grassland Police Service
- Grassland Senior's Association
- Local Homeless Shelter
- Organization that works with offenders
- Addictions Centre
- Women's Shelter
- Local First Nations and Métis Organization
- Francophone Organization
- LGBTQ Service Organization

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

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

Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario   73

- Mary M., Municipality of Grassland (Social Services)
- Fionne Y., Children's Mental Health Centre
- James Y., Grassland Hospital
- Susan B., Addictions Centre
- Todd S., Grassland Catholic School Board
- Lynn W., Grassland Public School Board
- Morgan T., Community Elder

- Domestic Violence Prevention Working Group
  - **Purpose**: to ensure victims of domestic violence are receiving the proper supports from the most appropriate service provider and are provided with assistance in leaving their abusive relationships.
  - **Membership**: this group includes representation from the planning committee as well as organizations that were engaged during community engagement whose mandate aligns with this group's purpose. Specifically, membership consists of:
    - Emily J., Grassland Police Service
    - Aiesha Z., Women's Shelter
    - Stephanie L., Social Services
    - Lisah G., Social Services
    - Kail L., Grassland Hospital
    - Frank C., Victim Services
    - Sean D., Local Indigenous Agency

Plans to Address Priority Risk

Priority Risk #1: Low Educational Attainment

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

Vulnerable Group: youth between the ages of 12-17

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

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

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

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

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

Intermediate Outcomes:
- Increase graduations rates

Long-Term Outcomes:
- Increase community safety and well-being through an increase in employment rates and income levels

Priority Risk #2: Mental Health
More than 50% of the Grassland Police Services' social disorder calls are responding to those with a mental health issue. This has created tension within the community as the police are not properly equipped to handle these types of situations. These individuals are becoming involved in the criminal justice system, rather than receiving the support that they require.

Vulnerable Group: individuals between the ages of 15 and 45

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

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

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

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

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

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

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

Priority Risk #3: Domestic Violence
There are a significant number of women (as well as some men) in Grassland in violent relationships. While the severity varies between cases, many of these victims continue to return to their spouses after the police have been involved. As a result, there are a significant number of children being taken away from their families and being put into foster care.

Vulnerable Group: women and children in the community

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

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

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

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

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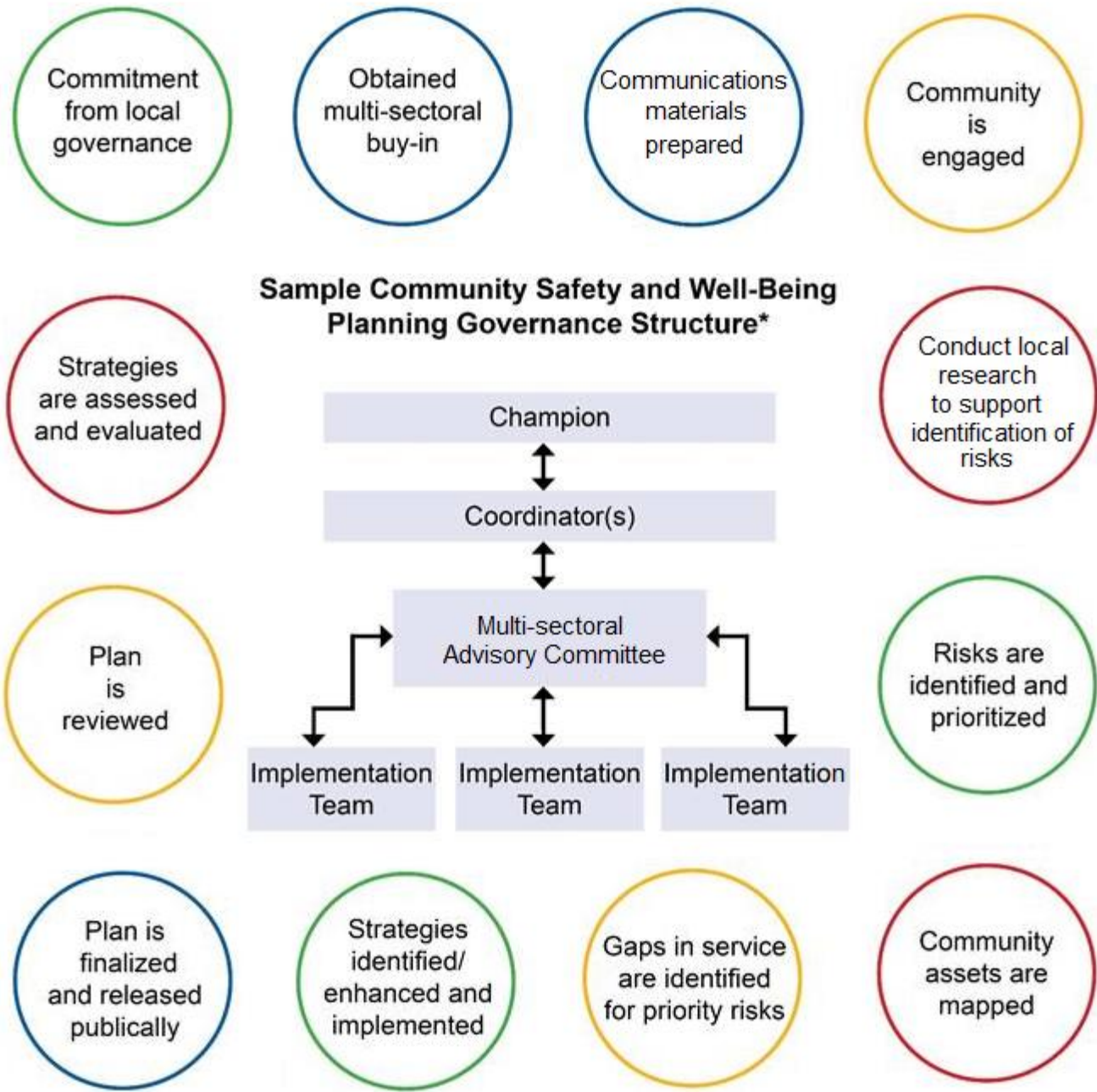- Connecting individuals with acutely elevate risk to service

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

Long-Term Outcomes:
- Increase community safety and well-being

Sample Community Safety and Well-Being Planning Governance Structure*

Commitment from local governance

Obtained multi-sectoral buy-in

Communications materials prepared

Community is engaged

Strategies are assessed and evaluated

Conduct local research to support identification of risks

Champion

⇕

Coordinator(s)

⇕

Multi-sectoral Advisory Committee

Plan is reviewed

Risks are identified and prioritized

Implementation Team   Implementation Team   Implementation Team

Plan is finalized and released publically

Strategies identified/ enhanced and implemented

Gaps in service are identified for priority risks

Community assets are mapped

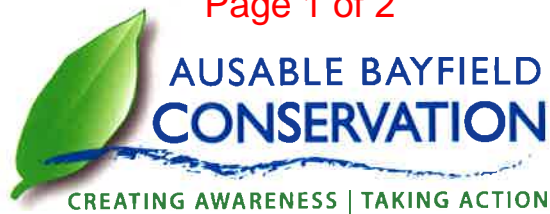*Note: governance structures may look different in each community

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

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

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

AUSABLE BAYFIELD
CONSERVATION
CREATING AWARENESS | TAKING ACTION

February 22, 2019

Invitation to attend ABCA Partner Appreciation Evening

Adelaide Metcalfe

Bluewater

Central Huron

Huron East

Lambton Shores

Lucan Biddulph

Middlesex Centre

North Middlesex

Perth South

South Huron

Warwick

West Perth

I am pleased to extend to you and a guest, an invitation to attend the Ausable Bayfield Conservation Authority *Partner Appreciation Evening* which is being hosted on **Thursday, March 21, 2019 at Ironwood Golf Clubhouse**, 70969 Morrison Line, 2 km east of Exeter.

This early-evening event is our way to say 'thank you' to member municipalities and other partners in conservation within the Ausable Bayfield watershed communities.

The keynote speaker at this year's event will be Trevor Dickinson, Professor Emeritus, University of Guelph, who is speaking on *Climate Change and Development in Rural Areas: Impacts on Streamflow and Floods in Southern Ontario.*

The Conservationist of the Year Award winner will be announced and directors and staff will be recognized for years of service milestones.

The evening begins with social time at 5 p.m.; buffet at 5:30 p.m. followed by awards and feature presentation.

This is a complimentary evening for our partners and we ask for an RSVP to Sharon Pavkeje spavkeje@abca.ca by Thursday, March 14, 2019 to reserve your meal.

This event is a chance to meet and mingle with other partners committed to the protection of our water, soil and habitat for all living things and to hear a presenter who will broaden our environmental perspectives. A poster with details about the event is attached.

Sincerely,

AUSABLE BAYFIELD CONSERVATION AUTHORITY

George Irvin
Chair

Conservation
ONTARIO
Natural Champions

71108 Morrison Line, RR 3 Exeter, Ontario N0M 1S5
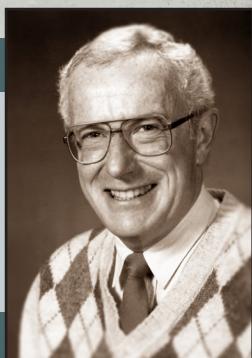P: 519.235.2610 • F: 519.235.1963 • info@abca.on.ca • www.abca.on.ca

CLIMATE CHANGE AND DEVELOPMENT IN RURAL AREAS:

Impacts

on Streamflow and Floods in Southern Ontario

Presentation by:
Trevor Dickinson,
Professor Emeritus,
University of Guelph

at Ausable Bayfield Conservation's Partner Appreciation Evening:

Thursday, March 21, 2019

at Ironwood Golf Club, 70969 Morrison Line, 2 km east of Exeter

- **5 p.m.**   Social Time
- **5:30 p.m.**   Light Supper
- **6 p.m.**   Conservationist of the Year Award • Years of Service Awards
- **6:40 p.m.**   Feature Presentation by Trevor Dickinson, Professor Emeritus, U. of Guelph, on:
  Climate Change and Development in Rural Areas:
  Impacts on Streamflow and Floods in Southern Ontario

AUSABLE BAYFIELD
CONSERVATION
CREATING AWARENESS | TAKING ACTION

No fee to attend. • Please RSVP to Sharon Pavkeje by Thursday, March 14, 2019 for meal numbers.

Phone 519-235-2610 • **Toll-free** 1-888-286-2610 • **Fax** 519-235-1963 • **Email** spavkeje@abca.ca

If you have special dietary needs, please let us know in advance. Thank you.

**Ministry of Economic Development,
Job Creation and Trade**

Office of the Minister

18th Floor
777 Bay Street
Toronto ON M7A 1S5
Tel.: 416-326-8475

**Ministère du Développement économique,
de la Création d'emplois et du Commerce**

Bureau du ministre

18e étage
777, rue Bay
Toronto ON M7A 1S5
Tél.: 416-326-8475

Ontario

February 20, 2019

Dear Head of Council:

This week our government was pleased to announce our first step in supporting Ontario's automotive industry – Driving Prosperity: The Future of Ontario's Automotive Sector.

As you know, one of the biggest barriers automakers face if they want to build or expand an auto assembly plant is the availability of large-scale sites for manufacturing. The auto sector is generally concentrated in densely populated parts of Ontario where it isn't easy to find the right site.

Automakers have told us they are looking for sites with access to servicing, skilled labour and transportation — and that aren't situated on sensitive lands. In response to this, our plan includes a *Job Site Challenge* which will give municipalities, that wish to participate, the opportunity to propose sites of 500 to 1,500 acres for industrial expansion.

Our goal is to help proponents create competitive shovel-ready sites where an automaker can build a plant and bring thousands of good-paying jobs to the community. Lands that are located in the Green Belt, Oak Ridges Moraine, Ground Water Protection Zones or other sensitive lands are specifically excluded from eligibility.

The Job Site Challenge is modelled on successful U.S. projects that have played a major role in attracting auto assembly plants to several southern states. These new plants, along with their extensive supply chains, have created thousands of new jobs.

We look forward to working with municipalities on this. We will partner with the successful proponents to make sure that development opportunities are competitive. This will of course include streamlining the approvals processes for planning, environmental and servicing.
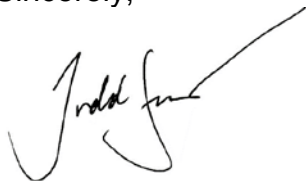
1/2

-2-

This is an opportunity for us to work together to bring high-quality jobs to your community, helping to drive one of Ontario's key economic sectors forward in the coming decades.

Please feel free to contact either of us with any questions.

Sincerely,

Todd Smith   Steve Clark
Minister of Economic Development,   Minister of Municipal Affairs
Job Creation and Trade   and Housing

AMO Association of
Municipalities Ontario   Office of the President

February 26, 2019

Taking Action for Universal Broadband Access

Dear Heads of Council:

Today access to broadband internet services is as crucial to our communities as roads and bridges, transit and affordable energy. Together, municipal services offer our residents the foundations of access to a modern, global economy.

That's why AMO and ROMA representatives recently met with the responsible federal Minister to state the need for better, more accessible and affordable broadband access in Ontario. AMO supports FCM's campaign for universal broadband support in the next federal budget as a basic service in the 21st Century economy.

What You Can Do:

To push for universal broadband funding, AMO encourages our members join with us in support of FCM's call for support in Budget 2019. To add your voice on this important issue, councils can:

- **Meet with your MP**, share the FCM's issue sheet, and ask for clear commitments to universal broadband in the 2019 federal budget.
- **Share the campaign** on social media. Make sure to tag Bernadette Jordan (@bernjordanmp), the Minister for Rural Economic Development, as well as your own MP and @FCM_online.

- **Tell your story**. How is the lack of reliable Internet affecting your community? Tell us about it on Twitter and tag #universalbroadband, #cdnmuni, @FCM_online and @AMOPolicy.

Sincerely,

Jamie McGarvey

AMO President

Ministry of
Transportation

Ministère des
Transports

Office of the Minister

Bureau du ministre

777 Bay Street, 5th Floor
Toronto ON M7A 1Z8
416 327-9200
www.ontario.ca/transportation

777, rue Bay, 5e étage
Toronto ON M7A 1Z8
416 327-9200
www.ontario.ca/transports

Ontario

FEB 2 5 2019

107-2019-684

Her Worship Cathy Burghardt-Jesson
Mayor
Township of Lucan Biddulph
270 Main Street
Lucan ON N0M 2J0

Dear Mayor Burghardt-Jesson:

I would like to thank you and your delegation for meeting with me at the 2019 ROMA
Annual Conference. I appreciated the opportunity to review the transportation issues
that are important to your community, and I found our discussion engaging and
productive.

Ontario's Government for the People is committed to improving the transportation
network across the province to reduce congestion and get people moving.

Thank you again for taking the time to meet with me. I look forward to working with you.
In the meantime, should you have any questions, please feel free to contact Whitney
McWilliam, Issues Manager and Strategic Communications Advisor, at 647-242-9663 or
Whitney.McWilliam@ontario.ca.

We are committed to giving Ontarians a direct say in how we can improve the
effectiveness and efficiency of provincial programs and services.

Sincerely,

Honourable Jeff Yurek
Minister of Transportation

AMO Association of
Municipalities Ontario   Office of the President

February 21, 2019

Dear Heads of Council:

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

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

Yours sincerely,

Jamie McGarvey

AMO President

MAG_LTR_Local_Planning_Appeal_Support_Centre_(LPASC)_Wind_Down_2019-02-21.pdf

Please consider the environment before printing this.

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

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Ontario   **Drinking-Water Systems Regulation O. Reg. 170/03**

Drinking-Water System Number:	210000791
Drinking-Water System Name:	**Lake Huron Primary Water Supply System**
Drinking-Water System Owner:	Lake Huron Primary Water Supply System Joint Board of Management
Drinking-Water System Operating Authority:	Ontario Clean Water Agency (OCWA)
Drinking-Water System Category:	Large Municipal Residential
Period being reported:	January 1, 2018 through December 31, 2018

**Complete if your Category is Large Municipal Residential or Small Municipal Residential**	_**Complete for all other Categories.**_
Does your Drinking-Water System serve more than 10,000 people? **Yes [X] No [ ]**	**Number of Designated Facilities served:** N/A
Is your annual report available to the public at no charge on a web site on the Internet? **Yes [X] No [ ]**	**Did you provide a copy of your annual report to all Designated Facilities you serve?** **Yes [ ] No [ ]**
Location where Summary Report required under O. Reg. 170/03 Schedule 22 will be available for inspection.	**Number of Interested Authorities you report to:** N/A
Lake Huron and Elgin Area Water Supply Systems c/o Regional Water Supply Division 235 North Centre Road, Suite 200 London, ON N5X 4E7 https://huronelginwater.ca/ Lake Huron Water Treatment Plant 71155 Bluewater Hwy. Grand Bend, ON	**Did you provide a copy of your annual report to all Interested Authorities you report to for each Designated Facility?** **Yes [ ] No [ ]**

Ontario   **Drinking-Water Systems Regulation O. Reg. 170/03**

List all Drinking-Water Systems (if any), which receive all of their drinking water from your system:

Systems that receive their drinking water from the LHPWSS:

Drinking Water System Name	Drinking Water System Number
City of London	260004917
Municipality of Bluewater	260006542
Municipality of Lambton Shores (East Lambton Shores Water Distribution System)	260006568
Township of Lucan-Biddulph	260003071
Municipality of Middlesex Centre (Middlesex Centre Distribution System)	260004202
Municipality of North Middlesex	260006529
Municipality of Strathroy-Caradoc (Strathroy-Caradoc Distribution System)	260080106
Municipality of South Huron (South Huron Water Distribution System)	220001520

Systems that may receive their drinking water from the LHPWSS:

Drinking Water System Name	Drinking Water System Number
Municipality of Lambton Shores (West Lambton Shores Distribution System) *Normally supplied by the Lambton Area Water Supply System (LAWSS) but a connection to the LHPWSS exists	260006581

Did you provide a copy of your annual report to all Drinking-Water System owners that are connected to you and to whom you provide all of its drinking water?
    Yes [X] No [ ]

Indicate how you notified system users that your annual report is available, and is free of charge.
    [X] Public access/notice via the web
    [X] Public access/notice via Government Office
    [ ] Public access/notice via a newspaper
    [ ] Public access/notice via Public Request
    [ ] Public access/notice via a Public Library
    [X] Public access/notice via other method _____ News Release

Ontario **Drinking-Water Systems Regulation O. Reg. 170/03**

Describe your Drinking-Water System

The Lake Huron Water Treatment Plant (WTP) employs pre-chlorination, screening, powder activated carbon addition (seasonally on an as-required basis), coagulation, flocculation, sedimentation, dual-media filtration, post-chlorination, and pH adjustment using sodium hydroxide to treat raw water obtained from Lake Huron. The WTP intake crib and raw water intake pipe have an estimated gross capacity of 454.6 Megalitres/day (MLD). The WTP rated capacity is 340.0 MLD.
A Residuals Management Facility (RMF) providing equalization, clarification, sediment thickening and dechlorination is also housed in the main complex where thickened sediment is dewatered by centrifuges and the sediment is sent to the landfill for final disposal. Clarified and dechlorinated liquid streams are sent back to Lake Huron through the plant drain via the Diversion Chamber.
The transmission system is comprised of the McGillivray Booster Pumping Station and Reservoir, the Exeter-Hensall Booster Pumping Station and Reservoir, the Arva Terminal Reservoir, the Komoka-Mt. Brydges Booster Pumping Station (PS#4) and the associated interconnecting transmission water mains, which includes the primary, Strathroy, Exeter-Hensall, and Komoka-Mt. Brydges transmission water mains.
The drinking water system is monitored at various locations throughout the system via a Supervisory Control and Data Acquisition (SCADA) system.

List all water treatment chemicals used over this reporting period

Filter Aid Polymer (on an as-required basis)
Aluminum Sulphate
Powder Activated Carbon
Chlorine Gas
Sodium Hydroxide
Sodium Hypochlorite (Exeter Hensall Pumping Station)
Dewatering Polymer (Residuals Management Facility)
Sodium Bisulphite (Residuals Management Facility)

Were any significant expenses incurred to?
    [X] Install required equipment
    [X] Repair required equipment
    [X] Replace required equipment

Please provide a brief description and a breakdown of monetary expenses incurred

Capital Projects:
- Distressed pipe segment replacement
- 600V Motor Control Center (MCC) replacements
- Instrumentation replacements
- Travelling screen #1 replacement
- Travelling screen piping replacements
- High lift pump #5 isolation valve replacement

Ontario   **Drinking-Water Systems Regulation O. Reg. 170/03**

- Filters #2, 6, 7 and 9 rebuilds
- Alum system flow meter installation
- Powder activated carbon (PAC) system generator replacement
- Low lift and high lift roof replacements
- Concrete crack injection
- Drain piping replacement
- Surge valve replacement
- Security upgrades
- Server room fire suppression system installation
- B-Line monitoring station relocation
- Removal of obsolete control and electrical panels
- HVAC piping isolators installation
- Low lift sluice gate repairs
- Installed new guard railing in the flocculation rooms
- McGillivray flow meter replacement
- HVAC modifications – administration area
- High lift HVAC fan repairs

Maintenance Projects:
- Installed LED lighting
- Installed McGillivray system isolation valve
- Removal of redundant SCADA communications components
- Monitoring stations KM1 and KM2 chlorine analyzer drain system improvements
- North Middlesex flow meter replacement
- Installed isolation valve on backwash pump #3
- HVAC compressor replacement
- Clarifier gear drive rebuild
- Residuals Management Facility (RMF) screw conveyor rebuilds
- RMF north equalization tank modifications

Provide details on the notices submitted in accordance with subsection 18(1) of the Safe Drinking-Water Act or section 16-4 of Schedule 16 of O.Reg.170/03 and reported to Spills Action Centre

Incident Date	Parameter	Result	Unit of Measure	Corrective Action	Corrective Action Date
NA	NA	NA	NA	NA	NA

 Ontario **Drinking-Water Systems Regulation O. Reg. 170/03**

Microbiological testing done under the Schedule 10, 11 or 12 of Regulation 170/03, during this reporting period.

	Number of Samples	Range of E.Coli Results (CFU/100mL) (min #)-(max #)	Range of Total Coliform Results (CFU/100mL) (min #)-(max #)	Range of HPC Results (CFU/1mL) (min #)-(max #)
Raw Water	104	(0)-(100)	(0)-(10,900)	(<10)-(>2,000)
Treated Water (WTP)	252	(0)-(0)	(0)-(0)	(0)-(20)
Distribution (McGillivray PS)	53	(0)-(0)	(0)-(0)	(<10)-(40)
Distribution (North Exeter)	57	(0)-(0)	(0)-(0)	(<10)-(20)
Distribution (South Exeter)	57	(0)-(0)	(0)-(0)	(<10)-(10)
Distribution (Exeter-Hensall Reservoir)	53	(0)-(0)	(0)-(0)	(<10)-(20)
Distribution (Komoka-Mt. Brydges PS)	53	(0)-(0)	(0)-(0)	(<10)-(40)

Operational testing done under Schedule 7, 8 or 9 of Regulation 170/03 during the period covered by this Annual Report.

Parameter	Number of Grab Samples	Range of Results (min #)-(max #)
Treated Water Free Chlorine (mg/L)	Continuous Monitoring	(0.55) – (1.64)
	2120	(0.89) - (1.68)
Treated Water Turbidity (NTU)	Continuous Monitoring	(0.010) – (2.00)
	2121	(0.004) - (1.41)
Filter #1 - Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.008) - (0.721)
Filter #2 - Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.017) - (0.470)
Filter #3 - Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.017) - (0.854)
Filter #4 - Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.019) - (0.290)
Filter #5 - Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.018) - (0.392)
Filter #6 - Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.015) - (0.210)
Filter #7 - Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.011) - (0.483)
Filter #8 - Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.016) - (0.308)

Ontario **Drinking-Water Systems Regulation O. Reg. 170/03**

Filter #9 - Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.018) - (0.710)
Filter #10- Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.019) - (0.260)
Filter #11- Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.008) - (0.737)
Filter #12- Filtered Water Turbidity (NTU)	Continuous Monitoring	(0.017) - (0.309)
Combined Filtered Water Turbidity (NTU)	2119	(0.009) - (0.112)

Summary of Inorganic parameters tested during this reporting period
(*All tests were conducted on treated water leaving the WTP unless otherwise noted)

Parameter	Sample Date	Result Value	Unit of Measure	Exceedance
Antimony	January 18, 2018	0.00011	mg/L	NO
Arsenic	January 18, 2018	0.0002	mg/L	NO
Barium	January 18, 2018	0.0128	mg/L	NO
Boron	January 18, 2018	0.015	mg/L	NO
Cadmium	January 18, 2018	Not Detected	mg/L	NO
Chromium	January 18, 2018	0.00018	mg/L	NO
Lead *(Komoka Mt-Brydges Monitoring Station #2)*	January 18, 2018 April 25, 2018 July 13, 2018 October 24, 2018	Not Detected Not Detected Not Detected Not Detected	mg/L mg/L mg/L mg/L	NO
Mercury	January 18, 2018	Not Detected	mg/L	NO
Selenium	January 18, 2018	0.00011	mg/L	NO
Sodium	January 18, 2018	11.4	mg/L	NO

Ontario   **Drinking-Water Systems Regulation O. Reg. 170/03**

Uranium	January 18, 2018	0.000038	mg/L	NO
Fluoride	January 18, 2018	0.08	mg/L	NO
Nitrite	January 18, 2018 April 25, 2018 July 13, 2018 October 24, 2018	Not Detected Not Detected Not Detected Not Detected	mg/L mg/L mg/L mg/L	NO
Nitrate	January 18, 2018 April 25, 2018 July 13, 2018 October 24, 2018	0.309 0.363 0.305 0.299	mg/L mg/L mg/L mg/L	NO

Summary of Organic parameters sampled during this reporting period or the most recent sample results
(*All tests were conducted on treated water leaving the WTP unless otherwise noted)

Parameter	Sample Date	Result Value	Unit of Measure	Exceedance
Alachlor	January 18, 2018	Not Detected	mg/L	NO
Atrazine + N-dealkylated metabolites	January 18, 2018	0.00003	mg/L	NO
Azinphos-methyl	January 18, 2018	Not Detected	mg/L	NO
Benzene	January 18, 2018	Not Detected	mg/L	NO
Benzo(a)pyrene	January 18, 2018	Not Detected	mg/L	NO
Bromoxynil	January 18, 2018	Not Detected	mg/L	NO
Carbaryl	January 18, 2018	Not Detected	mg/L	NO
Carbofuran	January 18, 2018	Not Detected	mg/L	NO
Carbon Tetrachloride	January 18, 2018	Not Detected	mg/L	NO
Chlorpyrifos	January 18, 2018	Not Detected	mg/L	NO
Diazinon	January 18, 2018	Not Detected	mg/L	NO
Dicamba	January 18, 2018	Not Detected	mg/L	NO
1,2-Dichlorobenzene	January 18, 2018	Not Detected	mg/L	NO
1,4-Dichlorobenzene	January 18, 2018	Not Detected	mg/L	NO
1,2-Dichloroethane	January 18, 2018	Not Detected	mg/L	NO
1,1-Dichloroethylene (vinylidene chloride)	January 18, 2018	Not Detected	mg/L	NO

Ontario Drinking-Water Systems Regulation O. Reg. 170/03

Dichloromethane	January 18, 2018	Not Detected	mg/L	NO
2-4 Dichlorophenol	January 18, 2018	Not Detected	mg/L	NO
2,4-Dichlorophenoxy acetic acid (2,4-D)	January 18, 2018	Not Detected	mg/L	NO
Diclofop-methyl	January 18, 2018	Not Detected	mg/L	NO
Dimethoate	January 18, 2018	Not Detected	mg/L	NO
Diquat	January 18, 2018	Not Detected	mg/L	NO
Diuron	January 18, 2018	Not Detected	mg/L	NO
Glyphosate	January 18, 2018	Not Detected	mg/L	NO
Haloacetic Acids (HAA's) *(Arva Reservoir)*	January 18, 2018 April 25, 2018 July 13, 2018 October 24, 2018	Not Detected 0.0144 0.0087 Not Detected	mg/L mg/L mg/L mg/L	NO
Haloacetic Acids (HAA's) *(Arva Reservoir)* **Annual Running Average**	2018	0.0050	mg/L	NO
Haloacetic Acids (HAA's) *(Exeter-Hensall Monitoring Station #3)*	January 18, 2018 April 24, 2018 July 13, 2018 October 24, 2018	0.0059 0.0160 0.0096 0.0144	mg/L mg/L mg/L mg/L	NO
Haloacetic Acids (HAA's) *(Exeter-Hensall Monitoring Station #3)* **Annual Running Average**	2018	0.0115	mg/L	NO
Haloacetic Acids (HAA's) *(Komoka Mt-Brydges Monitoring Station #2)*	January 18, 2018 April 13, 2017 July 17, 2017 October 5, 2017	Not Detected 0.0143 0.0098 0.0061	mg/L mg/L mg/L mg/L	NO
Haloacetic Acids (HAA's) *(Komoka Mt-Brydges Monitoring Station #2)* **Annual Running Average**	2018	0.0076	mg/L	NO

Ontario **Drinking-Water Systems Regulation O. Reg. 170/03**

Haloacetic Acids (HAA's) *(Strathroy-Caradoc Monitoring Station #2)*	January 18, 2018 April 13, 2017 July 17, 2017 October 5, 2017	Not Detected 0.0126 0.0095 0.0065	mg/L mg/L mg/L mg/L	NO
Haloacetic Acids (HAA's) *(Strathroy-Caradoc Monitoring Station #2)* **Annual Running Average**	2018	0.0072	mg/L	NO
Malathion	January 18, 2018	Not Detected	mg/L	NO
2-Methyl-4-chlorophenoxyacetic acid	January 18, 2018	Not Detected	mg/L	NO
Metolachlor	January 18, 2018	Not Detected	mg/L	NO
Metribuzin	January 18, 2018	Not Detected	mg/L	NO
Monochlorobenzene	January 18, 2018	Not Detected	mg/L	NO
Paraquat	January 18, 2018	Not Detected	mg/L	NO
Pentachlorophenol	January 18, 2018	Not Detected	mg/L	NO
Phorate	January 18, 2018	Not Detected	mg/L	NO
Picloram	January 18, 2018	Not Detected	mg/L	NO
Polychlorinated Biphenyls (PCB)	January 18, 2018	Not Detected	mg/L	NO
Prometryne	January 18, 2018	Not Detected	mg/L	NO
Simazine	January 18, 2018	Not Detected	mg/L	NO
Total Trihalomethanes *(Arva Reservoir)*	January 18, 2018 April 13, 2017 July 17, 2017 October 5, 2017	0.015 0.021 0.022 0.020	mg/L mg/L mg/L mg/L	NO
Total Trihalomethanes (THMs) *(Arva Reservoir)* **Running Annual Average**	2018	0.020	mg/L	NO
Total Trihalomethanes *(Exeter-Hensall Monitoring Station #3)*	January 18, 2018 April 13, 2017 July 17, 2017 October 5, 2017	0.026 0.027 0.035 0.038	mg/L mg/L mg/L mg/L	NO

![Ontario logo] **Drinking-Water Systems Regulation O. Reg. 170/03**

Total Trihalomethanes *(Exeter-Hensall Monitoring Station #3)* **Running Annual Average**	2018	0.032	mg/L	NO
Total Trihalomethanes *(Komoka Mt-Brydges Monitoring Station #2)*	January 18, 2018 April 13, 2017 July 17, 2017 October 5, 2017	0.020 0.024 0.027 0.027	mg/L mg/L mg/L mg/L	NO
Total Trihalomethanes *(Komoka Mt-Brydges Monitoring Station #2)* **Running Annual Average**	2018	0.025	mg/L	NO
Total Trihalomethanes *(Strathroy-Caradoc Monitoring Station #2)*	January 18, 2018 April 13, 2017 July 17, 2017 October 5, 2017	0.016 0.018 0.025 0.022	mg/L mg/L mg/L mg/L	NO
Total Trihalomethanes *(Strathroy-Caradoc Monitoring Station #2)* **Running Annual Average**	2018	0.020	mg/L	NO
Terbufos	January 18, 2018	Not Detected	mg/L	NO
Tetrachloroethylene	January 18, 2018	Not Detected	mg/L	NO
2,3,4,6-Tetrachlorophenol	January 18, 2018	Not Detected	mg/L	NO
Triallate	January 18, 2018	Not Detected	mg/L	NO
Trichloroethylene	January 18, 2018	Not Detected	mg/L	NO
2,4,6-Trichlorophenol	January 18, 2018	Not Detected	mg/L	NO
Trifluralin	January 18, 2018	Not Detected	mg/L	NO
Vinyl Chloride	January 18, 2018	Not Detected	mg/L	NO

NOTE: *During 2018, no Inorganic or Organic parameter(s) exceeded half the standard prescribed in Schedule 2 of Ontario Drinking Water Quality Standards.*

Mayor Dan Mathieson & Stratford City Council

In co-operation with the

Stratford Festival

Are pleased to invite Municipal Staff, Elected Officials,
their friends and families to join us for

Civic Night

Tuesday, June 18th, 2019
"Billy Elliott"

Festival Theatre - 55 Queen Street, Stratford
Performance: 8:00 p.m.

