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NORTH HURON POLICE SERVICES BOARD
AGENDA

</div>

Date:	Tuesday, November 28, 2017
Time:	7:00 pm
Location:	HELD IN THE WINGHAM POLICE STATION BOARD ROOM

Pages

1.   CALL TO ORDER

2.   ACCEPT OR AMEND AGENDA

THAT the North Huron Police Services Board hereby accept the Agenda for the November 28, 2017 Police Services Board Meeting, as presented.

3.   DECLARATION OF PECUNIARY INTEREST

4.   MINUTES OF THE PREVIOUS MEETING   4

THAT the North Huron Police Services Board hereby adopts the Minutes of the Police Services Board Meeting held October 17, 2017, as presented.

5.   DELEGATIONS / PETITIONS / INVITED GUESTS

6.   BUSINESS ARISING FROM THE MINUTES

7.   POLICE CHIEF'S REPORT

7.1   DEPARTMENT UPDATE - November 2017   7

THAT the North Huron Police Services Board hereby approves the Police Chief's Report as presented.

8.   TREASURY REPORT

8.1   BILLS & ACCOUNTS   11

THAT the North Huron Police Services Board hereby authorizes and approves payment of the Bills and Accounts in the total amount of $36,470.19 for the period ending November 23, 2017.

9.   BY-LAWS AND POLICIES FOR CONSIDERATION

10.   CORRESPONDENCE

THAT the North Huron Police Services Board hereby directs that the correspondence be ordered, read and filed.

10.1   OAPSB

10.1.1   OAPSB - Initial Response to new Police Services Act   17

10.1.2   OAPSB 2018 Membership Renewal Information   19

11.   NEW BUSINESS

11.1   Relocation of Police Services Board Meetings

12.   BOARD MEMBERS' INQUIRIES & REPORTS

13.   PUBLIC GALLERY QUESTIONS AND / OR COMMENTS

14.   IN CAMERA SESSION

*THAT the North Huron Police Services Board hereby proceeds at ....
pm to an In Camera Session (Closed to the Public) pursuant to
Section 35 (4) of the Police Services Act, to discuss matters that are
of the opinion fall under either:*

*(a) matters involving public security may be disclosed and, having
regard to the circumstances, the desirability of avoiding their
disclosure in the public interest outweighs the desirability of
adhering to the principle that proceedings be open to the public; or*

*(b) intimate financial or personal matters or other matters may be
disclosed of such a nature, having regard to the circumstances, that
the desirability of avoiding their disclosure in the interest of any
person affected or in the public interest outweighs the desirability of
adhering to the principal that proceedings be open to the public,
R.S.O. 1990, C. p 15, S.35.*

14.1   Negotiation Update

15.   NEXT MEETING

16.   **ADJOURNMENT**

THAT there being no further business before the North Huron Police Services Board, the meeting be hereby adjourned at ... p.m.

MINUTES
OF THE NORTH HURON POLICE SERVICES BOARD MEETING
HELD AT THE WINGHAM POLICE STATION BOARD ROOM
TUESDAY, OCTOBER 17, 2017 AT 7:00 P.M.

_____

MEMBERS PRESENT: Chair Trevor Seip, Bill Gregoriadis, Yolanda Ritsema-Teeninga.

MEMBERS ABSENT: Vice-Chair Joan van der Meer

STAFF PRESENT: Chief of Police Tim Poole.
Kathy Adams, Board Secretary.

OTHERS PRESENT: Richard Al, Clerk/Manager of IT

1. **Call to Order**

   Chair Seip called the meeting to order at 7:00 p.m.

2. **Accept or Amend Agenda**

   PSB63/17: MOVED: Y. Ritsema-Teeninga   SECONDED: Bill Gregoriadis
   THAT the North Huron Police Services Board accepts the Agenda for the October 17, 2017 Police Board Meeting, as printed and circulated.
   DISPOSITION: Motion Carried

3. **Declaration of Pecuniary Interest**

   There were no declarations of pecuniary interest declared.

4. **Minutes from the Previous Meeting**

   PSB64/17: MOVED: B. Gregoriadis   SECONDED: Y. Ritsema-Teeninga
   THAT the North Huron Police Services Board hereby adopts the Minutes of the meeting held September 19, 2017, as printed and circulated.
   DISPOSITION: Motion Carried

5. **Delegations/Petitions/Invited Guests**

   None in attendance.

6. **Business Arising from the Minutes**

   There was no business arising from the minutes.

7. **Police Chief's Report**

   (a)   Department Update – October 2017

   Calls for Service

   During the month of September, 2017 Wingham Police responded to 140 calls for service 16 of those calls were assisting the OPP and 7 of those calls were actual dispatches to OPP area. During the same period in 2016, we had 137 calls. Attached is the crime statistics summary and the Uniform Crime Reporting information that was sent to Statistics Canada.

   Grants

   The interim grant funding report has been completed and ready for signature.

   OIPRD

   There is currently one complaint being investigated by the OIPRD.

Training

Use of force refresher training is being conducted with Saugeen Shores Police Service.

Cruiser

The damaged cruiser has been authorized for repair by our insurance company. The work is being done locally and is expected to be returned by the end of the month.

In Camera

I have in camera issues to discuss with regard to finances and personnel issues.

PSB65/17: MOVED: B. Gregoriadis   SECONDED: Y. Ritsema-Teeninga
THAT the North Huron Police Services Board hereby approves the Police Chief's Report for October 2017.
                                                    DISPOSITION: Motion Carried

8. **Treasury Report**

(a)   Bills & Accounts

PSB66/17: MOVED: Y. Ritsema-Teeninga   SECONDED: B. Gregoriadis
THAT the North Huron Police Services Board hereby authorizes and approves payment of the Bills and Accounts in the total amount of $6,893.22 for the period ending October 12, 2017, as supported by the Secretary-Treasurer's list of vouchers.
                                                    DISPOSITION: Motion Carried

9. **By-laws and Policies for Consideration**

None for consideration.

10. **Correspondence**

(a)   Ministry of Community, Safety & Correctional Services
       i)   Webinars: 2017/2018 Grant Transformation and Policing
             Effectiveness and Modernization Grant.

PSB67/17: MOVED: Y. Ritsema-Teeninga   SECONDED: B. Gregoriadis
THAT the North Huron Police Services Board agrees that the correspondence be ordered, read and filed.
                                                    DISPOSITION: Motion Carried

11. **New Business**

(a)   North Huron CAO Request for Policing Cost.

North Huron CAO has requested Chief Poole to prepare a costing for expanding policing of the Wingham Police Services into the Wards of Blyth and East Wawanosh.

PSB68/17: MOVED: B. Gregoriadis   SECONDED: Y. Ritsema-Teeninga
THAT the North Huron Police Services Board hereby authorizes the Chief of Police to provide the North Huron CAO with a costing to expand policing of the Wingham Police Services to the Wards of Blyth and East Wawanosh.
                                                    DISPOSITION: Motion Carried

(b)   Dispatch Agreement with Owen Sound Police Services Board.

The Board's Dispatch Agreement with the Owen Sound Police Services Board expires on December 31, 2017. Chief Poole will obtain contact information for the Owen Sound Police Services Board from the Police Chief for the Owen Sound Police Services with further discussion in regards to the Agreement to be held at the Board level.

12.   Board Members Inquiries & Reports

There were no Board Members inquiries or reports.

13.   Public Gallery Questions and/or Comments

There were no questions from the Public Gallery.

14.   In Camera Session

(a)   Personnel Matter & Financial Matters

PSB69/17: MOVED: B. Gregoriadis   SECONDED: Y. Ritsema-Teeninga
THAT the North Huron Police Service Board hereby proceed at 7:26 pm. to a Closed Session in order to address financial or personal matters of other matters of such a nature that the desirability of avoiding their disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public.
                                                DISPOSITION: Motion Carried

PSB70/17: MOVED: B. Gregoriadis   SECONDED: Y. Ritsema-Teeninga
THAT the North Huron Police Services Board hereby moves out of Closed Session at 7:56 p.m. and returns to open session.

AND FURTHER THAT direction given to staff in the In Camera Session is hereby approved.
                                                DISPOSITION: Motion Carried

15.   Next Meeting

Tuesday, November 28, 2017, 7:00 p.m., Police Station Board Room.
(to be confirmed by Chair).

16.   Adjournment

PSB71/17: MOVED: Y. Ritsema-Teeninga   SECONDED: B. Gregoriadis
That there being no further business before the Board, the meeting be hereby Adjourned at 8:01 p.m.
                                                DISPOSITION: Motion Carried.

_____
CORPORATE SEAL   Chair Trevor Seip

_____
                                                Secretary Kathy Adams

BOARD REPORT NOVEMBER 2017

CALLS FOR SERVICE

During the month of October, 2017 Wingham Police responded to 138 calls for service 8 of those calls were assisting the OPP and 7 of those calls were actual dispatches to OPP area. During the same period in 2016, we had 133 calls. Attached is the crime statistics summary.

OIPRD

All OIPRD investigations have been completed and the reports forwarded to the complainant and OIPRD.

TRAINING

Use of force refresher training is completed.

CRUISER

The damaged cruiser is back in service.

Crime statistics

WINGHAM Police Service

Report Description: No report description was given.

Printed: November 17, 2017 at 11:16 by #367 POOLE, T.

Daily and hourly occurrences

	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	UNKNOWN	TOTAL
NUMBER OF EVENTS ->	16	22	13	13	22	24	20	8	138
0:00 TO 0:59	1		1						2
1:00 TO 1:59	2						1		3
2:00 TO 2:59	1		1			1	1		4
3:00 TO 3:59	2	2							4
4:00 TO 4:59				1					1
5:00 TO 5:59				1					1
6:00 TO 6:59	1			1			2		4
7:00 TO 7:59				1					1
8:00 TO 8:59	1				1		1		3
9:00 TO 9:59		3			1	1	2		7
10:00 TO 10:59		2	3	1	5	3			14
11:00 TO 11:59	1			1	4	1	1		8
12:00 TO 12:59	1	3		2	1	3			10
13:00 TO 13:59		2		1	2	4	2		11
14:00 TO 14:59		1			2	2	3		8
15:00 TO 15:59		1	1	1	4	3	1		11
16:00 TO 16:59	2			1	2		1		6
17:00 TO 17:59			1			1			2
18:00 TO 18:59	1	2	1	1		1			6
19:00 TO 19:59		2	1				2		5
20:00 TO 20:59	1	1	2	1			1		6
21:00 TO 21:59	2	2				2			6
22:00 TO 22:59		1				1	1		3
23:00 TO 23:59			2			1	1		4
UNKNOWN HOUR								8	8

Breakdown by month:

Month	Number of occurrences	Percentage of total
January	0	0.0%

136

119

102

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February	0	0.0%
March	0	0.0%
April	0	0.0%
May	0	0.0%
June	0	0.0%
July	0	0.0%
August	0	0.0%
September	0	0.0%
October	130	94.2%
November	0	0.0%
December	0	0.0%
Unknown	*8*	*5.8%*
Total	**138**	**100%**
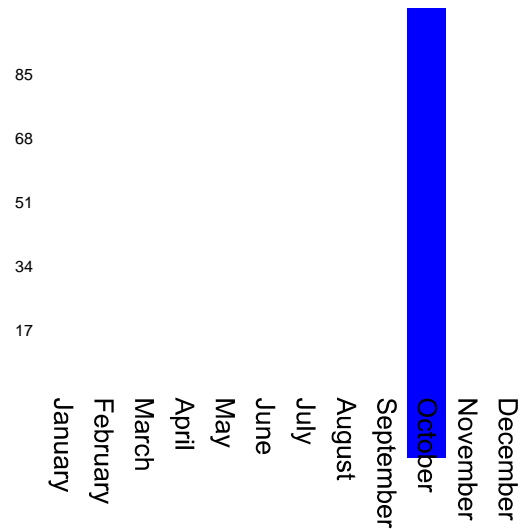
Number of occurrences per month

Breakdown by day of the week:

Weekday	*Number of occurrences*	*Percentage of total*
Sunday	16	11.6%
Monday	22	15.9%
Tuesday	13	9.4%
Wednesday	13	9.4%
Thursday	22	15.9%
Friday	24	17.4%
Saturday	20	14.5%
Unknown	*8*	*5.8%*
Total	**138**	**100%**
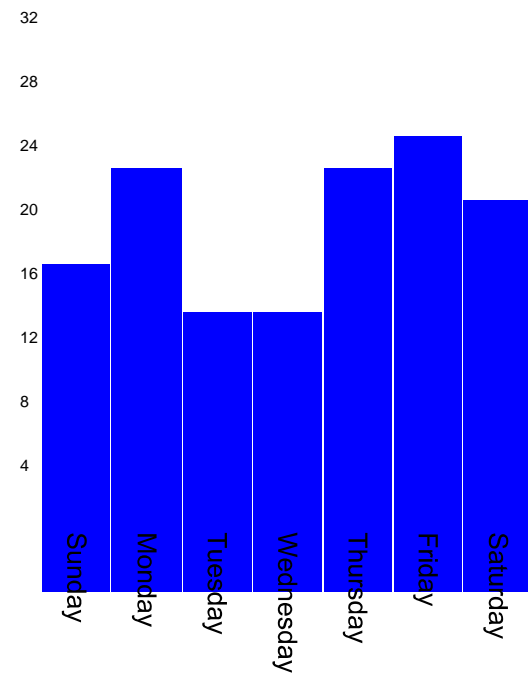
Number of occurrences per weekday

Breakdown by time of day:

Time	*Number of occurrences*	*Percentage of total*
0:00	2	1.4%
1:00	3	2.2%
2:00	4	2.9%

3:00	4	2.9%
4:00	1	0.7%
5:00	1	0.7%
6:00	4	2.9%
7:00	1	0.7%
8:00	3	2.2%
9:00	7	5.1%
10:00	14	10.1%
11:00	8	5.8%
12:00	10	7.2%
13:00	11	8.0%
14:00	8	5.8%
15:00	11	8.0%
16:00	6	4.3%
17:00	2	1.4%
18:00	6	4.3%
19:00	5	3.6%
20:00	6	4.3%
21:00	6	4.3%
22:00	3	2.2%
23:00	4	2.9%
Unknown	*8*	*5.8%*
Total	**138**	**100%**
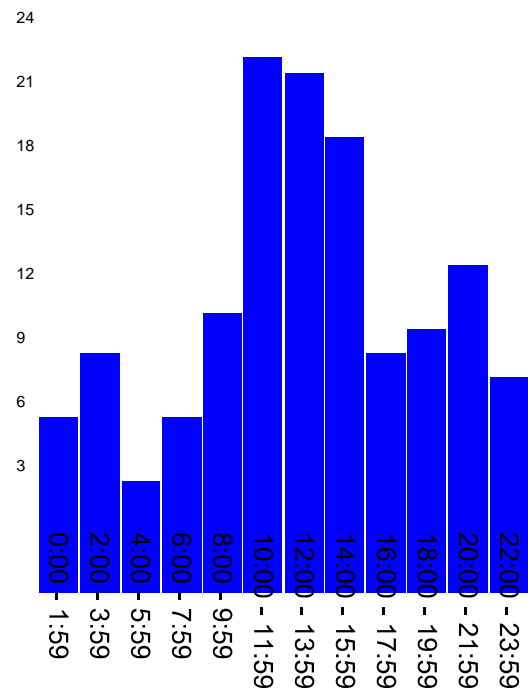
Number of occurrences per time of day