A Show to Make Your Spirit Shine

Dreams don't come easy in the hardscrabble mining town, riven by a bitter national strike, where eleven-year-old Billy lives with his bereaved family. But Billy's discovery of his talent for dance awakens in him a passion that will transform his life and win the hearts of his whole community. With its inspirational story, breathtaking dance numbers and music by pop legend Elton John, this fresh new take on the smash-hit show – reimagined for Stratford – will appeal to all.

Please join us prior to the performance in the
Paul D. Fleck Marquee for a Reception beginning at 6:30 pm

For this performance, the Stratford Festival is offering 2 tickets for the price of one, however, tickets can be purchased individually at half price. Tickets will sell out quickly for this performance, so please purchase your tickets early. The Festival is also offering discounted tickets for youth 18 years of age and under, so please feel free to bring them along.

*Tickets can be purchased by contacting the Box Office at 1-800-567-1600 or on-line at www.stratfordfestival.ca and providing the **Promotion Code 85151**. Additional information regarding this performance is available through the Stratford Festival's website.*

If you should have any questions or require additional information, please do not hesitate to contact Pat Shantz, Administrative Assistant to the Mayor, at 519-271-0250, ext. 236 or by email pshantz@stratford.ca. We look forward to seeing you on June 18th!

LAKE OF BAYS
• MUSKOKA •

T 705·635·2272
TF 1·877·566·0005
F 705·635·2132

TOWNSHIP OF LAKE OF BAYS
1012 Dwight Beach Rd
Dwight, ON P0A 1H0

February 21st, 2019

Via Regular Mail & Email

Doug Brewer
Director of Policy
Ministry of Municipal Affairs
17th Floor, 777 Bay Street
Toronto, Ontario M5G 2E5

Angela Morgan, CMO, AOMC
President
AMCTO
2680 Skymark Avenue
Mississauga, ON L4W 5L6

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

Stephane Perrault
Chief Electoral Officer of Canada
Elections Canada
30 Victoria Street
Gatineau, Quebec
K1A 0M6

Minister's Chief of Staff
Ministry of Finance
Frost Building South, 7th Floor
7 Queen's Park Crescent
Toronto, ON M7A 1Y7

Greg Essensa
Chief Electoral Office of Ontario
Elections Ontario
51 Rolark Drive
Toronto, ON M1R 3B

RE: Maintaining the Voters' List for Municipal Elections

Please be advised that the Council of the Township of Lake of Bays at its meeting held on February 19th, 2019 passed the following resolution:

"Resolution #7(a)/02/19/19

Councillor Tapley and Councillor Godard

BE IT RESOLVED THAT the Council of the Corporation of the Township of Lake of Bays receives the resolutions and correspondence from the Town of Mono, Town of Shelburne, City of Hamilton, Town of Kearney and Township of South Frontenac regarding the Voters' List for Municipal Elections.

AND THAT Council endorses and supports the re-establishment of the multi-stakeholder working group between the Ministry of Municipal Affairs, Ministry of Finance, AMCTO, MPAC and Elections Ontario in exploring and identifying ways to create and maintain the Voters' List for Municipal Elections.

AND FURTHER THAT this resolution be circulated to all Ontario Municipalities for their consideration and support.

Carried."

...2

2

Trusting this is satisfactory for your purposes.

Sincerely,

Carrie Sykes, *Dipl. M.A., CMO*
Director of Corporate Services/Clerk

CS/ec

cc: all Ontario municipalities

Encl.

100 LAKES TO EXPLORE

**Board of Directors Meeting Highlights
Held on February 21, 2019 at 8:30 AM
at the Material Recovery Facility Board Room**

BRA
Bluewater Recycling Association

Association Launches Ad Campaign to Focus on Quality Materials

STOP Wish-cycling!

RECYCLE ONLY
PRINTED PAPERS AND PACKAGING

Printed Paper | Boxes and Cardboard | Aluminum & Steel Cans

Plastic Bottles & Containers | Glass Bottles and Jars

Wish-cycling is the practice of tossing questionable items in the recycling bin, hoping they can be recycled.

You may wish these were recyclable or even think they ought to be but unfortunately they are not acceptable.

Placing the wrong items in the recycling bins increases the cost of the program, lowers the value of the remaining recyclables, and affects the safety of our employees.

Just because something is made of paper, metal, plastic, or glass, it does not mean it is recyclable. Make sure you see it listed in the latest acceptable list posted on our web site, or your calendar.

If you are unsure, please ask us at info@bra.org or 1-800-265-9799, or visit www.bra.org

It is not uncommon to find pizza boxes stained with grease, and all sorts of weird things like old garden hoses, needles, Christmas lights, and batteries in the recycling bins. These items cannot be recycled in the curbside bin. Food contaminates paper and cardboard making them less likely to be recycled. The hose and christmas lights wraps around the machines that screen and sort items disrupting the operations and reducing the amount of material that can be recycled. The needles and battery cause a hazard to our workers.

Although a lot of items have a recycling symbol on them, that doesn't mean all of them can be placed in the blue bins. Some may even require special handling. Only printed paper and packaging are accepted in the blue bins. Contamination has been a problem for a long time. However, with increasingly stringent standards by end markets, it becomes more important to try to limit it. We need you to help us by recycling smarter. We need you to be thoughtful, intentional, and deliberate with your recycling.

Here are the most common items we find in your recycling bin that should be in your waste bin. Aseptic containers like juice boxes, polycoated containers like those used for milk products, coffee cups, aluminum foil and pie plates, cat food cans, aerosols containers, plastic paint cans, needles, pots and pans, lawn chairs, toys, swimming pools and solar blankets, lottery tickets, anything smaller than 3".

This ad is provided through a partnership between industry and Ontario municipalities to support waste diversion programs.

2019 Acceptable List Is Out

A new more detailed acceptable list is now published on our website and it is making its way out to the residents through normal channels like the annual calendars. It focuses on quality over quantity with a clear list of acceptables, some recent changes that reflect market demands and a clear list of not acceptables that some people think should be in the program.

Harmonized Recycling

Simplified communication decreases contamination and confusion among residents while increasing the capture rate for curbside recyclables.

Imagine trying to take a train, subway or bus system across a city where the signage, names and colors of the routes are inconsistent. It would be difficult. But that's how many communities approach recycling education.

Random instructions here and there won't result in consistent behavior among residents. Instead, municipal recycling programs must offer harmonized and simplified communication across the board to be assured of consistent outcomes.

Harmonizing means bringing into consonance or accord. In municipal recycling, it means material recovery facilities (MRFs) and other stakeholders work together to provide clear, consistent messaging that can effectively change residents' recycling behaviors.

Recycling messages need to be the same at work, home and play, regardless of political or geographic boundaries.

When MRF operators and other stakeholders work together to create educational messaging about recycling that is synchronized across these areas, beautiful things happen: Contamination is reduced and the capture rate increases. But having synchronized messaging doesn't necessarily mean that all stakeholders must have identical educational approaches or perfectly matching "acceptable materials" lists; that's not practical. Rather, all stakeholders should collaborate to keep their messages coordinated.

Across the United States, many MRF operators and the municipalities they serve are collaborating on recycling education by attending workshops on delivering more consistent messaging.

It should be used to refocus messaging on the most detrimental materials. This is not the forum to determine what materials should be "in" or "out" of the recycling stream. This is the start of a long-term strategy to align communities in their messaging.

Often, a community's list of acceptable materials is outdated. For instance, if millennial residents see that "phone books" are acceptable in the recycling stream, they might be unsure of what that means. It might be time to update that item—and others—on the acceptable list.

Oil Springs Chooses Automated Collection

The Village of Oil Springs will be joining the majority of households serviced by the Association using the Automated Collection system with wheelie bins. Over 90% of our households are now serviced this way.

Council reviewed the system and opted to implement a weekly collection program as soon as possible. The implementation is planned for the first week in July 2019.

Providing Municipalities with a Say in Landfill Siting Approvals

Waste collection is vital to the operation of any municipality. Part of the waste management process includes safe and environmentally responsible disposal options, such as engineered landfills, which are essential to managing residual waste materials that cannot be reused or recycled. Ensuring well-planned and well-managed disposal capacity for Ontario's solid waste is an economic and environmental necessity for municipalities, residents and businesses. In 2017, it is estimated that Ontarians sent to 11.6 million tonnes of waste to landfills, which includes a heavy reliance on the exportation of waste. With approximately 123 million tonnes of remaining capacity in approved landfills in the province, Ontario will exhaust this capacity by 2032 at current disposal rates.

To develop new or expanded landfill capacity in Ontario, proponents must conduct a rigorous Environmental Assessment (EA) which historically has taken 5-10 years, at great cost to the proponent. As key stakeholders, municipal governments are already legislated as an official review and commenting agency in the environmental assessment process. Municipalities currently have many opportunities to engage with proponents, review technical studies, provide comments, and effect outcomes in the EA process.

Additionally, municipalities have authority under the Planning Act on Official Plan, zoning, site plan, and other local approvals. Landfill proponents are already required to address the concerns and input of municipalities at every milestone of the environmental assessment process.

Local citizens, municipalities and communities are consulted throughout the Environmental Assessment process and have many ways to voice their opinions, collaborate with the proponent company and form coalitions that can collaborate with the landfill proponent for the entire operating period.

The following recommendations offer additional measures that would enhance municipal engagement within the EA process for new and expanding landfills.

1. Confirm municipal interests at the outset
2. Create means for municipal engagement
3. Articulate financial-related commitments
4. Align Interests/Opportunities regarding local waste management
5. Provide financial assurance declaration
6. Examine other municipal considerations
7. Additional Considerations:

Require landfill proponents to provide ongoing communication to host local governments – and any resident who requests such - through quarterly reports on the environmental assessment review process.

OWMA Publishes Latest Stats on Landfill Capacity in Ontario

Safe and reliable disposal options, such as landfills, are an essential part of managing waste materials in Ontario that are not reused and recycled.

Ensuring adequate disposal capacity for Ontario's solid waste within our own borders is an economic and environmental necessity, and vital for communities, residents and businesses across the province.

OWMA's 2nd Landfill Report, released in January 2019, provides accurate and timely data on the capacity of Ontario's public and private sector landfills to serve Ontario's waste disposal needs.

This data helps guide policy decisions for the waste management sector, enabling those in the industry and government to make better business decisions; and provides better information to educate the broader public. The report's data challenges many assumptions, such as the available remaining capacity in landfills and the amount of waste disposed of annually.

This report provides an important fact-based context for any policy deliberations on potential changes to the landfill siting and expansion environmental review process, as part of the government's consultation on the recently released Ontario Environment Plan.

Based on the current landfill capacity depletion rate, Ontario's available landfill capacity is expected to be exhausted in 14 years, by the year 2032. Should legislative or economic changes result in waste no longer being exported to the United States, Ontario's available landfill capacity will be exhausted sooner, by the year 2028.

Ontario has 805 active public and private sector landfill sites across the province, with remaining capacity of 122.9 million tonnes.

However, most of this remaining capacity is relatively concentrated in just a small number of large landfill sites, with 56% of Ontario's remaining landfill capacity is held by 7 sites (both private and public), while 82% of remaining capacity is held by just 15 sites (both private and public).

In 2017, Ontario landfills received a total of 8.1 million tonnes of waste, an increase of about 5% from the 7.7 million tonnes in OWMA's 2016 Landfill Report.

In addition to waste received at Ontario landfills in 2017 was 3.5 million tonnes of waste that was exported during the year to landfills in the United States, primarily to Michigan and New York.

When waste export data is combined with data on waste disposed in Ontario, the total amount of waste sent to landfills by Ontarians in 2017 equates to almost 11.6 million tonnes.

Property Tax Update: Province Intends To Maintain Current Valuation Methodology For Landfills

On December 21, 2018, Minister Fedeli confirmed that, in order to maintain stability for landfill operators and municipalities, the Province intends to maintain the current valuation methodology for properties in the landfill class for the next reassessment. This means that landfills will continue to be assessed based on vacant industrial land values.

This decision is very positive, not just for landfill operators, but also for all other waste management facilities that faced a similar risk of having their property assessments changed to an income-based approach for property taxation. New regulatory amendments to implement this decision will be brought forward in 2019.

Environment Minister Releases Ontario's New Environment Plan

Environment Minister Rod Phillips released Ontario's Environment Plan. The plan is broad in scope and includes the government's strategy to reduce greenhouse gas emissions. The plan outlines the government policy direction on waste management for Ontario. Specific action items that will be of interest to members include:

Reduce and divert food and organic waste from households and businesses

Expand green bin or similar collection systems in large cities and to relevant businesses.

Develop a proposal to ban food waste from landfill and consult with key partners such as municipalities, businesses and the waste industry.

Educate the public and business about reducing and diverting food and organic waste.

Develop best practices for safe food donation.

Reduce plastic waste

Work with other provinces, territories and the federal government to develop a plastics strategy to reduce plastic waste and limit micro-plastics that can end up in our lakes and rivers.

Seek federal commitment to implement national standards that address recyclability and labelling for plastic products and packaging to reduce the cost of recycling in Ontario.

Work to ensure the Great Lakes and other inland waters are included in national and international agreements, charters and strategies that deal with plastic waste in the environment.

Reduce litter in our neighbourhoods and parks

Our environment plan reflects our government's commitment to keep our neighbourhoods, parks and waterways clean and free of litter and waste. When Ontarians walk their dog or take their children to the park they expect their time outdoors to be litter-free.

Work with municipal partners to take strong action against those who illegally dump waste or litter in our neighbourhoods, parks and coastal areas.

Develop future conservation leaders through supporting programs that will actively clean up litter in Ontario's green spaces, including provincial parks, conservation areas and municipalities.

Connect students with recognized organizations that encourage environmental stewardship so they could earn volunteer hours by cleaning up parks, planting trees and participating in other conservation initiatives.

Increase opportunities for Ontarians to participate in waste reduction efforts

Work with municipalities and producers to provide more consistency across the province regarding what can and cannot be accepted in the Blue Box program.

Explore additional opportunities to reduce and recycle waste in our businesses and institutions.

Make producers responsible for the waste generated from their products and packaging

Move Ontario's existing waste diversion programs to the producer responsibility model. This will provide relief for taxpayers and make producers of packaging and products more efficient by better connecting them with the markets that recycle what they produce.

Explore opportunities to recover the value of resources in waste

Investigate options to recover resources from waste, such as chemical recycling or thermal treatment, which have an important role – along with reduction, reuse and recycling – in ensuring that the valuable resources in waste do not end up in landfills.

Encourage increased recycling and new projects or technologies that recover the value of waste (such as hard to recycle materials).

Provide clear rules for compostable products and packaging

Ensure new compostable packaging materials in Ontario are accepted by existing and emerging green bin programs across the province, by working with municipalities and private composting facilities to build a consensus around requirements for emerging compostable materials.

Consider making producers responsible for the end of life management of their products and packaging.

Support competitive and sustainable end-markets for Ontario's waste

Cut regulatory red tape and modernize environmental approvals to support sustainable end markets for waste and new waste processing infrastructure.

Provide municipalities and the communities they represent with a say in landfill siting approvals. While we work to reduce the amount of waste we produce, it is recognized that there will be a need for landfills in the future. The province will look for opportunities to enhance municipal say while continuing to ensure that proposals for new and expanded landfills are subject to rigorous assessment processes and strict requirements for design, operation, closure, post-closure care and financial assurance.

Make it easier and safer to reuse excess soil

Recognize that excess soil is often a resource that can be reused. Set clear rules to allow industry to reduce construction costs, limit soil being sent to landfill and lower greenhouse gas emissions from trucking by supporting beneficial reuses of safe soils.

Full Producer Responsibility Transition Underway

An important component in the Made-in-Ontario Environment Plan is moving Ontario's existing waste diversion programs to the producer responsibility model. Transitioning Ontario's waste diversion programs includes two concurrent steps:

Winding up the existing waste diversion programs and industry funding organizations under the Waste Diversion Transition Act (WDTA); and,

Putting in place regulations under the Resource Recovery and Circular Economy Act (RRCEA) to make producers fully responsible.

To date, both the Waste Electrical and Electronic Equipment (WEEE) and the Municipal Hazardous or Special Waste (MHSW) programs have been directed to develop and submit wind up plans to the Resource Productivity and Recovery Authority. A revised direction letter was recently issued to Stewardship Ontario instructing them to wind up the battery portion of the MHSW program by June 30, 2020, which is the same day that the WEEE program will cease operation.

In order to enable transition from the existing waste diversion programs to the new producer responsibility framework, the Ministry is developing policy considerations for a new regulation that will be in place when the WEEE and battery programs cease operation (i.e. July 1, 2020).

Proposed Regulatory Framework for Waste Electrical and Electronic Equipment (WEEE) under the Resource Recovery and Circular Economy Act, 2016

Waste Electrical and Electronic Equipment (WEEE) is one of the most rapidly growing waste streams. In the European Union, it is expected to grow by 3-5% per year to more than 12 million tonnes by 2020. The short lifespans and designed obsolescence of the original products, combined with the toxic components of Electrical and Electronic Equipment (EEE), make responsible management increasingly challenging. This is of particular concern for municipalities as we are often the backstop to ensuring waste is managed properly and does not cause environmental concerns.

Property taxpayers should not be responsible to manage and co-fund a recycling system when they have no influence over the types of materials entering the waste stream, nor do they have the means to create new end markets for recovered WEEE. Municipal governments support provincial policies that assign responsibility to those that can most effectively and efficiently drive change – the producer. As many other jurisdictions have done successfully around the world, producers should be made fully responsible to collect and ensure their materials are properly recycled.

Shifting this responsibility to producers will create economic opportunities, incent innovation, improve our environment, and reduce the burden on Ontario's taxpayers. Producers are in the best position to communicate directly with consumers about whether their materials can be recycled and to decide how to best collect them. They are also best informed to invest in the recycling collection and processing system necessary and to create markets to support their end use. This means making producers directly responsible for ensuring accessibility for all Ontarians, continually improving both collection and recycling outcomes, allowing for competition to drive innovation both at the service provider and producer level and ensuring transparency and direct accountability.

Globally, many corporations recognize that they're in the best position to drive change to address this issue, rather than burdening property taxpayers.

Municipal governments are supportive of a broad and inclusive list of designated WEEE as is currently included in Schedules 1 through 7 of Regulation 389/16 under the Waste Diversion Transition Act, 2016. However, Ontario's current WEEE program is only collecting a subset of these items and the list's complexity makes it difficult for consumers to understand what is acceptable for recycling in the program.

The new WEEE regulation should focus responsibility on those that can most effectively and efficiently drive change. AMO recommends a similar approach to that used to define responsible persons in the Used Tires Regulation (O.Reg. 225/18) be taken by incorporating a cascading approach to identify the responsible person(s).

We recognize the challenge of identifying Responsible Persons who retail products without a legal residence or physical presence in Ontario. The Used Tire Regulation provides a starting point to address this important issue. It is a global issue and as such the Ministry could also look to incorporate the best practices identified in the OECD's latest report entitled 'Extended Producer Responsibility (EPR) and the Impact of Online Sales.'

It is essential to ensure consumer accessibility to WEEE collection sites across the Province. We recognize this is one of the key challenges under the RRCEA as the responsibility for collection lies with individual producers and/or their representative Producer Responsibility Organizations. The regulation must also ensure that consumer accessibility is provided in smaller rural, northern and remote communities. Producers should promote details on what types of WEEE can be recycled and what cannot; where it is collected in Ontario.

Almost Everything You Know About E-Waste Is Wrong

Many of us think we know what electronic waste is because we wonder what to do with devices we no longer want or need. It's the old cellphone and its charger stuffed in the drawer. It's that old laptop, monitor or printer packed behind the door or in the basement. It's also all those things we throw out that are exported overseas, and picked over by people who are either desperate for work, despite the health and environmental risks, or at the forefront of a new green economy, depending on the narrative you hear.

But it is far more than all of that. Waste arises ubiquitously, but unevenly, throughout the lives of electronics, not only when users discard their devices. No amount of post-consumer recycling can recoup the waste generated before consumers purchase their devices.

Data on waste generation typically separate producer wastes, such as those from mining, and consumer wastes such as those from households. But there are problems with such division. It makes the mistake of thinking producer waste and consumer waste are two separate things instead of flip sides of the same coin in industrial systems. It also makes the mistake of presuming consumers have much in the way of meaningful choice in what their electronics are made of.

Electronics contain a wide variety of materials. One important example is copper. The electronics industry is the second-largest consumer of copper. Only the building and construction sector uses more. About 30 per cent of world copper consumption is satisfied from recycling copper scrap. The rest needs to be mined. A United States Geological Survey (USGS) study claims that for every kilogram of copper mined, at least 210 kilograms of mine waste arise.

The same study reports that one of the largest copper mines in the world, Chuquicamata in Chile, generates a daily average of more than 298,000 metric tons of mine waste. At that rate, it only needs to operate for about 12 hours before it generates as much mine waste by weight as Chile does e-waste in a year. After a little over 48 days of operation, the Chuquicamata mine generates about the same amount of mine waste by weight as the total annual e-waste arising in China and the United States combined.

Manufacturing digital devices entails substantial tonnages of discards that, by weight, far exceed what consumers dispose of as e-waste. For example, in 2014, about 3.1 million metric tons of e-waste was collected from households in the European Union. Yet five times more waste, 16.2 million metric tons, arose from electronics manufacturing within the EU. This means that even if all household e-waste collected in the EU is recycled, waste from manufacturing electronics in the same region far outstrips the scale of household e-waste.

Once they're in use, it can be tricky to measure the environmental impact of energy use by electronics. The electricity the device uses may be generated by coal, hydro or solar power plants. But it's clear that the environmental impact of cyberspace is anything but "virtual."

Minting a new bitcoin, for example, can produce seven to 12 tonnes of CO_2 per coin. Researchers estimate that electricity use for electronics in businesses and homes are responsible for about two per cent of total global greenhouse gas emissions. By 2040 those emissions could account for six to 14 per cent of total global greenhouse gas releases.

Post-consumer recycling of electronics will never be enough, we need to be able to repair — and upgrade — the devices we already have, if we are to slow our production of e-waste. Innovative initiatives that facilitate reuse and repair while also finding ways to offset e-waste that arises do exist. More are needed.

In the U.S., the Repair Association is doing the hard work of advocating for consumers to have the right to repair the devices they purchase by enshrining those rights into law. That said, an e-waste recycler in California now faces a 15-month prison sentence and a US$50,000 fine in his efforts to extend the lives of computers.

The automobile, food and pharmaceutical industries have to show their products meet certain safety standards before they are put on the market. Why not demand the same of the electronics industry?

Requiring electronics manufacturers to make products that are materially safer, durable and repairable would be important steps in mitigating waste from electronics throughout their life cycle in ways that post-consumer recycling on its own will never achieve.

China Details Scrap Metal Import Restrictions For July

China has announced plans to restrict imports of scrap aluminum, steel and copper starting July 1.

These materials previously were on the "unrestricted" materials list, but will be subject to restrictions and government approval under the new regulations, according to an automated translation of the original news release.

The Ministry of Ecology and Environment indicated that other departments are examining new quality standards for scrap aluminum and copper. They could end up getting classified as regular goods and not solid waste, thus exempting them from the import restrictions.

These restrictions are the latest way China is attempting to clean up its environment and make recycling a more domestically-driven industry. The restrictions follow a year of regulatory additions and tweaks on recyclable material import restrictions and bans. Thus far, the U.S. fiber and plastics sectors have been harder hit by China's restrictions than metals. But this move advances China's stated goal of banning all scrap imports — including metals — by 2020.

The announced regulations on steel, aluminum and copper are merely restrictions, not bans. Even so, import limits likely will affect scrap metal supply, demand and pricing. Some scrap metal markets already have experienced destabilization this year from tariffs introduced in the ongoing U.S.-China trade war. In September, China's scrap paper imports dropped 23% and its scrap metal imports dropped 44% following the tariffs, reports Recycling Today.

Despite the announcement and international press coverage, this move by the Chinese government is similar to others in that it's unclear if the regulations are completely new or if elements already are in effect. The intended 2020 ban, for example, already had been well-known in the scrap recycling industry when an announcement came from the Chinese government last June. The finer details of the just-announced metals restrictions are also a bit hazy because the government statement includes references to a number of import restrictions already in place.

Fastmarkets predicts the metal regulations will result in an influx of copper scrap into China during the first half of this year, as the country's buyers try to secure material before the restrictions take effect on July 1.

Low Aluminum Prices Add To MRF Woes

Used beverage cans, historically a reliable and valuable commodity, have seen recent price lows that are adding extra strife to already stressed residential recycling markets.

A year ago, UBCs, the most common scrap aluminum grade handled by MRFs, were trading for 74 to 76 cents per pound, truckload quantity picked up from a supplier. Now, they're selling for 20 cents less per pound, according to market reports from the Institute of Scrap Recycling Industries (ISRI). Today's price is the lowest it's been since July 2009.

A handful of forces, including lower domestic demand among aluminum producers and growing supply, have played into the price decline.

For example, The Wall Street Journal reported China's imported recyclables quality standards and the U.S.-China tariff war has resulted in a glut of domestic scrap aluminum in the U.S., pushing prices downward.

Trade strife with Russia is also a factor, most notably U.S. sanctions against Russian aluminum supplier Rusal. After the sanctions were announced last April, U.S. companies were given a timeline to stop buying from the Russian aluminum giant. The sanctions were delayed throughout 2018, but the aluminum company has effectively been cut off from North American and European markets, creating turbulence in aluminum prices. The U.S. Treasury Department recently proposed removing those sanctions, which would reopen Rusal's access to domestic markets. Such a move would likely lower U.S. aluminum prices further due to the re-entry of a foreign supplier.

Transportation bottlenecks and other logistical struggles are also playing into aluminum prices, according to ISRI. Moving into 2019, trade policy and domestic investment in aluminum production will be the big factors to watch.

Adding to the trade uncertainty, the Chinese government last month pledged to "restrict" scrap aluminum imports beginning this summer. Aluminum shipments are not proposed to be banned altogether but instead added to a list of materials that will see heavier scrutiny when coming into the country.

This may have a limited impact on MRF material movement because UBCs largely stay domestic. From January 2018 through October 2018, U.S. exporters sent fewer than 800 short tons of UBCs to China, compared with 466,000 short tons of non-UBC scrap aluminum. Industry publication American Metal Market reported last week that "ample scrap availability" is outpacing demand, furthering the downward pricing trend.

The price drop may be felt primarily by municipalities, because many contracts are structured in a way that shields the MRF when commodity prices decline. But unlike other commodities, there's little in terms of sorting that MRFs can do to increase their ability to move or boost the value of the material. When mixed-paper markets collapsed in 2017, for example, MRF operators across the U.S. began slowing their lines, installing new equipment and adding workers, all to maximize the product quality in order to meet buyer specifications.

With UBCs, however, the industry's standard contamination threshold is already about 0.1 percent.

UPS And Terracycle Partner To Close The Loop

United Parcel Service (UPS), Atlanta, has joined the coalition of international recycling leader TerraCycle, Trenton, New Jersey, to unveil a new reusable and returnable system for managing consumer product packaging. The system, called Loop, will be tested in Paris and New York as a first step toward full implementation in consumer markets.

UPS says the Loop system breaks through the reliance on single-use packaging for consumer goods. Consumers will be offered a variety of products in customized, brand-specific durable packaging that is delivered directly to customers, then collected, cleaned, refilled and redelivered.

Loop products will be delivered and picked up via a system designed by TerraCycle and UPS, representing the latest advances in TerraCycle's long-standing partnership with UPS.

Loop customers will receive durable, reusable or fully recyclable packaging made from materials such as alloys, glass and engineered plastics. Even the outer shipping container is part of the revamped design; a shipping tote will eliminate the need for single-use boxes and offer consumers an attractive solution that reduces waste.

UPS and TerraCycle collaborated to design outer packaging with protective dividers inside that can handle liquids, dry goods and personal care products. The tote is made with materials that offer easy cleaning for reuse. The UPS Package Design and Test Lab helped to custom-design and test packaging to be appealing to consumers, yet durable enough to be used time and again. UPS says its lab is certified by the International Safe Transit Association (ISTA) to conduct ISTA package integrity testing procedures. During the design and testing, UPS says it identified solutions to mitigate the following: Materials breakdowns, Product leaks, Scratches on metal containers caused by metal closures

Recommendations provided by the UPS lab to TerraCycle included multi-threaded closures for product containers, a modified capping approach to reduce the risk of leaking products and custom dividers within the Loop tote to better hold products in place during transit, among others.

Additionally, UPS says its Package Design and Test Lab implemented rigorous real-world shipment tests to gather insights into how the durable and reusable Loop tote could withstand high-volume shipping through UPS's network of global distribution facilities.

UPS says the pilot tests planned for Paris and New York in 2019 will help refine the process, with additional feedback from consumer experience data.

UPS says its Package Design and Test Lab's specialized equipment mimics the "shake, rattle and roll" effect of high-speed conveyors found in transportation hubs and on commercial delivery vehicles. In addition to evaluating for durability, the lab engineers also evaluate packaging materials to identify stable, efficient, environmentally-conscious solutions.

To use Loop, customers must go to the Loop website, https://loopstore.com, or Loop partner retailer's websites to shop.

Nestlé Ready To Bin 'Unrecyclable' Packaging Materials

Nestlé has put several materials, such as polyvinyl chloride and polystyrene, on its so-called 'negative list'. This move is a first step towards phasing out unrecyclable materials from its newest product lines.

We've all encountered the plastic lids on Nestlé's famous Smarties candy packaging. It looks like they may not be around much longer. As of this year, the producer is avoiding 'non-recyclable plastics/paper combinations' in all its future packaging. This includes paper/plastic laminates, and laminated paper cups. Besides, Nestlé has pledged to remove such packaging from its existing portfolio.

The company will also be more cautious regarding the inclusion of sleeves, labels, films, trays, printing inks, as well as sealing layers in its packaging from now on. Ultimately, Nestlé strives to make 100% of its packaging either recyclable or reusable by 2025.

They are determined to look at every option to solve this complex challenge and embrace multiple solutions that can have an impact now. They believe in the value of recyclable and compostable paper-based materials and biodegradable polymers, in particular where recycling infrastructure does not exist.

Billion-Dollar Investment To Counter Ocean Plastics From Asia

Thailand is one of five emerging markets where between 55% and 60% of the world's plastic pollution originates, according to the non-profit group Ocean Conservancy. Now a consortium of nearly 30 global companies has committed more than US$ 1 billion (EUR 880 million) to developing programs and technologies to tackle the marine waste stream.