Township Of North Huron

General Ledger

Ledger Detail for Fiscal Year Ending DEC 31,2017 - Posting Date: 2017-10-11 To 2017-11-24

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
Account:	**01-2200-6200**			**Clothing/Uniforms**				
					Beginning Balance		1,204.02	
11	2017-11-17	060803	PURCH	M.D. CHARLTON CO LTD, 62124	POLICE-	127.14	0.00	1,331.16
11	2017-11-17	060803	PURCH	M.D. CHARLTON CO LTD, 62171	POLICE-	138.05	0.00	1,469.21
					Period 11 Total	265.19	0.00	
					Period Net			265.19
					YTD Account Total			1,469.21
					Annual Budget			5,000.00
Account:	**01-2200-6210**			**Subscriptions/Memberships**				
					Beginning Balance		973.44	
					YTD Account Total			973.44
					Annual Budget			1,500.00
Account:	**01-2200-6220**			**Training/Travel/Workshops**				
					Beginning Balance		5,425.33	
					YTD Account Total			5,425.33
					Annual Budget			6,000.00
Account:	**01-2200-6225**			**Police Board Expenses**				
					Beginning Balance		3,532.02	
					YTD Account Total			3,532.02
					Annual Budget			2,000.00
Account:	**01-2200-6250**			**Office Supplies**				
					Beginning Balance		5,010.30	
10	2017-10-27	060392	PURCH	MICROAGE BASICS, 237052	POLICE-	33.63	0.00	5,043.93
10	2017-10-27	060392	PURCH	MICROAGE BASICS, 237215	POLICE-	74.27	0.00	5,118.20
10	2017-10-27	060392	PURCH	MICROAGE BASICS, 238192	POLICE-	16.77	0.00	5,134.97
10	2017-10-27	060392	PURCH	SWAN DUST CONTROL LTD, 5038837	POLICE-	32.86	0.00	5,167.83
					Period 10 Total	157.53	0.00	
					Period Net			157.53
11	2017-11-03	060532	PURCH	PUROLATOR COURIER LTD, 435963703	POLICE-	22.37	0.00	5,190.20
11	2017-11-03	060532	PURCH	PUROLATOR COURIER LTD, 436091477	POLICE-	6.64	0.00	5,196.84
11	2017-11-03	060532	PURCH	PUROLATOR COURIER LTD, 436155485	POLICE-	7.98	0.00	5,204.82
11	2017-11-03	060532	PURCH	ROYAL CANADIAN MOUNTED POLICE, 1800002438	POLICE-	75.00	0.00	5,279.82
11	2017-11-03	060532	PURCH	RICOH, SCO91705850	POLICE-	43.61	0.00	5,323.43
11	2017-11-17	060803	PURCH	LEWIS FLOWERS, 016175/1	POLICE-	67.67	0.00	5,391.10
11	2017-11-17	060803	PURCH	PUROLATOR COURIER LTD, 436228948	POLICE-	6.64	0.00	5,397.74
11	2017-11-17	060803	PURCH	PUROLATOR COURIER LTD, 436294826	POLICE-	11.49	0.00	5,409.23
					Period 11 Total	241.40	0.00	
					Period Net			241.40

Township Of North Huron

General Ledger

Ledger Detail for Fiscal Year Ending DEC 31,2017 - Posting Date: 2017-10-11 To 2017-11-24

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
						YTD Account Total		5,409.23
						Annual Budget		7,500.00

Account: 01-2200-6260   Phone/Fax/Internet

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
						Beginning Balance	2,202.27	
10	2017-10-20	060318	PURCH	HURONTEL, 10886858-10-2017	POLICE-	161.21	0.00	2,363.48
					Period 10 Total	161.21	0.00	
					Period Net			161.21
11	2017-11-20	060832	PURCH	HURONTEL, 10886858-11-2017	POLICE-	158.82	0.00	2,522.30
					Period 11 Total	158.82	0.00	
					Period Net			158.82
						YTD Account Total		2,522.30
						Annual Budget		3,500.00

Account: 01-2200-6270   Insurance

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
						Beginning Balance	12,003.41	
						YTD Account Total		12,003.41
						Annual Budget		13,000.00

Account: 01-2200-6280   Legal/Accounting

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
						Beginning Balance	686.88	
						YTD Account Total		686.88
						Annual Budget		5,000.00

Account: 01-2200-6295   Transfer to Reserve

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
						Beginning Balance	10,000.00	
						YTD Account Total		10,000.00
						Annual Budget		10,000.00

Account: 01-2200-6400   Equip Repair/Maintenance

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
						Beginning Balance	8,836.22	
10	2017-10-31	060451	PURCH	MINISTER OF FINANCE/MTO, 10-31-2017	CHARGER-	120.00	0.00	8,956.22
10	2017-10-31	060451	PURCH	MINISTER OF FINANCE/MTO, 10-31-2017	CROWN VIC	120.00	0.00	9,076.22
					Period 10 Total	240.00	0.00	
					Period Net			240.00
11	2017-11-13	060709	PURCH	MARKS BROTHERS AUTO BODY LTD., 6288	POLICE-	22,190.11	0.00	31,266.33
11	2017-11-17	060803	PURCH	JOE'S AUTOMOTIVE, 40988	POLICE-	66.41	0.00	31,332.74
11	2017-11-17	060803	PURCH	JOE'S AUTOMOTIVE, 41043	POLICE-	142.76	0.00	31,475.50
11	2017-11-17	060803	PURCH	JOE'S AUTOMOTIVE, 41044	POLICE- 2017	183.47	0.00	31,658.97
11	2017-11-17	060803	PURCH	JOE'S AUTOMOTIVE, 41074	POLICE- 2011	858.34	0.00	32,517.31
11	2017-11-17	060803	PURCH	LESLIE MOTORS LTD, 924450	POLICE-	469.32	0.00	32,986.63
					Period 11 Total	23,910.41	0.00	
					Period Net			23,910.41

Township Of North Huron

General Ledger

Ledger Detail for Fiscal Year Ending DEC 31,2017 - Posting Date: 2017-10-11 To 2017-11-24

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
						YTD Account Total		32,986.63
						Annual Budget		9,000.00

Account: 01-2200-6410   Fuel

						Beginning Balance	8,564.35	
10	2017-10-13	060143	PURCH	FOXTON FUELS LIMITED, 335448	POLICE - FUEL	130.68	0.00	8,695.03
10	2017-10-13	060143	PURCH	FOXTON FUELS LIMITED, 33770	POLICE- FUEL	1,017.30	0.00	9,712.33
					Period 10 Total	1,147.98	0.00	
					Period Net			1,147.98
11	2017-11-17	060803	PURCH	FOXTON FUELS LIMITED, 336755	POLICE-	16.08	0.00	9,728.41
11	2017-11-17	060803	PURCH	FOXTON FUELS LIMITED, 341313	POLICE-	1,310.80	0.00	11,039.21
					Period 11 Total	1,326.88	0.00	
					Period Net			1,326.88
					YTD Account Total			11,039.21
					Annual Budget			15,000.00

Account: 01-2200-6650   Communication System

						Beginning Balance	23,273.25	
10	2017-10-20	060318	PURCH	HURONTEL, 10886858-10-2017	POLICE-	55.16	0.00	23,328.41
10	2017-10-24	060339	PURCH	BELL CANADA, 10-1-2017	POLICE-	76.29	0.00	23,404.70
10	2017-10-24	060339	PURCH	BELL MOBILITY, 10-8-2017	POLICE- CELL	347.75	0.00	23,752.45
					Period 10 Total	479.20	0.00	
					Period Net			479.20
11	2017-11-03	060532	PURCH	OWEN SOUND POLICE SERVICES, 3193-17	POLICE-	2,179.33	0.00	25,931.78
11	2017-11-03	060532	PURCH	OWEN SOUND POLICE SERVICES, 3245-17	POLICE-	2,252.60	0.00	28,184.38
11	2017-11-17	060803	PURCH	OWEN SOUND POLICE SERVICES, 3260-17	POLICE- GPS	30.53	0.00	28,214.91
11	2017-11-20	060832	PURCH	HURONTEL, 10886858-11-2017	POLICE-	55.16	0.00	28,270.07
					Period 11 Total	4,517.62	0.00	
					Period Net			4,517.62
					YTD Account Total			28,270.07
					Annual Budget			40,000.00

Account: 01-2200-6685   OPTIC

						Beginning Balance	4,207.57	
11	2017-11-08	060664	PURCH	CIBC VISA, Geotrust inc- 2066	POLICE-	315.30	0.00	4,522.87
11	2017-11-17	060803	PURCH	CDW CANADA INC, KSH6763	POLICE-	889.28	0.00	5,412.15
					Period 11 Total	1,204.58	0.00	
					Period Net			1,204.58
					YTD Account Total			5,412.15
					Annual Budget			11,000.00

Account: 01-2200-6686   CISO

| | | | | | | Beginning Balance | 613.36 | |
| 10 | 2017-10-13 | 060143 | PURCH | KEVIN MACADAM, 9-29-2017 | POLICE- | 1,426.55 | 0.00 | 2,039.91 |

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Township Of North Huron

General Ledger

Ledger Detail for Fiscal Year Ending DEC 31,2017 - Posting Date: 2017-10-11 To 2017-11-24

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
					Period 10 Total	1,426.55	0.00	
					Period Net			1,426.55
					YTD Account Total			2,039.91
					Annual Budget			3,500.00
Account:	**01-2200-6690**			**OPP Policing**				
					Beginning Balance		186,001.81	
10	2017-10-13	060143	PURCH	MINISTER OF FINANCE, 17270917135	POLICE-	27,010.00	0.00	213,011.81
					Period 10 Total	27,010.00	0.00	
					Period Net			27,010.00
11	2017-11-17	060803	PURCH	MINISTER OF FINANCE, 14031117166	SEPTEMBER	27,010.00	0.00	240,021.81
					Period 11 Total	27,010.00	0.00	
					Period Net			27,010.00
					YTD Account Total			240,021.81
					Annual Budget			324,116.00
					Report Summary			
					Balance Forward:			272,534.23
				Total Debits/Credits:		89,257.37	0.00	
					Report Net:			361,791.60

General Ledger

Ledger Detail for Fiscal Year Ending DEC 31,2017 - Posting Date: 2017-10-11 To 2017-11-24

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
Account:	**01-2210-6270**			**Insurance**				
					Beginning Balance	2,003.40		
					YTD Account Total			2,003.40
					Annual Budget			1,892.00
Account:	**01-2210-6300**			**Bldg Repair/Maintenance**				
					Beginning Balance	255.27		
					YTD Account Total			255.27
					Annual Budget			1,200.00
Account:	**01-2210-6320**			**Janitorial Supplies**				
					Beginning Balance	98.28		
					YTD Account Total			98.28
					Annual Budget			300.00
Account:	**01-2210-6330**			**Inspections/Contracts**				
					Beginning Balance	3,098.15		
10	2017-10-13	060143	PURCH	WEILER'S CLEANING & RESTORATI, 123077881	POLICE-	271.40	0.00	3,369.55
10	2017-10-27	060392	PURCH	SWAN DUST CONTROL LTD, 5048207	POLICE-	32.86	0.00	3,402.41
					Period 10 Total	304.26	0.00	
					Period Net			304.26
11	2017-11-03	060532	PURCH	SWAN DUST CONTROL LTD, 5055460	POLICE-	32.86	0.00	3,435.27
11	2017-11-17	060803	PURCH	SWAN DUST CONTROL LTD, 5064839	POLICE-	32.86	0.00	3,468.13
11	2017-11-17	060803	PURCH	WEILER'S CLEANING & RESTORATI, 132308065	POLICE-	271.40	0.00	3,739.53
					Period 11 Total	337.12	0.00	
					Period Net			337.12
					YTD Account Total			3,739.53
					Annual Budget			5,135.00
Account:	**01-2210-6350**			**Electricity**				
					Beginning Balance	4,605.99		
10	2017-10-30	060413	PURCH	WESTARIO POWER INC., 300244308	3199.83	394.69	0.00	5,000.68
					Period 10 Total	394.69	0.00	
					Period Net			394.69
					YTD Account Total			5,000.68
					Annual Budget			8,505.00
Account:	**01-2210-6360**			**Water/Sewer**				
					Beginning Balance	551.14		
10	2017-10-19	060268	PURCH	TOWNSHIP OF NORTH HURON WATER, 173654	POLICE-	138.14	0.00	689.28
					Period 10 Total	138.14	0.00	
					Period Net			138.14
					YTD Account Total			689.28
					Annual Budget			850.00
Account:	**01-2210-6370**			**Natural Gas/Heat**				

Page   1

Township Of North Huron

General Ledger

Ledger Detail for Fiscal Year Ending DEC 31,2017 - Posting Date: 2017-10-11 To 2017-11-24

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
					Beginning Balance		603.58	
11	2017-11-08	060627	PURCH	UNION GAS LIMITED, September 2017-5109	1.9 M3-POLICE	21.95	0.00	625.53
11	2017-11-16	060767	CREC	Rcpt: 0266821, LOCAL AUTHORITY SERVICES	LAS Gas	0.00	-37.98	587.55
					Period 11 Total	21.95	-37.98	
					Period Net			-16.03
					YTD Account Total			587.55
					Annual Budget			1,100.00

Account: 01-2210-6380   Waste Disposal

Pd.	Date	Trace #	Source	Description	Ref	Debits	Credits	Balance
					Beginning Balance		305.52	
10	2017-10-27	060392	PURCH	WASTE MANAGEMENT, 0529303-0256-8	TOWN HALL	37.32	0.00	342.84
					Period 10 Total	37.32	0.00	
					Period Net			37.32
11	2017-11-17	060803	PURCH	WASTE MANAGEMENT, 0530990-0256-9	TOWN HALL	37.32	0.00	380.16
					Period 11 Total	37.32	0.00	
					Period Net			37.32
					YTD Account Total			380.16
					Annual Budget			494.00

Account: 01-2210-6401   Machinery Rent

					Beginning Balance		240.01	
					YTD Account Total			240.01
					Annual Budget			1,950.00

	Report Summary	
Balance Forward:		11,761.34

	Debits	Credits
Total Debits/Credits:	1,270.80	-37.98

	Report Net:	12,994.16

OAPSB INITIAL RESPONSE TO NEW POLICE SERVICES ACT

The new Police Services Act is the culmination of 5 years of consensus-building among police and community stakeholders, facilitated by the Government of Ontario. Overall, the result represents a balance of those interests.