Together with China, Indonesia, the Philippines, and Vietnam, Thailand is 'guilty' of producing record amounts of plastic waste. The country's 23 coastal provinces dump around one million tonnes of trash into the sea annually, Thailand's Ministry of Natural Resources and Environment states. Plastic bags make up 15% of this waste while plastic straws account for 7%. The first is not surprising as the country's population of 69 million uses 70 billion plastic bags a year – 1 000 per person, on average.

The total weight of plastic going into the oceans annually currently stands at eight million tonnes – and that figure is growing. Furthermore, only some 10% of all the plastic ever made has actually been recycled, claims the journal Science Advances.

Major companies like LyondellBasell, ExxonMobil, Dow, Procter & Gamble, and Shell Chemical have now formed a united front against plastic pollution called the Alliance to End Plastic Waste. Together, they aim to invest US$ 1.5 billion in tackling ocean plastics. One billion has already been committed to this cause.

One of the objectives of the project is setting up an incubator network with investment firm Circulate Capital and New York-based consultancy SecondMuse to develop and promote plastic recycling technologies, particularly in south-east Asia.

Project partners will also collaborate with the United Nations to train government officials and community leaders to identify and pursue localised waste prevention efforts. There are also plans to map ocean plastics with help from US recycler Renewology and to establish integrated waste management systems in large urban areas where infrastructure is lacking.

NWRA Aims For Big Gains On Industry Safety

The National Waste and Recycling Association (NWRA) urges local officials to include requirements for technology like automated collection when soliciting bids or proposals for waste and recycling collection. Technology, like automated collection, improve efficiencies in waste and recycling collection and reduce injuries. Drivers do not need to leave the vehicle or lift heavy containers.

"In order to make real progress in reducing fatalities in our industry, we need big wins and major changes. Just doing more of the same -- safety manuals, safety meetings, rhetoric, and finger-pointing -- will not get us to where we need to be.

"We need to take a cue from other industries, such as mining, that have embraced technology resulting in drastically reduced fatality rates. We are experiencing fatalities within large companies with stellar safety programs and at smaller companies that have fewer resources. What we are doing is not working. We have little control over issues such as distracted driving by motorists, so we need to use the technology we have available to shield our workers from hazards. It is safety 101. If you cannot eliminate the hazard, install an engineering control that separates the hazard from the person.

"Automated pick-up is a real solution that should be aggressively implemented where feasible. Other technologies and methods that serve as real engineering controls should also be incorporated. We need big wins, we need them now, and we need to get serious if we actually want to change the safety trajectory of our industry," said NWRA President and CEO Darrell Smith.

NWRA will send a letter to local officials urging wider adoption of technology like automated collection in waste collection. The use of automated pick-up has expanded over the last decade. As automation is more deeply integrated in society, NWRA believes that technological solutions like automated pick-up can improve safety in the waste and recycling industry.

California Becomes 23rd State To Adopt Slow Down To Get Around Law

Law Will Keep Workers Safe as They Do Their Jobs Along California Roadways

California became the 23rd state to adopt Slow Down to Get Around legislation, AB 2115, making California roads safer for waste and recycling collection workers.

"Slow Down to Get Around laws carry an important message - take your time and slow down around garbage trucks. We applaud California for joining 22 other states that have now passed similar laws that serve as a national best practice to prevent unnecessary accidents and injuries," said Darrell Smith, President and CEO of National Waste and Recycling Association.

 NWRA member companies have been diligent in providing advanced safety training for drivers and those who hop-off the trucks to make collections. However, distracted drivers operating near a collection truck are a major hazard for waste collection workers.

Sponsored by Assemblyman Miguel Santiago, AB 2115, was passed by the California Legislature and signed into law on September 23, 2018 and will become effective on January 1, 2020. The law:

- requires motorists approaching and passing a stationary solid waste collection vehicle to reduce and maintain a safe speed for weather, road conditions and traffic in order to proceed with due care and caution; and

- provides for the use and display of amber lights.

New Research from ATRI Identifies E-Commerce Impacts on the Trucking Industry

The American Transportation Research Institute (ATRI) released an analysis of the impacts that emerging e-commerce trends are having on the trucking industry, including the challenges and opportunities that more regionalized retail supply chains and the proliferation of urban "last mile" deliveries have presented. This research was identified as a top research priority by ATRI's Research Advisory Committee.

The analysis provides background on emerging e-commerce and omni-channel retailing trends, and maps the implications of these trends to trucking operations and the industry's top ten issues. Key findings in ATRI's report include:

- From 1999-2017, e-commerce sales increased from less than one percent of total U.S. retail sales to more than nine percent, reflecting a 3,000 percent increase in e-commerce sales.

- Annual growth of e-commerce has ranged between 13 and 16 percent over the last five years, outpacing the one to five percent annual growth in traditional retail sales.

- Retailers are becoming more flexible in how they transact with consumers by decentralizing their distribution/fulfillment networks to bring inventory closer to consumers.

- There were 2,130 fewer department stores and 385,000 fewer jobs at these stores in 2017 compared to 2015; there were 1,937 more courier services operating and just over 85,000 new employees hired in the sector during this time period.

- "Last Mile Fulfillment Centers" represented 73 percent of the industrial real estate market in 2017, a 15 percentage point increase from the previous year.

- Registrations for single-unit trucks increased by 7.8 percent between 2007 and 2016 compared to 4.4 percent growth in combination truck registrations.

- The number of intra-regional and last-mile truck trips has increased while the average length of haul has declined. Average trip lengths have decreased 37 percent since 2000, while urban vehicle miles traveled have increased for much of this time period.

- Intrastate and local hauls for e-commerce could serve as a training opportunity for 18-20-year-old drivers, representing a huge new pool of potential interstate CDL drivers.

Tire Program

Please note that the Resource Productivity and Recovery Authority (RPRA) has published a series of documents on Used Tires to help municipal governments prepare for the new Regulation that comes into force on January 1, 2019:

1.   A Compliance Bulletin 6 – Municipal Tire Collection Services provides guidance to municipalities, and producers who are required to establish and operate tire collection sites under the Tires regulation and who wish to include municipal sites in their collection systems.

2.   A list of Frequency Asked Questions on Tires provides additional clarity around common questions we've been receiving.

3.   A reminder that the Compliance Bulletin 1 – Tire Collection Systems (Schedule A) dictates how many collection sites are required in your municipality.

For any questions on the Used Tires program you can contact RPRA's Compliance and Registry Team at registry@rpra.ca, 647-496-0530 or toll free at 1-833-600-0530.

If You Recycled All The Plastic Garbage In The World, You Could Buy The NFL, Apple And Microsoft

On Dec. 18, the judging panel for The Royal Statistical Society's International Statistic of the Year announced the winner: 90.5 per cent, the amount of plastic that has never been recycled. Okay – but why is that such a big deal?

Much like Oxford English Dictionary's "Word of the Year" competition, the international statistic is meant to capture the zeitgeist of this year. The judging panel accepted nominations from the statistical community and the public at large for a statistic they feel shines a light on today's most pressing issues.

Last year's winner was 69. That's the annual number of Americans killed, on average, by lawn mowers – compared to two Americans killed annually, on average, by immigrant jihadist terrorists and the 11,737 Americans killed annually by being shot by another American. That figure, first shared in The Huffington Post, was highlighted in a viral tweet by Kim Kardashian in response to the proposed migrant ban.

This year's statistic came into prominence from a United Nations report. The chair of the judges and RSS president, Sir David Spiegelhalter, said: "It's really concerning that so little plastic has ever been recycled and, as a result, so much plastic waste has leached out into the world's environment. It's a great, growing and genuinely world problem."

Let's take a closer look at this year's winning statistic. About 90.5 per cent of the 6.3 billion metric tons of plastic waste produced since mass production began about 60 years ago is now lying around our planet in landfills and oceans or has been incinerated. If we don't change our ways, by 2050, there will be about 12 billion metric tons of plastic waste.

When the panel first began looking at this statistic, I really didn't have any comprehension of what billions of tons of plastic means. Based on a study from 2015 and some back of the envelope calculations, that's the equivalent of 7.2 trillion grocery bags full of plastic as of 2018.

But again, I still didn't quite have a feel for how much that actually is. People tend to use distance measurements to compare numbers, so I tried that. Assuming that a grocery bag of plastic is about 1 foot high, if you stacked the grocery bags, you could go to the moon and back 5,790 times. That's starting to feel a bit more real.

In fact, if you could monetize all of the plastic trash clogging up our environment – including the 12 per cent that is incinerated– you could buy some of the world's biggest businesses.

Assuming it costs 3.25 cents to produce a plastic bottle, we can estimate that a grocery bag contains about US$1 of plastic material production. (I took a grocery bag and filled it with 31 bottles.) So 7.2 trillion grocery bags is the equivalent of a cool $7.2 trillion.

What can you buy with that? Apple, Amazon, Google, Microsoft, Walmart, Exxon, GM, AT&T, Facebook, Bank of America, Visa, Intel, Home Depot, HSBC, Boeing, Citigroup, Anheuser-Busch, all the NFL teams, all the MLB teams and all the Premier League Football teams.

In other words, if someone could collect and recycle all the unrecycled plastic on earth, this person would be richer than any individual on the planet.

One of the most difficult aspects of statistics is putting the numbers into a context that we can wrap our heads around, into a format that means something to us. Whatever it is that speaks to you, all I can say is that this speaks to me. It's clearly time to clean up our act.

MOECP Issues New Direction to Stewardship Ontario (SO) on Batteries

The Minister of the Environment, Conservation and Parks has amended the timelines associated with the wind up of the Municipal Hazardous or Special Waste (MHSW) Program. The Minister has directed Stewardship Ontario (SO) to wind up the program for single-use batteries on June 30, 2020. This change will allow for a coordinated policy approach with the wind up of the Waste Electrical and Electronic Equipment Program on June 30, 2020.

All other deadlines outlined in SO's April 2018 wind-up letter on the MHSW program from remain in place. SO must submit a wind-up plan to RPRA on or before June 30, 2019 and the remaining designated materials under the MHSW Program will wind up on December 31, 2020.

New CCME Plastic Waste Strategy

Federal, provincial and territorial environment ministers, including Ontario, recently announced that they agreed to work collectively toward a common goal of zero plastic waste. To this end, they approved in principle a Canada-wide strategy on zero plastic waste. The announced strategy outlines changes across the plastic lifecycle, from design to collection, clean-up and value recovery, and economic and business opportunities resulting from long-lasting and durable plastics. The Canadian Council of Ministers of the Environment (CCME) also endorsed a Canada-wide aspirational waste reduction goal. According to CCME, in 2014, each Canadian threw away an average of 706 kg of all types of waste (as per Statistics Canada). The Canada-wide target is to reduce this number to 490 kg per person (a 30% reduction) by 2030, and to 350 kg per person (a 50% reduction) by 2040.

Will SWEEP Sweep The Industry?

The coordinators and organizers of the proposed Solid Waste Environmental Excellence Protocol (SWEEP) standard for waste and recycling practices have scheduled what they are calling their first "national public information meeting" on Tuesday, Feb. 12, in Washington.

The meeting will be held to "review the Public Comment draft of the [SWEEP] Standard in depth, and to take comments on how it can be improved," according to an e-mail sent from the SWEEP offices in Epsom, New Hampshire.

Comments made at the Feb. 12 meeting will be evaluated by SWEEP committees and potentially integrated into the next drafted standard, to be released in March, according to the organization.

The drafted SWEEP municipal standard was published in December 2018 and has been compared to the Leadership in Energy and Environmental Design (LEED) model that has gained widespread adoption in the architecture, engineering and construction sectors.

In a description of its efforts SWEEP says, "The Municipal Market SWEEP Standard evaluates the environmental, economic and social aspects of providing municipal solid waste services. The standard will be achievable by municipal governments of all sizes and covers a range of activities, whether contracted out to waste industry companies or provided by municipal employees."

In addition to a Municipal Standard, the SWEEP website indicates the group also is developing an Industry Standard to "evaluate the environmental, economic and social aspects of delivering private solid waste activities directly to customers or on behalf of a municipality [that] covers a range of activities, from hauling, to recovery, to processing, to vertical integration."

Canadian Federal Government Proposing New Regulations on Cross-border movement of Hazardous Waste

Environment Canada and Climate Change (ECCC), which is the Canadian equivalent of the U.S. Environmental Protection Agency, recently released draft regulations to control the cross-border movement of hazardous waste and hazardous recyclable material. The regulations, if eventually promulgated, would repeal and replace the Export and Import Regulations, the Interprovincial Movement Regulations, and the PCB Waste Export Regulations. Although the proposed Regulations would maintain the core permitting and movement tracking requirements of the former regulations, the regulatory provisions would be amended to ensure greater clarity and consistency of the regulatory requirements.

Electrical and electronic equipment (EEE) is not currently listed as hazardous under the Export and Import Regulations and must meet other criteria to fall under the definitions of hazardous waste or hazardous recyclable material, which can be difficult to ascertain. The proposed Regulations would clearly designate "circuit boards and display devices and any equipment that contains them" as hazardous waste or hazardous recyclable material to be controlled when destined for specific disposal or recycling operations. The proposed Regulations would maintain the exclusion currently under the Export and Import Regulations for this type of hazardous waste and hazardous recyclable material moving within OECD countries (including moving between provinces and territories in Canada).

According to the consultation documents prepared by ECCC, the proposed Regulations, if promulgated, would affect 295 companies, 281 of which would be considered small businesses. For these small businesses, the proposed Regulations are expected to result in incremental compliance and administrative costs of $296,000 in average annualized costs, that is, $1,070 per small business.

If the proposed Regulations are implemented, it would result in a clarification to the definitions of hazardous waste and would ensure a more consistent application of regulatory provisions. In addition, the proposed Regulations would help minimize environmental impacts outside Canada by ensuring that exported hazardous waste and hazardous recyclable material reach the intended disposal or recycling facilities. The present value of compliance and administrative costs of the proposed Regulations would be $2.5 million in 2017 Canadian dollars, discounted at 3% to 2018 over a 10-year period between 2021 and 2030.

The proposed Regulations would impose incremental administrative costs on industry attributable to the completion of additional movement documents for interprovincial movements of hazardous waste and hazardous recyclable material. Provincial and territorial authorities that are using a tracking system would achieve small savings if they decided not to request movement document information. The present value of administrative costs of the proposed Regulations are expected to be $460,000 in 2017 Canadian dollars, discounted at 3% to 2018, over a 10-year period between 2021 and 2030.

Public comments to the proposed Regulations are being accepted by ECCC until up to mid-February. Any person may file with the Minister of the Environment comments with respect to the proposed Regulations or a notice of objection requesting that a board of review be established under section 333 of the Canadian Environmental Protection Act, 1999 and stating the reasons for the objection. All comments and notices must cite the Canada Gazette, Part I, and the date of publication of this notice, and be sent by mail to Nathalie Perron, Director, Waste Reduction and Management Division, Environmental Protection Branch, Department of the Environment, 351 Saint-Joseph Blvd., Gatineau, Quebec K1A 0H3 (fax: 819-938-4553; email: ec.mt-tm.ec@canada.ca).

Expanded Programs to Keep More Waste from Landfills

Nova Scotians will be able to recycle used oil and glycol and more electronics next year through expanded extended producer responsibility programs. With changes to the Solid Waste-Resource Management Regulations, industry must be ready with programs to recycle new products by Jan. 1.

In addition to the industry recycling programs, effective March 1, 2020, the following products will be banned from landfills:
— microwaves
— e-book readers
— GPS devices
— video game systems and controllers
— external hard drives, optical drives, and modems
— used oil, oil filters, and oil containers
— glycol, which is a coolant, and glycol containers

The affected industries must develop or expand recycling programs for these products.

The Electronic Products Recycling Association has been running Nova Scotia's electronics recycling program for the past 10 years. It will expand its program to recycle the new products.

The Used Oil Management Association runs a used oil and glycol program in other provinces. It will expand its program into Nova Scotia to recycle these products.

Teamsters Looks To Block Foreign Worker Bid

Teamsters Canada is slamming the Ontario Trucking Association's (OTA) bid to bring in foreign workers to help address a driver shortage – stressing instead that the focus should be on improving wages and working conditions to make the job more attractive.

"Trucking companies can't move overseas, so they're trying to bring cheap labor to Canada. This is nothing short of an attack on Canadian workers and the middle class," said Francois Laporte, president of the union that represents 15,000 tractor-trailer drivers in Canada. It has 125,000 members overall, and 1.4 million members across North America.

In pre-budget consultations, the Ontario Trucking Association called for access to the provincial nominee program, which could then be used to recruit qualified truck drivers from other countries.

The union says Ontario driver wages have remained stagnant for close to 35 years, citing a 2013 Conference Board of Canada report that found 87% of the for-hire trucking industry's productivity gains have since 1986 been passed on to customers in the form of lower prices. It adds the problem began with the trucking industry's deregulation in the 1980s.

There is no reference to recent pay increases that have been introduced in the face of supply constraints.

"These businesses chipped away at working conditions and profit margins in the industry by offering ridiculously fast delivery standards at unfairly low prices. The entire industry was forced to adjust; unreasonable delivery schedules, low wages and long hours became the norm for truckers," Teamsters Canada says.

The union also calls on the province to recognize trucking as a skilled trade to ensure prospective drivers have access to grants and other subsidies.

Diesel Price (Retail incl. Tax)

¢/l

Month	Price
Jan-18	122.8
Feb-18	123.6
Mar-18	122.2
Apr-18	123.1
May-18	127.2
Jun-18	129.3
Jul-18	128.8
Aug-18	127.8
Sep-18	127.3
Oct-18	128.7
Nov-18	126.1
Dec-18	117
Jan-19	110.9

Diesel Price (Retail incl. Tax)

¢/l

Commodity Prices

Bar chart of Commodity Prices ($/tonne) by month:

Month	$/tonne
Dec-17	124
Jan-18	128
Feb-18	124
Mar-18	122
Apr-18	113
May-18	113
Jun-18	115
Jul-18	117
Aug-18	121
Sep-18	110
Oct-18	116
Nov-18	109
Dec-18	112

Commodity Prices

From: Michelle Viglianti [mailto:VigliantiM@thamesriver.on.ca]
Sent: Friday, February 22, 2019 1:19 PM
To: Ann Wright <wright@middlesexcentre.on.ca>; Anna Hopkins <ahopkins@london.ca>; Ashleigh Griffiths <agriffit@london.ca>; Brent Kittmer <bkittmer@town.stmarys.on.ca>; Carla Preston <Cpreston@westperth.com>; Chole <csenior@oxfordcounty.ca>; David Creery <dcreery@cityofwoodstock.ca>; Eleanor Heagy <HEAGYE@thamesriver.on.ca>; Elizabeth Hunt <ehunt@london.ca>; Jenna McCartney <jmccartney@town.stmarys.on.ca>; Joan Thomson <jthomson@stratfordcanada.ca>; Kyle Kruger <kkruger@norwich.ca>; Lisa VanderWallen <clerk@swox.org>; Lizet Scott <lscott@perthsouth.ca>; London Free Press <lfp.newsdesk@sunmedia.ca>; Michael Graves <mgraves@ingersoll.ca>; Ministry Resources <al.murray@ontario.ca>; Rebecca Clothier <rclothier@perthsouth.ca>; Rebekah Msuya-Collison <clerk@southhuron.ca>; Rodger Mordue <rmordue@blandfordblenheim.ca>; Sherry Pineo <sherry.pineo@ontario.ca>; Stuart Findlater <sfindlater@thamescentre.on.ca>; Will Jaques <wjaques@ezt.ca>
Subject: November 2018 UTRCA Board of Directors Minutes and February 21st AGM Audio

Good afternoon,

for your information, please find the Minutes from the November 2018 Board of Directors meeting for the Upper Thames River Conservation Authority at the following website:

http://thamesriver.on.ca/board-agendas-minutes/

The monthly UTRCA Board meetings are now recorded and posted on our website. **The recording from the February 21st Annual General Meeting will be available at the above link the morning of Tuesday February 26th, 2019**.

If you have any questions regarding the minutes, reports, or are have an issue accessing the documents on the website, please don't hesitate to contact me. Please note that I will be out of the office February 25th to March 1st. If you need assistance during that time please contact Eleanor Heagy at heagye@thamesriver.on.ca.

Thank you,
Michelle Viglianti

Michelle Viglianti
Administrative Assistant
1424 Clarke Road London, Ontario, N5V 5B9
519.451.2800 Ext. 222 | Fax: 519.451.1188
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AMO watchfile

February 21, 2019

In This Issue
- Listen to the latest episode of AMO ON Topic.
- Rural and Northern Immigration Pilot applications now open.
- AMO's 2019 Social Media Webinar series begins February 27.
- AMO Conference Early Bird registration open until March 1.
- Register now for OSUM 2019 in Pembroke.
- Tell your story with RETScreen!
- Federal Carbon Pricing System - webinar video link.
- Energy Planning Tool helps create Energy Plans.
- Career with Owen Sound.

AMO Matters
AMO's President and ROMA's Chair discuss key topics coming out of the ROMA Conference, including the Premier's announcement related to municipal liability. Listen now.

Federal Matters
Rural and Northern Ontario municipalities have until March 1st, 2019 to apply for the Rural and Northern Immigration Pilot in partnership with local economic development and immigrant-serving organizations. For more information, click here.

Eye on Events
Register now for AMO's 2019 Social Media Webinar Series. Register for one or all of six webinar sessions designed to help you navigate social media more effectively and safely.

Early Bird registration for the 2019 AMO Conference is open until 4 pm on March 1, 2019. To assist with your travel plans, a program outline has been posted on the conference website.

Registration is now open for the 2019 OSUM Conference May 1-3, hosted by the County of Renfrew and the City of Pembroke. This year's theme is Changing Landscapes – Don't miss it!

Utility bills tell the story behind your building's efficiency. This story is critical to your 5-year Energy Plan. Learn how to read your story using RETScreen Expert. Workshops for the public sector start March 1 - registration closes one week prior to each workshop. Don't delay - register now! Huntsville registration closes Friday!

Did you miss the live federal Carbon Pricing System webinar on February 14? Or maybe just need a refresher? Click here to watch the recorded webinar that was hosted by LAS and program partner Edison Energy.

LAS
The Energy Planning Tool (EPT) is being used by over 1/3 of Ontario's municipalities to create their 2019 Energy Plans. Subscribe today for only $250 annually and start your plan immediately. Includes unlimited number of users so your entire team can work together. For current subscribers - watch for exciting software updates coming this Spring!

Careers
Supervisor of Environmental Services - City of Owen Sound. Reports to Manager of Engineering Services. Please forward a complete resume referencing the job posting number to the email address listed no later than 4:30 p.m. on February 25, 2019: Human Resources Division, City of Owen Sound, 808 2nd Avenue East, Owen Sound, Ontario, N4K 2H4. Fax: 519.371.8190; Email: hrjobposting@owensound.ca.

About AMO
AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow @AMOPolicy on Twitter!

AMO Contacts
AMO Watch File, Tel: 416.971.9856
Conferences/Events
Policy and Funding Programs
LAS Local Authority Services
MEPCO Municipal Employer Pension Centre of Ontario
Media Inquiries, Tel: 416.729.5425
Municipal Wire, Career/Employment and Council Resolution Distributions

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AMO watchfile

February 28, 2019

In This Issue
- P.J. Marshall Awards - 2019 call for submissions.
- AMO's 2019 Social Media Webinar series.
- AMO Conference Early Bird registration open until March 1.
- Register now for OSUM 2019 in Pembroke.
- New council training opportunities.
- Bill 68 - Are You Ready? Let's talk about your meetings.
- Improve transparency through videos by adopting the right technology.
- Wondering if a green energy project is worthwhile?
- RETScreen tools for your 5-year Energy Plan.
- LAS Helps: Self-Assessment for your Energy Plan!
- LAS Blog: The Prudent Investor.
- Our new look!
- Survey on e-bikes and e-scooters in Ontario municipalities.
- Careers with Niagara Region and Durham Region.

AMO Matters
The Peter J. Marshall Municipal Innovation Award is an opportunity to showcase a municipal project that demonstrates innovative and cost effective ways of providing public services and facilities. Deadline to submit is May 10, 2019. Apply today!

Eye on Events
Register now for AMO's 2019 Social Media Webinar Series. Register for one or all of six webinar sessions designed to help you navigate social media more effectively and safely.

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Registration is now open for the 2019 OSUM Conference May 1-3, hosted by the County of Renfrew and the City of Pembroke. This year's theme is Changing Landscapes - Don't miss it!

Check out these programs offered in March 2019: As a member of Council What You Need to Know and Land Use Planning: Beyond the Basics. Locations: Thunder Bay, North Bay, Kingston, Peterborough, Orillia, Owen Sound and London.

This spring, eSCRIBE is hosting webinars on meeting management requirements under Bill 68. Debi Wilcox will speak to compliance requirements for municipalities using electronic meeting management systems and how implementing technology can make compliance easier.

Public access to council meetings is critical to good governance. With cable companies eliminating local broadcasting options, video and internet streaming is emerging to fill the gap. On March 6, eSCRIBE is hosting a free webinar to discuss video and internet streaming services. Sign up now.

FCM is hosting a webinar March 6th that will cover identifying opportunities, assessing viability and tracking performance of clean energy projects. If you want to attend, register: English webinar (March

6, 1:00 p.m. ET); French webinar (March 6, 10:30 a.m. ET).

The July 1 O.Reg. 507/18 reporting deadline is fast approaching. Take advantage of an LAS RETScreen Performance workshop in your area, and get a leg up on your Energy Plan. Registration for London and Hanover workshops closes today. Don't delay - submit your registration form now!

LAS
LAS has sourced some tools for your 5-year Energy Plan under O.Reg. 507/18. Start by having key individuals fill out the Energy Assessment, then input the results into this handy Excel sheet. The results will show where your organization's energy program is at. Go ahead - try it for yourself and include it in your plan!

The Prudent Investor Standard is a big change to how Ontario municipalities can grow their money. Check out the LAS Blog to learn what this means and how ONE Investment is helping our members take advantage.

ONE Investment
ONE Investment has launched a new website along with new branding as part of our continuous improvement efforts. New offerings are coming soon under the Prudent Investor Standard.

Municipal Wire*
WSP Canada is researching e-bicycles and e-scooters in Ontario municipalities to produce a white paper on micromobility and municipal readiness. Interested municipalities have until March 18 to respond to the survey.

Careers
Claims Examiner - Niagara Region. Job Posting #21962. Department: Legal and Court Services. Reports to: Risk Management Program Manager. Type: Temporary Full-Time. Duration: 12 - 18 months. Location: Thorold. Let us know why you would be an excellent team member by submitting your online application at Niagara Region by March 7, 2019.

Director, Emergency Management - Region of Durham. Reports to: Chief Administrative Officer. To explore this opportunity further, please contact Julia Robarts in Odgers Berndtson's Toronto office at 416.366.1990, or submit your resume and related information online by March 20, 2019 to Odgers Berndtson Opportunities.

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Municipal Wire, Career/Employment and Council Resolution Distributions

Memo

To: Mayor and Council

From: Tina Merner, Deputy Clerk

Subject: Updated Policies:

1) Council Conference, Seminar, Workshops and Training Policy – #100-05-2019
2) Council Remuneration Policy - #100-04-2019

Date: March 5th, 2019

BACKGROUND:

A revised Council Conference, Seminar, Workshops and Training policy was presented to council on February 5, 2019. Discussion took place at the meeting regarding meeting rate pay. A review of the Council Remuneration Policy was suggested and adoption of the Conference, Seminar, Workshop and Training Policy was deferred.

ANALYSIS:

The Council Remuneration Policy was last updated in June 2017. Further clarity to what is included in the flat rate council salary and when flat rate meeting pay shall be applicable has been added to this policy. We have also included the per diem paragraph from the Conference, Seminar, Workshop and Training Policy to maintain consistency between the two and provide further clarification.

The remuneration rates reflected on the policy as presented are the 2018 rates. The 2019 rates will not be available until the grid adjustment is completed for 2019.

RECOMENDATION:

That council review the attached policy at this time, however adoption of the policy be deferred until the 2019 Council Remuneration rates are available.

Tina Merner

Tina Merner
Deputy Clerk

Township of Lucan Biddulph

Policy:	Council Remuneration Policy
Policy Number:	100-04-2019
Effective Date:	January 1, 2019
Revised Date:	March 2019

COUNCIL REMUNERATION POLICY

PURPOSE:

The Council of the Township of Lucan Biddulph hereby sets out the remuneration for its elected officials. The yearly remuneration salary shall be reviewed on an annual basis and adjusted annually for inflation. The meeting schedule will be adjusted as needed.

POLICY:

1. The elected members of Council yearly salary effective January 1, 2018 is as follows:
    * Mayor - $17,297.50
    * Deputy Mayor - $13,736.25
    * Councillors - $12,718.75

2. The flat rate salary is to include the following:
    * Twenty-two (22) regular council meetings (two monthly, with the exception of July and August being one each);
    * Any meeting preparation and research;
    * Attendance at meetings held within the municipality with ratepayers, staff, consultants whether at their request or not etc. held within the municipality;
    * Attendance at on-site meetings within the municipality;
    * Attendance at the Municipal Office to sign cheques, by-laws etc. and to interact with the staff and public; and,
    * Attendance at a special function, public or ceremonial event related to the municipality.

Policy No. 100-05-2019
Page 2

3. A flat rate meeting pay of $100.00 per meeting shall apply to all sub committee's i.e. Economic Development, Parks & Recreation, Baconfest, Fireboards etc.

4. The remuneration paid to Council for their salary is paid yearly at the end of December. A draw of approximately 25% will be calculated and paid in March, June and September to Council members.

5. A per diem rate of $150.00 per half day is hereby set for those Members of Council attending educational or training meetings and conferences/conventions as delegates of the Municipality. The term "half day" shall mean if the session attended is less than 4 hours long (travel time included). A per diem rate of $300.00 is hereby set if the session exceeds 4 hours (travel time included).

6. The Treasurer is hereby authorized to automatically adjust the above remuneration and per diem rates annually by the percentage increase granted to the staff salary grid commencing January 2019.

7. Policy No. 100-04-2017 is hereby repealed.

_____   _____
Mayor   CAO/Clerk

Township of Lucan Biddulph

Policy:	Council Conference, Seminar, Workshops and Training Policy
Policy Number:	100-05-2019
Effective Date:	March, 2019
Revised Date:	N/A

COUNCIL CONFERENCE, SEMINAR, WORKSHOPS AND TRAINING POLICY

PURPOSE:

To establish guidelines for Members of Council of regarding travel and attendance at conferences/conventions, seminars, meetings and training sessions.

POLICY:

1. Attendance at Conferences/Conventions

    Members of Council may attend conferences/conventions as delegates of the Municipality, subject to approval by the Council in the form of a resolution and subject to the allowances outlined in Section 3 and Section 4 of this policy.

    Should a Member of Council be unable to attend a conference/seminar for which they are registered, such member shall notify the Clerk's office as soon as possible in order that the necessary cancellation arrangements can be made, including hotel reservations.

    If a member of Council does not inform the Clerk`s office that they are unable to attend a conference/convention for which they are registered, such member shall be responsible to cancel any hotel reservations on their own behalf. If a member who is unable to attend a conference/convention does not cancel their hotel reservations, then such member shall be invoiced for the hotel costs. Emergency exceptions may apply.

    It is anticipated that it is unlikely that a conference/convention would be attended outside of the Province by a Member of Council. Such attendance would require prior approval by the Council in the form of a resolution. See Section 6 for travel costs.

Policy No. 100-05-2019
Page 2

2. Attendance at Seminars and Workshops

    Members of Council may attend seminars and workshops requiring no overnight accommodation subject to the approval by the Council in the form of a resolution and subject to the allowances outlined in Section 3 and Section 4 of this policy.