The Ontario Association of Police Services Boards (OAPSB) has advocated hard over those past 5 years, in the public interest, for:

1. Legislation that features a **more effective** public safety model, bringing together the range of human service providers to address the root causes of marginalization, risk, crime and victimization

2. Legislation that features a **more efficient** policing model, facilitating the selection of non-police service providers for the performance of tasks that do not required a fully trained, fully armed police officer

3. Legislation that features **more relevant** police governance, namely:
    - Clarification of board roles, focussed on **strategic governance of police operations**, rather than human resource management
    - **Mandatory board training**
    - **Better resourcing** of boards in terms of information and advice, and decision-making support – in addition to that provided by police chiefs, and
    - **Meaningful board evaluations** and the provision of feedback to them

4. We've also advocated for more effective oversight of police, and modernized police labour practises that are more reflective of general labour practises across Ontario.

Overall, the new Police Services Act is a momentous attempt at satisfying all stakeholders. It features something for everyone, with relatively minor impositions. It **still needs some fine-tuning**, particularly in the following public-interest areas:

1. The new legislation is extremely prescriptive in what tasks can be **outsourced** to the private sector. The most obvious exclusions are court security and prisoner transport, which are more safely and more efficiently performed by the private sector in other jurisdictions. We suggest any restrictions on out-sourcing should be identified **in regulation, not legislation**, so that those restrictions can be

modernized over time, without the need to create an entirely new Act. We believe this is in the public interest.

2. In preambles, the Government refers to OPP Detachment Boards' role as an "advisory" one. We request clarification that these boards are "**governing" boards**. Otherwise we can't see how this move strengthens governance, as the Government has consistently messaged.

3. The new legislation insists that at least one police board member must participate in police collective bargaining. This imposition doesn't happen anywhere else in any sector in Ontario, and shouldn't happen here. Boards establish direction and audit results; they aren't supposed to take action themselves. In police sector, board members are not recruited nor trained to collectively bargain. No one from Cabinet is required to negotiate directly with the OPP, and no one from a police board should be required to either. This unjustified imposition perpetuates a collective bargaining regime that has resulted in the highest municipal police salaries and benefits in the world, and is not in the public interest. In a recent survey of our members, **92%** of the respondents felt that police boards should be able to **assign the task of bargaining to professionals** inside or outside the police service.

For more information, contact:

Eli El-Chantiry   Fred Kaustinen
Chair   Executive Director

OAPSB Ontario
Association of
Police Services
Boards

Commitment to
Excellence
in
Civilian Police
Governance

2018 OAPSB Membership

October 31, 2017

Happy Halloween!

Greetings returning and prospective members!

Thank you for your support and participation in the Ontario Association of Police Services Boards (OAPSB). Your Association has worked diligently on your behalf to continue to provide value-added services and representation on issues affecting Police Services Boards in Ontario.

Through our conference, seminar, web site and emails, we aim to keep you and your Police Services Board up to date on issues. These timely resources keep you current on changing policies and events to help your own Board respond to issues in an effective way.

Your OAPSB Board members, staff and volunteers are engaged in various committees and working groups providing input and perspective on the issues and decisions impacting policing and police governance. This representation is important to ensure that OAPSB's advocacy efforts and government relations activities support our mandate and your interests.

Please be advised that at its meeting in September 2017, the OAPSB Board of Directors approved the membership fee schedule with a modest increase of 1.5% for 2018, to cover some of the impact of inflation.

To renew your membership, please click on the link below which will prompt you through the renewal process.

Once again, we thank you for your membership and look forward to continuing to serve you in 2018.

Sincerely,

Eli El-Chantiry, Chair OAPSB

Holly Doty
Ontario Association of Police Services Boards
180 Simcoe St, London, ON N6B 1H9 (New Address!)
T: 1-800-831-7727 | C: 519.636.7707
admin@oapsb.ca

REGISTER >

Or Decline

Anti Spam Disclosure
This email has been sent on behalf of: Ontario Association of Police Service Boards
180 Simcoe St, Suite 2
London, ON N6B 1H9
Tel: 1.800.831.7727
To unsubscribe from future emails related to this event please click here

Ministry of Community Safety   Ministère de la Sécurité communautaire
and Correctional Services   et des Services correctionnels

Public Safety Training Division   Division de la formation en matière
                                  de sécurité publique

25 Grosvenor St.   25 rue Grosvenor
12ᵗʰ Floor   12ᵉ étage
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Facsimile: (416) 314-4037   Télécopieur: (416) 314-4037

MEMORANDUM TO: All Chiefs of Police and
                     Commissioner J.V.N. (Vince) Hawkes
                     Chairs, Police Services Boards

FROM: Stephen Beckett
                     Assistant Deputy Minister
                     Public Safety Division and Public Safety Training Division

SUBJECT: **Basic Constable Training Program**
                     January 10 – April 6, **2018**

DATE OF ISSUE:	**October 19, 2017**
CLASSIFICATION:	**General Information**
RETENTION:	**October 27, 2017**
INDEX NO.:	**17-0060**
PRIORITY:	**Normal**

I am writing to request that all police services submit their requirements for positions on the *January 10 – April 6, 2018* intake of the Basic Constable Training Program to the Ontario Police College (OPC).

Please send the request to the Registrar's attention by **October 27, 2017** via e-mail at opc.registrar@ontario.ca.

The Ontario Police College will respond with allocations for this intake by **November 3, 2017.**

All inquiries should be directed to Justin Mills, Assistant Registrar at OPC at 519-773-4216.

Sincerely,

Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

Ministry of Community Safety
and Correctional Services

Public Safety Division

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Ministère de la Sécurité communautaire
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Ontario

MEMORANDUM TO: All Chiefs of Police and
Commissioner J.V.N. (Vince) Hawkes
Chairs, Police Services Boards

FROM: Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

SUBJECT: **Crime Prevention Week 2017**

DATE OF ISSUE:	**October 24, 2017**
CLASSIFICATION:	**General Information**
RETENTION:	**November 11, 2017**
INDEX NO.:	**17-0063**
PRIORITY:	**Normal**

This year, November 5-11, 2017, has been designated Crime Prevention Week in Ontario. As in past years, the Ministry of Community Safety and Correctional Services (ministry) will promote an emphasis on crime prevention and community safety and well-being during this annual event. Locally, Crime Prevention Week provides an opportunity for police services to highlight successful partnerships in areas where the police and community work together to prevent crime.

This year's provincial theme is **"Building Safer Communities Together"**. It promotes community safety and well-being as a shared responsibility, including the strategic engagement of multi-sector partners at the local level. The theme also emphasizes the importance of building capacity and implementing local community safety and well-being strategies to address crime and complex social issues on a sustainable basis.

As part of Crime Prevention Week, the ministry will be formally releasing the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet. The booklet consists of the Community Safety and Well-Being Framework (Framework) as well as a toolkit of practical guidance and resources to assist communities as they engage in the community safety and well-being planning process. The Framework encourages communities to move towards preventative planning and investment in social development, prevention and risk intervention, in order to reduce the need and related investment associated with over reliance on emergency/incident response.

Similar to previous years, the ministry will be using social media during Crime Prevention Week to showcase various programs that promote a collaborative approach to community safety and well-being. If your police service is interested, please complete the attached template (Appendix A) and send it to Natalie.Brull@ontario.ca by October 27, 2017, along with a photo that the ministry has permission to use on social media. The ministry will use the information and photos provided to create tweets that will be posted on the @ONsafety Twitter account.

Police services across the province are also encouraged to use the hashtag **#CPWeek2017** to promote their local events and activities, as well as re-tweet ministry communications throughout Crime Prevention Week. Further, if you are planning an activity for Crime Prevention Week and you would like to share it with the ministry, please complete the template attached (Appendix B) and email it to Natalie.Brull@ontario.ca by October 27, 2017.

Lastly, the ministry has produced a web banner which will be made available on the Ontario Association of Chiefs of Police (OACP) website (www.oacp.ca). In addition, the OACP will be developing other Crime Prevention Week materials. You are encouraged to access these materials and share them with members of your community through your activities and events throughout Crime Prevention Week.

If you have any questions about this year's provincial approach to Crime Prevention Week, please contact Natalie Brull, Community Safety Analyst at Natalie.Brull@ontario.ca or (416) 326-5635.

As always, I would like to thank the OACP for their continued support in providing valuable input throughout the planning process and for posting Crime Prevention Week information and materials on their website.

Sincerely,

Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

Attachments

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Appendix A

Crime Prevention Week 2017 *"Building Safer Communities Together"*

The Ministry of Community Safety and Correctional Services (Ministry) would like to use Crime Prevention Week as an opportunity to feature programs that showcase police services working with local agencies or service providers to help keep your community safe. As such, the Ministry will be featuring quotes and pictures of different programs on the Ministry's Twitter channel throughout Crime Prevention Week 2017 (November 5-11, 2017).

If you would like to nominate a program to be highlighted during Crime Prevention Week, please complete the template below and email it, along with a relevant photo that the Ministry has permission to use on social media (from both the photo subject(s) and the police service), to Natalie.Brull@ontario.ca by October 27, 2017.

Police Service:

Community:

Name of Program (if relevant):

Police Officer's Name (if relevant):

Position/Rank (if relevant):

Contact Information (i.e., email and phone number):

Please provide a brief description of the program offered by your police service in collaboration with another local agency or service provider that you would like the Ministry to highlight (100 words maximum). Part of your answer may be used for social media content.

Community Events

If your community is planning an activity for Crime Prevention Week, we want to know about it! Local Members of Provincial Parliament (MPPs), including the Minister of Community Safety and Correctional Services recognize the importance of crime prevention and community safety programs and are interested in attending local events during Crime Prevention Week (schedules permitting). Please let us know about your upcoming activities planned for Crime Prevention Week 2017 so that we can share internally, by completing the template below and emailing it to Natalie.Brull@ontario.ca by October 27, 2017.

Police Service:

Contact Name:

Phone:

Email:

Date	Time	Location	**Short Description of the Event/Activity** (e.g., Information session about cyber crime)

Ministry of Community Safety
and Correctional Services

Public Safety Division

25 Grosvenor St.
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Ministère de la Sécurité communautaire
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Division de la sécurité publique

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Tél.:   416 314-3377
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Ontario

MEMORANDUM TO: All Chiefs of Police and
Commissioner J.V.N. (Vince) Hawkes
Chairs, Police Services Boards

FROM: Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

SUBJECT: **Introduction of New Legislation:** *Safe Access to*
Abortion Services Act, 2017

DATE OF ISSUE:	**November 1, 2017**
CLASSIFICATION:	**General Information**
RETENTION:	**Indefinite**
INDEX NO.:	**17-0064**
PRIORITY:	**Normal**

At the request of the Ministry of the Attorney General, I am sharing a communication regarding the recent introduction of legislation on 'safe access zones'. The new legislation, which was introduced on October 25, 2017, sets out spaces – or zones – where protests and/or other interfering activities are restricted around abortion clinics, facilities, and offices, as well as the homes of abortion service providers.

For further details, please see the attached letter from the Honourable Yasir Naqvi, Attorney General.

Sincerely,

Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

Attachments

1

Attorney General
McMurtry-Scott Building
720 Bay Street
11th Floor
Toronto ON M7A 2S9
Tel: 416-326-4000
Fax: 416-326-4016

Procureur général
Édifice McMurtry-Scott
720, rue Bay
11e étage
Toronto ON M7A 2S9
Tél.:   416-326-4000
Téléc.: 416-326-4016

Ontario

Our Reference #: MC-2017-7482

October 30, 2017

I am pleased to inform you that the Ontario Legislature recently passed the *Safe Access to Abortion Services Act, 2017*.

As you may know, there have been reports of heightened security risks and privacy concerns around clinics and facilities that provide abortion services in Ontario. With the passage of this legislation, Ontario police will have more consistent measures in place to protect the safety, security, health, and privacy of women and health care providers across Ontario.

The legislation will allow for safe access zones to be established around clinics and facilities that offer abortion services, as well as the offices and homes of clinic staff, and other regulated health professionals who provide these services.

The eight abortion clinics in Ontario will automatically receive safe access zones of 50 metres under this legislation. This could be decreased or increased up to 150 metres by regulation.

Other facilities and offices that offer abortion services will be able to apply for safe access zones up to 150 metres. Regulated health professionals who provide abortion services outside of clinics will also be able to apply for safe access zones of up to 150 metres around their offices. We will communicate with you shortly regarding the application process.

Prohibited activities within safe access zones around clinics, facilities, and offices include:

- advising a person to refrain from accessing abortion services
- abortion-related protests
- activities that intimidate or interfere with people accessing or providing abortion services
- recording patients and/or providers (e.g. taking photos or video).

The legislation also provides safe access zones of up to 150 metres around the homes of all clinic staff and abortion service providers.

Prohibited activities within safe access zones around homes include:

- Certain activities that are directly targeted at or are about a clinic staff member or health professional who lives in the home.
- This could include persistently requesting that the health professional refrain from providing abortion services, or physically interfering with or intimidating the health professional for the purpose of dissuading them from providing abortion services.

Finally, the legislation prohibits harassing conduct anywhere in Ontario that is directed at clinic staff and regulated health professionals who provide abortion services.
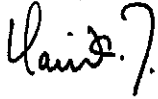
Individuals who contravene the Act would be prosecuted under the *Provincial Offences Act*. These individuals would face fines of up to $5,000 and/or imprisonment of up to six months for their first offence. For second and subsequent offences, fines between $1,000 and $10,000 and/or imprisonment of up to 12 months can be ordered.

As with any provincial offence, the decision to lay charges or arrest individuals is within the discretion of police. The Ministry of the Attorney General and the Ministry of Community Safety and Correctional Services will work with our policing partners to ensure police are aware of the legislation and have the training and information needed to enforce it.

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The legislation will come into force on proclamation of the Lieutenant Governor, once the regulations are drafted. Our government is committed to finalizing the regulations in as timely a manner as possible.

Ontario police provide exceptional service and play a critical role in keeping our communities safe, and this legislation will provide them with the tools you need to continue this work. I would like to thank you for your support as we move forward to protect women's rights to choose to access abortion services without fear, interference, intimidation or harassment.

Sincerely,

Yasir Naqvi
Attorney General

Ministry of Community Safety
and Correctional Services

Public Safety Division

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Toronto ON M7A 2H3

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Ontario

MEMORANDUM TO: All Chiefs of Police and
Commissioner J.V.N. (Vince) Hawkes
Chairs, Police Services Boards

FROM: Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

SUBJECT: **Release of the *Community Safety and Well-Being
Planning Framework: A Shared Commitment in Ontario*
Booklet**

DATE OF ISSUE:	**November 10, 2017**
CLASSIFICATION:	**General**
RETENTION:	**Indefinite**
INDEX NO.:	**17-0065**
PRIORITY:	**Medium**

Further to the All Chiefs Memorandum (index no. 17-0063) distributed on October 24, 2017 regarding Crime Prevention Week 2017, I am pleased to provide you with the *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* booklet (*A Shared Commitment in Ontario*). This booklet provides guidance to municipalities, First Nations, and their partners as they engage in community safety and well-being planning and collaborative service delivery at the local level.

A Shared Commitment in Ontario outlines the Community Safety and Well-Being Planning Framework and includes a toolkit of practical guidance to assist communities as they develop and implement local community safety and well-being plans. Specifically, the booklet encourages communities to work collaboratively across sectors to identify local priority risks to safety and well-being, and implement evidence-based strategies to address those risks, with a focus on prevention and social development. It also encourages the identification of new and innovative ways to improve service delivery, including incident or emergency response services.

A Shared Commitment in Ontario was developed using evidence-based research, as well as practical feedback from local practitioners from eight pilot communities that tested components of the booklet. Further, learnings from our on-going community

…/2

engagement sessions have also been incorporated to ensure the booklet is as helpful as possible to support communities as they move through the planning process. The booklet was also reviewed by the ministry's Inter-ministerial Community Safety and Well-Being Working Group, which consists of 10 provincial ministries as well as Public Safety Canada, to further incorporate multi-sectoral perspectives.

A Shared Commitment in Ontario represents the cornerstone of the Strategy for a Safer Ontario, and also marks the third and final phase of the Provincial Approach to Community Safety and Well-Being (Provincial Approach). The Provincial Approach was developed in three phases to address crime and complex social issues on a sustainable basis. Phases one and two resulted in the release of the ministry's first two booklets:
- *Crime Prevention in Ontario: A Framework for Action,* and
- *Community Safety and Well-Being in Ontario: A Snapshot of Local Voices.*

The third booklet is a follow-up to the first two phases and should be read in conjunction with these booklets. All of these materials are available on the ministry's website at: http://www.mcscs.jus.gov.on.ca/english/Policing/ProgramDevelopment/PSDGrantsandInitiatives.html.

I encourage you to read *A Shared Commitment in Ontario* and share it with your staff, community partners and the public. We know that communities are doing a lot of great work to enhance the safety and well-being of Ontarians, and this booklet is meant to further support our local partners as they continue to address crime and complex social issues on a sustainable basis.

I would like to take this opportunity to thank our inter-ministerial, policing, and community partners, who have supported the development of the Provincial Approach. Your expertise and feedback have been invaluable to this process.

If you have any questions about the booklet, please contact Tiana Biordi at Tiana.Biordi@ontario.ca or Emily Jefferson at Emily.Jefferson@ontario.ca.

Sincerely,

Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

Attachment

COMMUNITY SAFETY AND WELL-BEING PLANNING FRAMEWORK

A Shared Commitment in Ontario

Booklet 3

Ontario

Table of Contents

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

A safe Ontario is built upon the shared commitment of government leaders, dedicated service providers, and community members working together to make our communities strong, healthy, and vibrant.

The Government of Ontario has demonstrated its commitment to supporting communities through the development of the Provincial Approach to Community Safety and Well-Being (Provincial Approach), and this work will continue under the Strategy for a Safer Ontario (Strategy).

The Strategy is about finding better, smarter ways to build safer communities, and using evidence and experience to improve outcomes. It focuses on collaborative partnerships that include police and other sectors such as education, health, and social services.

The cornerstone of this Strategy and the final phase of the Provincial Approach is the Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario booklet. Under the Strategy, the ministry will require communities to create local community safety and well-being plans that address local needs, based on local risk factors. By doing this, we can ensure that all individuals in Ontario have the opportunity to live in a community that is safe and well.

We often think that community safety is delivered by the police. The truth is that police are the last line of defence against crime, not the first. Community safety must start in the community, with a proactive approach that focuses on well-being.

Since 2009, staff from my ministry have been working with other ministries, a range of service providers, and community partners to explore a risk-based, collaborative community safety and well-being planning process that is unfolding in many Ontario communities. That work has led to the development of this booklet to assist municipalities, First Nations, and their partners in developing and implementing local community safety and well-being plans. This type of planning supports the coordination of local service delivery and encourages multi-sector partnerships to respond to complex social issues on a sustainable basis. My sincere appreciation goes out to those who have shared their experience and expertise to inform this booklet.

As we continue to move forward, on behalf of Cabinet, I am pleased to see the momentum that is growing behind innovative, risk-based, multi-sector approaches to community safety and well-being. We encourage all communities to continue working with a shared commitment to building a safer and healthier Ontario.

Honourable Marie-France Lalonde
Minister of Community Safety and Correctional Services

Message from the Deputy Minister of Community Safety and Correctional Services 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.

Matthew Torigian, Deputy Minister of Community Safety and Correctional Services, on behalf of:
Deputy Minister of Advanced Education and Skills Development
Deputy Attorney General
Deputy Minister Cabinet Office Communications and Intergovernmental Affairs
Deputy Minister Cabinet Office Policy and Delivery and Anti-Racism Directorate
Deputy Minister of Children and Youth Services
Deputy Minister of Citizenship and Immigration
Deputy Minister of Community and Social Services
Deputy Minister of Education
Deputy Minister of Finance
Deputy Minister of Francophone Affairs, Seniors' Affairs and Accessibility
Deputy Minister of Health and Long-Term Care
Deputy Minister of Housing
Deputy Minister of Indigenous Relations and Reconciliation
Deputy Minister of Labour
Deputy Minister of Municipal Affairs
Deputy Minister of Tourism, Culture and Sport

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

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

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;
- new opportunities to share multi-sectoral data and evidence to better understand the community through identifying trends, gaps, priorities and successes;
- increased understanding of and focus on priority risks, vulnerable groups and neighbourhoods;
- increased engagement of community groups, residents and the private sector in local initiatives and networks;
- transformation of service delivery, including realignment of resources and responsibilities to better respond to priority risks and needs;
- increased awareness, coordination of and access to services for community members and vulnerable groups;
- more effective, seamless service delivery for individuals with complex needs;
- stronger families and improved opportunities for healthy child development;
- healthier, more productive individuals that positively contribute to the community;
- enhanced feelings of safety and being cared for, creating an environment that will encourage newcomers to the community; 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.
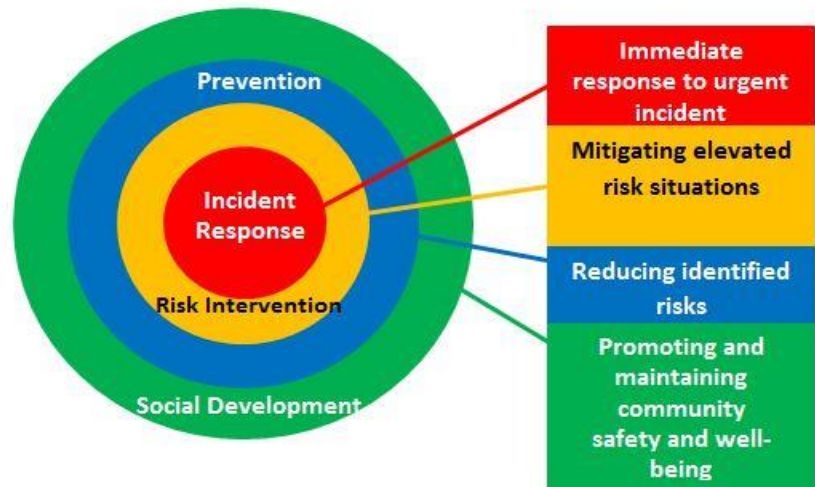
Social Development
Promoting and maintaining community safety and well-being

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 through improvements in things like health, employment and graduation rates.

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
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 elevated risk situations

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
Immediate response to urgent incident

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 were validated by Ontario communities that the ministry engaged during the development of this booklet:

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

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.

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 will likely be 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 three or more 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.

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 F 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, through the Strategy for a Safer Ontario, 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 – Definitions
- Appendix E – Risk and Protective Factors
- Appendix F – Community Safety and Well-Being Plan Sample

In addition, several other resources are available to municipalities, First Nations and their partners as they undertake community safety and well-being planning.
- Crime Prevention in Ontario: A Framework for Action
- Community Safety and Well-Being in Ontario: Booklet 2 - A Snapshot of Local Voices
- Provincial Approach to Community Safety and Well-Being

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 body. 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 body meetings.
- Participating on the advisory body.
- Planning community engagement sessions.
- Ensuring the advisory body decisions are acted upon.
- Preparing documents for the advisory body (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 E for risk and protective factors, Tool 6 for guidance on performance measurement and Appendix F for a sample plan.

Advisory Body

The advisory body can be as small or as large as appropriate for the community. For example, a small community with fewer services may have six 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 body, 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 Body

- Member agencies/organizations and community members recruited to the advisory body 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 bodies should include representation from the municipality/First Nations communities, police service/police services board, a mental health agency/organization and at least one other sector.

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

Responsibilities of the Advisory Body

- 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 Body

- 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 body, 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 body may not require implementation teams. On the other hand, a large community with six priority risks may benefit from implementation teams to ensure each risk is addressed. They may also establish fewer teams that focus on more than one priority risk. If planning partners determine it is appropriate for them to have a new implementation team to ensure the commitment, a document should be developed and signed that outlines agreed upon principles, shared goals and roles.

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

Members of Implementation Teams

- Members of the implementation team(s) should be selected based on their knowledge of the risk factors and vulnerable groups associated with the priority, and have access to relevant information and data. They may also have lived experience with risk factors or be part of a vulnerable group in the community. Members of implementation teams should have:
  - In-depth knowledge and experience in addressing the priority risks and which protective factors and strategies are needed to address those risks.
  - A proven track record advocating for the interests of vulnerable populations related to the risk.
  - The ability to identify the intended outcomes or benefits that strategies will have in relation to the priority risk(s) and suggest data that could be used to measure achievement of these outcomes.
  - Experience developing effective stakeholder relations/ partnerships in the community.
  - Experience ensuring equity, inclusion and accessibility in their initiatives.

See Tool 6 for guidance on performance measurement and Appendix F 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 body.

Once partners involved in community safety and well-being planning have established an advisory body 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 body 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 body 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 body 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 body and implementation team(s). For example, the goals/objectives of the advisory body 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 body 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 body should have knowledge of and supporting data about the risks and vulnerable populations in the area to be covered under the plan, as well as have established stakeholder relations. Members must have the authority to make decisions on behalf of their respective agencies/organizations regarding resources and priorities, or will be empowered to do so for the purposes of developing the plan.
- Members of the implementation team(s) should be selected based on their knowledge about the risk factors and vulnerable groups associated with the priority, have access to more information about them, have established stakeholder relations with the vulnerable groups to effectively carry out the project,

experience with developing and implementing local strategies, and have the specialized knowledge and technical capacities to specify objectives, set benchmarks and measure outcomes.

- It is important to include community leaders/organizations that advocate for the interests of the vulnerable populations on both the advisory body 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 body 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 19 and 20 for examples of advisory body responsibilities and page 21 for examples of implementation team responsibilities.

Logistics and Process

Planning partners should also document logistics for their advisory body 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 body 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.

This is 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 body 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 body, to develop strategies for enhancing relationships with this agency/organization. If appropriate, this may involve inviting them to become involved in the advisory body 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, there are two main reasons why planning partners may want to develop communication materials and/or conduct community engagement. First, partners may want to create promotional and educational materials in order to gain public support for and encourage participation in the plan. Second, 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 developing communication materials to promote a plan's purpose and encourage involvement in its development/implementation. For a plan to be successful in enhancing community safety and well-being, a variety of sectors must see their role in the planning process. For example, if planning partners decide to develop posters to demonstrate what community safety and well-being planning means, they should ensure individuals from a variety of professions are represented, rather than just the police, so the community does not see the plan as a police-led initiative. Rather, partners may wish to include a picture of multiple sectors collaborating (i.e., holding hands, sitting around a table, etc.).

"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

Additionally, to ensure the plan meets the needs of as many people as possible, planning partners should consider engaging with diverse groups and individuals. This may include:
- 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, Aboriginal 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;
- local First Nations, Métis and/or Inuit groups, on or off reserve, and urban Aboriginal organizations;
- business sector, including but not limited to bankers, realtors, insurers, fraternal and service organizations, employers, local business leaders and owners, to collect information about the local economy; and
- community members with lived experiences and neighbourhood groups, including but not limited to individuals from vulnerable groups, community elders, faith groups, non-for-profit community based organizations and tenant associations.

See Tool 5 for guidance on analyzing community risks.

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.

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 branding, such as developing a name, logo or mission statement 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 to 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 plan for these setbacks, 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

Risk	Implication	Mitigation Strategy
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 Aboriginal Agencies
Mental health and addictions	Treatment/Rehabilitation Centre Mental Health Advocacy Addiction Support Group
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 in the home, emotional 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 planning in the risk intervention area, 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 priority risks 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.
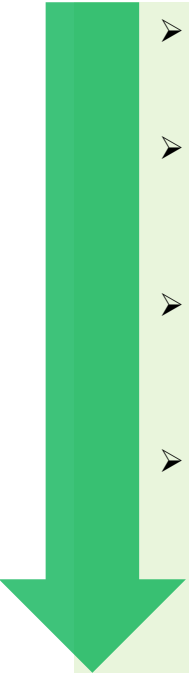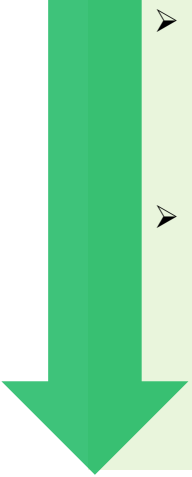
Tool 6 – Performance Measurement

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 body and/or implementation team(s), development, ehancement or review of strategies in social development, prevention, risk intervention or incident response, etc.).
>
> ➤ Outputs: direct products or services resulting from the implementation of activities (e.g., multi-sector collaboration, clients connected to service, development of a plan, completion of a program, etc.).
>
> ➤ Immediate Outcomes: change that is directly attributable to activities and outputs in a short time frame. Immediate outcomes usually reflect increased awareness, skills or access for the target group (e.g., increased awareness among partners and the community about the plan and its benefits, increased protective factors as a result of a program being implemented like increased self-esteem, problem solving skills, etc.).

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

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

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

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

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

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

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

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

Sample Logic Model:

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

VULNERABLE/TARGET GROUP: youth and new immigrants

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

INTERMEDIATE OUTCOME   **Increased Educational Attainment**

IMMEDIATE OUTCOMES

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

OUTPUTS

- 47 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
- 25 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

1,000+ hours of the municipalities' community safety and well-being planning coordinator's time, 2,000 copies of engagement survey, refreshment and transportation costs for engagement sessions, 500 hours of the manager of strategic planning and community development's time, 5 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.

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 44) 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 44). 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, Aboriginal 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, Aboriginal 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 – 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 E – 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 (Appendix 1), 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 strategies to create protective factors to mitigate the 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

Risk Factor	Definition
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
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

Risk Factor	Definition
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
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

Risk Factor	Defintion
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.)
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

Risk Factor	Definition
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
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

Protective Factor	Definition
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.)
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.)

Protective Factor	Definition
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

Protective Factor	Definition
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 F – 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 body 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 North Preston

Coordinator(s):

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

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

Community Background:

The North Preston 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 North Preston were born in North Preston, with only 20% coming from another Ontario 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 North Preston 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 North Preston have an average annual income of $65,000.