3. Allowance for Attending Conferences/ Conventions, Seminars and Workshops

    For conferences/conventions, the Members of Council are allowed the following:
    -   Registration fee
    -   Actual accommodation and meal expense
    -   Actual travel expense
    -   Taxi expense (where taxi connections to destinations have to be made)
    -   Per diem rate (see Section 4 of this policy for rate)

    For seminars and workshops requiring no overnight accommodation; the Members of Council are allowed the following:

    -   Registration fee
    -   Actual meal expense
    -   Actual travel expense
    -   Taxi expense (where taxi connections to destinations have to be made)
    -   Per diem rate (see Section 4 of this policy for rate)

    The maximum paid per Member of Council shall be $2,500 per year in expenses for conferences/conventions, seminars and workshops, inclusive of registration fees.

    Members of Council will be required to submit receipts for accommodation and out-of-pocket expenses (i.e. meals, parking etc.) while traveling on municipal business, within thirty days of their return to work from travel or from the date that the business expense was incurred.

    The Municipality will not pay for any alcohol charges incurred while attending municipal business functions.

    The Municipality will not pay for any costs associated with spouses attending municipal business functions or traveling to and from such functions.

4. Per Diem

    A per diem rate of $150.00 per half day is hereby set for those Members of Council attending conferences/conventions as delegates of the Municipality or for attending seminars and workshops. The term "half day" shall apply if the session attended is less

than 4 hours long (travel time included). A per diem rate of $300.00 per day is hereby set if the session exceeds 4 hours (travel time included).

The per diem rate shall be in addition to the maximum allowance under Section 3 of this policy.

The Treasurer is hereby authorized to automatically adjust the above "per diem" rate, annually by the percentage increase granted to the staff salary grid commencing January 2019.

5. Registration

Attendance at conferences/conventions, seminars and workshops by Members of Council must be approved by the Council in the form of a resolution and will be subject to the allowances outlined in Section 3 and Section 4 of this policy.

Registrations at conference/conventions, seminars and workshops will be paid by the Municipality for those Members of Council authorized to attend said function. Registration for spouses will not be compensated by the Municipality.

6. Mileage Payment for Private Vehicles Used

Mileage will be paid by the Municipality while on municipal business if a person's private vehicle is being used, at the approved municipal mileage rate. The use of a second private vehicle is discouraged as all persons are encouraged to travel together in one vehicle unless unavoidable circumstances prevent it.

7. Travel Policies

Travel policies may be reviewed by the Council on a Council Term basis, prior to March 31st in any given year.

8. Policy No. 100-05-2017 is hereby repealed.

_____   _____
Mayor   CAO/Clerk

Memo

To: Mayor and Council

From: Tina Merner, Deputy Clerk

Subject: Updated Fees Bylaw

Date: March 5, 2019

BACKGROUND:

The last fess Bylaw was passed in 2018. It is necessary to amend this bylaw annually on an as is needed basis.

ANALYSIS:

Our Senior Planner, Marc Bancroft has recommended the following changes and/or additions to the Planning Section of the Fees Bylaw:

Amendment

Cash-in-lieu of parkland dedication per new residential lot created by consent $1,500.00
(increased from $500)

Addition

Part Lot Control Exemption $1,000.00
Draft Plan of Subdivision and Draft Plan of Condominium review $2,500.00
Deeming Bylaw $ 500.00

Please note that we currently do not have fees in place for the above mentioned and we are permitted to collect each under the Planning Act. Furthermore, a municipality is entitled to collect up to 5% of the value of the land for cash-in-lieu of parkland dedication fees.

RECOMMENDATION:

That council pass Bylaw 16-2019 to implement the proposed changes to the planning section of the fees bylaw.

Tina Merner

Tina Merner
Deputy Clerk

TOWNSHIP OF LUCAN BIDDULPH   **Building Department**

To:	For:	Submitted by: Arnie Marsman, Chief Building Official	For: Information ☑ Action ☐ Other ☐	Report Number: PDSD-L-02-19
Council	March 5, 2019			Page 1 of 4

Subject: **Building and By-Law Enforcement Department – Year End Summary, 2018**

Purpose:

The purpose of this report is to provide council with a year end summary of events within the Building and By-law Enforcement Department.

Background:

Building Department:

Since 2002, Middlesex Centre has assisted with building inspections in Lucan Biddulph, and has acted as the primary Building Department and CBO since 2006.

This past year, similar to 2017, we've seen a very strong housing market dominate building activity. This is summarized in Tables 2 and 3 of this report. To summarize these tables, of the 119 building permits issued, 71 new dwelling units were approved across the township. This is consistent with the activity of 2017, in which we saw 70 new homes and an apartment building of that year's 117 building permits.

Fees paid to Middlesex Centre for building inspection services for 2018 total approximately $60,000. Approximately 900 site visits were conducted.

By-law Enforcement Department:

2018 was the sixth year in which Middlesex Centre has provided By-law Enforcement Services for Lucan Biddulph. Middlesex Centre has recently hired a full time by-law enforcement officer, Mark Russell. It is anticipated that Mark will significantly assist in our workload in Lucan Biddulph to ensure an appropriate and timely response is provided to by-law enforcement matters.

In 2018, staff investigated complaints regarding parking, dogs at large/vicious and property standards issues.

Report Number PDSD-L-02-19

Department's Highlights for 2018:

Green Builder Recognition Program
•   In 2018, Township Council approved the Green Builder Recognition Program. Riverstone Design & Build was the recipient of this recognition for 2018

     This program was designed to challenge homebuilders to build using sustainable and efficient building practices and materials. In order to qualify a home in our program, builders must have accumulated 40 points in a list of efficient/sustainable options, not required by the Ontario Building Code, which staff has prepared.

Optimize Partnerships:

Strathroy Caradoc
•   Have worked with Strathroy Caradoc's building division in arranging for a meeting with homebuilders in February 2018. This is further discussed in Communications below.

Middlesex County
•   Frequent contact with County Solicitor, Planning and Roads Department.

•   Work with the County Fire Inspector in reviewing building plans and situations.

Middlesex London District Health Unit
•   Have worked with the Health Unit in dealing with a number of issues this year (such as landlord-tenant disputes, property standards issues and dog bites).

South West Chapter of the Ontario Building Officials Association
•   Staff have been active members of the chapter which includes building officials representing 30 municipalities in the southwest region of Ontario. Staff currently have lead roles within the Chapter as Chapter Co-chair, Secretary of the Chapter's CBO Subcommittee and Chapter Program Coordinator.

Enhance Customer Communications:

Builder Communications
•   In February 2018, in partnership with Strathroy Caradoc and Thames Centre, staff coordinated a meeting with approximately 40 homebuilders to review a number of items of interest such as energy efficiency code changes, local policies regarding backwater valves, green building and updates of development status.

•   Our staff is currently arranging a similar meeting for March 2019 which is intended to include the Thames Centre, Adelaide Metcalfe, Southwest Middlesex and North Middlesex building divisions.

Report Number PDSD-L-02-19

- In response to requests from the building community, Middlesex Centre is preparing for a new electronic building permitting system. More information will be taken to Lucan Biddulph Council on this later in 2019

Summary Tables

The following table (Table 1) represents a breakdown of types of building permits issued in 2018.

Table 1: Building Permit Type Summary

PERMIT TYPE	NO. OF PERMITS ISSUED
New Single Family Residences	71
Single Family Additions/Renovations	16
Agricultural Buildings	7
Garage/Sheds	3
Swimming Pools	8
Commercial Building/Renovations	3
Demolitions	4
Septic	2
Apartment Building	0
Institutional Buildings	3
Industrial Buildings	0
Signs	2
TOTAL PERMITS ISSUED	**119**

Report Number PDSD-L-02-19

The following tables (Tables 2 and 3) summarize new home construction totals, fees collected, construction values and new housing locations, all over the past 11 years:

Table 2: Permit Summary and Comparison to Previous Years

Year	# of Permits	New Dwelling Units	Construction Value ($)	Fees Collected ($)	Development Charges Collected ($)
2018	119	71	27,339,304	187,433	424,600
2017	117	70 + 23 unit apartment	25,402,899	153,983	502,000
2016	91	29	10,278,085	77,506	175,000
2015	127	51	20,533,435	132,000	266,600
2014	91	36 + 11 Condo Units	16,773,200	114,119	172,863
2013	95	38	14,025,745	145,548	149,800
2012	91	30	10,992,400	101,836	116,600
2011	100	27	17,535,650	131.027	82,400
2010	92	37	11,080,150	132,477	112,727
2009	72	22 + 4 condo units	9,802,900	88,776	11,450
2008	102	33 + 36 condo units	21,353,720	137,626	25,035

Table 3: New Home Location Summary and Comparison to Previous Years

Year	Lucan	Clandeboye	Granton	Rural Areas
2018	67	1	0	3
2017	69 + 23 unit apartment	0	1	0
2016	27	1	0	1
2015	46	2	0	3
2014	31 + 11 condo units (Wolfe Dev.)	1	0	4
2013	31	1	1	5
2012	26	0	0	4
2011	20	2	0	5
2010	32	0	2	3
2009	17 + 4 condo units	0	3	2
2008	28 + 36 condo units	1	1	3

Respectfully submitted,

Arnie Marsman
Chief Building Official

- 4 -

Memo

To: Mayor and Council

From: Dave Kester - Public Works Manager

Subject: Lucan Biddulph Asset Management Plan

Date: March 5, 2019

BACKGROUND:

Dillon Consulting presented to Council the Draft 2018 update to Lucan Biddulph's Asset
Management Plan on December 17, 2018, and continued discussion took place at the January
22, 2019 council meeting to further refine the document.

DISCUSSION:

Please find attached the Final Asset Management Plan for Council's review and acceptance.

The following are the changes that are reflected in the final version of the Asset Management
Plan since presented on December 17, 2018 and January 22, 2019:

- An executive summary was added to the report
- The two fire halls were added to the report and are now included in the asset values
- The EMS building was added to the report and is now included in the asset values
- Minor adjustments were made to some of the capital cost estimates.
- Minor adjustments were made to tables 4, 12 & 13 to better reflect priorities.

RECOMMENDATION:

That Council accepts the Lucan Biddulph Final Asset Management Plan prepared by Dillon
Consulting January 2019, as presented.

Dave Kester

Public Works Manager

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TOWNSHIP OF LUCAN BIDDULPH
Asset Management Plan
2018 Update

February 2019 – 15-2416

i

Table of Contents

Appendices

v

Executive Summary

Public infrastructure is central to prosperity and quality of life. The majority of public infrastructure in Canada is the responsibility of the municipal government, and most people take for granted the important role of these assets. Municipal infrastructure allows for the movement of people and goods, provides safe drinking water, handles waste, creates space for sport and recreation and helps protect homes from flooding and natural disasters. Examples include roads, bridges, and underground water and sewage pipes, all of which are essential to economic development, citizen safety, and quality of life. Well maintained infrastructure is critical in sustaining a municipality as an attractive place to live and do business.

The recent Canadian Infrastructure Report Card (2016), which addresses municipal roads and water systems, stated that approximately one-third of municipal infrastructure is in "fair", "poor" or "very poor" condition across Canada. This illustrates the importance of municipalities protecting their investment in infrastructure and finding creative financial solutions to keep infrastructure in good operating condition. One of the solutions to Canada's infrastructure issues is improved asset management practices.

Dillon Consulting Limited (Dillon) was originally retained by the Township of Lucan Biddulph (Township) to develop an Asset Management Plan (AMP) in 2013. Since that time, the AMP has been updated annually by Dillon. The purpose of an AMP is to set out how the Township's infrastructure will be managed to ensure that it is capable of providing the levels of service needed to support the municipality's goals. The AMP will be used as a tool to assist in decision making for the Township's financial and municipal planning, including annual budgeting, updating of the Official Plan, master plans, etc.

Asset Plan Methodology
The general methodology that has been adopted is to follow the best practices from the National Guide to Sustainable Municipal Infrastructure, also known as the InfraGuide. The approach is described in five steps and was designed to help asset managers assess the level of service currently provided by their tangible assets. It allows asset managers to make fact-supported infrastructure investment decisions, while maximizing the effectiveness of available funds. Each of the five steps and their key elements, presented below, were addressed in developing the AMP for the Township. The steps are outlined below.

1. Infrastructure Data Inventory – What infrastructure do you own?
2. Replacement Costs – What is it worth?
3. Condition Assessment – What is its condition and remaining service life?
4. State of Local Infrastructure Analysis – What needs to be done to rehabilitate, replace, operate and maintain these assets?
5. Asset Management Strategy – What should be done first and how much will it cost?

State of Local Infrastructure

Asset management best strategies suggest that 2% to 4% of the value of an asset should be spent annually to ensure sustainability of infrastructure assets. That level of funding relates mostly to capital expenditure and does not include operational costs. Without asset management tools, it is almost impossible to determine the long term effect of inadequate budget allocations. Yet, it is important for a municipality to determine if the current level of funding is appropriate to continue to provide an adequate level of service to its residents. It is also essential to allocate adequate funding to ensure sustainability of the assets in the future. For the Township, the estimated value of the assets included in this project was estimated at approximately $148.5 million. The following table shows the distribution of that asset value.

Infrastructure Network	Quantity	Replacement Cost
Sanitary Sewer	21 km	$15,621,480
Storm Sewer	14 km	$10,968,020
Water	65 km	$49,340,850
Asphalt Roads	60 km	$35,198,400
Water/Wastewater Facilities	3 Pump Stations 1 Elevated Tank 1 Booster Station 2 Treatment Plants	$12,094,190
Bridges and Culverts	19 Structures	$7,148,574
Parks/Recreation Facilities	Community Centre/Arena Scout Hall Pool 3 Parks Sports Field/Park	$9,749,043
Municipal Buildings	Administration Building Public Works Building Museum Library 2 Fire Halls **Emergency Medical Services (EMS) Building**	$9,126,659
Total Asset Value		$149,247,216

vii

Desired Levels of Service

A 'level of service' is a term that is used to describe the quality, quantity and availability of the service that is being provided. In the context of AMPs, levels of service are established as a way to guide the management of infrastructure in a manner that aims to achieve the level of service goals.

As described in the best practice document, *InfraGuide*, levels of service fall into two broad categories: those that are mandated by regulations (codes, standards, etc.); and those that result from community plans or objectives.

The *InfraGuide* describes the steps required to successfully establish a community's levels of service. The key elements that relate to the development of levels of service as described in the *InfraGuide* best practices are asset understanding, consultation/communication, strategic alignment, risk tolerance, and financial considerations.

A full community consultation process for establishing levels of service was not conducted as part of the AMP project. The process followed was mostly based on the Asset Understanding component of the process, which considered the physical and functional characteristics of an asset to define a measurable index that can be monitored over time.

Condition indices were determined for the various assets. The Township's current levels of service, measured in terms of condition index, were determined in consultation with the Township. Once acceptable levels of service were established, the information was used to identify current and future infrastructure investment requirements. The asset management tools described were provided to staff to monitor the levels of service over time, and to assess the effect of different budget scenarios on the current and future levels of service.

Asset Management Strategy

Road, Water, Sanitary and Storm Networks

At the onset of the AMP, the Township identified specific projects over the next seven years and a yearly budget of $150,000 for the remaining three years of the ten year forecast for road rehabilitation (up to 2023) with the goal of maintaining the level of service currently provided.

The Township-approved road projects that were identified have been maintained and are identified in the table below along with additional projects identified within the current ten year time frame. Operating expenditures less than $50,000 have been excluded.

viii

Year	Project	Expenditure
2019	Highway 4/Saintsbury Traffic Signals	$250,000
2019	Main Street – Saintsbury Line to Entrance of Lucan Estates	$175,000
2019	St. James Drive Paving	$60,000
2019	Coursey Line – Elginfield Road to William Street	$495,000
2020	Coursey Line – McGillivray Drive to Mooresville Drive	$280,000
2021	Whalen Line – Mitchell Line to Granton Line (Second coat of hot mix overlay)	$495,000*
2022	Whalen Line – Granton Line to Elginfield Road (Second coat of hot mix overlay)	$715,000*
2023	Whalen Line – Saintsbury Line to Mitchell Line (CIP & hot mix overlay)	$495,000**
2023	Beech Street (Market Street to Duchess Street)	$35,000
2023	Maple Street (Market Street to Duchess Street)	$15,000

* 50% of estimated total expenditure. Remaining 50% funded by Township of Perth South.

** 50% of estimated total expenditure. Remaining 50% funded by Municipality of South Huron

For linear infrastructure assets, the Dillon Predictive Scenario Software (DPSS) was used in preparing the capital investment analysis of the AMP based on various budget scenarios. In order to understand the extent of reconstruction needs, the DPSS tool was used, assuming an unlimited budget for each of the asset categories. The needs identified in the unlimited budget scenarios for road and linear municipal infrastructure (watermain, sanitary, storm) operate independent of each other. It is reasonable to assume that if the road and infrastructure replacement are triggered within five years of one another for the same street, it would be logical to replace all identified assets at the same time. Within the next 10 years based on the unlimited budget scenarios, there are several streets that are triggered for road reconstruction and the replacement of sanitary sewer within a maximum of five years of one another. Additionally, there are a few projects that also trigger watermain replacement within the next 12 to 13 years, just outside the planning window of this AMP. The table below outlines these projects that could potentially be combined into more cost effective, larger projects. The projects are listed in order of priority based on the earliest year the replacement or reconstruction of an asset is triggered.

Street	Year Water Triggered	Year Sanitary Triggered	Year Road Reconstruction Triggered	Combined Expenditure
Nicoline Avenue (Elm Street to End)	-	2020	2023	$495,000
High Street (Granton Line to Queen Street)	-	2022	2027	$80,000
Ann Street (Granton Line to End)	-	2022	2027	$110,000
Frank Street (Main Street to William Street)	2031	2024	2025	$515,000

ix

Street	Year Water Triggered	Year Sanitary Triggered	Year Road Reconstruction Triggered	Combined Expenditure
Francis Street (Main Street to Saintsbury Line)	-	2024	2027	$490,000
Nicoline Avenue (Elm Street to Saintsbury Line)	-	2028	2024	$415,000
Head Street (Granton Line to King Street)	-	2028	2025	$80,000
Station Street (Granton Line to End)		2028	2027	$275,000
Marlene Street (Kleinfeldt Avenue to Albert Street)	2033	-	2027	$235,000
Harold Court (Elm Street to End)	2033	-	2027	$320,000

Upon further review and discussions with Township staff, the projects outlined in the table below, are deemed the priority capital linear infrastructure projects.

Projected Construction Year	Street	Scope of Replacement	Overall Expenditure
2019	Marlene Street (Kleinfeldt Avenue to Albert Street)	Watermain Road	$235,000
2020	Frank Street (Main Street to William Street)	Watermain Sanitary Road	$515,000
2020/2021	Alice Street (Main Street to Saintsbury Line)*	Watermain Sanitary	$565,000
2021	Water Street (Main Street to William Street)	Watermain Sanitary Road	$620,000
2022	Nicoline Avenue (Elm Street to End)	Sanitary Road	$495,000

 * Cost of road replacement would be funded by the County of Middlesex with sanitary and watermain replacement funded by the Township.

Bridge, Culvert and Water/Wastewater Facility Assets

No detailed condition assessment survey was carried out on the point assets. To develop a capital program, the PSAB database which contains information on year of construction, service lives and replacement costs, and OSIM condition survey reports were utilized. Based on that information, the timing for rehabilitation and replacement of those point assets and corresponding costs have been approximated. The most significant expenditures within the next ten years are outlined in the table below.

Structure Name	Location	Year	Expenditure
Culvert No. 14	Coursey Drive (100 m north of Fallon Drive)	2025	$196,691
Culvert No. 15	Coursey Drive (50 m south of Fallon Drive)	2026	$174,836
Culvert No. 12	Mooresville Drive (440 m west of Roman Line)	2027	$152,982

X

The AMP identifies a need incurred in 2023 with the replacement of the Granton Booster/Pump Station, with an anticipated cost of approximately $547,489, based on a 2015 replacement cost of $432,193 for the building, pumps, etc. (not including the reservoir) as provided by the Township. The reservoir was inspected in 2016 and is in good condition.

Parks/Recreational Facility Assets

Based on current information provided by the Township, the parks/recreation facility projects identified within a ten year time frame are shown in the table below, excluding equipment assets and expenditures less than $50,000. The annual capital budget for parks and recreation fluctuates from year to year depending on the current needs. The 2018 capital budget is $2,500,000.

Year	Project	Expenditure
2018	Phase 1 – Community Centre Licensed Daycare	$2,235,000
2019	Senior's Centre	$150,000
2019	Phase 2A – Community Centre Building	$8,500,000
2019	Phase 2B – Community Centre Pool	$2,300,000
2020	Community Centre Playground Equipment	$125,000
2020	Community Centre Skatepark	$250,000
2020	Granton Playground	$65,000
2020	Lucan Estates Tennis Court	$50,000
2021	Lions Field Ball Diamond Lights	$150,000
2022	Lucan Estates Playground	$75,000
2022	Community Centre Hardscape Path	$300,000
2022	Community Centre Outdoor Fitness Equipment	$100,000
2024	Lucan Estates Pavilion and Washrooms	$150,000
2025	Lions Scout Hall	$315,736
2026	Granton Park Pavilion Expansion	$150,000
2026	Granton Ball Lights	$125,000
2030	Market Street Park Playground Equipment	$65,000

Municipal Building Assets

Based on the currently available information provided by the Township, all the municipal building related projects identified within a ten year time frame have expenditures less than $50,000. These assets and operating expenses have been excluded for the purposes of this AMP.

xi

Financing Strategy

While expenditure requirements will fluctuate year-to-year for all asset categories, it is important for the Township to implement a consistent, yet increasing annual investment in capital so that the excess annual funds can accrue in capital reserve funds. Funds which have accrued in capital reserves can then be drawn when rehabilitation/replacement activity is required.

It is understood that this AMP will be used as a guideline to determine a funding strategy with the objective of generating an investment strategy to meet the anticipated required expenditure needs.

In consultation with Township staff, an asset management strategy has been developed, including funding requirements that would ensure sustainability of the assets to continue to provide an adequate level of service to the residents of Lucan Biddulph. The following approach will be followed by the Township to pay for the current and future needs in the infrastructure networks.

General Expenditure on the Road Network
Until 2013, no funds were specifically allocated to capital projects. Capital projects are being funded using money accumulated in a reserve fund. The money transferred to reserve is increased by any year end operating surpluses. In 2018, $410,000 was put into the construction reserve and it is proposed that this amount be increased by 2% per year.

Sewer Network
There is currently a $20.00 per month capital infrastructure levy which results in accumulating approximately $310,000 per year to fund capital projects on the sewer system, including all facilities that are part of the sewer collection system.

Water Network
There is currently a $15.00 per month capital infrastructure levy, which results in accumulating approximately $250,000 per year in reserves to fund capital projects on the water system including all facilities that are part of the water distribution system.

Municipal Buildings
In 2018, $400,000 was allocated to building reserves. It is proposed that this allocation be increased by 2% per year.

It is anticipated that the revenue sources described above will ensure the sustainability of the infrastructure assets over time.

1

1.0 Introduction

1.1 Purpose of an Asset Management Plan

1.1.1 Significance of Municipal Infrastructure

Public infrastructure is central to prosperity and quality of life. The majority of public infrastructure in Canada is the responsibility of the municipal government, and most people take for granted the important role of these assets. Municipal infrastructure allows for the movement of people and goods, provides safe drinking water, handles waste, creates space for sport and recreation, and helps protect homes from flooding and natural disasters. Examples include roads, bridges, and underground water and sewage pipes, all of which are essential to economic development, citizen safety, and quality of life. Well maintained infrastructure is critical in sustaining a municipality as an attractive place to live and do business.

The recent Canadian Infrastructure Report Card (2016), which addresses municipal roads and water systems, stated that approximately one-third of municipal infrastructure is in "fair", "poor" or "very poor" condition across Canada. This illustrates the importance of municipalities protecting their investment in infrastructure and finding creative financial solutions to keep infrastructure in good operating condition. One of the solutions to Canada's infrastructure issues is improved asset management practices.

1.1.2 Township of Lucan Biddulph and Asset Management

The Township of Lucan Biddulph (Township) is situated in Middlesex County (the County), within the Province of Ontario. The Township was created through the amalgamation of the Village of Lucan and Biddulph Township in 1999, and is approximately 170 square kilometers in size.

The Township is an agricultural based community surrounding the Villages of Lucan and Granton. The current population is approximately 4,700 people, based on the 2016 Census. This is an increase of 8.3% from the 2011 Census. **Figure 1** illustrates the location of the Township.
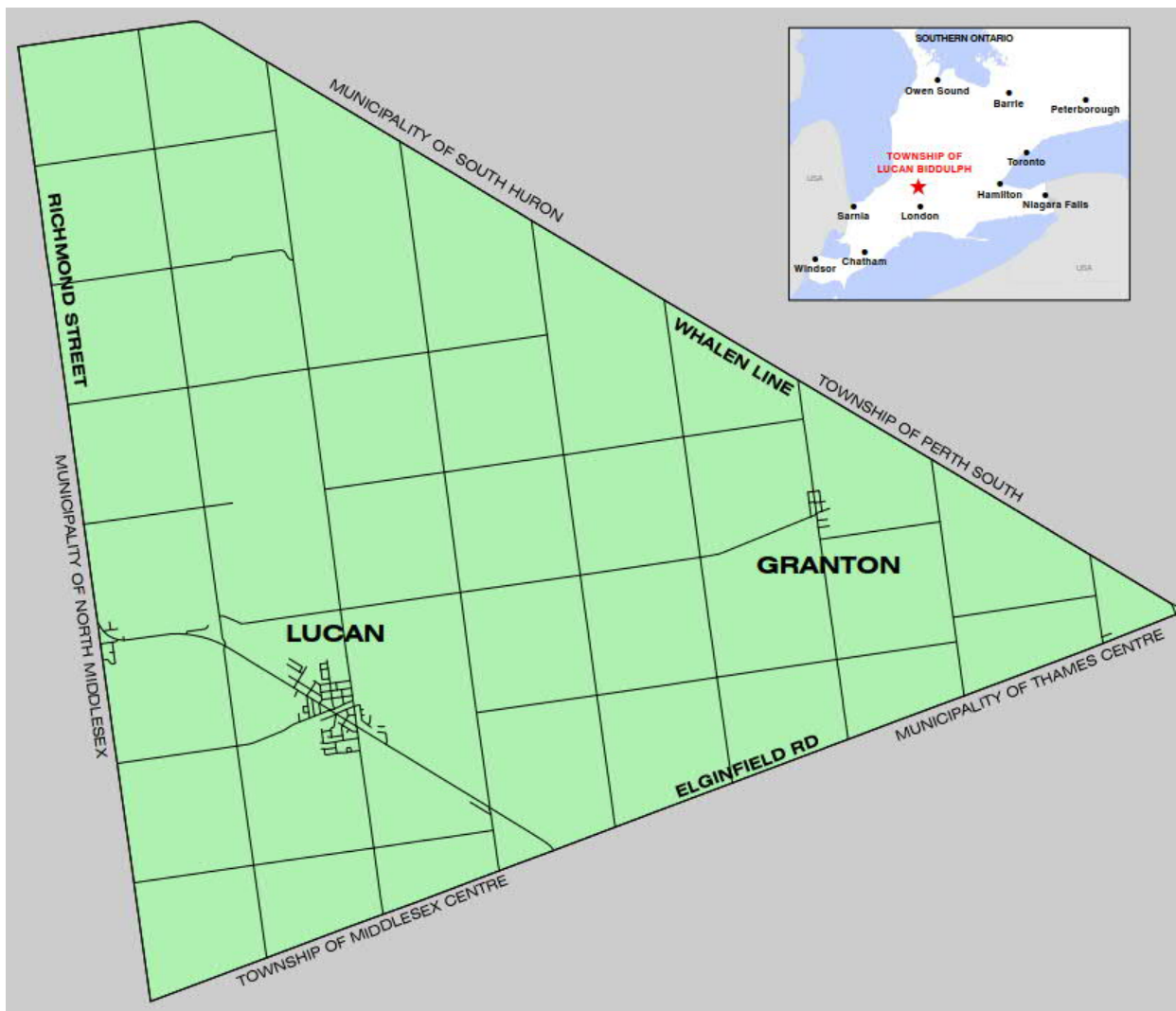
Figure 1: Location Map – Township of Lucan Biddulph

| *1.1.2.1* | **Goals of the Township of Lucan Biddulph** |

The current version of the Township of Lucan Biddulph's Official Plan (June 2015) outlines several goals for the Township, many of which are dependent on how the Township's infrastructure assets support economic activity and improve quality of life. Examples of some of these goals are outlined below:

- To encourage and direct the majority of population growth and residential development in the Township to the Village of Lucan
- To encourage small scale, limited residential development in the Village of Granton in keeping with its established character and role as a small settlement area capable of accommodating modest growth
- To ensure that future growth and development is adequately serviced and is within the Township's ability to provide the necessary infrastructure

3

- To maintain transportation corridors in order to provide for cross-jurisdictional access of regional amenities, including but not limited to public service facilities and health care facilities
- To undertake community improvements for the purposes of enhancing the quality of life for the residents of the Township.

1.1.2.2   Township of Lucan Biddulph's Asset Management Plan

Dillon Consulting Limited (Dillon) was originally retained by the Township of Lucan Biddulph (Township) to develop an Asset Management Plan (AMP) in 2013. Since that time, the AMP has been updated annually by Dillon. The purpose of an AMP is to set out how the Township's infrastructure will be managed to ensure that it is capable of providing the levels of service needed to support the municipality's goals. The AMP will be used as a tool to assist in decision making for the Township's financial and municipal planning, including annual budgeting, updating of the Official Plan, master plans, etc.

The Ministry of Infrastructure of Ontario recognizes that public infrastructure is central to prosperity and quality of life, as municipalities deliver many services that are critical to the public. Many of these services rely on well planned and maintained infrastructure. All levels of government understand also that they have an obligation to address the ever increasing infrastructure challenges, to ensure that they can continue providing an adequate level of service to tax payers. In an effort to commence addressing these challenges, the Ministry initiated a program and plan in 2012 called *Building Together*: *Guide for Municipal Asset Management Plans*. This program is meant to assist municipalities in developing a municipal infrastructure strategy. This strategy provides an opportunity for municipalities to address current and emerging infrastructure challenges. One of the main components of the strategy is to improve the current municipal infrastructure asset management practices through the development of an AMP.

The province has indicated that any municipalities seeking provincial infrastructure funding must demonstrate that they have developed an AMP and how its proposed project funding requests fit within a detailed AMP. The AMP should not only address the current needs in infrastructure, it should also identify future needs and a financing short and long-term strategy to funds those needs.

AMPs assist municipalities in making the best possible decisions regarding the building, operating, maintaining, renewing, replacing, and disposing of infrastructure assets. The intent of the plan is to make the best use of the funds available while managing risk and continuing to provide adequate levels of service to the public.

4

1.2   Assets Included in Asset Management Plan

It is best practice is to develop an asset management plan that covers all infrastructure assets for which the municipality is responsible. At a minimum, as recommended in the *Building Together – Guide for Municipal Asset Management Plans,* plans should cover roads, bridges, water and wastewater systems, and social housing. The Township has opted to develop a plan that includes all of the primary assets. These infrastructure assets are considered essential to continue to provide an acceptable level of service to the public. The assets included in the AMP are:

- 60 km of asphalt surface roads
- 65 km of watermain network
- 21 km of sanitary sewer network
- 14 km of storm sewer network
- 19 bridge and culvert structures
- Water/wastewater facilities (including wastewater treatment plant, water treatment plant, water tower, pump stations, and booster station)
- Parks/recreational facilities (including community centre/arena, pool, parks, and sports fields)
- Municipal buildings (including administration, public works, fire halls, museum, and library).

Detailed information related to the roads, watermain, and sewer networks is maintained in a digital database (including length, size, material, condition rating, where available, etc.).

Assets including street signs, street lights, gravel surface roads, fleet vehicles and equipment are currently not included in the AMP. The maintenance of these assets is funded primarily through the operating budget on an as-needed basis.

1.3   Asset Management Plan Development

The current version of the Township's AMP covers a timeframe of ten years and is updated on an annual basis. The AMP incorporates the entire lifecycle of the assets that are included (**Section 1.2**).

As previously mentioned, the Township's AMP was originally developed by Dillon in 2013. Dillon worked closely with Township staff, including Public Works and Finance staff, to develop the original AMP and has continued to work with the Township to update the AMP on an annual basis. The information included in the asset database is based on information obtained from various sources including as-built records from the Township and GIS data from the County.

1.3.1   Limitations of the Asset Management Plan

It should be understood that the AMP is a tool and living document which is meant to be used to inform decision making. Political, social, environmental, and operational considerations should also be taken into account in planning capital investments. However, the AMP should provide a foundation on which those decisions are made.

5

In addition, the usefulness of the AMP is directly related to the quality of data used in its analysis. While both the Township staff and Dillon team involved in the project were committed to data accuracy, some assumptions had to be made in extenuating circumstances. Yet, as a whole, the AMP provides an accurate approximation of the Township's current and future infrastructure needs. In the absence of condition assessment data for some assets, the current and projected needs are based on the year of construction of the assets and their expected service lives.

1.3.2   Evaluation and Improvements to the Asset Management Plan

The original development of the Township's AMP has been improved in 2018 through the incorporation of condition assessments for two major assets for the Township: sanitary sewers and asphalt roads. Prior to these condition assessments, the existing condition of these assets was solely based on age of construction.

It is recommended that the following actions be considered and implemented in order to further improve the Township's AMP:

- Condition assessments of other assets, including storm sewers, water/wastewater facilities (proposed timeline: within three years)
- Incorporation of assets that have previously not been included in the AMP (i.e., sidewalks, regulatory signs, etc.) – (proposed timeline: within three years).

2.0   Asset Management Plan Methodology

The general methodology that has been adopted to follow the best practices from the National Guide to Sustainable Municipal Infrastructure, also known as the InfraGuide. The approach is described in five steps and was designed to help asset managers assess the level of service currently provided by their tangible assets. It allows asset managers to make fact-supported infrastructure investment decisions, while maximizing the effectiveness of available funds. Each of the five steps and their key elements, presented below, were addressed in developing the AMP for the Township. Each step is described in detail in the sections below.

1. Infrastructure Data Inventory – What infrastructure do you own?
   - Analysis of existing data and optimization of data sources
   - Transfer of physical characteristic information into databases
   - Document inventory of all assets
   - Upload of information in graphical interface such as a Geographic Information System (GIS).

2. Replacement Costs – What is it worth?
   - Define bench-marking unit prices for replacement
   - Calculate replacement costs of all assets
   - Input information in analytical tools.

6

3. Condition Assessment – What is its condition and remaining service life?
   - Review of condition assessment data
   - Transfer of condition data to analytical tools
   - Computing condition assessment indices where appropriate
   - Statistical analysis of defects to assess life expectancy
   - Determination of service life of all infrastructure assets
   - Comparison with industry standards and definition of acceptable level of service.

4. State of Local Infrastructure Analysis – What needs to be done to rehabilitate, replace, operate and maintain these assets?
   - Upload condition data in asset management tools and process information
   - Review the effect of different repair alternatives
   - Consideration of lifecycle costs and extension of service life
   - Determine financial requirements to address needs identified.

5. Asset Management Strategy – What should be done first and how much will it cost?
   - Consideration of selected "what if" expenditure scenarios
   - Production of a prioritized short and long term AMP.

The final part of this report, which could be incorporated as an additional question to the list above, is "How will you finance your plan?" To answer that question, we have reviewed a variety of financing strategies which could be implemented to address the needs of all assets while maintaining an acceptable level of service to the residents.

2.1 Infrastructure Data Inventory

The Township possesses a large amount of inventory data in a variety of formats; therefore, no field data collection was required on this project. We worked closely with the Township staff to make best use of the valuable information they had. To facilitate access to the information, we made sure that all asset elements were properly digitized and georeferenced in the database with unique ID numbers. The final datasets were delivered in ArcGIS geodatabase format.

It is recommended in the development of an AMP not to collect and store data just because the data is available. If the data does not add any value to the business processes, it should not be incorporated in the system. Usually, the financial investment and time spent keeping that information current could be better used elsewhere in the development of an AMP.

7

2.1.1   Linear Infrastructure Inventory – Road, Sewer and Water Networks

The Township staff had existing road, sewer, and water database information available in a variety of formats, including spreadsheets, CADD files and detailed on historical drawings and documentation. The files were digitized in formats compatible with the GIS system. The roads database was created using a combination of the County's GIS information and the road information contained in the Township's PSAB database. The Dillon team reviewed all the linear infrastructure information and identified data gaps that needed to be addressed before processing data for the development of the AMP. Information such as year of construction, pipe diameter, material type, and pavement widths were some of the attribute information that was required in the development of the AMP. The project team worked closely with staff to address missing data or to make educated assumptions where the information was not available.

2.1.2   Point Asset Inventory – Bridge, Culvert and Facilities Assets

Existing information pertaining to the point asset inventory within the Township, including bridge, culvert, and water/wastewater, parks/recreational, and municipal facility assets were obtained for the AMP. The main source of information for the bridges and culverts were survey reports developed to meet the requirements of the Ontario Structure Inspection Manual (OSIM). Municipalities are required to undertake OSIM surveys every two years, which report data on each bridge and culvert structure including type, dimensions, year of construction, anticipated service life, condition and rehabilitation required. The OSIM information was very valuable in the initiation of the development of the asset management system. The information related to parks/recreation and municipal building facilities was provided by the Township.

The Dillon team, in collaboration with Township staff, reviewed all available data and made appropriate adjustments to parameters such as service life and replacement cost of an asset. The goal was to tailor the existing information on current infrastructure conditions to the AMP development process.

2.2   Replacement Costs

Calculating the replacement costs of infrastructure assets provides insight on the existing financial investments on municipal infrastructure networks. To calculate overall replacement costs, each type of linear infrastructure was assigned an average unit cost per metre or square metre of construction. Unit construction costs were developed in collaboration with Township staff based on recent construction activities in the area, including all appurtenances and restoration costs. Restoration was assumed to include replacement of granular and asphalt materials for the trench for linear underground infrastructure. Table 1 outlines the unit costs that were used. A 10% mark-up was also included in each unit cost to account for miscellaneous construction costs such as bonding, insurance, etc. Additionally, 15% of the total construction costs were added to account for engineering design fees. It should be noted, when these unit prices are used to estimate projected expenditures within the next ten years, inflation has not been included.

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8

Table 1: Units Costs for Linear Infrastructure Assets

Asset	Unit Cost
Watermain (<=250 mm)	$950/m
Watermain (251-400 mm)	$1,200/m
Sanitary Sewer (<=250 mm)	$1,300/m
Sanitary Sewer (251-400 mm)	$1,400/m
Sanitary Sewer (>400 mm)	$1,550/m
Storm Sewer (<=250 mm)	$1,100/m
Storm Sewer (251-400 mm)	$1,200/m
Storm Sewer (>400 mm)	$1,850/m
Road Overlay (All Road Classes)	$50/m^2
Road Reconstruction – Full Urban*	$110/m^2
Road Reconstruction – Partial Urban*	$75/m^2
Road Reconstruction – Urban Rural*	$65/m^2

*Full Urban roads are asphalt roads in an urban area, which include curb and sidewalk.
 Partial Urban roads are asphalt roads in an urban area with no curb or sidewalk.
 Urban Rural roads are asphalt roads in a rural area.

The main source of information for the replacement values of the water/wastewater facilities was the PSAB database. The values provided in the PSAB database were inflated where required to obtain an approximation of the current replacement cost of the assets.

2.3   Condition Assessment

The generation of condition indices, using consistent and repeatable techniques, is essential in comparing assets and identifying needs in all types of infrastructure. These indices are used to track improvements to the level of service in the condition of the asset network in the form of financial investment. All condition indices for linear assets ranged from 0 to 1, with 1 representing an asset in perfect condition. Once all assets were assigned a condition rating, knowledge of assets and technical expertise were used to determine rating levels which represented the minimal level of service that can be provided to the residents. This was determined in consultation with Township staff. Any components of infrastructure rated below the minimal rating are to be repaired to improve the level of service. The minimum rating, or level of service, is called the "Threshold of Acceptability" of an asset.

The following Figure 2 illustrates graphically an example of a deterioration model and performance threshold used for a road network.

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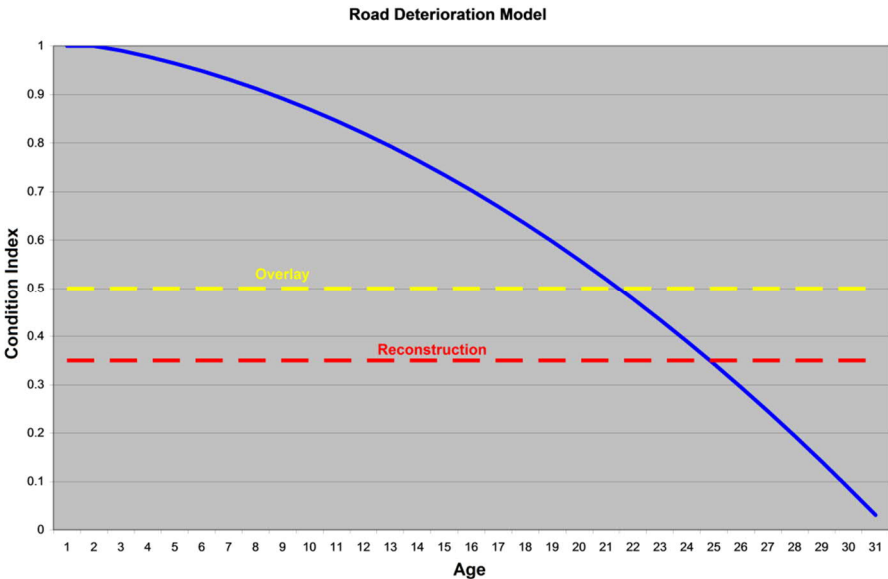
Figure 2: Deterioration Model and Threshold of Acceptability for Asphalt Roads

2.3.1   Road Network Condition Assessment Process

In 2018, the Township conducted a road condition assessment which rated the condition of all roadway sections in the network which are maintained by the Township. County of Middlesex and Ministry of Transportation, Ontario (MTO) maintained roads that are within the Township boundaries were excluded from this assessment. This information, combined with the year of construction or last rehabilitation, was used to analyze the road network over time. It is recommended that the Township conduct these types of road condition surveys on a regular basis (every three to five years) following the Pavement Condition Rating (PCR) method recommended by the MTO. Results of such a survey provide a better indication of the current condition of the road network and provide an improved basis of information to predict the deterioration of road sections over time. A summary of the 2018 road condition assessment is documented in the report, Township of Lucan Biddulph Road Condition Assessment Report (December 2018). A summary of the PCR and Ride Condition Rating (RCR) results are also included in Appendix A of this report. The Township also conducts annual traffic counts on various roads throughout the Township which assists in assessing traffic volumes and selecting road surface types.

2.3.2   Water and Sewer Networks Condition Assessment Process

At the onset of the AMP, budgetary constraints prohibited the possibility of conducting a condition assessment survey of the sewer and water networks. To overcome this limitation, statistically developed deterioration trends were used to approximate pipe condition based on the pipe's age and material type.

10

The approach used to approximate the condition of these assets is illustrated on Figure 3. It involves using deterioration trends to estimate the condition of "families" or "asset classes" of infrastructure components with similar physical and functional characteristics. It is based on age and material type of the assets. Using the age and statistical deterioration trend of a particular material type, it is possible to approximate its current condition and establish a corresponding condition index. For high level financial analyses focused on asset sustainability of an infrastructure network, this approach is quite adequate.

Condition Index (PVC Water Pipe Example)
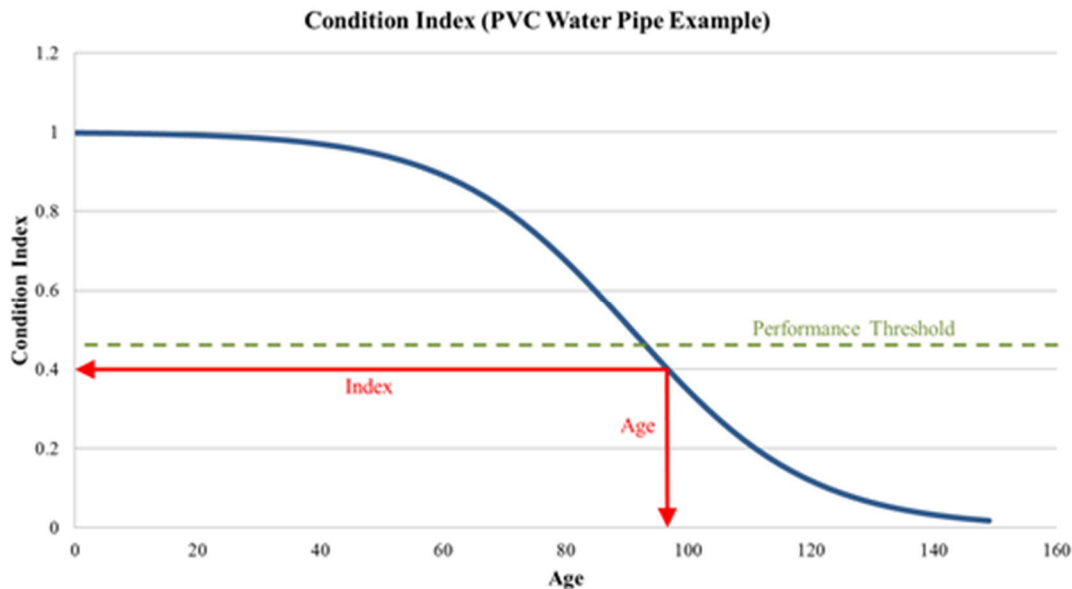
Figure 3: Determination of Condition Index

Where pertinent information relevant to network analysis was unable to be located, assumptions were made based on the age and material of surrounding pipes. All the assumptions made as part of the condition assessment process have been documented in the database.

In 2018, the Township conducted a condition assessment for the sanitary sewers using Closed Circuit Television (CCTV) so condition indices representing the actual condition could be incorporated into the AMP. This additional information aids in adding more value to the condition ratings of these assets so replacement isn't solely triggered by age of infrastructure. In the absence of a condition assessment, the age of the infrastructure will still be used as the trigger.

2.3.3   **Point Asset Condition Assessment Process**

No detailed condition assessment survey has been carried out on the building assets; however, OSIM surveys were recently completed for bridge and culvert assets. The OSIM and PSAB databases contained information on year of construction, service lives, and replacement costs, which was used to approximate timing for rehabilitation and replacement of those assets. The approximations were reviewed by staff and adjusted in some cases to better reflect the actual condition of some assets. The final results were reviewed and endorsed by staff.

11

2.4 State of Local Infrastructure Analysis

For linear assets, the Dillon Predictive Scenario Software (DPSS) was used in preparing the capital investment analysis of the AMP. The tool is a Microsoft Access application that relies on an overall assessment of the infrastructure condition to produce investment scripts based on degradation curves, which are adjusted to the Township's particular operations and thresholds of acceptability.

The DPSS tool assesses the condition, and puts the Asset Manager in control of the life cycle of assets. It also allows for planning as to where, when, how, and how much to invest in the renewal and replacement of infrastructures for the coming year, or for the next five years, ten years, 20 years or 50 years.

We used the DPSS application to develop the Township's short and long term prioritized renewal plans. Figure 4 provides a view of a screen capture of the DPSS analytical tool.
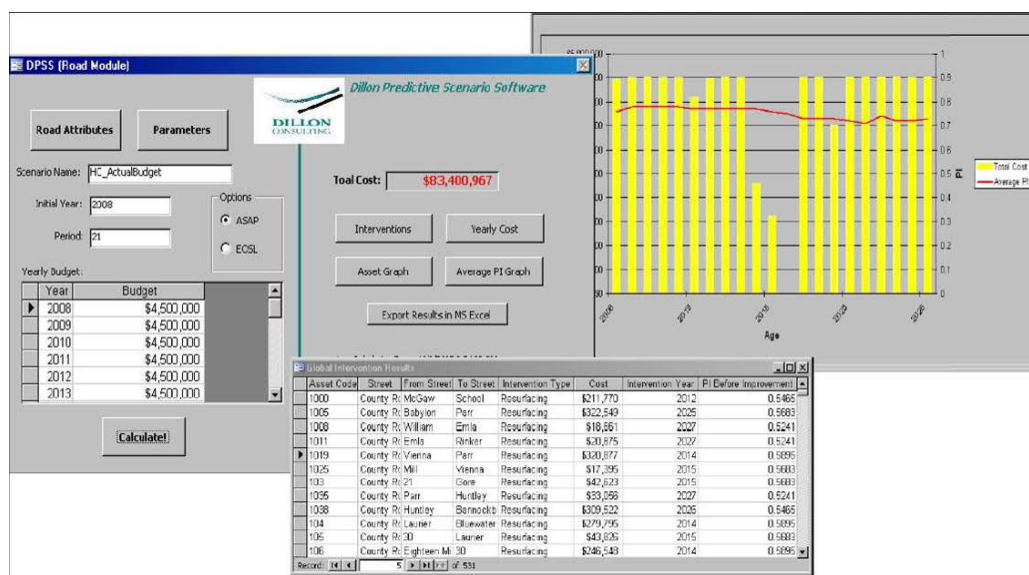
Figure 4: Dillon Predictive Scenario Software (DPSS)

For point assets, Dillon also developed a simple and practical tool to manage these types of assets. Point assets are assets such as bridges and culverts, building facilities, treatment plants, and pump stations. These assets usually behave differently than linear assets because they are composed of many different components that have variable service lives. The service lives of these components can usually be obtained from sources such as:

- The supplier's suggested service life
- The experience of the technical expert performing condition assessment
- Published industry guides on service life and maintenance requirements.

12

The AMP tool developed by Dillon has been designed to summarize in tabular and chart forms the maintenance and renewal costs of the components of the assets. The tool considers factors such as year of construction, expected service life, infrastructure needs, maintenance and replacement costs, and year of intervention. It has been successfully implemented in a many communities across Canada. Figure 5 illustrates the AMP tool interface.
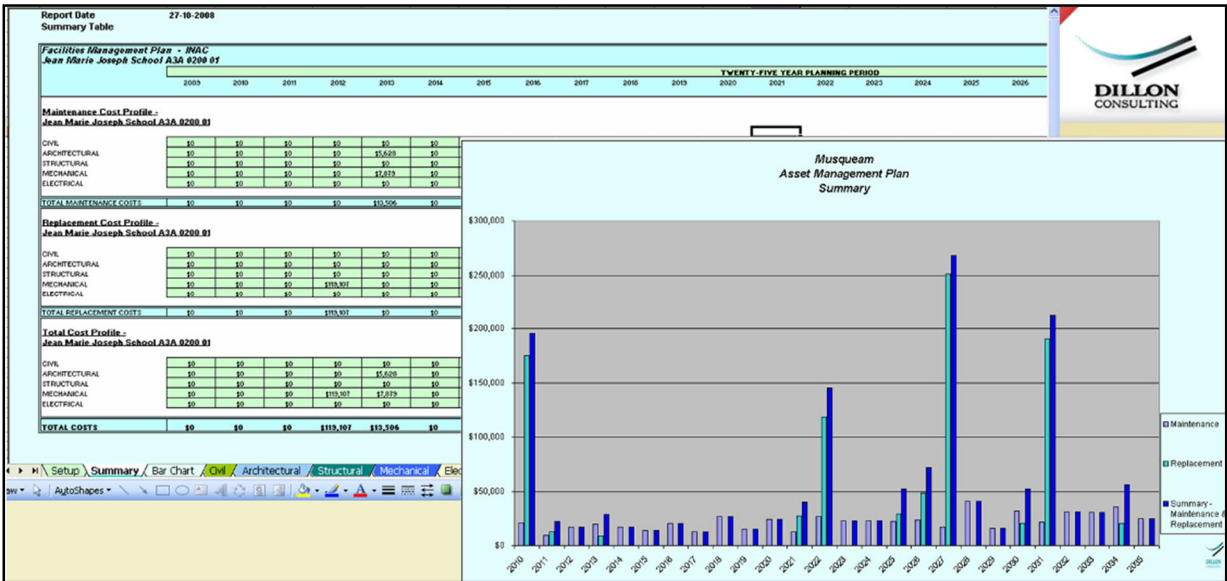
Figure 5: Condition Assessment Tool

This tool was used to develop the multi-year AMP for the point assets included in this project. The results were delivered in digital form in MS Excel format. Township staff will continue to use the applications described above to assist them in managing their infrastructure assets.

3.0   State of Local Infrastructure

3.1   Existing Infrastructure and Condition

3.1.1   Road Network

The asphalt surface road network consists of approximately 60 km of road, divided into 131 road segments. The road network has a total length, including gravel surface roads, of approximately 140 km.

Urban rural roads, full urban roads and partial urban roads are assumed to have a lifespans of 25, 20 and 15 years, respectively. The distribution of year of construction of the segments within the asphalt surface road network is shown in **Figure 6**, along with the distribution of service lives of the asphalt surface roads.

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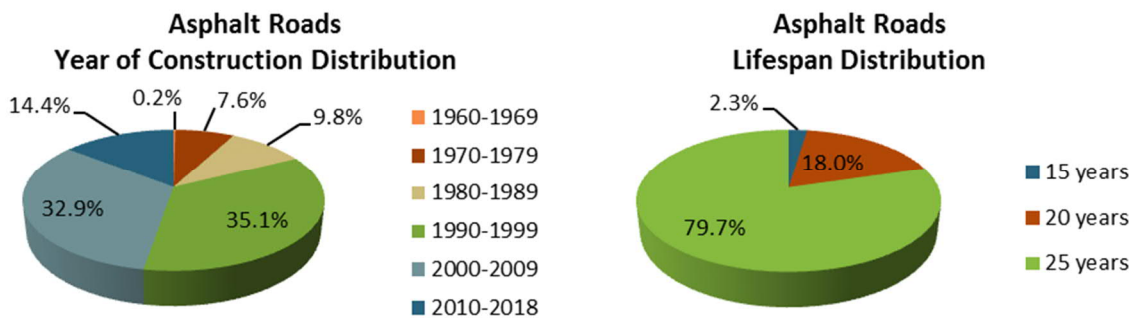
Figure 6: Distribution of Year of Construction and Life Span of the Asphalt Surface Road Network

In 2018, a road condition assessment of the asphalt surface roads was completed in order to assign a condition rating index to each road section. **Figure 7** shows the distribution of the condition ratings for the asphalt surface roads. Condition ratings provide a more comprehensive representation of the existing condition of the roads in place of basing condition on age/year of construction.
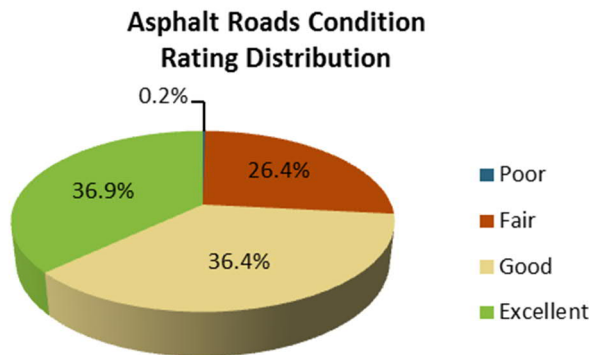
Figure 7: Distribution of Condition Rating of the Asphalt Surface Road Network

3.1.2   **Water Distribution Network**

The water network is primarily made up of PVC pipe material. The remainder of the pipes within the network are constructed of ductile and cast iron pipe materials. The current network ranges in year of construction from 1948 to the present day. **Figure 8** illustrates the distribution of watermain pipe ages within the network, and the material types and sizes based on a percentage of total length of watermain installed.

14
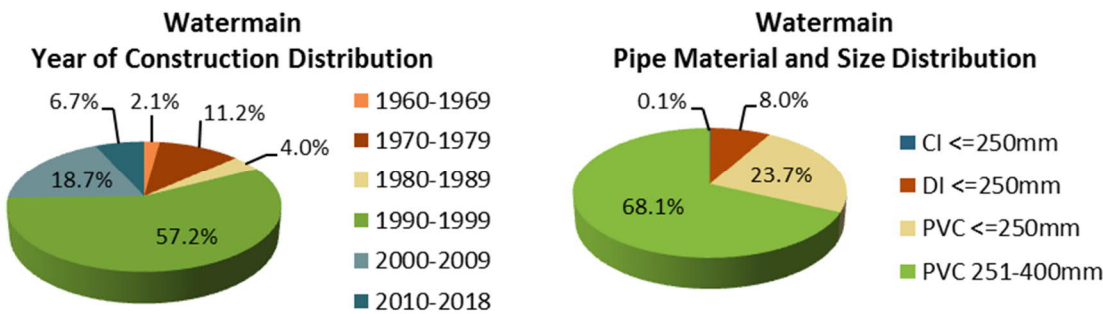
Figure 8: Distribution of Year of Construction and Pipe Material and Size of Watermain Network

The average age of the network is less than 25 years old. The life expectancy values attributed to PVC pipe is 75 years and ductile and cast iron pipes are 60 and 50 years, respectively. Based on these lifespan assumptions, this results in a water network that has generally only reached approximately 1/2 or 1/3 of its expected life, thereby is assumed largely to be in good condition.

3.1.3　**Sanitary Sewer Network**

The sanitary sewer network is constructed with asbestos concrete and PVC pipe materials, both of which have a high attributed life expectancy value of 60 and 75 years, respectively. Approximately half of the system was constructed between 1963 and 1975, the second half being constructed from 1991 to the present date. **Figure 9** illustrates the distribution of pipe ages within the network, and the pipe material and size distribution.
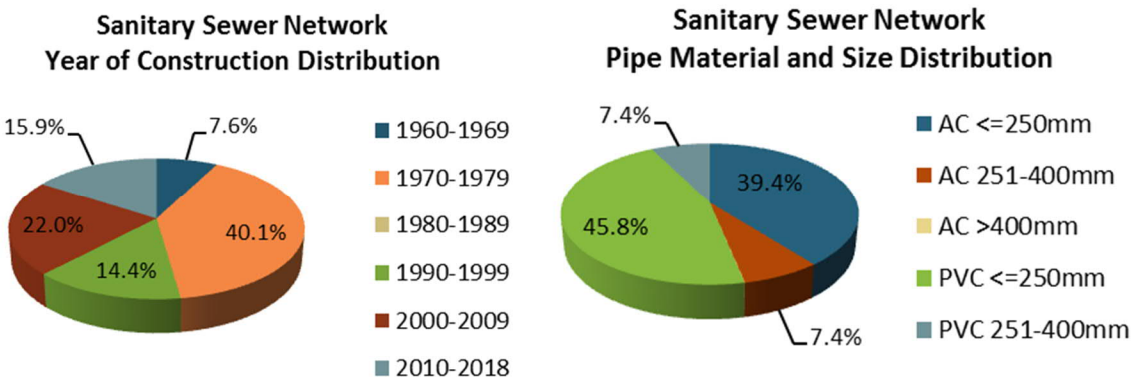
Figure 9: Distribution of Year of Construction and Pipe Material and Size of Sanitary Sewer Network

In 2018, CCTV inspection was completed for the entire sanitary sewer network. As part of this process, a condition rating was assigned to each section of sewer based on National Association of Sewer Service Companies' (NASSCO) Pipeline Assessment Certification Program (PACP). **Figure 10** shows the distribution of the condition ratings for the sanitary sewers. Condition ratings provide a more comprehensive representation of the existing condition of the sewers in place of basing condition on age of construction.

15

**Sanitary Sewer Network
Condition Rating Distribution**

- Poor
- Fair
- Good

26.7%
20.0%
53.2%
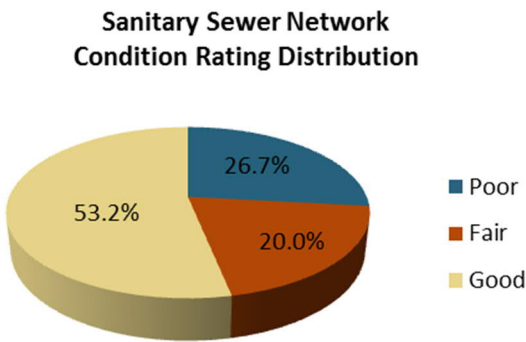
Figure 10: Distribution of Condition Rating of the Sanitary Sewer Network

3.1.4 | **Storm Sewer Network**

The storm sewer system is constructed of concrete, PVC, and CSP materials. The system is of relatively recent construction, the oldest segments dating back to only 1966. **Figure 11** illustrates the distribution of year of construction and material type and size for the storm sewer network.

**Storm Sewer Network Year of
Construction Distibution**

7.8%
31.8%
13.9%
5.2%
3.5%
37.8%

- 1960-1969
- 1970-1979
- 1980-1989
- 1990-1999
- 2000-2009
- 2010-2018

**Storm Sewer Network
Pipe Material and Size Distribution**

9%
17%
18%
21%
5%
30%

- Concrete <=250mm
- Concrete 251-400mm
- Concrete >400mm
- CSP 250-400mm
- PVC <=250mm
- PVC 251-400mm
- PVC >400mm
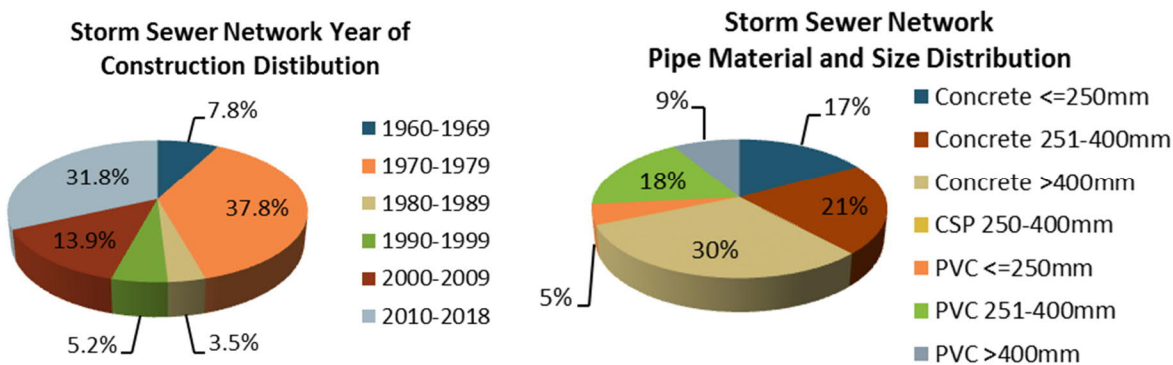
Figure 11: Distribution of Year of Construction and Pipe Material and Size of Storm Sewer Network

A life expectancy of 85 years, 75 years and 25 years is assumed for concrete, PVC and CSP storm sewers, respectively. The majority of the storm sewer network has greater than 50 years of life expectancy remaining and is assumed to be in good condition.

3.1.5 | **Water/Wastewater Facility Assets**

The Granton Booster and Pump Station is the oldest of this type of infrastructure and was constructed in 1973. The remainder of the water and wastewater facilities were constructed within the last two decades. The life expectancy attributed to these assets is 50 years for each.