Community Engagement:

To support the identification of local risks, partners involved in the development of North Preston'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 North Preston community doing well to ensure the safety and well-being of its residents? What are challenges/issues in the North Preston 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:
- North Preston Catholic School Board
- Employment Centre
- Children's Mental Health Centre
- North Preston Hospital
- Ontario Works
- North Preston Police Service
- North Preston 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 North Preston. Statistics provided by Ontario Works also indicated that North Preston 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 North Preston 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 North Preston Police Service indicate that they respond to more calls related to domestic violence than any other type of incident. North Preston 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 North Preston 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., North Preston Catholic School Board
    - Ray A., North Preston Public School Board
    - Shannon C., Ontario Works
    - Ram T., Ontario Disability Support Program
    - Claudia T., Municipality of North Preston (Social Services)
    - Sam S., Employment Centre
    - Stephen W., Local Aboriginal Agency
    - Allan R., youth living in the community
- Mental Health Task Force
  - **Purpose**: to ensure North Preston community members who are experiencing mental health issues are properly diagnosed and have access to the most appropriate service provider who can assist in addressing their needs.
  - **Membership**: this group has been in place for the past two years and was identified after completing an asset mapping exercise of existing bodies as a body that could be responsible for coordinating/developing strategies related to mental health. Existing members will continue to be on this implementation team and include:

- Mary M., Municipality of North Preston (Social Services)
- Fionne Y., Children's Mental Health Centre
- James Y., North Preston Hospital
- Susan B., Addictions Centre
- Todd S., North Preston Catholic School Board
- Lynn W., North Preston 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., North Preston Police Service
    - Aiesha Z., Women's Shelter
    - Stephanie L., Social Services
    - Lisah G., Social Services
    - Kail L., North Preston Hospital
    - Frank C., Victim Services
    - Sean D., Local Aboriginal Agency

Plans to Address Priority Risk

Priority Risk #1: Low Educational Attainment

Approximately 20% of the population of North Preston 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 North Preston 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 North Preston 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 North Preston 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 North Preston 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

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 for community safety and well-being planning. Thank you for your ongoing support and feedback throughout this process.

Sample Community Safety and Well-Being Planning Governance Structure*

Commitment from local governance

Obtained multi-sectoral buy-in

Plan is reviewed

Strategies are assessed and evaluated

Communations materials prepared

Strategies identified/ enhanced and implemented

Champion

$\updownarrow$

Coordinator(s)

$\updownarrow$

Multi-sectoral Advisory Body

Community is engaged

Plan is finalized and released publically

Implementation Team	Implementation Team	Implementation Team

Local research conducted to support identification of risks

Risks are identified and prioritized

Community assets are mapped

Gaps in service are identified for priority risks
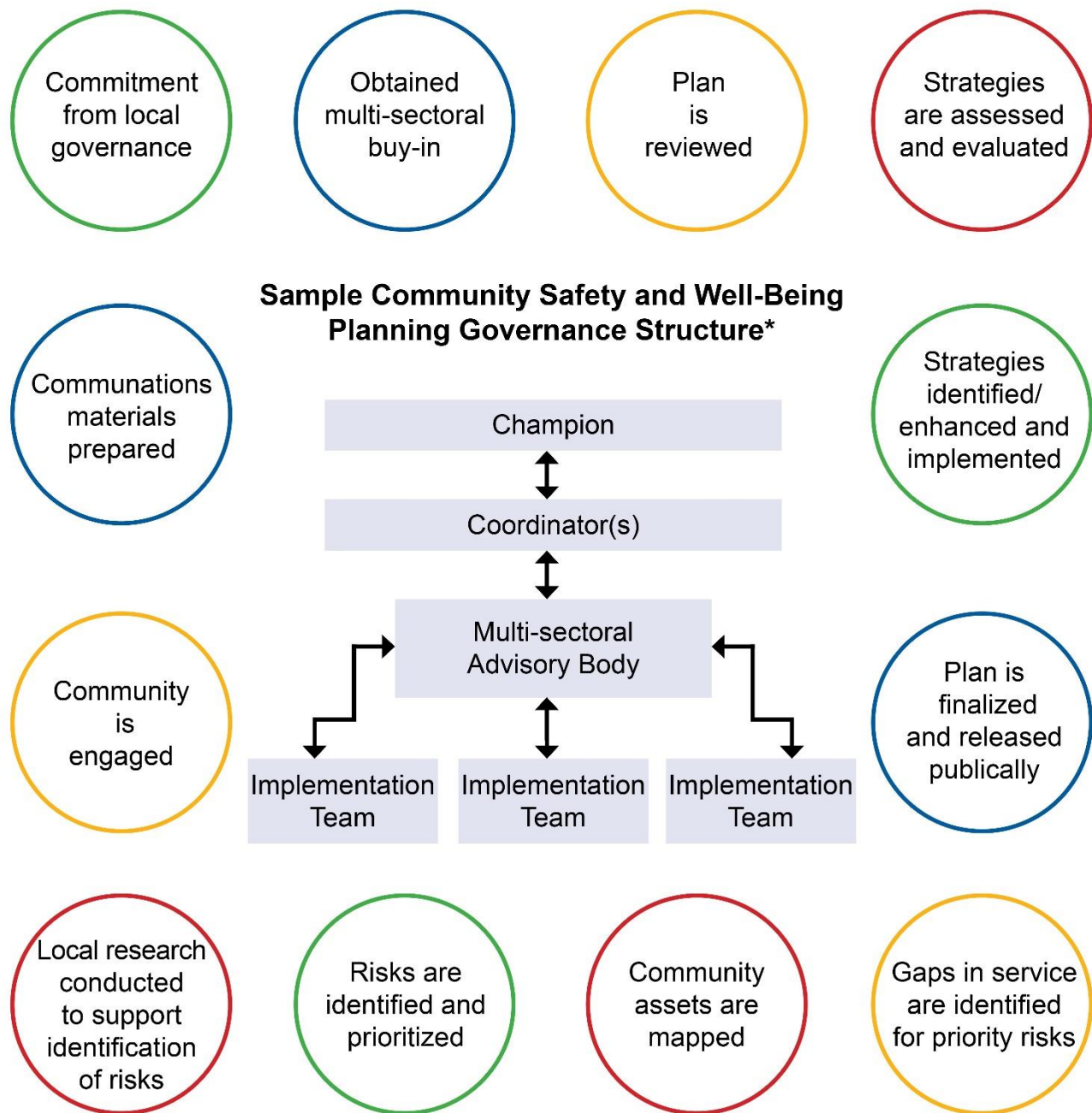
*Note: governance structures may look different in each community

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, there are no linkages between the different steps as they are flexible and adaptable for each community across Ontario.

Ministry of Community Safety and Correctional Services	Ministère de la Sécurité communautaire et des Services correctionnels	Ontario
Public Safety Division	Division de la sécurité publique	
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Tel.: 416 314-3377 Fax: 416 314-4037	Tél.: 416 314-3377 Téléc.: 416 314-4037	

MEMORANDUM TO: All Chiefs of Police and
Commissioner J.V.N. (Vince) Hawkes
Chairs, Police Services Boards

FROM: Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

SUBJECT: Clarification on the *Safe Access to Abortion Services Act, 2017*

DATE OF ISSUE:	**November 16, 2017**
CLASSIFICATION:	**General Information**
RETENTION:	**Indefinite**
INDEX NO.:	**17-0066**
PRIORITY:	**Normal**

I am writing to you further to my All Chiefs Memorandum (ACM), index number 17-0064, dated November 1, 2017, which attached a letter from Attorney General Yasir Naqvi, dated October 30, 2017. As stated in the Attorney General's letter, the Ontario Legislature passed the *Safe Access to Abortion Services Act, 2017* (SAASA) in late October. The letter further noted that the legislation will come into force on proclamation of the Lieutenant Governor, once the regulations are drafted. **The SAASA has not yet been proclaimed, and as such, is not in force.**

Once the SAASA has been proclaimed in force, we will release another ACM to advise police services.

Sincerely,

Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

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MEMORANDUM TO: All Chiefs of Police and
Commissioner J.V.N. (Vince) Hawkes
Chairs, Police Services Boards

FROM: Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

SUBJECT: **New Crown Prosecution Manual and Police Training on Police Powers of Release**

DATE OF ISSUE:	**November 21, 2017**
CLASSIFICATION:	**General Information**
RETENTION:	**Indefinite**
INDEX NO.:	**17-0068**
PRIORITY:	**Normal**

At the request of the Ministry of the Attorney General (MAG), I am sharing a communication regarding a recent update to the Crown Prosecution Manual, which is a fundamental guide to key areas of Crown practice and discretion. As highlighted in the attached memorandum, the Manual reviews two areas of particular significance: Police and Judicial Interim Release (Bail). This Manual should be shared thoughout your service and reviewed.

Additionally, MAG Criminal Law Division will be offering police training on powers of release. I encourage you to participate in this training, and suggest that you reach out to your local Crown office to schedule this at your earliest convenence.

For further details, please see the attached memo from Susan Kyle, Assistant Deputy Attorney General, Criminal Law Division.

Sincerely,

Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

Attachment

1

Ministry of the Attorney General
Assistant Deputy Attorney General
Criminal Law Division

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6th Floor, 720 Bay Street
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Tel.: (416) 326-2615
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Ministère du Procureure général
sous-procureure générale adjointe
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Ontario

MEMORANDUM TO: Stephen Beckett
                        Assistant Deputy Minister
                        Public Safety Division and Public Safety Training Division
                        Ministry of Community Safety and Correctional Services

FROM: Susan Kyle
                        Assistant Deputy Attorney General
                        Criminal Law Division
                        Ministry of the Attorney General

SUBJECT: **New Crown Prosecution Manual and Police Training on
                        Police Powers of Release**

The Ministry of the Attorney General – Criminal Law Division has completed a review of the Crown Prosecution Manual to ensure it reflects current best practices and any updates and changes in the criminal law. The Manual is the principle mechanism used by the Ministry of the Attorney General to provide guidance to individual Crowns in important areas of their practice and discretion. I believe that you will find the new Manual promotes transparency and accountability, serves to educate the public on the role of the Crown, and sets out the Crown's respective obligations and expectations.

The Manual itself contains 37 interrelated Directives on a variety of topics, including charge screening, disclosure, bail, victims, Indigenous people, impaired driving, intimate partner violence, internet child exploitation, and firearms. Prosecution Directives provide mandatory direction, advice, and guidance to Prosecutors on the exercise of prosecutorial discretion. Each Directive contains a general statement about Ontario's criminal policy, explains what a Crown does and the factors considered in decision-making, articulates what Crowns "must" or "should" do in relation to various circumstances, and clarifies obligations promoting accountability and trust. The Directives will be periodically updated and reference should be made to the "in effect" date outlined at the top of each Directive.

Two Directives of particular note are those pertaining to Police and Judicial Interim Release (Bail). The Directive entitled Police highlights the cooperative, and mutually respectful, relationship between the police and Crown while also acknowledging their important, though distinct, functions. Included in the Directive are sections on Crown advice to the police and the importance of vetting confidential information from disclosure, police as witnesses, disclosure of police disciplinary records, and Crown assistance in police training.

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The new Bail Directive places an emphasis on liberty as a guiding principle in bail proceedings and the reinforcement of the "ladder" principle as a basic underpinning of bail. This approach includes a balancing of the rights of the accused and society's interest in public safety consistent with the provisions of the *Criminal Code* and related jurisprudence.

The manual took effect on November 14th, 2017 and is available at: www.Ontario.ca/crownmanual (English) and www.Ontario.ca/manueldelacouronne (French).

As a justice partner, I encourage police services to review the new Manual at their earliest convenience. I also ask that this memorandum be shared with all appropriate members of each police service.

Furthermore, the Criminal Law Division has prepared police training material on police powers of release. The training would be delivered by local Crown Attorneys directly to police officers. We would ask you to encourage Chiefs of Police and Detachment Commanders to reach out to their local Crown Attorneys and arrange for this training to take place.

Sincerely,

Susan Kyle
Assistant Deputy Attorney General
Criminal Law Division
Ministry of the Attorney General

Ministry of Community Safety and Correctional Services	Ministère de la Sécurité communautaire et des Services correctionnels	
Public Safety Training Division	Division de la formation en matière de sécurité publique	Ontario

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MEMORANDUM TO: All Chiefs of Police and
Commissioner J.V.N. (Vince) Hawkes
Chairs, Police Services Boards

FROM: Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

SUBJECT: **Standard Field Sobriety Test (SFST) Training – Provincially Coordinated Strategy**

DATE OF ISSUE:	**November 22, 2017**
CLASSIFICATION:	**For Action**
RETENTION:	**N/A**
INDEX NO.:	**17-0069**
PRIORITY:	**High**

As you may know, the Ministry of Community Safety and Correctional Services (MCSCS) has committed to training 1,500 Standard Field Sobriety Test (SFST) Officers by July 1, 2018 in preparation for the legalization of cannabis. The Ontario Police College (OPC) is assuming a coordinating role for the SFST training across the Province to enhance the current complement of trained SFST Officers and SFST Instructors.

To ensure that police services are better equipped to respond to the potential increase in incidences of drug impaired driving post-legalization, the OPC is launching the Drug Impaired Driving (DID) Initiative. The DID is an accelerated regional training strategy, targeting 63 SFST Courses and 2 SFST Instructor courses that are set to occur across the Province between December 2017 and July 2018.

Further information regarding the course schedule, including location and dates, will be communicated by the OPC via Training Bureaus by the end of November into early December 2017.

MCSCS, through the OPC, will be looking for your cooperation and support in delivering this important initiative. For instance, assistance and support with leveraging existing training facilities to meet regional needs (as needed) and providing officer resources to build our instructor complement.

If you are interested in learning more about the DID Initiative, or if you have any questions, please do not hesitate to contact the following individuals:

Paul Hebert, A/Director – OPC
Email: Paul.Hebert@ontario.ca
Telephone: (519) 773-4200

Laura Gorczynski, SFST Provincial Coordinator – OPC
Email: Laura.Gorczynski@ontario.ca
Telephone: (519) 773-4252

Thank you for your ongoing cooperation.

Sincerely,

Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

Ministry of Community Safety
and Correctional Services

Public Safety Division

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Ministère de la Sécurité communautaire
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Ontario

MEMORANDUM TO: All Chiefs of Police and
Commissioner J.V.N. (Vince) Hawkes
Chairs, Police Services Boards

FROM: Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

SUBJECT: **2018-2020 Proceeds of Crime (POC)
Front-Line Policing (FLP) Grant Program**

DATE OF ISSUE:	**November 24, 2017**
CLASSIFICATION:	**General Information**
RETENTION:	**December 22, 2017**
INDEX NO.:	**17-0070**
PRIORITY:	**Medium**

I am pleased to advise you that the Ministry of Community Safety and Correctional Services (Ministry) is now accepting applications under the Proceeds of Crime (POC) Front-Line Policing (FLP) Grant for the 2018/19 & 2019/20 fiscal years. For the first time since its inception, the Ministry is extending the POC FLP Grant from a one-year program to a two-year program.

Funding is available to municipal and First Nations police services, as well as the Ontario Provincial Police, for projects that focus on the theme **"*Creating a Safer Ontario through Community Collaboration*"**. In order to meet expectations for sustainable and effective approaches to community safety and well-being, the Ministry encourages police to work collaboratively with their community partners to address the priority risks and needs of their community in a strategic and holistic way. Through these joint efforts, Ontario is able to create safer and stronger communities.

Police services may submit a maximum of **two** applications. Subsequent proposals will not be reviewed unless partnered with another police service. The maximum funding for each project is **$200,000** (up to $100,000 per fiscal year). However, proposals submitted in partnership with multiple police services for funds exceeding this amount will be considered.