3.1.6   **Bridge and Culvert Assets**

There are 18 bridge and culvert structures included in the AMP, three of which are constructed of steel, the remainder of which are constructed of concrete. The life expectancy attributed to the concrete structures is 75 years, and 25 years for the steel structures. The earliest construction of these structures is 1958; the distribution of construction years is shown in **Figure 12**.
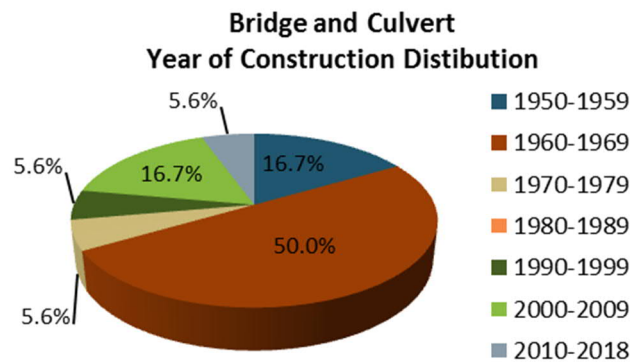
Figure 12: Distribution of Year of Construction of Bridges and Culverts

As per provincial requirements, the bridges and culverts are inspected every two years using the Ontario Structure Inspection Manual (OSIM). The most recent inspection was completed by Spriet Associates in January 2017. Overall, all components of the bridges and culverts that were inspected are in 'fair', 'good' or 'excellent' condition.

3.1.7   **Parks and Recreation and Municipal Buildings**

The Lucan Community Centre Building is the oldest of this type of asset and was constructed in 1976, with a life expectancy of 40 years. Based on this timeframe, the current facility is due for upgrades and/or replacement. The various components associated with the Lucan Community Centre Building vary in age from 1976 to 2015 and have life expectancies ranging from 10 years to 30 years. The old library building connected to the Community Centre Building was constructed in 1998 and has a life expectancy of 40 years.

The Pool and Pool Building were constructed in 1963 and have a life expectancy of 40 years.
The Lucan Biddulph Administration Building and Library Building are the newest of these types of assets and were both constructed in 2015. The Museum and the Public Works Building are also newer vintage, constructed in 2008 and 2013, respectively. All four buildings have a life expectancy of 40 years.

17

Estimated Current Asset Value

Asset management best strategies suggest that 2% to 4% of the value of an asset should be spent annually to ensure sustainability of infrastructure assets. That level of funding relates mostly to capital expenditure and does not include operational costs. Without asset management tools, it is almost impossible to determine the long term effect of inadequate budget allocations. Yet, it is important for a municipality to determine if the current level of funding is appropriate to continue to provide an adequate level of service to its residents. It is also essential to allocate adequate funding to ensure sustainability of the assets in the future. For the Township, the estimated value of the assets included in this project was estimated at approximately $149.2 million. Table 2 and Figure 13 show the distribution of that asset value.

Table 2: Asset Values

Infrastructure Network	Quantity	Replacement Cost
Sanitary Sewer	21 km	$15,621,480
Storm Sewer	14 km	$10,968,020
Water	65 km	$49,340,850
Asphalt Roads	60 km	$35,198,400
Water/Wastewater Facilities	3 Pump Stations 1 Elevated Tank 1 Booster Station 2 Treatment Plants	$12,094,190
Bridges and Culverts	19 Structures	$7,148,574
Parks/Recreation Facilities	Community Centre/Arena Scout Hall Pool 3 Parks Sports Field/Park	$9,749,043
Municipal Buildings	Administration Building Public Works Building Museum Library 2 Fire Halls Emergency Medical Services (EMS) Building	$9,126,659
Total Asset Value		$149,247,216

18

Figure 13: Distribution of Replacement Cost Estimate of Assets

Based on these results and the recommended 2% yearly investment in maintenance, theoretically the Township should allocate around $3.0 M per year to ensure future sustainability of its assets.

3.3   Asset Management Policies

3.3.1   Data Inventory

All of the infrastructure assets included in the AMP are inventoried in a spreadsheet and GIS based database, including basic asset information, such as asset type/class, physical description, location, expected useful life, etc. and information that requires updating including replacement cost and condition rating (where available).

As improvement or additions are made to the Township's linear infrastructure networks or point assets, this inventory will be updated on an annual basis to include updated information.

3.3.2   Condition Assessments

In continuing to maintain a detailed AMP over time, it is highly recommended that the municipality acquire detailed condition assessment data on all components of their infrastructure assets. It is critical to ensure the data is current and accurate, in order to maintain a useful AMP.

Roads should undergo a full condition assessment every three to five years. Given the shorter lifespan of road structures, and high variability in road construction and environment, pavement condition indices are more difficult to estimate over time. Therefore, their condition should be evaluated on a more frequent basis.

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19

Underground pipe assets historically undergo far fewer condition assessments. A sampling approach for collecting condition data and extrapolating the results to assets with similar physical and operational characteristics is a viable option when funding is limited. For example, in this approach CCTV inspection survey might be conducted for a sample of pipes, and results can be extrapolated to pipes with similar physical characteristics. This approach is commonly used for long term financial planning. Another approach is to use the results of the DPSS to identify pipes that are or could be in need of rehabilitation now or in the next few years, and generate a CCTV program to only investigate these critical pipes. This approach is commonly used when funding is limited.

The approach for condition assessment of point assets is different except for bridge and culvert structures which are mandated to be inspected every two years. Components of buildings such as roof, HVAC systems, and electrical components usually all have different service lives. It is recommended to have one complete inspection of all facilities and to replace or monitor the components that have been identified as requiring attention now or in the future. This overall detailed inspection could be carried out every seven to ten years noting asset management tools should be used to frequently visit and monitor assets that are approaching the end of their service lives.

3.3.3   Maintenance Activities

It should be understood that most infrastructure assets will usually reach their expected service lives if routine maintenance is carried out on those assets while in service. As specified in the literature, 2% to 4% of the value of an asset should be spent on a yearly basis to ensure it reaches the end of its service life. Most municipalities will spend less than 2% a year of the value of the asset in maintenance. Maintenance activities such as crack sealing or slurry sealing a roadway or flushing and cleaning a sewer pipe should be carried out on a regular basis depending on the condition and age of the assets. There are many very good Computerized Maintenance Management Systems (CMMS) in the market that are very helpful and efficient in ensuring sustainability of infrastructure assets. Some types of CMMS could be very beneficial to the Township.

3.3.4   Integrated Rehabilitation

In order to make cost-effective decisions with regard to rehabilitation of infrastructure assets, it is recommended (as suggested in the Asset Management Best Practice published by the Infraguide), that an integrated approach be used to acknowledge the close proximity and high level of interaction between the infrastructure networks. Knowledge of the integrated condition of these networks provides a clear advantage to municipal administrators by giving a global view of the infrastructure networks.

The spatial proximity consideration of that approach allows for a more accurate set of interventions by using the concept of "windows of opportunity". This enables analysis of assets, not only based on actual condition, but also on a predictive condition in time. This is made possible by defining windows of opportunity along the deterioration curves, as shown on Figure 14.

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20
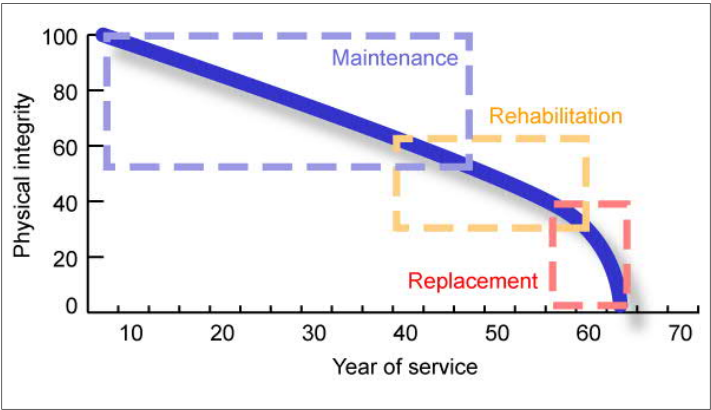
Figure 14: Windows of Opportunity

This approach relates to economics and cost-effectiveness. Priority is assigned by reviewing all locations in the network identified for repair and assigning a higher priority to locations where more than one component of the asset network requires rehabilitation. This approach provides for a reduction in replacement costs per meter of pipe by carrying out the repair of more than one pipe within the same excavation. The "window" concept allows delaying a rehabilitation activity as long as it stays within that window, to combine it with another piece of infrastructure in the vicinity of the pipe.

4.0 Desired Levels of Service

A 'level of service' is a term that is used to describe the quality, quantity and availability of the service that is being provided. In the context of AMPs, levels of service are established as a way to guide the management of infrastructure in a manner that aims to achieve the level of service goals.

As described in the best practice document in the National Guide to Sustainable Municipal Infrastructure, also known as *InfraGuide*, levels of service fall into two broad categories: those that are mandated by regulations (codes, standards, etc.); and those that result from community plans or objectives.

In general, mandated levels of service are very specific in their description of the measures to be used. This can take the form of, for example, the number of a type of bacteria per unit volume in drinking water. Community objectives tend to be less defined measurements in terms of schemes. They are future oriented, and focus less on technical measures and more on social, cultural and environmental concerns.

21

4.1   Mandated Levels of Service

Regulations exist to ensure the health and safety of the users of public facilities or the products delivered by a utility to the public. These regulations are enforced through codes, standards, or guidelines adopted by government authorities.

The most common regulations that apply to infrastructure include:

- Ontario Structure Inspection Manual (OSIM)
- Minimum Maintenance Standards
- Provincial Drinking Water Guidelines
- Ontario Building Code
- Provincial Fire Code.

This list is not comprehensive and the owners and managers of infrastructure need to be fully familiar with the regulations that apply to their facilities.

4.2   Community Objectives

Every community has developed objectives on the expected quality of life in their community and a vision for the future. These are established either through a structured process (such as a comprehensive community plan) or by other means. The objectives and vision usually include elements of health and safety, social wellbeing, economic and cultural development, and other factors. Community objectives rely heavily on the ability of the existing infrastructure to support such plans. In many instances, the objectives call for new infrastructure that the community will have to operate and maintain for generations.

The InfraGuide describes the steps required to successfully establish a community's levels of service. The key elements that relate to the development of levels of service as described in the InfraGuide best practices are illustrated in Figure 15.

Figure 15: Elements of Levels of Service (InfraGuide 2002)

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22

Asset understanding refers to the knowledge about the inventory, condition and performance of infrastructure that provide the community its services: potable water, wastewater collection and treatment, solid waste management, roads and bridges, community buildings, etc. This information is provided by the AMP and is used to ensure existing and planned infrastructure can support the levels of service established.

Consultation and communication are important elements of developing community levels of service. Key stakeholders must be involved; including community leaders, operators of the assets, education and health professionals, and other levels of government officials. The consultations should be properly managed to avoid creating a "wish list", as consultations have a tendency to raise expectations amongst those involved. Instead, the consultation process should provide adequate background material, and the context and constraints (e.g., financial, environmental, material and human resources, etc.), which face the municipality. This will help generate realistic levels of services that the community can achieve and afford.

Levels of service have to be aligned to the strategic direction of the community. Appropriate levels of service must consider the community's ability and willingness to tolerate risk. The costs associated with the levels of service need to be established and evaluated in view of the capacity of the community to support them.

Ideally, each community should use this process to define their acceptable level of service. Once determined, all assets would need to be reviewed and compared to the community's expectations. Action plans on remedial measures would have to be developed to close the gap between expectations and reality, if physically and financially possible.

4.3   Determining Appropriate Levels of Service for Lucan Biddulph

A full community consultation process for establishing levels of service was not conducted as part of the AMP project. The process followed was mostly based on the Asset Understanding component of the process, which considered the physical and functional characteristics of an asset to define a measurable index that can be monitored over time.

Condition indices were determined as described in Section 2.3: Condition Assessment. The Township's current levels of service, measured in terms of condition index, were determined in consultation with the Township. Once acceptable levels of service were established, the information was used to identify current and future infrastructure investment requirements. The asset management tools described were provided to staff to monitor the levels of service over time, and to assess the effect of different budget scenarios on the current and future levels of service. The results of our analysis are presented in Section 5: Asset Management Strategy.

The asset management tools delivered will enable staff to set short and long term targets with regards to level of service and identify funding requirements and timeframes to meet those targets while considering affordability.

5.0   Asset Management Strategy

5.1   Road Network

In order to understand the extent of the reconstruction needs of the road network over the next ten years, the DPSS tool was used to analyze the road network needs assuming an unlimited budget. The magnitude of the estimated expenditure needs are shown graphically in **Figure 16** and summarized by project in **Table 3**.
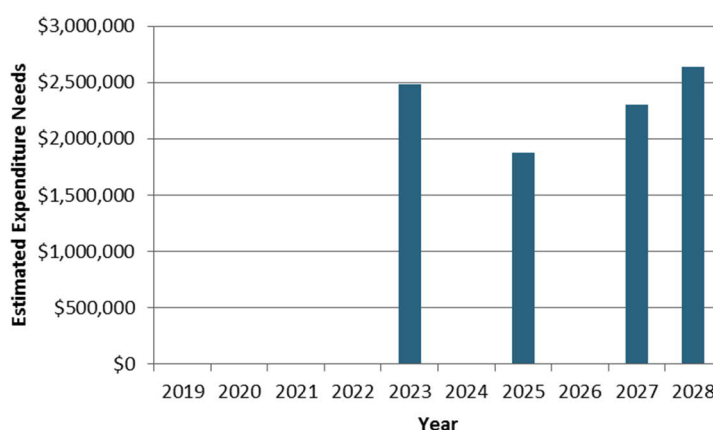
Figure 16: Estimated Road Network Expenditure Reconstruction Needs based on Unlimited Budget

Table 3: Road Network Reconstruction Projects Identified through Analysis using Unlimited Budget

Year	Limits	Expenditure
2023	Coursey Line (Elginfield Road to William Street)	$1,580,531
2023	Nicoline Avenue (Elm Street to End)	$322,104
2023	Roman Line (Richmond Street to Pavement End)	$217,445
2023	Maple Street (Market Street to Duchess Avenue)	$98,704
2025	Coursey Line (McGillivray Drive to Mooresville Drive)	$891,328
2025	Kleinfeldt Avenue (Nicoline Avenue to End)	$194,858
2025	Frank Street (William Street to Main Street)	$143,665
2025	King Street (Fallon Drive to Ann Street)	$135,713
2025	Ontario Street (Granton Line to End)	$105,963
2025	Beech Street (Market Street to Duchess Avenue)	$104,892
2025	Queen Street (William Street to End)	$80,075

24

Year	Limits	Expenditure
2025	Roman Line (Richmond Street to Nagle Drive)	$51,087
2025	Head Street (King Street to Granton Line)	$44,889
2027	Francis Street (Main Street to Saintsbury Line)	$270,671
2027	Water Street (William Street to Main Street)	$238,984
2027	Butler Street (Chestnut Street to Stanley Street)	$219,062
2024	Nicoline Avenue (Elm Street to Saintsbury Line)	$213,637
2027	Wellington Street (Saintsbury Line to Main Street)	$165,292
2027	Harold Court (Elm Street to End)	$208,358
2027	Beech Street (Kent Avenue to End)	$329,705
2027	Kent Avenue (Walnut Street to Beech Street)	$144,501
2027	Marlene Street (Kleinfeldt Avenue to Albert Street)	$125,074
2027	Queen Street (High Street to Isabella Street)	$114,929
2027	Station Street (Granton Line to End)	$132,171
2027	Ann Street (Granton Line to End)	$80,931
2027	Isabella Street (Granton Line to End)	$98,793
2027	High Street (Granton Line to Queen Street)	$47,453
2027	Whalen Line (Saintsbury Line to Mitchell Line)	$2,288,277

At the onset of the AMP, the Township identified specific projects over the next seven years and a yearly budget of $150,000 for the remaining three years of the ten year forecast for road rehabilitation (up to 2023) with the goal of maintaining the level of service currently provided.

The Township-approved road projects that were identified have been maintained and are identified in Table 4, along with additional projects identified within the current ten year time frame. Operating expenditures less than $50,000 have been excluded.

25

Table 4: Township-Approved Road Network Projects

Year	Project	Expenditure
2019	Highway 4/Saintsbury Traffic Signals	$250,000
2019	Main Street – Saintsbury Line to Entrance of Lucan Estates	$175,000
2019	St. James Drive Paving	$60,000
2019	Coursey Line – Elginfield Road to William Street	$495,000
2020	Coursey Line – McGillivray Drive to Mooresville Drive	$280,000
2021	Whalen Line – Mitchell Line to Granton Line (Second coat of hot mix overlay)	$495,000*
2022	Whalen Line – Granton Line to Elginfield Road (Second coat of hot mix overlay)	$715,000*
2023	Whalen Line – Saintsbury Line to Mitchell Line (CIP & hot mix overlay)	$495,000**
2023	Beech Street (Market Street to Duchess Street)	$35,000
2023	Maple Street (Market Street to Duchess Street)	$15,000

* 50% of estimated total expenditure. Remaining 50% funded by Township of Perth South.
** 50% of estimated total expenditure. Remaining 50% funded by Municipality of South Huron

Beyond the scope of the Township-approved projects, an annual budget of $150,000 was used to analyze road network capital projects based on network needs within the next ten years using DPSS. Two options were considered, which include reconstruction of the road or rehabilitation with overlay. Each option was analyzed to provide a prioritized list of rehabilitation projects for the Township that fit within the currently allotted road network budget.

The first scenario identified projects to be undertaken with full reconstruction within the specified annual budget. The projects identified are outlined in **Table 5**.

Table 5: Road Network Reconstruction Projects Identified through Analysis using $150,000/year Budget

Year	Project	Expenditure
2023	Maple Street (Market Street to Duchess Avenue)	$98,704
2025	Roman Line (Nagle Drive to Richmond Street)	$51,087
2025	Queen Street (William Street to End)	$80,075
2026	Frank Street (William Street to Main Street)	$143,665
2027	Beech Street (Market Street to Duchess Street)	$104,892

26

The second scenario identified projects to be undertaken with overlay within the specified annual budget. The projects identified are summarized in **Table 6**.

Table 6: Road Network Overlay Projects Identified through Analysis using $150,000/year Budget

Year	Project	Expenditure
2020	Nicoline Avenue (Elm Street to End)	$146,411
2021	Maple Street (Market Street to Duchess Avenue)	$47,002
2022	Kleinfeldt Avenue (Nicoline to End)	$88,572
2022	Roman Line (Nagle Drive to Richmond Street)	$39,298
2023	Frank Street (William Street to Main Street)	$65,302
2023	Beech Street (Market Street to Duchess Street)	$47,678
2023	Head Street (King Street to Granton Line)	$29,926
2024	Francis Street (Main Street to Saintsbury Line)	$123,032
2024	Harold Court (Elm Street to End)	$94,708
2025	Water Street (William Street to Main Street)	$108,629
2025	Beech Street (Kent Avenue to End)	$84,103
2026	Butler Street (Chestnut Street to Stanley Street)	$99,574
2027	Nicoline Avenue (Elm Street to Saintsbury Line)	$97,108
2028	Lewis Avenue (Duchess Avenue to Kent Avenue)	$47,248
2028	Wellington Street (Main Street to Saintsbury Line)	$69,706

It is recommended that the Township maintain the approved list of projects to 2021, and in subsequent years, maintain the road network using reconstruction or overlay, at the discretion of the Township and available budget.

5.2   Water Network

Analysis for long-term needs for the water network was conducted using DPSS and resulted in identification and summarization of anticipated projects and associated yearly expenditures. The Township identified an annual water budget of $250,000.

For the ten year timeframe using a $250,000 annual budget, there were no projects identified. The timeframe was adjusted to 15 years, and significant investments were identified in the years 2030 to 2033 as outlined in **Table 7**. It is recommended that annual contributions be made to water network reserve funds prior to 2030 in order to assist with funding of future projects.

27

Table 7: Water Network Projects

Year	Limits	Expenditure
2030	Kleinfeldt Avenue (Marlene Street to Princess Street)	$171,231
2030	Nicoline Avenue (Kleinfeldt Avenue to West Limit)	$48,661
2031	Harold Court (Kleinfeldt Avenue to Albert Street)	$146,061
2031	Kleinfeldt Avenue (Marlene Street to Harold Court)	$90,820
2032	Nicoline Avenue (Kleinfeldt Avenue to John Street)	$143,953
2032	Kleinfeldt Avenue (Nicoline Avenue to Harold Court)	$87,450
2033	Marlene Street (Kleinfeldt Avenue to Albert Street)	$143,650
2033	Harold Court (Elm Street to Albert Street)	$84,701

In addition to water network improvements projects identified through this process based on infrastructure condition, some improvements were identified by the Township to be undertaken to meet demand and fire flow requirements. The additional projects are identified in Table 8.

Table 8: Township-Approved Water Network Projects

Year	Project	Expenditure
2019	Lucan Booster Pumping Station Maintenance and Upgrades (Pumps)	$92,000
2019	Nagle Drive Watermain	$281,000

5.3   Sanitary Sewer Network

The DPSS program was used to analyze the sanitary sewer network for a 10 year timeframe. To understand the extent of the needs on the sanitary sewer network, this analysis included an unlimited budget scenario. The magnitude of the estimated expenditure needs over the next 10 years is shown graphically in **Figure 17**.
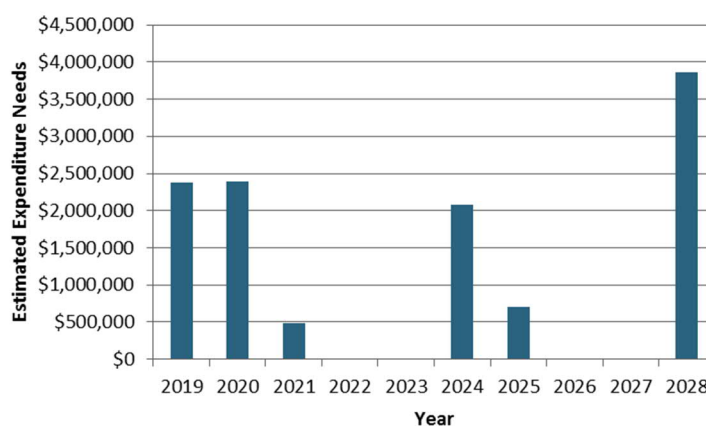
Figure 17: Estimated Sanitary Network Expenditure Needs
Within 10 Years Assuming Unlimited Budget

28

The results of the unlimited budget scenario are also summarized in **Table 9** by individual project. In cases, where multiple sections of sewer on a specific street were triggered in varying years, the sections were accumulated together and are shown as one project triggered at the earliest timeframe for that street.

Table 9: Sanitary System Projects Identified through Analysis using Unlimited Budget

Year	Limits	Expenditure
2019	Albert Street (Main Street to Marlene Street)	$303,576
2019	Alice Street (Main Street to Saintsbury Line)	$449,211
2019	Downtown Easement (Market Street to Alice Street)	$308,849
2019	Easement (End to Water Street)	$75,400
2019	Elizabeth Street (George Street to Philip Street)	$130,015
2019	George Street (Main Street to William Street)	$424,935
2019	Kent Avenue (Saintsbury Line to Lewis Avenue)	$303,645
2019	Langford Drive (Saintsbury Line to End)	$357,842
2019	Levitt Street (Granton Line to End)	$83,816
2019	Margaret Street (Philip Street to George Street)	$108,452
2019	Market Street (Main Street to Saintsbury Line)	$817,448
2019	Oak Street (Butler Street to Market Street)	$78,185
2019	Philip Street (Elizabeth Street to Margaret Street)	$103,337
2019	Princess Avenue (Main Street to End)	$337,663
2019	Queen Street (Isabella Street to Station Street)	$215,020
2019	Main Street (Water Street to Chestnut Street)	$524,031
2019	Main Street (Saintsbury Line to End)	$312,847
2019	Saintsbury Line (Wellington Street to Francis Street)	$282,648
2019	Water Street (Main Street to William Street)	$363,819
2019	William Street (Water Street to Frank Street)	$134,448
2019	Easement (Elm Street to Albert Street)	$179,858
2019	Easement (Gibson Crescent to Trunk)	$63,050
2019	Easement (Station Street to Levitt Street)	$194,706
2019	Easement (Oak Street to Stanley Street)	$473,642
2020	Beech Street (Kent Avenue to Market Street)	$258,071
2020	Butler Street (Chestnut Street to Stanley Street)	$334,510
2020	Clarence Street (Francis Street to Wellington Street)	$145,609
2020	Duchess Avenue (Beech Street to Saintsbury Line)	$409,901

29

Year	Limits	Expenditure
2020	Kent Avenue (Lewis Avenue to Oak Street)	$362,036
2020	Nicoline Avenue (John Street to End)	$245,709
2020	Main Street (Albert Street to Saintsbury Line)	$461,806
2020	Stanley Street (Main Street to Butler Street)	$167,389
2020	Wellington Street (Main Street to Clarence Street)	$108,824
2020	William Street (Frank Street to Main Street)	$176,801
2020	Willow Avenue (Beech Street to Gibson Crescent)	$160,850
2020	Easement (Albert Street to Princess Street)	$357,243
2020	Easement (Princess Street to William Street)	$145,083
2022	Ann Street (King Street to End)	$48,785
2022	Gibson Crescent (Beech Street to Gibson Crescent)	$517,676
2022	Granton Line (Isabella Street to Station Street)	$235,881
2022	High Street (Granton Line to Queen Street)	$54,746
2022	Easement (Fallon Drive to Ann Street)	$304,980
2022	Easement (Granton Line to Pumping Station)	$22,795
2024	Butler Street (Chestnut Street to End)	$303,485
2024	Francis Street (Clarence Street to Saintsbury Line)	$150,680
2024	Frank Street (Main Street to William Street)	$227,548
2024	Lewis Avenue (Duchess Avenue to Kent Avenue)	$110,433
2024	Stanley Street (Butler Street to Walnut Street)	$222,645
2028	Chestnut Street (Main Street to Walnut Street)	$200,685
2028	Elm Street (Wellington Street to Langford Drive)	$147,018
2028	Head Street (Granton Line to King Street)	$57,111
2028	Nicoline Avenue (Elm Street to Saintsbury Line)	$334,378
2028	Station Street (Queen Street to End)	$128,223
2028	Wellington Street (Clarence Street to Saintsbury Line)	$135,074
2028	Easement (Head Street to End)	$191,490
2028	Easement (Walnut Street to Pumping Station)	$425,348

The average budget allocated to sanitary sewer system capital works projects between 2013 and 2018 was approximately $107,000. A scenario was run using an annual budget of $107,000 to better reflect the capital works projects within a scope attainable by the Township. The results of this scenario are outlined in **Table 10**. It should be noted that these projects identified only correspond to the section(s) of sewer within the street limits indicated that are in poorest condition and not necessarily the full

30

length of the street. In many cases, replacing the sanitary sewer within the entire limits of a block indicated would exceed the $107,000 annual budget.

Table 10: Sanitary Network Projects Identified through Analysis using $107,000/year Budget

Year	Location	Expenditure
2019	Princess Street (Main Street to End)	$101,642
2020	Alice Street (Maple Street to Saintsbury Line)	$96,047
2021	Levitt Street (Granton Line to End)	$83,816
2021	Elizabeth Street (Philip Street to End)	$19,408
2022	William Street (Water Street to Frank Street)	$77,414
2022	George Street (Main Street to Elizabeth Street)	$14,849
2023	Albert Street (Benn Drain to Main Street)	$73,840
2023	Easement (Elm Street to Albert Street)	$25,234
2024	William Street (Water Street to Frank Street)	$57,035
2024	Oak Street (Butler Street to Market Street)	$45,700
2025	Easement (Market Street to Alice Street)	$87,797
2025	Easement (Albert Street to Princess Street)	$15,363
2026	Queen Street (Isabella Street to Station Street)	$91,260
2027	Main Street (Wellington Street to Saintsbury Line)	$53,367
2027	Water Street (Benn Drain to Main Street)	$32,113
2028	Easement (Market Street to Stanley Street)	$56,420
2028	Ann Street (King Street to Easement)	$48,785

In addition to this analysis, the Township has identified rehabilitation work to the network and sanitary-sewer related infrastructure, based on factors additional to those considered within the DPSS. Within the analyzed 10 year timeframe, the pre-approved work for the waste water system includes the following projects, detailed in Table 11.

Table 11: Township-Approved Sanitary System Projects

Year	Project	Expenditure
2019	Chestnut Street Pump Station Generator Set and Pump Replacement	$402,500
2019	Lucan Sanitary Master Plan (Heenan Drain Assessment)	$28,750

31

5.4 Storm Sewer Network

The condition of the storm sewer network is such that there are no current needs experienced on the network within a 10 year timeframe. Monitoring and routine maintenance on the storm sewer system will suffice for some time to continue to provide an adequate level of service to the residents of the Township. A condition assessment, similar to what was completed for the sanitary sewer system, should be considered within the next three years.

5.5 Combined Road and Municipal Infrastructure Projects

As presented in the sections above, the needs identified in the unlimited budget scenarios for road and linear municipal infrastructure (watermain, sanitary, storm) operate independent of each other. It is reasonable to assume that if the road and infrastructure replacement are triggered within five to ten years of one another for the same street, it would be logical to replace all identified assets at the same time. Within the next 10 years based on the unlimited budget scenarios, there are several streets that are triggered for road reconstruction and the replacement of sanitary sewer within a maximum of five years of one another. Additionally, there are a few projects that also trigger watermain replacement within the next 12 to 13 years, just outside the planning window of this AMP. Table 12 outlines these projects that could potentially be combined into more cost effective, larger projects. The projects are listed in order of priority based on the earliest year the replacement or reconstruction of an asset is triggered.

Table 12: Combined Road, Sanitary and Water Network Projects Triggered

Street	Year Water Triggered	Year Sanitary Triggered	Year Road Reconstruction Triggered	Combined Expenditure
Nicoline Avenue (Elm Street to End)	-	2020	2023	$495,000
High Street (Granton Line to Queen Street)	-	2022	2027	$80,000
Ann Street (Granton Line to End)	-	2022	2027	$110,000
Frank Street (Main Street to William Street)	2031	2024	2025	$515,000
Francis Street (Main Street to Saintsbury Line)	-	2024	2027	$490,000
Nicoline Avenue (Elm Street to Saintsbury Line)	-	2028	2024	$415,000
Head Street (Granton Line to King Street)	-	2028	2025	$80,000
Station Street (Granton Line to End)		2028	2027	$275,000
Marlene Street (Kleinfeldt Avenue to Albert Street)	2033	-	2027	$235,000
Harold Court (Elm Street to End)	2033	-	2027	$320,000

Upon further review of the information presented above and discussions with Township staff, the projects outlined in **Table 13**, are deemed the priority capital linear infrastructure projects until 2022.

32

Table 13: Priority Capital Linear Infrastructure Projects

Projected Construction Year	Street	Scope of Replacement	Overall Expenditure
2019	Marlene Street (Kleinfeldt Avenue to Albert Street)	Watermain Road	$235,000
2020	Frank Street (Main Street to William Street)	Watermain Sanitary Road	$515,000
2020/2021	Alice Street (Main Street to Saintsbury Line)*	Watermain Sanitary	$565,000
2021	Water Street (Main Street to William Street)	Watermain Sanitary Road	$620,000
2022	Nicoline Avenue (Elm Street to End)	Sanitary Road	$495,000

* Cost of road replacement would be funded by the County of Middlesex with sanitary and watermain replacement funded by the Township.

5.6   Bridge, Culvert and Water/Wastewater Facility Assets

As indicated previously, no detailed condition assessment survey was carried out on the point assets. To develop a capital program, the PSAB database which contains information on year of construction, service lives and replacement costs, and OSIM condition survey reports were utilized. Based on that information, the timing for rehabilitation and replacement of those point assets and corresponding costs have been approximated.

The replacement and repair profile generated for bridges and culverts can be found attached in **Appendix B**. The most significant expenditures within the next 10 years are outlined in **Table 14**.

Table 14: Bridge and Culvert Triggered Replacements

Structure Name	Location	Year	Expenditure
Culvert No. 14	Coursey Drive (100 m north of Fallon Drive)	2025	$196,691
Culvert No. 15	Coursey Drive (50 m south of Fallon Drive)	2026	$174,836
Culvert No. 12	Mooresville Drive (440 m west of Roman Line)	2027	$152,982

Additionally, the Township identified capital projects to be undertaken at waste water system facilities within a 10 year timeframe, which are presented in conjunction with sanitary sewer network projects in **Section 5.3**.