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Similar to last year, the grant application process will be administered online through a centralized system called Grants Ontario. To help with this process, please carefully review the attached guideline and instruction document before applying. This document will provide you with detailed information on the grant process, the eligibility criteria, as well as a step-by-step on to how to register and use the Grants Ontario system.

Grant funding is subject to the Ministry receiving the necessary appropriation from the Ontario Legislature.

Applications must be submitted through Grants Ontario by **4:00 p.m. EST on December 22, 2017**.

All inquiries regarding the application process should be directed to Ram Thanabalasingam at (416) 314-0158 or by e-mail at Ramanan.Thanabalasingam@Ontario.ca.

Sincerely,

Stephen Beckett
Assistant Deputy Minister
Public Safety Division and Public Safety Training Division

Attachment

Ministry of Community Safety and Correctional Services

Application Guidelines and Instructions

2018-2020

Proceeds of Crime (POC) Front-Line Policing (FLP) Grant Program

"Creating a Safer Ontario through Community Collaboration"

The Ministry of Community Safety and Correctional Services (MCSCS) is pleased to present the 2018-2020 Proceeds of Crime (POC) Front-Line Policing (FLP) Grant Program. For the first time since its inception, the Ministry is extending the POC FLP Grant from a one-year program to a two-year program.

These application guidelines outline the grant process and contain information on eligibility criteria, as well as examples of risk-based initiatives that aim to enhance community safety and well-being that can be referenced by police services in designing and implementing local projects.

THEME

Similar to last year, the theme for the 2018-2020 POC FLP Grant program is **"Creating a Safer Ontario through Community Collaboration"**. This theme is being used again to continue to promote the on-going commitment of the ministry to enhance community safety and well-being, and to encourage the evolution of coordinated service delivery models across Ontario.

This theme aligns with the Strategy for a Safer Ontario, which has community safety and well-being planning as the cornerstone. It also aligns with the Provincial Approach to Community Safety and Well-Being, which includes the Community Safety and Well-Being Planning Framework (Framework) and toolkit of associated guidance documents.

The Framework and toolkit will assist communities in building capacity and developing/implementing local community safety and well-being plans to address crime and complex social issues on a sustainable basis. It also encourages communities to work collaboratively across sectors and use local data to identify priority risks to safety and well-being (e.g., mental health and addictions, domestic violence, housing/homelessness, etc.) and implement strategies to address those risks, with a focus on prevention and social development.

In recognition of the work already underway in many Ontario communities to move towards collaborative approaches to community safety and well-being, this year's theme aims to support initiatives that bring together different sectors to address local priority risks through collaboration and partnership.

Projects funded under this year's theme will be risk-based, collaborative and asset-based.

Risk-based: In order to strengthen efforts to prevent crime and victimization, communities must proactively address the root causes of crime by targeting local risks that data and experience show are most prevalent. Applicants must provide evidence to demonstrate local risk(s) and outline how they will address these risks through their project. This may include rapid intervention models that prevent harm in high-risk situations; longer-term programs or

initiatives that reduce risk; or social development activities that seek to prevent the circumstances that create risk in the first place.

Collaboration: Community safety and well-being is a shared responsibility among multi-sector partners at the local level. Applicants must demonstrate how their project will use collaboration and partnerships with other organizations to implement activities and achieve common goals. Applicants will be required to partner with organizations from at least two different sectors, and provide letters of support that confirm partners' involvement, role, and capacity to address the identified risk(s). The evaluation component of the application will require that outcomes and performance measures reflect input from all partners.

Asset-based: Communities must address priority risks by leveraging existing resources, expertise and experience. Sustainable approaches should build on and strengthen the knowledge, skills and abilities of local partners to implement community safety and well-being initiatives, and create the in-house capacity for work to continue when the grant is complete.

ELIGIBILITY CRITERIA

Who is eligible?
- Municipal and First Nations police services and Ontario Provincial Police (OPP) contract locations are eligible to submit a maximum of two applications each.
- OPP non-contract locations can only submit two applications as a whole - not two per individual location. Non-contract locations must submit applications through OPP headquarters.

What is eligible?
- Projects that focus on the theme of "Creating a Safer Ontario through Community Collaboration".

Eligible budget items:
- Funding for overtime and contractual work for the project and for the duration of the contract term only. Please note that only 40 per cent of the total funding requested from MCSCS may be used to pay for overtime and contractual work.
- Education/training: training of investigators, law enforcement support personnel and community members. Please note that only 20 per cent of the total funding requested from MCSCS may be used to pay for Education/training.
  - Include the following:
    - Trainer cost
    - Venue
    - Meal cost
    - Travel cost
    - Accommodation cost for Trainer (if needed)
- Administration cost: 10 per cent of the total funding requested from MCSCS may be used for the below administration cost:

- o Include the following:
    - Printing poster and hand-outs
    - Awards
    - Cell/monthly cost
- ➢ Equipment: purchase or lease of equipment required for the project. Please note that only 10 per cent of the total funding requested from MCSCS may be used to pay for the Equipment cost.
    - o Equipment cost include the following:
        - Laptop/printer/desktop
        - Rental cost
- ➢ Other costs associated with the implementation of the project. Please note that only 20 per cent of the total funding requested from MCSCS may be used to pay for overtime and contractual work.
    - o Other cost include the following:
        - Travel/Meal cost for officer overtime and or contract work for project related.

What is not eligible - the grant will not cover expenses related to:
- ➢ Non-police related initiatives: funds (or property shared in kind) are not to be used for non-police related purposes.
- ➢ Funding that requests offsetting current policing operating budgets (e.g., officer salaries, officer equipment and supplies that are not related to the project).

APPLICATION REVIEW AND ASSESSMENT CRITERIA

Proposals that qualify under the theme "Creating a Safer Ontario through Community Collaboration" will be reviewed by a POC FLP Grant Review Committee.

The Committee's primary mandate will be to review and evaluate proposals to ensure that eligibility criteria are met and that proposals have clear objectives, specific activities to achieve those objectives, an evaluation strategy, and performance measures that track the successes of the project.

The Review Committee will make recommendations for funding to the Minister.
Below is the Selection Criteria that the Committee will use to score applications where indicated each bullet will be scored out of 3, as follows:

    3 – Application meets all eligibility criteria
    2 – Application meets most eligibility criteria
    1 – Application meets eligibility criteria to some extent
    0 – Application does not meet eligibility criteria

SELECTION CRITERIA

Please review the following Selection Criteria carefully. It outlines important information that must be addressed for each question and must be followed when completing your application. Please note that all projects must be new or have a new component. Also, please ensure you answer each component of every question.

1. **Project Summary (3 points):**
   ➢ Provide a brief description of your project (1-2 paragraphs).

2. **Project Description (12 points):**
   ➢ Indicate in detail all the activities that you will implement during the projects, ensuring the activities are linked with your project work plan (6 points).
   ➢ Describe what the partners will be doing for this project and how are they linked with project work plan (6 points).

3. **Project Objectives (6 points):**
   ➢ Outline your project objectives in detail and identify how they align with your performance measures.

4. **Rationale / Need (15 points):**
   ➢ Identify factors limiting the police service's ability to deal effectively with the identified risk(s). Explain why funding is beyond current local capability (6 points).
   ➢ Provide brief statistical data on the priority risk(s) to be addressed by your project (3 points).
   ➢ Clearly describe the need/use for the items that are being requested as part of the Budget (6 points).

5. **Project Beneficiaries (6 points):**
   ➢ Identify who the intended target audience is and how will they benefit from the implementation of this project?

6. **Risk Assessment and Management (6 points):**
   ➢ Identify the risk(s), associated with the implementation of your project (3 points).
   ➢ What is the probability of the risk (i.e., low, medium or high) and how are you going to manage those risks (i.e., mitigation strategies) (3 points)?

7. **Project Outcomes (6 points**):
   ➢ What are the main goals of your project (i.e., what do you hope to achieve through the implementation of this project)?
   Note: Ensure these outcomes are linked with the performance metrics that are identified under question 11.

8. **Evaluation Plan / Criteria (3 points):**
   ➢ Describe how and who will be collecting the performance metrics (3 points).

9. **Project Work Plan (36 points):**
   ➢ Complete the chart outlined in the application:
   1. **Key Milestones:** Indicate the key milestones for your project (6 points).
   2. **Activities:** Describe in detail all of the activities that are associated with achieving the key milestones (12 points).
   3. **Timelines:** Identify the start date and end date associated with your key milestones.
   4. **Responsibility:** Identify what agencies/organizations are responsible for implementing these activities (6 points).
   5. **Performance Indicators:** Identify performance indicators to help measure the project activities and demonstrate that the key milestones have been achieved. Make sure these indicators align with question 11 the other performance metrics identified under question 11 (12 points).

10. **Project Financial Information (12 points):**
    ➢ Indicate your budget items that are associated with this project under Project Expenses.
       o Detail budget must be provided (6 points).
       o In-kind contributions (6 points).

11. **Performance Measures (36 points):**
    ➢ Complete the chart outlined in the application:
    1. **Metric**: Complete this column based on the performance indicators identified in question 9 (Project Work Plan). You may add to the list of performance indicators if you want.
       ▪ Note: a performance indicator is an observable, measurable piece of information (i.e., numeric result) about a particular outcome, which shows to what extent the outcome has been achieved.
    ➢ Indicate your Performance Metrics, linking with Project Work Plan (12 points).
    ➢ Describe how this metrics is collated and what is the purpose of collecting this (12 points)?
    ➢ Indicate the goal, linking it with project outcomes/objectives (12 points).

12. **Partnership / Stakeholders Information (48 points):**
    Note: applicants are required to collaborate with a minimum of two different agencies/organizations from different sectors, and provide letters of support that confirm partners' involvement, their role, and capacity to address the identified risk(s).

    ➢ Complete the chart outlined in the application:
    1. **Name**: Indicate the name of the agency/organization(s) that will be involved with the delivery of the project (6 points).
    2. **Type:** Using the drop-down select "**partner**" for this column.
    3. **Role/Address:** Outline each partner's role in carrying out the project, including what activities they will be responsible to implement (12 points).
    4. **Description:** Provide a brief description of the agency/organization, including the sector that it belongs to (6 points).

5. **Letter of Support:** Each organization list is this chart must provide a letter indicating the follow: (12 points)
   a. Using their letter head.
   b. Brief description of their organization.
   c. How they will be contributing towards this project.
   d. Original signed copy attached by the appropriate signing authority of the organization.

CONTRACTUAL AGREEMENT

As part of the terms of funding, MCSCS will enter into a contractual agreement with the Police Services Boards (PSB) approved for POC FLP Grant funding. Funds will be released to the PSB after the contractual agreement is signed. The project funds must be used for the purposes described in the application and according to the terms of the contractual agreement.

Standard government procedures regarding grants will be followed. The contract will outline:
   ➢ purposes for which the grant will be used;
   ➢ commitments to be undertaken or specific activities to support the proposal;
   ➢ interim and final reporting dates, including performance measures; and
   ➢ funding disbursement schedule.

APPLICATION DEADLINE

Completed application forms must be received by <mark>4:00 p.m. on December 22, 2017</mark>. Submissions that are late or incomplete will not be considered for funding with no exceptions.

Instructions on filling out application form on-line

Applications to the Proceeds of Crime Front-Line Policing must be submitted electronically through Grants Ontario at www.grants.gov.on.ca. In order to apply, applicants must have a Grants Ontario account.

If you do not have a Grants Ontario account, please follow these steps:
1) **Create a ON*e-key* account** at https://www.iaa.gov.on.ca/iaalogin/IAALogin.jsp. ON*e-key* gives you secure access to Ontario government programs and services, including the Transfer Payment Common Registration (TPCR) system.
2) **Access the TPCR system to register your organization**. For instructions, please refer to the user guides at http://www.grants.gov.on.ca/GrantsPortal/en/TransferPaymentCommonRegistration/HowtoRegister/index.htm.

3) **Request enrollment to the Grants Ontario System (GOS).** For assistance, please refer to "How to Access Grants Ontario from the Transfer Payment Common Registration System" at http://www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/HowtoApply/index.htm. Please allow sufficient time as confirmation of GOS access may take up to two business days. The grant application form can only be accessed once you are registered for the GOS.

If you have any questions or are experiencing technical difficulties, please contact Grants Ontario Customer Service at (416) 325-6691 or 1-855-216- 3090, Monday to Friday from 8:30 a.m. to 5:00 p.m. Eastern Standard Time, or by email at GrantsOntarioCS@Ontario.ca.

Once your enrollment to Grants Ontario System has been approved, you will have Grants Ontario link under Transfer Payment Services (as shown below):

Click Grants Ontario then choose the Organization you were registered to.

You will then see the Grants Ontario System Homepage (as shown below)
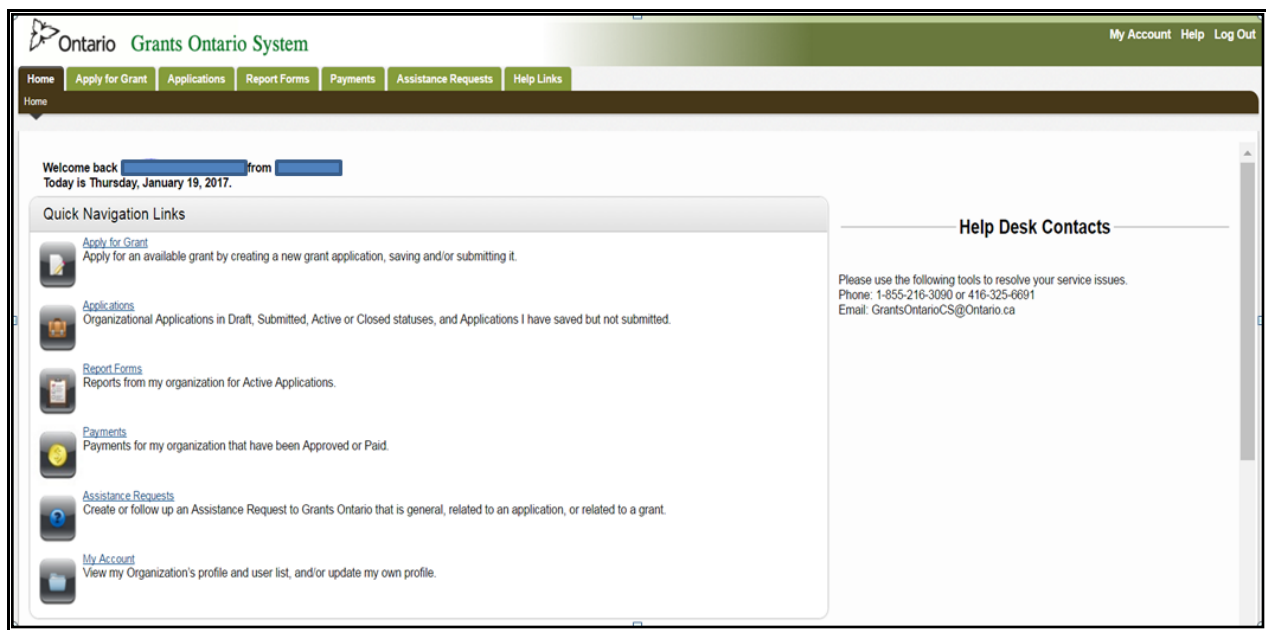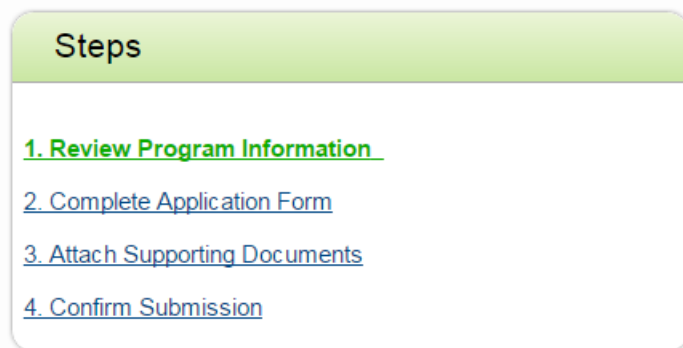
Click Apply for Grant.