The AMP identifies a need incurred in 2023 with the replacement of the Granton Booster/Pump Station, with an anticipated cost of approximately $547,489, based on a 2015 replacement cost of $432,193 for

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33

the building, pumps, etc. (not including the reservoir) as provided by the Township. The reservoir was inspected in 2016 and is in good condition.

No other needs were identified within the 25-year plan. The replacement and repair profile generated for water and wastewater point assets can be found in **Appendix B**.

5.7 Parks/Recreational Facility Assets

Based on current information provided by the Township, the parks/recreation facility projects identified within a 10 year time frame are shown in **Table 15**, excluding equipment assets and expenditures less than $50,000. The annual capital budget for parks and recreation fluctuates from year to year depending on the current needs. The 2018 capital budget is $2,500,000.

Table 15: Township-Approved Parks/Recreational Facility Projects

Year	Project	Expenditure
2018	Phase 1 – Community Centre Licensed Daycare	$2,235,000
2019	Senior's Centre	$150,000
2019	Phase 2A – Community Centre Building	$8,500,000
2019	Phase 2B – Community Centre Pool	$2,300,000
2020	Community Centre Playground Equipment	$125,000
2020	Community Centre Skatepark	$250,000
2020	Granton Playground	$65,000
2020	Lucan Estates Tennis Court	$50,000
2021	Lions Field Ball Diamond Lights	$150,000
2022	Lucan Estates Playground	$75,000
2022	Community Centre Hardscape Path	$300,000
2022	Community Centre Outdoor Fitness Equipment	$100,000
2024	Lucan Estates Pavilion and Washrooms	$150,000
2025	Lions Scout Hall	$315,736
2026	Granton Park Pavilion Expansion	$150,000
2026	Granton Ball Lights	$125,000
2030	Market Street Park Playground Equipment	$65,000

It is evident that the most significant expenditure within the 10 year timeframe is the Community Centre Building. Not only has this facility reached its life expectancy, but one of the main recommendations

34

from the 2015 Township of Lucan Biddulph Parks and Recreation Master Plan, prepared by Monteith Brown Planning Consultants, was a major renovation of the Lucan Community Centre. It was concluded that due to the age and condition of the current facility, combined with sustained demand into the future, there is a clear need to re-invest in the facility. A complete re-build of the facility is not the most prudent or financially feasible option, so the preferred recommendation is a major renovation, with the intent of extending the facility's lifespan for another 20 years. It was also recommended that the main objectives for this renovation should be to include barrier-free accessibility, lifecycle requirements, improving the user experience and enhancing the multi-use spaces for active recreation, community events and activities with broader social interests.

5.8   Municipal Building Assets

Based on the currently available information provided by the Township, all of the municipal building related projects identified within a 10 year time frame have expenditures less than $50,000. These assets and operating expenses have been excluded for the purposes of this AMP.

5.9   Long Term Maintenance of Level of Service for Linear Networks

A scenario was run to determine the long-term needs of the linear networks for a duration of 25 years. Although there are no, or minimal, current needs on the water network within a 10 year timeframe, needs will be incurred within the additional fifteen. This scenario is included to bring awareness to the upcoming projects to provide a sufficient basis for long-term budgeting purposes.

The budget allocation that would maintain the current performance level of service of each linear network over the next 25 years was determined. Based on our analysis, a yearly allocation of $2,295,000 would be required to maintain the level of service currently provided to the residents for linear infrastructure including water, sanitary sewer and road networks.

It is noted that no work was incurred for the storm sewer network within the analyzed 25-year timeline. It is not recommended in this case that a yearly maintenance budget be allocated, but instead a yearly contribution to reserve funds in anticipation of network maintenance beyond the analyzed period.

The approximately $2,295,000 annual allocation to address future needs is composed of allocations of $385,000 for water, $1,200,000 for road work, and $710,000 for sanitary sewer as shown in Figure 18, which is sufficient to maintain the level of service for each type of infrastructure, shown in Figure 19. These values are theoretical and are used by the Township for planning purposes.

35

Yearly Budget Allocation for Maintenance of Level of Service
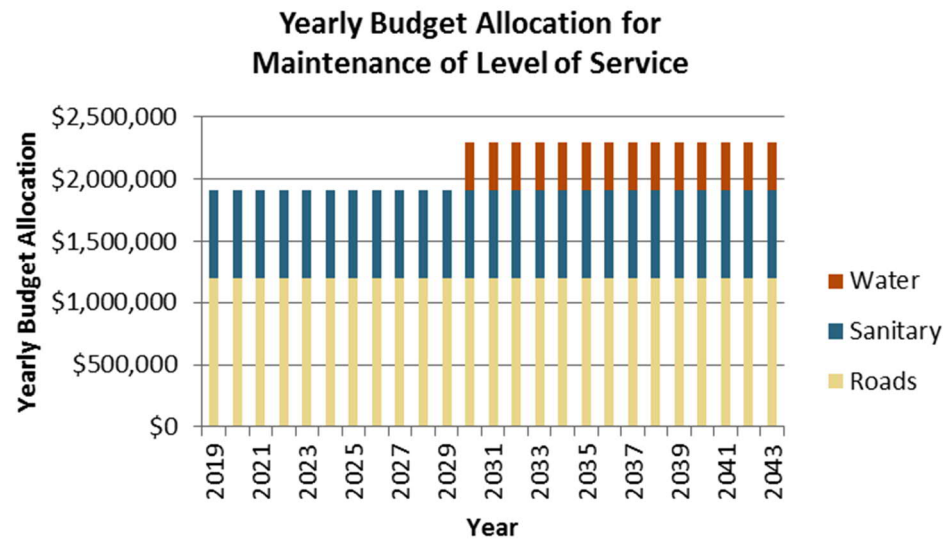
Figure 18: Allocation for Maintenance of Current Level of Service over 25 Years – $2,295,000/year Budget

Average Condition Index for Maintenance of Level of Service
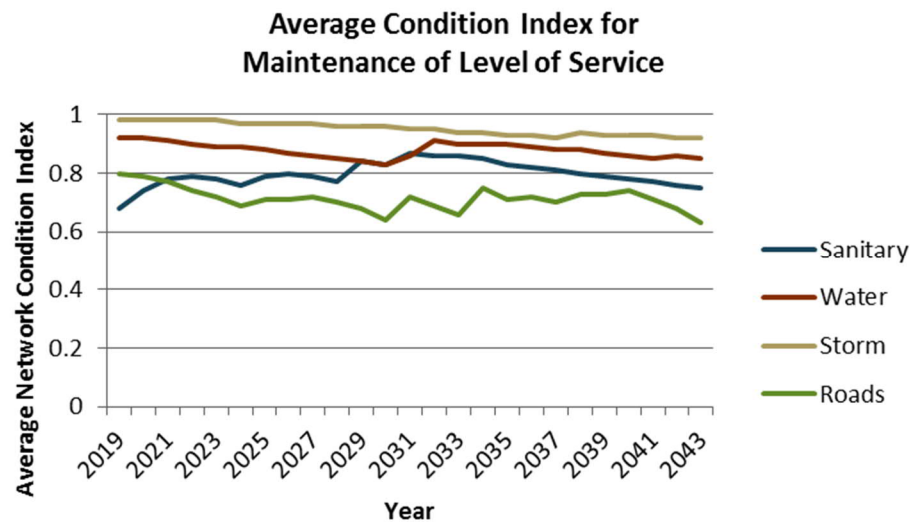
Figure 19: Average Condition Index by Network over 25 Years

As evidenced through the results of the DPSS budget scenarios, the Township may experience a funding shortfall in the road and sanitary networks funding in order to maintain the existing level of service for 25 years.

At the onset of the original AMP, a budget of $150,000 per year was identified for year 2021 and beyond for roads, but based on the analysis in Section 5.2, it was determined that $1,200,000 per year would be required to maintain the level of service over a 25 year timeframe.

36

As previously mentioned, a budget of $107,000 per year was the average capital budget for 2013-2018 for the sanitary sewer network. Based on the analysis in **Section 5.2**, it was determined that $710,000 per year would be required to maintain the level of service for the sanitary sewer network over a 25 year timeframe.

There are no water network expenditures identified with the next 10 years, but significant expenditures in years 12 and 13. Currently, the annual budget for the water network is $250,000, but based on the analysis in **Section 5.2**, an annual budget of $385,000 beginning in 2030 would be required to maintain the level of service for the water network. Annual contributions to water network reserve funds made in years prior to 2030 could assist with funding the projected expenditures.

6.0 Financing Strategy

While expenditure requirements will fluctuate year-to-year for all asset categories, it is important for the Township to implement a consistent, yet increasing annual investment in capital so that the excess annual funds can accrue in capital reserve funds. Funds which have accrued in capital reserves can then be drawn when rehabilitation/replacement activity is required.

It is understood that this AMP will be used as a guideline to determine a funding strategy with the objective of generating an investment strategy to meet the anticipated required expenditure needs.

6.1 Sources of Revenue

There are a variety of revenue sources which can be used to fund expenditure requirements, both internal to the municipality and externally. The following describes a few of those revenue sources currently used by municipalities:

Internal Revenue Sources:
- *General Operating Revenues*: Rural municipalities, towns and smaller cities tend to rely more on local taxes, user fees and grants than on borrowing, partly because borrowers view them as higher risk than larger cities, thus raising their borrowing costs
- *Earmarked User Fees*: An earmarked user fee is dedicated to a specific project; for example, water and sewer charges for water infrastructure, disposal fees for solid waste facilities, and admission charges for recreational complexes
- *Reserves*: Financing capital projects through funds set aside for capital spending is the reverse of financing through borrowing. A "capital levy" — usually a few percentage points of the local property tax — is set aside and accumulates in interest earning accounts segregated from general revenues
- *Special Assessments and Local Improvement Charges*: A special assessment is a specific charge added to the existing property tax to pay for improved capital facilities that border them. The charge is based on a specific capital expenditure in a particular year, but may be spread over a number of years

37

- *Development Charges*: Most large municipalities and many smaller ones impose a specific dollar value per lot on developers to finance the off-site capital costs of new development. Developers are generally responsible for on-site services, such as local roads, sidewalks, and street lighting. Historically, development charges have financed "hard" services, such as water supply, sewage treatment, trunk mains, and roads.

External Revenue Sources:
- *Grants*: Municipalities sometimes rely on provincial and federal government grants for infrastructure. A program such as the MIII is a good example. In the past, capital assistance has also been made available for water, sewer, and transportation projects with all three levels of government participating
- *Borrowing*: Municipalities engage in both short-term and long-term borrowing. Short-term borrowing may be used to finance capital expenditures or to finance an unexpected deficit in the operating budget. For infrastructure whose benefits accrue to future residents, fairness, efficiency and accountability is enhanced if these projects are financed by borrowing with repayment coming from property tax revenues and user fees paid by future beneficiaries.

There are also a few newer financing instruments that have been made available to municipalities. The federal government's initiative to provide grants to municipalities from federal gas tax revenue is one example of a new financing instrument. The Public-Private Partnership (P3) is also a newer financing instrument that may be considered by municipalities. It involves the direct participation of the private sector in a venture controlled by the public sector. The public sector's role is to facilitate, regulate, and guarantee provision of an asset and the private sector's role is to design, finance, build, and operate the asset in a formalized partnership agreement.

6.2   Historical Expenditures

Table 16 and **Table 17** outline the yearly expenditures for the Township broken down by operating and maintenance expenditures and capital expenditures, which has included renewal and rehabilitation activates, as well as replacement activities for the various asset categories.

Table 16: Historical Operating and Maintenance Expenditures

Asset Category	2016	2017	2018 (Budgeted)
Roads (includes storm network and bridges/culverts)	$817,000	$839,000	$899,000
Water Network	$372,000	$492,000	$484,000
Sanitary Network	$535,000	$509,000	$740,500
Parks and Recreation	$1,036,000	$998,000	$1,118,000

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38

Table 17: Historical Capital Expenditures

Asset Category	2016	2017	2018 (Budgeted)
Roads (includes storm network and bridges/culverts)	$521,500	$363,000	$1,675,000
Water Network	$455,500	$7,500	$722,000
Sanitary Network	$10,500	$39,000	$844,000
Parks and Recreation	$253,000	$302,500	$2,547,000

6.3 Lucan Biddulph Financing Strategy

In Section 5.0 of this report, we have worked with Township staff to develop an asset management strategy, including funding requirements that would ensure sustainability of the assets to continue to provide an adequate level of service to the residents of Lucan Biddulph. The following approach will be followed by the Township to pay for the current and future needs in the infrastructure networks.

6.3.1 General Expenditure on the Road Network

Until 2013, no funds were specifically allocated to capital projects. Capital projects are being funded using money accumulated in a reserve fund. The money transferred to reserve is increased by any year end operating surpluses. In 2018, $410,000 was put into the construction reserve and it is proposed that this amount be increased by 2% per year.

6.3.2 Sewer Network

There is currently a $20.00 per month capital infrastructure levy which results in accumulating approximately $310,000 per year to fund capital projects on the sewer system, including all facilities that are part of the sewer collection system.

6.3.3 Water Network

There is currently a $15.00 per month capital infrastructure levy, which results in accumulating approximately $250,000 per year in reserves to fund capital projects on the water system including all facilities that are part of the water distribution system.

6.3.4 Municipal Buildings

In 2018, $400,000 was allocated to building reserves. It is proposed that this allocation be increased by 2% per year.

It is anticipated that the revenue sources described above will ensure the sustainability of the infrastructure assets over time.

Township of Lucan Biddulph
Asset Management Plan - 2018 Update
February 2019 – 15-2416

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39

| 6.4 | Mitigating Funding Shortfalls |

While investing annually into capital with excess annual funds being accrued in capital reserve funds may be adequate for most rehabilitation and replacement activities, this funding technique may be inadequate for large capital investments. In events where this method of funding is inadequate, the Township can consider the following options to further mitigate any funding shortfalls that occur:

- Applying rehabilitation techniques to extend the lifespan of assets (i.e., lining or spot repairs of sanitary sewers, overlay of asphalt in place of full reconstruction of roads, etc.)
- Rate, increases where needed (i.e., taxation, user fees)
- Actively seeking out and applying for grants
- Decrease expected levels of service
- Implementing operating efficiencies (i.e., reduce operating costs to allow for more capital investment).

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Jason Johnson, P.Eng.
Partner

Catherine Liscumb, P.Eng.
Municipal Engineer

Appendix A

2018 Road Condition Assessment Summary

ASPHALT SURFACE ROADS RESULTS

Section ID	Road	From	To	RCR	PCR
57	Whalen Line	Coursey Line	Saintsbury Line	4	36
92	Maple Street	Duchess Avenue	Market Street	4	49
44A	Roman Line	Pavement End	Richmond Street	7	51
32	Coursey Line	Airport Drive	Elginfield Road	5	52
31	Coursey Line	William Street	Airport Drive	6	53
118	Nicoline Avenue	John Street	End	6	54
27	Coursey Line	Mooresville Drive	McGillivray Drive	7	55
116	Kleinfeldt Avenue	Nicoline Avenue	End	6	56
56	Whalen Line	Richmond Street	Coursey Line	6	57
119	Nicoline Avenue	John Street	Elm Street	6	57
82	Beech Street	Duchess Avenue	Market Street	6	60
107	Frank Street	Main Street	William Street	6	61
46	Roman Line	Richmond Street	Nagle Drive	6	64
80	Beech Street	End	Kent Avenue	7	66
117	Marlene Street	Kleinfeldt Avenue	Albert Street	6	66
84	Kent Avenue	Oak Street	Beech Street	6	67
106	Water Street	Main Street	William Street	6	67
110	Wellington Street	Main Street	Saintsbury Line	6	68
148	Ontario Street	Granton Line	End	7	69
137	Head Street	Granton Line	King Street	7	70
59	Whalen Line	Roman Line	Mitchell Line	7	71
156	Harold Court	Elm Street	End	7	71
72	Butler Street	Chestnut Street	Stanley Street	7	72
139	King Street	Ann Street	Fallon Drive	7	72
58	Whalen Line	Saintsbury Line	Roman Line	7	74
120	Nicoline Avenue	Elm Street	Saintsbury Line	7	74
28	Coursey Line	McGillivray Drive	Fallon Drive	7	75
79	Willow Avenue	Beech Street	Gibson Crescent	7	76
114	Albert Street	Main Street	Marlene Street	7	77
146	Station Street	Queen Street	End	7	77
36	Saintsbury Line	Mooresville Drive	Breen Drive	8	78
47	Nagle Drive	Roman Line	End	7	78
145	Station Street	Granton Line	Queen Street	7	78
34	Saintsbury Line	Mount Carmel Drive	Adare Drive	8	79
83	Beech Street	Market Street	Alice Street	8	79
144	Isabella Street	Granton Line	End	7	79
86	Kent Avenue	Lewis Avenue	Saintsbury Line	7	79
141	High Street	Granton Line	Queen Street	7	79
140	Ann Street	Granton Line	End	8	80
78	Gibson Crescent	Beech Street	Beech Street	7	80
35	Saintsbury Line	Adare Drive	Mooresville Drive	8	81
33	Saintsbury Line	Whalen Line	Mount Carmel Drive	8	81
87	Lewis Avenue	Kent Avenue	Duchess Avenue	8	82
89	Duchess Avenue	Beech Street	Lewis Avenue	8	82

Section ID	Road	From	To	RCR	PCR
104	Margaret Street	Philip Street	George Street	8	82
96	Oak Street	Butler Street	Market Street	7	83
142	Queen Street	High Street	Isabella Street	7	84
91	Duchess Avenue	Maple Street	Saintsbury Line	8	84
90	Duchess Avenue	Lewis Avenue	Maple Street	8	85
143	Queen Street	Isabella Street	Station Street	7	85
37	Saintsbury Line	Breen Drive	Fallon Drive	8	85
88	Duchess Avenue	Oak Street	Beech Street	8	85
153	Lewis Court	Port Street	End	8	85
81	Beech Street	Kent Avenue	Duchess Avenue	8	86
101	George Street	Main Street	William Street	9	86
102	Elizabeth Street	George Street	Philip Street	9	86
103	Philip Street	Elizabeth Street	Margaret Street	9	86
108	Princess Street	Main Street	End	8	86
126	Radcliffe Crescent	Watson Street	Watson Street	8	87
151	Porte Street	Clandeboye Drive	Chriselle Place	8	87
152	Chriselle Place	Port Street	Denfield Road	8	88
125	Watson Street	John Street	Saintsbury Line	8	88
138	King Street	Head Street	Ann Street	8	88
147	Levitt Street	Granton Line	End	8	88
61	Whalen Line	Stonehouse Line	Granton Line	8	88
150	Clandeboye Drive	Richmond Street	Denfield Road	7	88
73	Butler Street	Stanley Street	Oak Street	8	89
77	Stanley Street	Butler Street	Main Street	8	90
85	Kent Avenue	Beech Street	Lewis Avenue	8	90
95	Oak Street	Duchess Avenue	Butler Street	7	90
109	Francis Street	Main Street	Saintsbury Line	7	74
98	Market Street	Oak Street	Beech Street	9	91
60	Whalen Line	Mitchell Line	Stonehouse Line	8	92
29	Coursey Line	Fallon Drive	Richmond Street	8	92
62	Whalen Line	Granton Line	Clarke Road	8	92
100	Market Street	Maple Street	Saintsbury Line	9	93
115	Albert Street	Marlene Street	Harold Court	9	93
65	Walnut Grove Place	Walnut Street	End	8	94
75	Community Drive	Main Street	End	9	94
97	Market Street	Oak Street	Main Street	8	94
99	Market Street	Beech Street	Maple Street	9	94
123	Joseph Street	John Street	End	9	94
124	Watson Street	Joseph Street	John Street	9	94
68	Walnut Street	Oak Street	End	9	95
69	Chestnut Street	Walnut Street	Butler Street	9	95
74	Campanale Way	End	Walnut Street	9	95
76	Stanley Street	Walnut Street	Butler Street	9	95
64	Whalen Line	Prospect Hill Road	Elginfield Road	9	95
71	Butler Street	Chestnut Street	End	9	95
121	John Street	Nicoline Avenue	Joseph Street	9	95

Section ID	Road	From	To	RCR	PCR
122	John Street	Joseph Street	Watson Street	9	95
70	Chestnut Street	Butler Street	Main Street	9	96
66	Walnut Street	Chestnut Street	End	9	97
63	Whalen Line	Clarke Road	Prospect Hill Road	9	98

GRAVEL SURFACE ROADS RESULTS

Section ID	Road	From	To	RCR	PCR
12	Breen Drive	Roman Line	Mitchell Line	6	58
13	Breen Drive	Mitchell Line	Stonehouse Line	5	58
4	Adare Drive	Coursey Line	Saintsbury Line	6	59
11	Breen Drive	Saintsbury Line	Roman Line	6	62
20	Observatory Drive	Granton Line	Clarke Road	6	62
8	Mooresville Drive	Roman Line	Mitchell Line	5	63
15	Awmik Drive	Granton Line	Clarke Road	6	65
49	Stonehouse Line	Breen Drive	Fallon Drive	6	66
3	Adare Drive	Richmond Street	Coursey Line	7	67
43	Roman Line	Fallon Drive	Observatory Drive	6	67
149	St. James Drive	Richmond Street	End	5	67
105	Queen Street	William Street	End	6	67
23	Airport Drive	Saintsbury Line	Roman Line	6	68
19	Observatory Drive	Stonehouse Line	Granton Line	6	69
42	Roman Line	Breen Drive	Fallon Drive	6	69
25	Coursey Line	Mount Carmel Drive	Adare Drive	6	70
30	Coursey Line	Richmond Street	William Street	7	70
1	Mount Carmel Drive	Richmond Street	Coursey Line	7	71
26	Coursey Line	Adare Drive	Mooresville Drive	6	71
21	Airport Drive	Denfield Road	Coursey Line	6	72
41	Roman Line	Mooresville Drive	Breen Drive	6	73
24	Coursey Line	Whalen Line	Mount Carmel Drive	6	74
7	Mooresville Drive	Saintsbury Line	Roman Line	7	75
9	McGillivray Drive	Richmond Street	Coursey Line	6	75
14	Breen Drive	Stonehouse Line	Granton Line	5	75
17	Observatory Drive	Roman Line	Mitchell Line	6	75
22	Airport Drive	Coursey Line	Saintsbury Line	7	75
52	Clarke Road	Whalen Line	Awmik Drive	6	75
53	Clarke Road	Awmik Drive	Revere Drive	6	75
54	Clarke Road	Revere Drive	Observatory Drive	6	75
55	Clarke Road	Observatory Drive	Elginfield Road	6	75
18	Observatory Drive	Mitchell Line	Stonehouse Line	6	76
40	Roman Line	Whalen Line	Mooresville Drive	6	76
50	Stonehouse Line	Fallon Drive	Observatory Drive	7	76
2	Mount Carmel Drive	Coursey Line	Saintsbury Line	6	77
16	Revere Drive	Clarke Road	Prospect Hill Road	6	77
44	Roman Line	Observatory Drive	Richmond Street	7	77
5	Mooresville Drive	Richmond Street	Coursey Line	7	78
48	Stonehouse Line	Whalen Line	Breen Drive	6	78
155	Bradley Street	James Street	End	6	78
6	Mooresville Drive	Coursey Line	Saintsbury Line	7	79
154	James Street	Richmond Street	Bradley Street	6	79
45	Roman Line	Nagle Drive	Richmond Street	7	80
10	McGillivray Drive	Coursey Line	End	6	81
51	Stonehouse Line	Observatory Drive	Elginfield Road	7	81

Appendix B

Bridge/Culverts and Water/Wastewater Point Assets

Table 1 - Component Inventory and Condition Report - Maintenance and Replacement Data

Last Update to Report　　9-Oct-18

Facilities Management Plan - Bridges and Culverts

ID	Bridge Name	Road Name	Location	Year of Construction / Year of Inspection	No. of Spans	Deck Length (m)	Deck Width (m)	2017 Survey	Period for Repairs	Cost of Repairs	2016 Replacement Cost	Type	Normal Life Expectancy (NLE)	2019 Age 2019 Time Lapsed	Theoretical Remaining Life (TRL)	Next Replacement Year	Adjusted Replacement Year	Calculated Planning Year of Replacement	Remaining Life (RL)	2019 Replacement Allowance	Current Bridge Condition Index
1	Culvert No. 1	Saintsbury Line	0.35 km North of Fallon Drive	1965	1.00	10.00	8.50				$ 140,000	Concrete Rigid Frame	75	54	21	2040		2040	21	$152,982	0.28
1	Culvert No. 1	Saintsbury Line	0.35 km North of Fallon Drive	2017				Install end treatments	5	$ 25,000											
2	Bridge No. 2	Coursey Line	0.30 km North of Fallon Drive	1971	1.00	28.90	9.50				$ 850,000	Precast I-beams	75	48	27	2046		2046	27	$928,818	0.36
2	Bridge No. 2	Coursey Line	0.30 km North of Fallon Drive	2017				Install end treatments	5	$ 30,000											
3	Culvert No. 3	Saintsbury Line	1.5 km North of Breen Line	1964	1.00	18.30	8.50				$ 240,000	Concrete Simple Span Culvert	75	55	20	2039		2039	20	$262,254	0.27
4	Culvert No. 4	Mooresville Drive	0.3 km West of saintsbury Drive	1993	1.00	18.92	9.46				$ 600,000	Rigid Frame - Concrete	75	26	49	2068		2068	49	$655,636	0.65
4	Bridge No. 4	Mooresville Drive	0.3 km West of saintsbury Drive	2017				Update end treatments	5	$ 25,000											
5	Bridge No. 5	Saintsbury Line	1.0 km South of Adare Drive	1965	1.00	24.10	9.60				$ 730,000	Precast I-beams	75	54	21	2040		2040	21	$797,691	0.28
5	Bridge No. 5	Saintsbury Line	1.0 km South of Adare Drive	2017				Install end treatments	5	$ 30,000											
5	Bridge No. 5	Saintsbury Line	1.0 km South of Adare Drive	2017				Repair two deck drains	5	$ 4,000											
6	Bridge No. 6	Saintsbury Line	0.1 km North of Adare Drive	1965	1.00	23.30	9.40				$ 650,000	Precast I-beams	75	54	21	2040		2040	21	$710,273	0.28
6	Bridge No. 6	Saintsbury Line	0.1 km North of Adare Drive	2017				Repair two deck drains	5	$ 4,000											
6	Bridge No. 6	Saintsbury Line	0.1 km North of Adare Drive	2017				Install end treatments	5	$ 30,000											
8	Bridge No. 8	Saintsbury Line	0.4 km South of Mount Carmel Drive	1964	1.00	33.53	9.50				$ 880,000	Precast I-beams	75	55	20	2039		2039	20	$961,600	0.27
8	Bridge No. 8	Saintsbury Line	0.4 km South of Mount Carmel Drive	2017				Concrete repairs on the wingwalls	5	$ 10,000											
8	Bridge No. 8	Saintsbury Line	0.4 km South of Mount Carmel Drive	2017				Replace deck drain	5	$ 2,000											
8	Bridge No. 8	Saintsbury Line	0.4 km South of Mount Carmel Drive	2017				Install end treatments	5	$ 30,000											
9	Bridge No. 9	Saintsbury Line / Laneway Bridge	0.4 km North of Mount Carmel Drive	1963	1.00	17.06	4.80				$ 550,000	Rigid Frame - Concrete	75	56	19	2038		2038	19	$601,000	0.25
9	Bridge No. 9	Saintsbury Line / Laneway Bridge	0.4 km North of Mount Carmel Drive	2017				Install end marker signs	5	$ 1,000											
10	Culvert No. 10	Roman Line	0.6 km South of Whalen Line	1963	1.00	18.20	7.50				$ 190,000	Concrete Simple Span Culvert	75	56	19	2038		2038	19	$207,618	0.25
11	Bridge No. 11	Roman Line	0.3 km North of Mooresville Drive	1958	1.00	9.80	7.51				$ 400,000	Rigid Frame - Concrete	75	61	14	2033		2033	14	$437,091	0.19
11	Bridge No. 11	Roman Line	0.3 km North of Mooresville Drive	2017				Concrete repairs to barriers, soffit and curbs	5	$ 36,500											
11	Bridge No. 11	Roman Line	0.3 km North of Mooresville Drive	2017				Install end marker signs	1	$ 1,000											
11	Bridge No. 11	Roman Line	0.3 km North of Mooresville Drive	2017				Install end treatments	5	$ 30,000											
11	Bridge No. 11	Roman Line	0.3 km North of Mooresville Drive	2017				Detail deck condition survey	5	$ 5,500											
12	Culvert No. 12	Mooresville Drive	0.44 km West of Roman Line	2002	1.00	21.00	8.40				$ 140,000	Corrugated Steel Pipe Arch	25	17	8	2027		2027	8	$152,982	0.32
13	Culvert No. 13	Saintsbury Line	1.0 km South of Carmel Drive	1957	1.00	11.20	8.00				$ 227,000	Rigid Frame - Concrete	75	62	13	2032		2032	13	$248,049	0.17
13	Culvert No. 13	Saintsbury Line	1.0 km South of Carmel Drive	2017				Install end markers	1	$ 1,000											
14	Culvert No. 14	Coursey Drive	0.1 km North of Fallon Drive	2000	1.00	18.60	7.80				$ 180,000	Corrugated Steel Rivetted Pipe Arch	25	19	6	2025		2025	6	$196,691	0.24
14	Culvert No. 14	Coursey Drive	0.1 km North of Fallon Drive	2017				Install rip-rap at outlet corners	5	$ 5,000											
15	Culvert No. 15	Coursey Drive	0.05 km South of Fallon Drive	2001	1.00	18.50	9.00				$ 160,000	Corrugated Steel Rivetted Pipe Arch	25	18	7	2026		2026	7	$174,836	0.28
16	Culvert No. 16	Observatory Drive	1.25 km East of Highway No. 23	1965	1.00	12.10	9.40				$ 240,000	Rigid Frame - Concrete	75	54	21	2040		2040	21	$262,254	0.28
17	Culvert No. 17	Stonehouse Line	0.42 km North of Observatory Drive	1960	1.00	8.10	7.00				$ 160,000	Rigid Frame - Concrete	75	59	16	2035		2035	16	$174,836	0.21
17	Culvert No. 17	Stonehouse Line	0.42 km North of Observatory Drive	2017				Install guiderails and end treatments	1	$ 15,000											
17	Culvert No. 17	Stonehouse Line	0.42 km North of Observatory Drive	2017				Install new end treatments	1	$ 30,000											
18	Culvert No. 18	Stonehouse Line	1.1 km North of Observatory Drive	1964	1.00	7.10	6.90				$ 160,000	Rigid Frame - Concrete	75	55	20	2039		2039	20	$174,836	0.27
18	Culvert No. 18	Stonehouse Line	1.1 km North of Observatory Drive	2017				Install guiderails and end treatments	1	$ 15,000											
18	Culvert No. 18	Stonehouse Line	1.1 km North of Observatory Drive	2017				Install new end treatments	1	$ 30,000											
19	Culvert No. 19	Campanale Way	0.1 km South of Street D	2014	2.00	22.00	8.66				$ 450,000	Precast Concrete	75	5	70	2089		2089	70	$491,727.15	0.93