Select 'Proceeds of Crime (POC) Front-Line Policing (FLP)' and click 'New Application'.

The application has 4 steps:

1) Review Program Information – this includes any Program Documentation and Required Attachments.

2) Complete Application Form – this is where you download the application form and upload the completed/validated form. Note: After downloading the form, save it to your computer. You can work on it offline.

3) Attach Supporting Documents – this is where you attach any required or supporting documents.

4) Confirm Submission – this is where you submit the entire application.

Steps of how to fill out the downloaded Proceeds of Crime GrantApplication Form:

Once you open the Proceeds of Crime (POC) Grant Application Form, the first page should look like this:

Instructions	A - Organization Information	B - Organization Address Information
C - Organization Contact Information	E - Grant Payment Information	F - Application Contact information
G1 - Project Information	G3 - Project Work Plan	H2 - Project Financial Inform F - Application Contact informa
I - Performance Measures	J - Partnership / Stakeholders Information	Y - Terms & Conditions
Z - Declaration / Signing		

(Diagram - A)

Note: You can complete each section at a time by clicking the specific Section or click Expand All to show all sections.

1) **Section A and B** information are pre-populated and read-only. Applicants cannot modify this information unless requested to Grants Ontario Customer Service by phone, email or Assistance Request.
2) Section **C - Complete Organization Contact Information**. There should be at least one Organization Contact and this is mandatory. Indicate if this contact also has signing authority.
3) Complete Grant Payment Information in Section **E – Grant Payment Information**. This information will only be used for payments ONLY if your application has been successfully approved.

4) Click on section "**F – Application Contact Information**"

5) Fill out the contact information as requsted:

   a. Saluation

b. First Name
c. Last Name
d. Title
e. Work Phone
f. Mobile Phone (if applicable)
g. Fax Number (not nesseccary)
h. Email Address

6) Click "**G1 – Project Information**"

7) Project Name:

a. Please have your project name simple, do not include the following charectors
    i. ( ) / \ | [ ] { } ! ` ~ @ # $ % ^ & * < > ; :

8) Project Start Date and End Date

9) Event Start Date and End Date is not nesscessary unless you only plan on having one major event throughout your project.

10) Taget Sector:

a. Please indicate your target sector that you will be targeting for this project using the drop-down menu, you may add more fields by clicking on the " + " on the right hand side of the table and delete using the " X " on the left side of the table.
b. You must indicate the Primary target sector if you have more than one.

11) Project Scope:
a. Using the drop-down please select one of the following locations/area this project will focus on.

12) Host Municipality
a. Using the drop-down please select the specific locations/area which this project will focus on.
b. You may select more than one, in order to do so please use the " + " button on the right.
c. Delete using the " X " on the left side of the table.

13) Project Priority.
  a. Note by default both should be checked off since the theme of the grant is community engagement and only law enforcement can apply.

14) NOTE:
  a. For the following please insert text. Refer to the guidelines for details on what the text should cover.
      i. Project Summary
      ii. Project Description
      iii. Project Objective (Should align with Project Work Plan, refer to Section G3)
      iv. Relationale / Need
      v. Project Beneficianries
      vi. Risk Assessment and Management
      vii. Project Outcomes
      viii. Evaluation Plan / Criteria

15) Complete Section "**G3 – Project Work Plan**" (see Diagram – A)

  a. Using the table list all the key milestone you will be executing during the period of this project, please use the " + " button on the right to add or the " X " on the left side of the table to delete as needed.
  b. Refer to guidelines for details on what the ministry is requesting for this section.

16) Once completed proceed to the next section but clicking on section "**H2 – Project Financial Information**" .(see Diagram – A)
  a. <mark>NOTE: only fill out YEAR 1 and YEAR 2– Project Expenses</mark>

Project Expenses	Eligible Expense?	Revenue Type (from Applicant and Other Sources)	Revenue Source	Amount	Total Expense
		Requested funding from this program			
X	☐	Confirmed Cash			+
		Anticipated Cash			
		Confirmed In-Kind			
		Anticipated In-Kind			
		Requested funding from this program			
TOTAL PROJECT EXPENSES		Confirmed Cash			
		Anticipated Cash			
		Confirmed In-Kind			
		Anticipated In-Kind			
		Requested funding from this program			

      i.
  b. You will <mark>NOT</mark> need to fill out other years so please click the Collapse button for Year 3, Year 4 and Year 5.

? | **YEAR 2** | Collapse/Expand |

      i.

c. Using the table list all the budget items you will be requesting for funding from the ministry. for this project, please use the " + " button on the right to add or the " X " on the left side of the table to delete as needed.

d. In the blue section (see above in diagram) indicate the budget item.

e. Under "Eligible Expense"; make sure this is always checked if you are requesting ministry funding.

f. In the Organe section (see above in diagram), provide the source of the donation/in-kind funds you will be receiving (if any) for this budget item.

g. In the Yellow section (see above in diagram), provide the dollar value you have received or will be receiving from that preticular source of the donation/in-kind funds you will be receiving (if any) fro that budget item.

h. **In the Green section (see above in diagram), is where you will indicate the dollar value you will be requesting from the ministry.**

i. Once you have lisited all the project budget items, please scroll down to the bottom of this section.

Additional Comments Relevant to Project Financial Information (maximum 4900 characters)

Total Project Financials (All Years)						
Item Description	Requested	Confirmed Cash	Anticipated Cash	Confirmed In-Kind	Anticipated In-Kind	Total
Staffing Expenses						
Benefits Expenses						
Project Expenses						
Administration/Other Expenses						
Total :						

Total Eligible Expense:

Total Project Budget:

j. You should see simliar to the above diagram. You may wish to add any additional comments if you need space to explain the budget item.

    i. NOTE: the section in the **red box**, please do not touch, most are auto populated and the others you DO NOT need to fill-in.

17) Once completed proceed to the next section but clicking on section "**I – Client Provided Performance Metrics** " (see Diagram – A)

a. Note: only use the Client Provided Performance Metrics of the table and **NOT** the Ministry Provided Performance Metrics.

b. Using the table list all the measures you will be collecting for this project, please use the " + " button on the right to add or the " X " on the left side of the table to delete as needed.

c. Refer to guidelines for details on what the ministry is requesting for this section.

d. In addition you may add any comments that you wish the review communittee may need to know with respect to your performance measures for them to better understand what you are collecting. Note this shoud be explained in the "*Evaluation Plan / Criteria*" under section G1 – Project Information

18) Complete Section "**J – Partnership / Stakeholders Information**" (see Diagram – A)
    a. Using the table list all the partners you will be working with for this project, please use the " + " button on the right to add or the " X " on the left side of the table to delete as needed.
    b. Refer to guidelines for details on what the ministry is requesting for this section.
    c. Under "*2. Type*" you may leave it as *Partner* as a default.

19) Under the Section **Z – Declaration / Signing**. This section allows you to digitally sign the application form. Authorized Signing Officer will click the button 'Sign Document' then agree to the Declaration Statement. The form will be automatically populated with the name and date.

20) Once you have completed your application, click Validate button to check if all mandatory fields were answered. The form will indicate any mandatory questions left unanswered, go back and complete them.

21) Upload the completed form in Step 2 - Complete Application Form then attach supporting or required documents in Step 3 and finally submit the entire application in Step 4.

Note:

-   **If you have any questions or are experiencing technical difficulties, please contact Grants Ontario Customer Service at (416) 325-6691 or 1-855-216- 3090, Monday to Friday from 8:30 a.m. to 5:00 p.m. Eastern Standard Time, or by email at GrantsOntarioCS@Ontario.ca.**

-   **If you have any questions on the grant program or questions on the guidelines please contact Ram at 416-314-0158 or by email at Ramanan.Thanabalasingam@Ontario.Ca.**

MCSCS

Safer Ontario Act, 2017 – Overview

Presented to: Parliamentary Assistant

Date: November 1, 2017

Purpose

- To provide an overview of the proposed Safer Ontario Act, 2017, which, if passed, would modernize the delivery of community safety and support the government's vision to build an even stronger, safer province by:

  - Modernizing the policing framework, in accordance with the province's **Strategy for a Safer Ontario**, by enacting a new **Police Services Act, 2017;**

  - Improving the inquest system through **amendments to the *Coroners Act***;

  - Implementing an oversight framework for forensic laboratories under a new **Forensic Laboratories Act, 2017**; and,

  - Assisting police in responding to missing persons occurrences, where there is no evidence of criminal activity, under a new **Missing Persons Act, 2017**.

- The proposed Safer Ontario Act, 2017, if passed, would also enact new legislation related to independent oversight of policing in Ontario (Ministry of the Attorney General lead).

MCSCS Ministry of Community Safety and Correctional Services

Context for Action – Engagement to Date

- The ministry has been conducting extensive consultation and engagement to inform the development of these initiatives and the proposed Safer Ontario Act, 2017.

- Since early 2016, the ministry has been undertaking:
    - Public and regional engagements (focused on the Strategy for a Safer Ontario, including 11 regional sessions with stakeholders and eight sessions with the public across the province)
    - Focused engagements with key stakeholders and partners from across multiple sectors of society including:
        - Municipalities and policing organizations and associations
        - First Nations, Inuit and Métis communities
        - Civil liberties and privacy organizations, including the Information and Privacy Commissioner of Ontario
        - Anti-racism and human rights organizations, including the Ontario Human Rights Commission
        - Forensic associations and accreditation bodies
        - Social services, mental health and violence against women organizations
    - Engagements with those directly involved in service delivery including police officers, laboratory workers and judges, as well as those with lived experience, including the families of missing persons

- These wide-ranging engagements have informed the proposed approaches, which attempt to strike the appropriate balance in reflecting diverse perspectives and feedback.

MCSCS Ministry of Community Safety and Correctional Services

Context for Action – Police Services Act, 2017

What is the Problem?

- × Reactive, resource-intensive emergency responses associated with traditional policing

- × Lack of ability at the provincial level to effectively measure quality in policing

- × Changing nature and complexity of crime

- × Increased demands on public safety personnel

- × Increased demands and challenges regarding human rights and civil liberties

- × Outdated policing framework

POLICE SERVICES ACT, 2017 AND STRATEGY FOR A SAFER ONTARIO

Shifting to a Community Safety and Well-Being Planning Model
- ❖ Mandate a collaborative approach to community safety and well-being planning at the local level
- ❖ Improve police interactions with vulnerable individuals

Defining Core Police Services
- ❖ Clarify core police responsibilities
- ❖ Increase opportunities for the use of alternative community safety personnel
- ❖ Enhance professionalism, education and training

Enhancing Police Oversight and Accountability to the Public
- ❖ Enhance governance and oversight of police services
- ❖ More active Ministry role in oversight of police services boards to ensure quality policing that meets provincial standards

Sustainability of First Nation Policing
- ❖ Provide enhanced legislative options for First Nation policing in Ontario

Enhanced Public Trust and Confidence

Sustainable Policing

Community Focused

Culturally Responsive

Outcomes

- ✓ Strengthened partnerships between police and the communities they serve

- ✓ New community safety services structure that clarifies core police responsibilities, updates training requirements and reduces pressures on police services

- ✓ Enhanced and consistent oversight, quality assurance and accountability

- ✓ Sustainable, effective and culturally responsive policing services

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Proposed Framework – Police Services Act, 2017 (PSA, 2017)

<u>Shifting to a Community Safety and Well-Being Planning Model</u>

- Ensuring community safety and well-being requires provincial, municipal and First Nations partners, service providers and community members collaborating to:
  - Identify and address priority community risks such as mental health and homelessness
  - Implement strategies for prevention and social development
  - Build trust between community partners
  - Improve outcomes for residents

- Part XIII (Community Safety and Well-Being Plans) would require municipal councils to prepare and adopt a community safety and well-being plan (and would enable First Nations to choose to do so). It would outline requirements for municipal councils when preparing the plan, as follows:
  - That the plan must identify risk factors to the community and strategies to reduce prioritized risk factors.
  - That they must establish an advisory committee to assist in preparation of the plan, that must at a minimum consist of members from the municipal council, police service board, and health, education, community/social services and children and youth sectors.
  - That they must consult with certain groups when preparing the plan, including the advisory committee and members of the public encompassing racialized groups and of First Nation, Inuit and Métis communities.

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Proposed Framework – Police Services Act, 2017

<u>Defining Core Police Services</u>

- The changing nature and complexity of crime, coupled with increased demands for police to respond to calls for service related to social issues, requires a rethinking of what services are delivered and how, and what skills and educational requirements are needed from personnel such as police officers and special constables.

Community Safety Service Delivery

- Part III (Provision of Policing) would set out a legislative framework for the delivery of policing functions in Ontario, with details to be established in regulation.

- The legislative framework would set out broad requirements that:
    - Police service boards and the Commissioner of the OPP would be responsible for providing "adequate and effective policing" in their areas of policing responsibility, which includes the delivery of five core functions (e.g., law enforcement).
    - A police service must use their own members or persons acting under their direction.
    - A policing function may be provided using people who are not peace officers (e.g., private security), unless the function requires the exercise of a legislative or common law power of a peace officer or police officer.

- The regulations would then set out exceptions, prohibitions and details related to the above requirements, including:
    - Specific standards related to core adequate and effective functions (e.g., domestic violence investigation standards)
    - Where a police service board or the Commissioner may enter into agreements with other entities to provide a policing function (e.g., Thunder Bay Police Service enters into a contract with the OPP for tactical response services from OPP members).
    - Further instances where a policing function would be prohibited from being provided by people who are not peace officers.

MCSCS Ministry of Community Safety and Correctional Services

Proposed Framework – Police Services Act, 2017

Defining Core Police Services, cont'd

Special Constables

- Part VII (Police Officers and Other Policing Personnel) would set the duties of police officers and the requirements for a person to be appointed as a police officer. This would include new educational requirements to be appointed as a police officer, including one of the following:
  - A university degree
  - A degree, diploma or advanced diploma granted by a college of applied arts and technology or its equivalent
  - A secondary school diploma and the person meets additional prescribed criteria

- It would also set new requirements related to special constables in Ontario, including those related to:
  - **Appointments, powers and duties:** Police service boards and the Commissioner would be given the power to appoint persons as special constables.
    - Special constables would have to meet certain eligibility criteria and would be issued a certificate of appointment specifying the name of the employer for whom they may work, the powers of a police officer that they may exercise, and the purpose for which they may act.
  - **Authorizations to employ special constables:** The Minister could issue authorizations to employ special constables. Special constable employers would have certain duties established by the PSA, 2017 and be required to investigate conduct of their special constable employees that may contravene the PSA, 2017 or its regulations.