AVERAGE BCI　　0.35

Table 2 - Replacement & Repair Profile　　　　　　Last Update to Report　　9-Oct-18

Facilities Management Plan - Bridges and Culverts

REPLACEMENT PROFILE

ID	Bridge Name	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049
1	Culvert No. 1	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$284,591	---	---	---	---	---	---	---	---	---
1	Culvert No. 1	---	---	---	$27,318	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
2	Bridge No. 2	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$2,063,173	---	---	---
2	Bridge No. 2	---	---	---	$32,782	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
3	Culvert No. 3	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$473,661	---	---	---	---	---	---	---	---	---	---
4	Bridge No. 4	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
4	Bridge No. 4	---	---	---	$27,318	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
5	Bridge No. 5	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$1,483,940	---	---	---	---	---	---	---	---	---
5	Bridge No. 5	---	---	---	$32,782	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
5	Bridge No. 5	---	---	---	$4,371	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
6	Bridge No. 6	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$1,321,316	---	---	---	---	---	---	---	---	---
6	Bridge No. 6	---	---	---	$4,371	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
6	Bridge No. 6	---	---	---	$32,782	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
8	Bridge No. 8	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$1,736,756	---	---	---	---	---	---	---	---	---	---
8	Bridge No. 8	---	---	---	$10,927	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
8	Bridge No. 8	---	---	---	$2,185	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
8	Bridge No. 8	---	---	---	$32,782	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
9	Bridge No. 9	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$1,053,857	---	---	---	---	---	---	---	---	---	---	---
9	Bridge No. 9	---	---	---	$1,093	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
10	Culvert No. 10	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$364,060	---	---	---	---	---	---	---	---	---	---	---
11	Bridge No. 11	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$661,139	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
11	Bridge No. 11	---	---	---	$39,885	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
11	Bridge No. 11	$1,061	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
11	Bridge No. 11	---	---	---	$32,782	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
11	Bridge No. 11	---	---	---	$6,010	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
12	Culvert No. 12	---	---	---	---	---	---	---	---	$193,793	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
13	Culvert No. 13	---	---	---	---	---	---	---	---	---	---	---	---	---	$364,268	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
13	Culvert No. 13	$1,061	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
14	Culvert No. 14	---	---	---	---	---	---	$234,859	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
14	Culvert No. 14	---	---	---	$5,464	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
15	Culvert No. 15	---	---	---	---	---	---	---	$215,027	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
16	Culvert No. 16	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$487,871	---	---	---	---	---	---	---	---	---
17	Culvert No. 17	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$280,561	---	---	---	---	---	---	---	---	---	---	---	---	---	---
17	Culvert No. 17	$15,914	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
17	Culvert No. 17	$31,827	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
18	Culvert No. 18	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$315,774	---	---	---	---	---	---	---	---	---	---
18	Culvert No. 18	$15,914	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
18	Culvert No. 18	$31,827	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
19	Culvert No. 19	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
	TOTAL REPLACEMENT & REPAIR COSTS	$97,603	$0	$0	$292,851	$0	$0	$234,859	$215,027	$193,793	$0	$0	$0	$0	$364,268	$661,139	$0	$280,561	$0	$0	$1,417,917	$2,526,191	$3,577,718	$0	$0	$0	$0	$0	$2,063,173	$0	$0	$0

TOWNSHIP OF LUCAN BIDDULPH
Asset Management Plan - 2018 Update

Table 1 - Component Inventory and Condition Report - Maintenance and Replacement Data   Last Update to Report   9-Oct-18

	Facilities Management Plan - Water/Wastewater Point Assets											
ID Number	Asset Name	Location	Year of Construction or Purchase	Normal Life Expectancy (NLE)	2019 Age	Theoretical Remaining Life (TRL)	Next Replacement Year	Adjusted Replacement Year	Calculated Planning Year of Replacement	Remaining Life (RL)	2015 Replacement Cost	Current Building Condition Index
101	Lucan Water Pollution Control Plant	Lucan	1992	50	27	23	2042		2042	23	$ 6,229,644	0.46
112	Lucan Water Booster Station	Lucan	1993	50	26	24	2043		2043	24	$ 699,197	0.48
120	Lucan Elevated Water Tank	Lucan- Booster Station	1992	50	27	23	2042		2042	23	$ 1,151,616	0.46
111	Nicoline Sanitary Pump Station	Lucan- Nicoline St.	2009	50	10	40	2059		2059	40	$ 169,067	0.80
110	Lucan Sanitary Pump Station	Lucan- Chestnut St.	1992	50	27	23	2042		2042	23	$ 623,308	0.46
201	Granton Sanitary Water Pollution Control Plant	Granton	2001	50	18	32	2051		2051	32	$ 1,762,872	0.64
210	Granton Booster/Pump Station	Granton- Levitt St. and Granton Line	1973	50	46	4	2023		2023	4	$ 432,193	0.08

AVERAGE CI   0.52

Table 2 - Replacement & Repair Profile   Last Update to Report   9-Oct-18

	Facilities Management Plan - Water/Wastewater Point Assets																										
		REPLACEMENT PROFILE																									
ID Number	Building Name	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044
101	Lucan Water Pollution Control Plant	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$13,837,840	---	---
112	Lucan Water Booster Station	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$1,599,712	---
120	Lucan Elevated Water Tank	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$2,558,072	---	---
111	Nicoline Sanitary Pump Station	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
110	Lucan Sanitary Pump Station	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	$1,384,547	---	---
201	Granton Sanitary Water Pollution Control Plant	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
210	Granton Booster/Pump Station	---	---	---	---	$547,489	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---
	TOTAL REPLACEMENT COSTS	$0	$0	$0	$0	$547,489	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$17,780,459	$1,599,712	$0

TOWNSHIP OF LUCAN BIDDULPH
RESOLUTION

DATE: <u>March 5, 2019</u>

RESOLUTION NO. _____

MOVED BY: _____

SECONDED BY: _____

RESOLVED:

That the Council of The Township of Lucan Biddulph accepts the Offer to

Purchase as presented with regards to 1005 Heenan Court (Part 8 on 33R-

20206) of the Industrial Park and that the Mayor and Clerk be authorized to

execute same subject to such modifications or amendments deemed appropriate

by the Chief Administrative Officer, in his discretion.

RESOLUTION CARRIED

_____

MAYOR

TOWNSHIP OF LUCAN BIDDULPH
RESOLUTION

DATE: <u>March 5, 2019</u>

RESOLUTION NO. _____

MOVED BY: _____

SECONDED BY: _____

RESOLVED:

That the regular Council Minutes of February 5, 2019 and February 19, 2019 and

In-Camera Minutes of February 5, 2019 be approved as circulated/amended.

RESOLUTION CARRIED

_____

MAYOR

TOWNSHIP OF LUCAN BIDDULPH
RESOLUTION

DATE March 5th, 2019

RESOLUTION NO. _____

MOVED BY: _____

SECONDED BY: _____

RESOLVED:

That the Council of the Township of Lucan Biddulph authorize the following person(s) to attend the OSUM Conference in Pembroke, ON from May 1 - 3, 2019 at a registration cost of $499.00 (plus HST).

- Mayor C. Burghardt-Jesson
-
-

RESOLUTION CARRIED

_____
MAYOR

TOWNSHIP OF LUCAN BIDDULPH
RESOLUTION

DATE: __March 5, 2019__

RESOLUTION NO. _____

MOVED BY: _____

SECONDED BY: _____

RESOLVED:

That the Council of the Township of Lucan Biddulph adopt the following policy:

- Policy No. 100-05-2019 (Council Conference, Seminar, Workshops and Training Policy)

RESOLUTION CARRIED

_____
MAYOR

TOWNSHIP OF LUCAN BIDDULPH
RESOLUTION

DATE: <u>March 5, 2019</u>

RESOLUTION:_____

MOVED BY: _____

SECONDED BY: _____

RESOLVED that the Council of the Corporation of the Township of Lucan
Biddulph accepts the update to the Lucan Biddulph Asset Management Plan
prepared by Dillon Consulting dated February 2019, as presented.

RESOLUTION CARRIED

_____

MAYOR

TOWNSHIP OF LUCAN BIDDULPH
RESOLUTION

DATE: <u>March 5, 2019</u>

RESOLUTION NO. _____

MOVED BY:_____

SECONDED BY:_____

RESOLVED:
That if no one cares to speak to these By-laws on their First, Second and Third Reading, that they be considered to have been read a First time and Passed, read a Second time and Passed, read a Third time and Passed, that they be numbered:

- 14-2019 Appointment of Weed Inspector
- 15-2019 Appointment of Staff Bylaw
- 16-2019 Fees Bylaw
- 17-2019 Confirming Bylaw

RESOLUTION CARRIED

_____
MAYOR

TOWNSHIP OF LUCAN BIDDULPH
RESOLUTION

DATE: <u>March 5, 2019</u>

RESOLUTION NO. _____

MOVED BY: _____

SECONDED BY: _____

RESOLVED:

That the Council meeting be adjourned at _____ p.m.

RESOLUTION CARRIED

_____
MAYOR

Township of Lucan Biddulph

BY-LAW NO. 14-2019

**Being a By-law to appoint a Weed Inspector for
the Township of Lucan Biddulph**

WHEREAS, Subsection 6.1, Chapter W.5. of the Weed Control Act, R.S.O. 1990, states that the Council of every county, district municipality and regional municipality shall by by-law appoint one or more persons as area weed inspectors to enforce this Act in the area within the council's jurisdiction and fix their remuneration or other compensation;

AND WHEREAS Subsection 8.1, Chapter W.5 of the Weed Control Act, R.S.O. 1990 states that the Council of any municipality not referred to in subsection 6.1 may by by-law appoint one or more persons as municipal weed inspectors to enforce this Act in the area of the Council's jurisdiction;

AND WHEREAS Subsection 16.1 through 16.7 authorizes Council to give notice by newspaper that its municipal weed inspector may be directed to destroy noxious weeds in the Township of Lucan Biddulph, report to the Clerk all expenses, and, after fifteen (15) days, add to the collectors roll any unpaid statements.

NOW THEREFORE the Council of The Corporation of the Township of Lucan Biddulph enacts as follows:

1.   That Mark Brown, Weed Inspector for the County of Middlesex, be appointed the Weed Inspector for the Corporation of the Township of Lucan Biddulph.

2.   That Mark Brown shall carry out his duties as set out in the Weed Control Act, R.S.O., 1990, including any amendments thereto.

3.   That the Council of the Township of Lucan Biddulph has the authority, after giving public notice, to direct the Weed Inspector to enter upon certain lands, destroy noxious weeds, submit any expenditures to the Clerk and for the Clerk to enter any unpaid statements to the collector's roll.

4.   That this by-law shall come into effect the day of passing.

Read a FIRST, SECOND and THIRD time and FINALLY PASSED MARCH 5TH, 2019.

_____   _____
MAYOR   **CLERK**

Township of Lucan Biddulph

BY-LAW NO. 15-2019

Being a By-law to appoint such officers and servants as may be Necessary for the purpose of the Corporation of the Township of Lucan Biddulph and for carrying into effect the provisions of any Act of the Legislature or By-law of the Council.

WHEREAS the Corporation of the Township of Lucan Biddulph considers it desirable and expedient to appoint such officers and servants as authorized by Sections 227, 228 and 229 of the *Municipal Act, 2001, S.O. 2001, c.25*, as amended.

NOW THEREFORE the Corporation of the Township of Lucan Biddulph enacts a By-law as follows:

1/   That the following persons be appointed/reappointed as officers and servants of the Corporation of the Township of Lucan Biddulph.

i)	Chief Administrative Officer/Clerk	Ron Reymer
ii)	Deputy Clerk	Tina Merner
iii)	Treasurer	
iv)	Deputy Treasurer	Tracy Loyens
v)	Chief Building Official & By-Law Enforcement	Arnie Marsman
vi)	Building Inspector & By-law Enforcement	Ben Hartman
vii)	Building Inspector & By-law Enforcement	Wayne Ysebaert
viii)	By-law Enforcement	Craig Kennedy
ix)	By-law Enforcement	Mark Russell
x)	Drainage Superintendent	Spriet Associates

2/   That the said officers, with the exception of iv-vii, shall be paid for their services such a sum annually as the Council shall, by resolution, policy or by-law, from time to time determine.

3/   That the Chief Building Official/Building Inspectors/By-law Enforcement Officers and Drainage Superintendent shall be paid by contract.

4/   That this by-law shall come into full force and take effect on the 5th day of March, 2019.

5/   That By-law No. 61-2018 be hereby rescinded.

READ A FIRST, SECOND AND THIRD TIME THIS 5th DAY OF MARCH, 2019.

_____   _____
MAYOR   CLERK

Township of Lucan Biddulph

BY-LAW NO. 16-2019

Being a by-law to establish Tariff Rates and Fees for the Township of Lucan Biddulph

WHEREAS pursuant to Part XII of the Municipal Act, 2001 a municipality may pass by-laws imposing fees and charges;

AND WHEREAS pursuant to the Planning Act, R.S.O. 1990, c. P.13 a municipality may establish fees for the processing of applications;

AND WHEREAS the Council of the Township of Lucan Biddulph deems it expedient and desirable to set user fees and charges for services as provided by the Township;

AND WHEREAS the Township has given notice of its intent to establish user fees and charges as required by Regulation.

NOW THEREFORE BE IT ENACTED THAT the Council of the Township of Lucan Biddulph establishes the fees and charges as set out in the attached as follows:

1. Schedule 'A' shall be the fees and charges imposed pursuant to Section 391 and 392 of the Municipal Act, S.O. 2001, c.25 and Section 7 of the Building Code Act, S.O. 1992, c. 23. Schedule 'A' shall be the fees and charges imposed pursuant to Sections 42(6), 53(13) and 69(1) of the Planning Act, R.S.O. 1990, c. P.13.

2. The fees and charges established by this by-law shall be due and payable in full without discount by cheque or cash at the time of submitting an application or prior to the request for service.

3. Fees or charges imposed by this by-law that are unpaid as required by this by-law are subject to an additional penalty charge calculated at 1-1/4% per month or any part thereof.

That By-law No. 52-2018 and any other by-law and resolution that are inconsistent with the provisions of this by-law are hereby repealed.

This by-law shall come in force and take effect on March 5, 2019.

Read a FIRST, SECOND and THIRD TIME and FINALLY PASSED on this 5th day of March, 2019.

_____   _____
MAYOR   **CLERK**

Schedule "A" to By-law No. 52-2018

Item	Description	Fee/Charge
Administration		
	Penalty on outstanding taxes	1.25%/month
	Interest on special charges	1.25%/month
	Interest on accounts receivable	1.25%/month
	Interest on Arena receivables	1.25%/month
	Tax/Water Certificate	$50.00
	Zoning/Work Orders Certificate	$75.00
	Photocopying	$0.25
	NSF cheque return	$30.00
	Commissioner of Oath	$10.00
	Marriage Licence	$125.00
	Burial Permit Issuance	$13.00
	Tax Registration	All Direct Costs + 10%
	New Tax Account/Name Change	$25.00
	Late Tax Statement	$5.00
	New Water Account/Name Change	$25.00
	Late Water Statement	$5.00
	Lottery Licence	$30.00
	Township Pin	$3.00
	County map	$3.00
	Biddulph history book	$25.00
	Municipal flag	$90.00
Animal Control		
Dog Tags	First dog	$20.00
	Second dog	$30.00
	$40.00 for the third dog and each dog thereafter, where applicable;	$40.00
	Kennel Licence	$100
	Replacement of lost tag	$5
	Penalties – see Animal Control By-law	
By-law Enforcement		
	Appeal to Property Standards Committee	$200.00
	Municipal Concurrence Report – Telecommunications Towers	$300.00
	Follow up By-law Enforcement Inspections Finding Continued Non-compliance	$100.00
	Request for Council Resolution to Support Applications to the Ontario Power Authority	$150.00
	Non-Compliance Fee visit	$100.00

Building	Occupancies as per OBC Group C – Residential Group A – Assembly Occupancy (churches, arenas, theatres etc.) Group B – Care & Detention Occupancy (jails, hospitals) Group D – Business & Personal Occupancy (banks etc.) Group E – Mercantile Occupancy Group F – Industrial Occupancy Farm Building	
Group C	Low Density Residential (sfd)	$1125/dwelling unit up to 1500ft^2 $0.66 for buildings with a floor area over 1500ft^2. Minimum fee: $1125
	Multiple Residential (apt, condo, semi)	$1125/dwelling unit up to 1500ft^2 $0.66 for buildings with a floor area over 1500ft^2. Minimum fee: $1125
	Residential – Major alterations, additions of > 50 percent increase	$1125/dwelling unit up to 1500ft^2 $0.66 for buildings with a floor area over 1500ft^2. Minimum fee: $1125
	Group 'C' – Basement Finishes	$200.00 up to 600 ft^2, 0.33/ ft^2 for application with a floor area over 600 ft^2. Minimum fee: $200.00
	Garage, carport, accessory building, deck, porch, minor alterations, additions, retrofits, wood stoves, temporary buildings, standalone plumbing and other permits ie. change of use, conditional, pool	$200 up to 300 ft^2 or $200/permit flat fee for other types of permits. $0.66/ft^2 for buildings or structures with a floor area over 300ft^2. Minimum fee $200
	Group 'C' - Inflatable Pools which require Permits as per Building By-law	Flat fee of $100.00
Group A, B, D, E & F	New Construction	$1700 up to 2500 ft^2. $0.70/ft^2 for buildings with a floor area over 2500ft^2. Minimum fee $1700
Group A, B, D, E, & F	Major Alterations and additions (> $10,000.00 construction value)	$1700 up to 2500 ft^2. $0.70/ft^2 for buildings with a floor area over 2500ft^2. Minimum fee $1700
Farm Buildings	New Construction, major alterations and additions >600 m^2 (ex. intensive livestock, engineered buildings)	$1,400.00 up to 10,000 ft^2, $0.14/ ft^2 for buildings with a floor area over 10,000 ft^2. Minimum Fee $1,400.00
	Minor additions (<600 m^2), alterations accessory buildings, hobby farms (ex. pole frame/stud wall drive sheds/coveralls)	$300.00 up to 2,500 ft^2, $0.12/ ft^2 for buildings with a floor area over 2,500ft^2. Minimum Fee $300.00
Group A, B, D, E & F	Minor additions (<600 m^2), alterations, retrofit, interior finishes, mechanical stand alone	$700 up to 2500 ft^2. $0.28/ft^2 for buildings with a floor area over 2500ft^2. Minimum fee $700
	Septic Systems	$200 flat fee – minor repair $600 flat fee – small system $1000 flat fee – large system
	Communication tower/facility, silo, solar panels	$500
	Non-residential-demolition permits	$400
	Wind Turbines (per turbine)	1-10 $15,000 11-20 $10,000

		21-30 $7,500 Greater than 31 $5,000
	Residential demolition permits	$200
	Security deposit in residential "R" zones (assumed subdivisions)	$2000
	Moving buildings in Township	$75 plus direct cost ($5000 deposit)
	Roadside sign permit	$100
	Municipal address sign with post	$50 (sign $30, post $20)
	Conditional building permit (administration charge only residential)	$300
	Building re-inspections	$70 per inspection (after two original inspections)
Plumbing		
Permit & Inspection	Water connection	$50.00
	Sanitary building sewer connection	$50.00
	Storm building sewer connection	$50.00
Meters & Valves	Standard Meter Non-standard Meter	$500 At cost
	Pressure reducing valve	$85.00
	Backflow preventor	$70.00
	Water meter repair/installation charge	$75.00
	Plumbing re-inspections	$70.00 per inspection (after two original inspections)
Private Sewage Disposal Systems		
	Change of use	$75.00
	Demolition	$75.00
	Transfer of permit (prior to expiry – 6 months from issuance)	$75.00
	Renewal of permit (prior to expiry – 6 months from issuance)	$75.00
	Report for subdivision application	$100.00
	Report for consent applications	$100.00
	Report for minor variance application	$100.00
	Report for zoning by-law amendment application	$100.00
	Report for site plan applications	$100.00
	File search, performance review report	$75.00

Public Works		
	Entrance culvert	Charged out at actual cost to Township
	New Water Service Fee	$100.00
	New Water Service Deposit	$1000.00
	New Sanitary Service Fee	$50.00
	New Sanitary Service Deposit	$1000.00
	New Storm Service Fee	$50.00
	New Storm Service Deposit	$1000.00
	New Services Road Restoration Deposit	$2000.00
	Encroachment/Entrance Permit	$75.00
Tile Drain Loan	Administration & Inspection	$100.00
Noxious Weeds	Municipal authorized weeds cutting	$10.00 plus cutting cost
Water & Sewer Rates		
	Bulk Water	$2.00 per cubic meter
Residential, Rural and Commercial Water Rates and Charges		
	Lucan/Granton Water Flat Charge	$15.32/month
	Lucan/Granton Water Usage Charge	$0.643/cubic meter
Residential, Rural and Commercial Sewer Rates and Charges		
	Lucan/Granton Sewer Flat Charge	$26.82/month
	Lucan/Granton Sewer Usage Charge	$0.686/cubic meter
Residential, Rural and Commercial Miscellaneous Water Rates		
	Lucan/Granton 2 Unit Flat Charge	$16.27/month
	Lucan/Granton 3 Unit Flat Charge	$17.25/month
	Lucan/Granton 4 Unit Flat Charge	$22.98/month
	Lucan/Granton 5 Unit Flat Charge	$28.73/month
	Lucan/Granton 8 Unit Flat Charge	$45.97/month
	Lucan/Granton 12 Unit Flat Charge	$68.96/month
	Lucan/Granton 28 Unit Flat Charge	$160.89/month
	Lucan/Granton 32 Unit Flat Charge	$183.88/month
Residential, Rural and Commercial Miscellaneous Sewer Rates		
	Lucan/Granton 2 Unit Charge	$28.27/Month
	Lucan/Granton 3 Unit Charge	$29.70/Month
	Lucan/Granton 4 Unit Charge	$39.62/Month
	Lucan/Granton 5 Unit Charge	$49.53/Month
	Lucan/Granton 8 Unit Charge	$79.22/Month
	Lucan/.Granton 12 Unit Charge	$118.85/Month
	Lucan/Granton 28 Unit Charge	$277.33/Month
	Lucan/Granton 32 Unit Charge	$316.94/Month
Residential, Rural and Commercial Water Capital Levy		
	Lucan/Granton 2 Unit Flat Charge	$15.00/month
	Lucan/Granton 3 Unit Flat Charge	$15.00/month
	Lucan/Granton 4 Unit Flat Charge	$15.00/month
	Lucan/Granton 5 Unit Flat Charge	$15.00/month
	Lucan/Granton 8 Unit Flat Charge	$15.00/month
	Lucan/Granton 12 Unit Flat Charge	$15.00/month
	Lucan/Granton 28 Unit Flat Charge	$15.00/month
	Lucan/Granton 32 Unit Flat Charge	$15.00/month
	Lucan/Granton Residential	$15.00/month
Residential, Rural and Commercial Wastewater Capital Levy		
	Lucan/Granton 2 Unit Flat Charge	$20.00/month
	Lucan/Granton 3 Unit Flat Charge	$20.00/month
	Lucan/Granton 4 Unit Flat Charge	$20.00/month
	Lucan/Granton 5 Unit Flat Charge	$20.00/month
	Lucan/Granton 8 Unit Flat Charge	$20.00/month
	Lucan/Granton 12 Unit Flat Charge	$20.00/month
	Lucan/Granton 28 Unit Flat Charge	$20.00/month
	Lucan/Granton 32 Unit Flat Charge	$20.00/month

	Lucan/Granton Residential	$20.00/month

Planning & Development		
	Official Plan Amendment	$2000.00
	Zoning By-law Amendment	$1500.00
	Consent Application • Each additional consent application on the same lot	$1500.00 $500.00
	Cash-in-lieu of parkland dedication per new residential lot created by consent	$1500.00
	Cash-in-lieu of parkland dedication per new non-residential lot created by consent	$1,000.00
	Cash-in-lieu of parkland dedication for residential draft plan of subdivision	5% of the appraised value of the land the day before draft plan approval is granted
	Cash-in-lieu of parkland dedication for non-residential draft plan of subdivision	2% of the appraised value of the land the day before draft plan approval is granted
	Minor Variance Application	$1000.00
	Removal of Holding Symbol	$200.00
	Site Plan Control Application	$1000.00
	Part Lot Control Exemption	$1000.00
	Draft Plan of Subdivision and Draft Plan of Condominium review	$2500.00
	Deeming Bylaw	$500.00
	Zoning/Work Orders Certificate	$75.00
Development Charges		
Lucan	Single, semi detached & duplexes (per unit)	$6400.00
	Apartments – 2 bedrooms +	$3692.31
	Apartments – bachelor & 1 bedroom	$2707.70
	Other multiples	$5169.24
	Non-residential (per sqft of gross flr area)	$0
Granton	Single, semi detached & duplexes (per unit)	$5300.00
	Apartments – 2 bedrooms +	$3057.69
	Apartments – bachelor & 1 bedroom	$2242.31
	Other multiples	$4280.77
	Non-residential (per sqft of gross flr area)	$0
Rural Area	Single, semi detached & duplexes (per unit)	$2200.00
	Apartments – 2 bedrooms +	$1269.23
	Apartments – bachelor & 1 bedroom	$930.77
	Other multiples	$1776.93
	Non-residential (per sqft of gross flr area)	$0

Fire & Emergency Services	
For attending the scene of a MVC; a) Involving dangerous goods (as defined under the Dangerous Goods Act) and/or vehicle with a gross weight over 11,000kg. or	Current MTO rate per hour per vehicle plus personnel costs plus any additional costs for each and every call.
b) Where the fire department provided extrication, fire suppression, stand-by/fire prevention, assisted OPP with traffic control, spill mitigation or site clean-up services.	Current MTO rate per hour per vehicle plus personnel costs plus any additional costs for each and every call.
For response to incidents involving the release, or potential release, of dangerous goods (not covered under above)	Current MTO rate per hour per vehicle plus personnel costs plus any additional costs for each and every call.
For fire department response fees/indemnification Technology.	Current MTO rate per hour per vehicle plus personnel costs plus any additional costs for each and every call.
For responding to false alarms from an automatic alarm system; a) First false alarm in any 12 month period b) Second false alarm in any 12 month period c) Third and subsequent false alarms in any 12 month period	a) Nil b) Warning letter c) Current MTO rate per occurrence
For responding to an open air burn by-law violation as outlined in the Township by-law	Current MTO rate per hour per vehicle plus personnel costs plus any additional costs for each and every call.
For attending an incident at a property where no locate was obtained or where requirements of the locate had not been followed.	Current MTO rate per hour per vehicle plus personnel costs plus any additional costs for each and every call.
For providing a Fire Watch on a premises as required under the Ontario Fire Code.	Current MTO rate per hour per vehicle plus personnel costs plus any additional costs for each and every call.
For repair or replacement of any fire department or municipal items consumed, dispensed, damaged or destroyed during the course of incidents in the above noted.	Cost plus $25 for repair or replacement of items valued at under $500 each. Cost plus 15% for all items valued at over $500 each.
For recovery of costs invoiced to the fire department or municipality for any goods or services provided during the course of incidents noted above.	Cost plus $25 for repair or replacement of items valued at under $500 each. Cost plus 15% for all items valued at over $500 each.
SCBA Cylinder Refills	$10 per cylinder
Request for fire incident report from a non-government agency.	$101 per report
Non-Emergency Services	
Inspection – Residential and Ontario Building Code Group C Occupancies a) Residential single unit dwelling b) Residential multi-unit dwelling c) Follow up meetings or inspections	a) $101.00 b) $126 plus $25 per unit c) $25 per half hour or part thereof
Inspection – Ontario Building Code Group B, D, E, and F Occupancies a) Up to 10,000 square feet b) Every additional 2,500 c) Follow up meetings or inspections	a) $125 b) $25 c) $25 per half hour or part thereof
Inspection – Tent or Marque	$126

Where Fire Code Inspection is required or requested.	
Plans Review Review of Construction Plans	$25 per half hour or part thereof

Fire Safety Plan
    a) Request to review a fire safety plan
    b) Request to review a fire safety plan and provide response
	a) Nil
	b) $101

Propane Risk & Safety Management Plan (RSMP) Review	$25 per half hour or part thereof

Fire Drill Attendance
    a) Attend
    b) Attend and provide written response
	a) Nil
	b) $51

Other services required For recovery of costs invoiced to the fire department or municipality for any goods or services provided for fire inspection or prevention services.	Costs plus $25 for invoices under $500 and cost plus %15 for invoices over $500
Request for fire inspection report(s) from a non-governmental agency	$126

Parks & Recreation		
Ice Rates	Prime/Summer	$166.37 + HST
	Daytime	$92.92 + HST
	Ticket Ice (1-4 ppl)	$48.67 + HST
	Floor	$57.52 + HST
Main Hall	Fri-Sat (Up to 450 ppl)	$494.69 + HST
	Fri-Sat (Over 450 ppl & festival)	$624.78 + HST
	Sun-Thurs	$331.86 + HST
	Hourly Rate (min. 3hrs)	$66.37 + HST
	Funeral Lunch	$132.74 + HST
	Gym Only – Adults per hour	$50.44 + HST
	Gym Only – Youth (under 18) per hour	$35.40 + HST
Senior Centre	Full Day Rate	$234.51 + HST
	Hourly Rate	$48.67 + HST
Committee Room	Full Day Rate	$98.23 + HST
	Hourly Rate	$24.78 + HST
Pool	Public Swim – Adult	$3.54 + HST
	Public Swim – Youth/Senior	$3.50
	Pool Rental per hour	$72.57 + HST
	Swim Membership – Individual	$64.60 + HST
	Family Membership (2 Adults, 3 Youth)	$141.59 + HST
	Swim Lessons	$63.27 + HST
	JR. Swim Team	$75.00 + HST
	SR. Swim Team	92.92 + HST
	Bronze Cross/Medallion	$167.26 + HST
	Work Book	$26.55 + HST
Parks	Minor Ball/Season	$2,948.71 + HST
	Soccer	$3,451.33 + HST
	Adult/Season	$469.03 + HST
	Per Game Rate	$47.34 + HST
	Tournament – 3 Day	$422.12 + HST
	Tournament – 2 Day	$300.88 + HST
	Granton Pavilion (kitchen)	$75.00 + HST
	Pavilions (Market/Elm)	$44.25 + HST
Advertising	Rink Board 4x8	$371.68 + HST
	Rink Board 4x4	$243.36 + HST
	Zamboni (Contracted)	$1,996.63 + HST
	Rafter Sign	$88.50 + HST
	Ice Logo	$530.98 + HST
	Baseball Diamond 4x8	$159.29 + HST

Township of Lucan Biddulph

BY-LAW NO. 17-2019

**Being a by-law to confirm proceedings of the Council
of The Corporation of the Township of Lucan Biddulph**

WHEREAS under Section 5(1) of the *Municipal Act, 2001, S.O. 2001 c. 25*, the powers of a municipality shall be exercised by its council.

AND WHEREAS under Sub-Section 3 of Section 5 of the *Municipal Act, 2001, S.O. 2001 c. 25*, the powers of every Council of a municipality shall be exercised by by-law.

AND WHEREAS it is deemed expedient that the proceedings of The Council of the Corporation of the Township of Lucan Biddulph at the March 5, 2019 meeting be confirmed and adopted by By-law.

THEREFORE the Council of the Corporation of the Township of Lucan Biddulph enacts as follows:

1.   That the action of the Council of the Corporation of the Township of Lucan Biddulph in respect of all motions and resolutions and all other action passed and taken by the Council of the Corporation of the Township of Lucan Biddulph, documents and transactions entered into during the March 5, 2019 meeting of Council, are hereby adopted and confirmed, as if the same were expressly included in this By-law.

2.   That the Mayor and proper officials of The Corporation of the Township of Lucan Biddulph are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Corporation of the Township of Lucan Biddulph during the said March 5, 2019 meeting referred to in Section 1 of this By-law.

3.   That the Mayor and the Clerk are hereby authorized and directed to execute all documents necessary to the action taken by this Council as described in Section 1 of this By-law and to affix the Corporate Seal of the Corporation of the Township of Lucan Biddulph to all documents referred to in said Section 1.

**Read a FIRST, SECOND and THIRD time and FINALLY PASSED
March 5, 2019.**

_____   _____
MAYOR   **CLERK**