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Proposed Framework – Police Services Act, 2017

Enhancing Police Oversight and Accountability to the Public

Inspector General and New Authorities to Collect Information

- The ministry intends to build an enhanced framework to enable more effective monitoring and inspections of police services, and enhanced research and analysis to inform policy and program development and the evaluation of outcomes.

- Part VI (Inspector General of Policing) would enable the Lieutenant Governor in Council to appoint an Inspector General of Policing (IGOP), whose duties include monitoring and conducting inspections related to compliance with the Act and dealing with certain complaints regarding compliance with the standards in the PSA, 2017 and board member compliance with their code of conduct.
    - The IGOP would have the authority to collect prescribed information in accordance with the regulations from certain police entities and certain information on request.
    - The IGOP would also have the power to:
        - Recommend to the Minister that he or she use a disciplinary power if there is evidence that a board member is not complying with their code of conduct.
        - Issue a direction or remedy if there is evidence of other non-compliance with the standards in the Act. If that direction is not complied with, then the Inspector General could recommend that the Minister impose a disciplinary measure.

- Part II (Minister's Duties and Powers) states that the Minister has the authority to collect information from certain policing entities as set out in regulation (e.g., use of force data, race-based data). The Information and Privacy Commissioner would be given the power to review the practices of the ministry in relation to personal information, to safeguard privacy. Offences related to the unauthorized use and disclosure of this information would also be outlined.

Proposed Framework – Police Services Act, 2017

Enhancing Police Oversight and Accountability to the Public, cont'd

Civilian Police Governance

- The ministry intends to strengthen civilian police governance in Ontario through new standards and requirements for police service boards, and changes related to governance of the Ontario Provincial Police (OPP).

- Part IV (Municipal Policing and Police Service Boards) sets out new requirements to strengthen civilian police governance, including:
  - **Clarifying and strengthening roles and responsibilities and supporting outcomes-based performance measurement:**
    - The board would be required to develop a strategic plan for the provision of policing, that includes quantitative and qualitative performance objectives and indicators of outcomes, and addresses interactions with certain populations including persons who appear to have a mental health condition, youths, and members of racialized groups and First Nation, Inuit and Métis communities.
    - The PSA, 2017 would also clarify where the police service board would not be able to direct the chief of police (e.g., regarding specific operations) to ensure the board is able to effectively carry out their mandate and role.
  - **Addressing board composition and training requirements:**
    - The list of those who are ineligible to be members of a police service board would be expanded, for example to include former members of a police service (unless it is a different board from where they were formerly employed and at least two years have passed).
    - Prescribed training would be mandatory including with respect to human rights and systemic racism.

MCSCS Ministry of Community Safety and Correctional Services

Proposed Framework – Police Services Act, 2017

Enhancing Police Oversight and Accountability to the Public, cont'd

Civilian Police Governance

– **New measures to support board diversity:**

- Municipal councils would be required to prepare a diversity plan for police service boards, to ensure that the board members are representative of the diversity of the population in the area.
- The municipal council and Minister would need to take reasonable steps to promote the availability of police service board appointments to historically underrepresented groups such as racialized groups and First Nation, Inuit and Métis.
- The Minister would be required to publish an annual report on the steps taken to ensure that public appointees to municipal boards reflect the diversity of the population of the area.

- Part V (Ontario Provincial Police) would establish clear powers for the Minister with respect to governance of the OPP (e.g., establish policies and prepare a strategic plan). The Ontario Provincial Police Governance Advisory Council would be established, to provide advice to the Minister regarding the use of the Minister's powers with respect to the OPP.

- Part V would also create local OPP detachment boards to advise OPP detachment commanders with respect to policing provided by the detachment. They may establish local policies and local action plans.

Proposed Framework – Police Services Act, 2017

Enhancing Police Oversight and Accountability to the Public, cont'd

Discipline

- In alignment with the Ministry of the Attorney General's work to respond to recommendations of the Report of the Independent Police Oversight Review, changes are proposed with respect to internal discipline to create a more streamlined system.

- Part IX (Discipline and Dismissal) would set provisions regarding investigations into conduct that constitutes professional misconduct, workplace misconduct or unsatisfactory work performance and imposing disciplinary measures.
    - Certain disciplinary measures, such as temporary suspensions, forfeiture of pay and reprimands, could be imposed directly by the chief of police, board or Minister. The police officer may request a hearing before the Ontario Police Discipline Tribunal (formerly Ontario Civilian Police Commission) to dispute the measure.
    - Termination of employment and demotion could not be imposed directly. Instead, the chief of police, police service board or Minister must apply to the Tribunal to hold a hearing on the matter first.

- It would also set out circumstances for where a police officer could be suspended without pay, including where there are charges for certain serious offences (to be defined in regulation) that were not committed in the performance of the officer's duties, for which termination of the officer is being sought and is likely to take place and where a failure to suspend the officer without pay would bring discredit to the reputation of the police service.

- Part VII (Right to Report Professional Misconduct) would also ensure that the members of a police service or special constables may disclose alleged professional misconduct by fellow members/special constables without fear of reprisal.

Proposed Framework – Police Services Act, 2017

<u>Sustainability of First Nation Policing</u>

- New options for First Nation communities to choose from related to the delivery of First Nation policing, based on their locally-defined needs and interests.

- This would include two new legislative options, as follows:
    - Part IV (Municipal Policing and Police Service Boards) would enable First Nations to request the constitution of a First Nation police service board by a Minister's regulation. If a regulation is constituted, it would enable First Nation board to have policing responsibility for an area and maintain a police service that meets standards under the PSA, 2017.
    - Part V (Ontario Provincial Police) would enable First Nations to request the constitution of a First Nation OPP board by a Minister's regulation. These boards would have many of the same functions and powers as an OPP detachment board and would be responsible for overseeing the agreement for policing services.

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Context for Action – Amendments to the *Coroners Act*

- On April 6, 2017, Ontario publicly released the Report of the Independent Police Oversight Review (IPOR), led by the Honourable Michael H. Tulloch, which contained 129 recommendations to improve police oversight in Ontario.

- The IPOR made recommendations with respect to amendments to the *Coroners Act* to improve the inquest system, which include that:

  - The *Coroners Act* should be amended to require that the coroner hold an inquest when a police officer's use of force, including use of restraint or use of a firearm, is a direct contributor to the death of an individual

  - The coroner should retain discretion to hold an inquest in cases where a police officer is involved in an individual's death, but that police officer's use of force was not a direct contributor to the death. For those cases, the coroner should provide written reasons to the public if the coroner decides not to hold an inquest

Proposed Framework – Amendments to the *Coroners Act*

Improving the Death Investigation Framework

To enable the implementation of Justice Tulloch's recommendations and ensure that the death investigation framework continues to deliver on its mandate in an effective, transparent and accountable manner, MCSCS has proposed key amendments to the *Coroners Act.*

Amendments that address Justice Tulloch's recommendations:
1. Mandatory inquests when a police officer's, special constable's or First Nations Constable's use of force is the direct cause of death
2. Mandatory inquests if a person's death resulted from injuries or a medical event (e.g., a heart attack) while they are detained or in the actual custody of a peace officer
3. Publicly report on a coroner's decision to not hold an inquest in cases where SIU is investigating a death as result of a police officer's, special constable's or First Nations Constable's involvement, but not as a result of use of force

Other amendments to the *Coroners Act* to support effective operations include:

1. Removal of OIC appointment process to enable the Chief Coroner to appoint coroners (e.g., through letter of appointment) so that cases can be assigned more quickly
   – The Chief Coroner and Chief Forensic Pathologist would be required to collect information on appointments/authorizations made and report to the Ministry on the diversity of the appointments.

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Proposed Framework – Amendments to the *Coroners Act*

Other amendments cont.:

2. Enabling the Chief Coroner to appoint a judge or lawyer to preside over an inquest to support implementation of Justice Tulloch's recommendations related to police-involved deaths.

   – In many, if not most, of these inquests, it would be beneficial for a legally trained person to preside.

3. Expanding the authority to collect, use and share information, including personal information, to enable broader, more robust analysis and identification of trends related to deaths, including police-involved deaths, that can be used in death prevention strategies.

   – Would meet a recommendation from the Seven Youth inquest that Office of the Chief Coroner develop a process/protocol to improve data collection and analysis to track and analyze death rates of First Nations youth on and off-reserve.

4. Stipulating that anything seized by a coroner for the purposes of an investigation be kept safe and secure, but not require that it must be with the police.

   – This would not include items such as firearms and other items that are evidence for a police investigation.

MCSCS is also going to be undertaking a broad review of the *Coroners Act ,* which will include targeted consultations and likely further legislative changes to modernize the Act..

MCSCS Ministry of Community Safety and Correctional Services

Context for Action – Missing Persons Act

- The police are currently limited in their ability to investigate reports of missing persons when there is no evidence of criminal activity.

- A new Missing Persons Act, 2017 would provide new tools for police officers in missing persons investigations by allowing access to specific information (e.g., telephone, banking and travel records) to assist in locating a missing person, while respecting rights to individual privacy.

- Missing persons legislation currently exists in six other provinces in Canada. The development of missing persons legislation has been recommended by a number of inquests and inquiries, most recently by the inquest into the deaths of seven Indigenous youths in Thunder Bay.

MCSCS
Ministry of Community Safety and Correctional Services

Proposed Framework – Missing Persons Act

Measures to Assist in Locating a Missing Person

- The Missing Persons Act would establish the following three measures that a police service could access to assist in locating a missing person:

1. **Applying to a justice for an order for the production of records:**

- A police officer would be able to apply to a justice to obtain an order for the production of records, provided he/she has reasonable grounds to believe that:

    – The records will assist in locating a missing person; and,

    – They are in the custody and control of the person specified in the order

- When presented with an application for an order for records, a justice would have to consider the following factors:

    – Whether the public interest in locating the missing person outweighs the privacy interests of the person whose information is to be accessed

    – Whether there is any information that would suggest that a missing person may not wish to be located, including because they may be attempting to leave a violent or abusive situation

2. **Applying to a justice for a warrant to facilitate the search of a premises:**

- A police officer would be able to apply to a justice to obtain a warrant to search premises provided the officer has reasonable grounds to believe that the missing person may be located at the premises, and that entry into the premises is necessary to ensure the safety of the missing person.

    – As with an order for the production of records, the justice would have to consider the same two factors specified above before issuing a warrant

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Proposed Framework – Missing Persons Act

Measures to Assist in Locating a Missing Person, cont'd

3. **Making an urgent demand for the production of records in the absence of an order:**

- A police officer would be able to make a demand in writing for records if the officer has reasonable grounds to believe that:
    - The records will assist in locating the missing person and are in the custody and control of the person specified in the order; and,
    - In the time required to obtain an order from a justice, the missing person may be seriously harmed or the records may be destroyed.

- Upon making an urgent demand, the officer would be required to prepare a report to another member of the police service (designated by the chief of police to receive such reports) outlining what records were demanded, and how the reasonable grounds above were satisfied.
    - Annually, the chief of police/Commissioner of the Ontario Provincial Police would also be required prepare a report, that would ultimately be made public, and that would contain the total number of urgent demands made in that year, and a description of the types of records that were requested.

MCSCS Ministry of Community Safety and Correctional Services

Proposed Framework – Missing Persons Act

Disclosure of Information about a Missing Person

- The Missing Persons Act would also establish the following rules that would apply to the disclosure of a missing person's personal information, before and after the person is located:

1. **Disclosure of information to the public:**

- The chief of police, or person designated by the chief, would be permitted to disclose information about a missing person to the public provided the chief or their designate has reasonable grounds to believe that the release of the information will assist in locating the missing person, or it is for a prescribed purpose. The Act would also provide guidance on the types of information that may be disclosed (e.g., name and physical description).

- In the event that a missing person is located, the chief of police or their designate may publicly state the fact that the missing person has been located, or the fact the missing person has been found deceased.

2. **Limits on disclosure of information to family and friends of the missing person:**

- A member of a police service would be prohibited from disclosing a missing person's personal information to facilitate contact between the missing person and the spouse, relative, friend or acquaintance of the missing person except with the consent of the missing person.

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Context for Action – Forensic Laboratories Act

- There is currently no legislation in Ontario that sets specific oversight requirements for forensic testing or requires that forensic laboratories be accredited or disclose their accreditation status.

- A new Forensic Laboratories Act, 2017 would provide a multi-faceted oversight framework for forensic laboratories in Ontario.

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Proposed Framework – Forensic Laboratories Act

The proposed *Forensic Laboratories Act* will introduce a new oversight and enforcement regime of forensics labs in Ontario.

Mandatory Accreditation
- The province will mandate accreditation for all laboratories that knowingly perform forensic tests:
    - For the purpose of specific legal proceedings;
    - For other potential legal purposes;
    - Pursuant to an order of a court or other lawful authority.
- These laboratories will be required to:
    - Obtain accreditation from an accreditation body that is a signatory to the International Laboratory Accreditation Cooperation (ILAC) Mutual Recognition Agreement.
    - Meet the international standard for forensic testing (ISO/IEC 17025) and additional supplementary requirements as determined by the ministry.

Inspection and Enforcement Regime
- Inspection and enforcement of the accreditation requirements would happen on two fronts:
    1. Post-accreditation inspections and quality assurance visits by accreditation bodies
    2. Provincial inspections to verify the status of accreditation
- Along with any enforcement measures used by accreditation bodies (e.g., suspension of accreditation), inspectors (e.g., MCSCS or procured third party) will also have the authority to issue substantial fines for non-compliance with the requirements.

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Proposed Framework – Forensic Laboratories Act

Online List of Accredited Laboratories
- The proposed Act provides that the Minister may make publicly available on the MCSCS website an online list that would provide detailed information on accredited forensic laboratories including:
    - The name, location and contact information of the laboratory
    - The laboratory's accrediting body
    - The scope of laboratory accreditation, and
    - Any sanctions or fines.

Cover Form
- To provide more transparency to the justice system, ALL laboratory reports (clinical and forensic) that are requested for use in legal proceeding or other legal purpose will be required to have a cover form that must include:
    - A plain language description of test results
    - The purpose of the test conducted (clinical vs. forensic), and
    - The accreditation status of the laboratory at the time the test was conducted.

Advisory Committee
- Due to the complexity, technical subject matter and multi-sectoral impacts of forensic oversight, the ministry will establish an independent Advisory Committee to provide technical expertise and advice to the Minister on:
    - Standards and supplementary requirements (i.e. related to specific disciplines and tests)
    - Potential education and training for forensic, legal, laboratory, social service, child protection and other professionals
    - Research, best practices, and emerging forensic trends, and
    - Potential changes or improvements, as required, to the oversight framework

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THANK YOU

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