

**THE CORPORATION OF THE TOWNSHIP OF ESSA
VIRTUAL COMMITTEE OF THE WHOLE MEETING
WEDNESDAY, MAY 19, 2021
6:00 p.m.**

To view our live stream visit the Township of [Essa's YouTube Channel](#)

AGENDA

1. OPENING OF MEETING BY THE MAYOR

2. DISCLOSURE OF PECUNIARY INTEREST

3. DELEGATIONS / PRESENTATIONS / PUBLIC MEETINGS

- p. 1 a. **Delegation – Karie Warnar and Colleen Simpson, Avail Consulting Inc.**
re: Nottawasaga Community Safety Plan
- p. 104 b. **Public Meeting – Temporary Use, Zoning By-law Amendment Z1/21**
re: 7634 10th Line, Thornton

STAFF REPORTS

4. PLANNING AND DEVELOPMENT

- p. 106 a. **Staff Report PD012-21 submitted by the Manager of Planning and Development,**
re: 305 Mill Street – Official Plan and Zoning By-law Amendment File Update.

Recommendation: *Be it resolved that Staff Report PD012-21 be received; and That Council direct Staff to continue processing the Zoning By-law Amendment and Official Plan Amendment Application in accordance with the provisions of the Planning Act.*

5. PARKS AND RECREATION / COMMUNITY SERVICES

6. FIRE AND EMERGENCY SERVICES

7. PUBLIC WORKS

- p. 113 a. **Staff Report PW016-21 submitted by the Manager of Public Works and the Manager of Parks and Recreation, re: Award of Quotation – Public Works – Asphalt Patching and Parks and Recreation – Asphalt Basketball Court.**

Recommendation: *Be it resolved that Staff Report PW016-21 be received; and That the quotation as received from Positano Paving for the Public Works – Asphalt Patching, and Parks & Recreation – Asphalt Basketball Court be accepted as follows:*

*\$10,185.00 (excluding HST) for Asphalt Patching
\$9,310.00 (excluding HST) for the Basketball Court,*

contingent upon a WSIB Clearance Certificate and a copy of Insurance being provided as per Township specifications; and

That Council authorize the Manager of Parks and Recreation to purchase two Gooseneck basketball nets and posts at a cost of \$3,906.00 (excluding HST) for Mike Hart Park.

- p. 118 b. **Staff Report PW017-21 submitted by the Manager of Public Works, re: Award of Quotation – Slurry Seal – Sidewalk Repair and Construction.**

Recommendation: *Be it resolved that Staff Report PW017-21 be received; and That the quotation as received from Duncor Enterprises be accepted in the amount of \$68,533.50 (excluding HST) to supply and place Slurry Seal on the 8th line, from County Road 21 to the 20th Sideroad, contingent upon a WSIB Clearance Certificate and a copy of Insurance being provided as per Township specifications; and That Council authorize the Manager of Public Works to utilize the remaining budget to repair and construct additional sidewalks within the Township; and That the quotation as received from Positano Paving be accepted in the amount of \$11,175.00 (excluding HST) to repair and construct sidewalks contingent upon a WSIB Clearance Certificate and a copy of Insurance being provided as per Township specifications.*

- p. 122 c. **Staff Report PW018-21 submitted by the Manager of Public Works and the Manager of Parks and Recreation, re: Award of RFP – Angus Infrastructure Master Plan.**

Recommendation: *Be it resolved that Staff Report PW018-21 be received; and That the RFP as received from Greenland International Consulting Ltd be accepted in the amount of \$176,865.00 (excluding applicable tax and model calibration) to create and supply the Township of Essa with an Angus – Infrastructure Master Plan.*

8. FINANCE

- p. 126 a. **Staff Report TR008-21 submitted by the Deputy Treasurer, re: Explanation of the 2021 Carry Forward Reserve.**

Recommendation: *Be it resolved that Staff Report TR008-21 be received.*

- p. 138 **b. Staff Report TR009-21 submitted by the Deputy Treasurer, re: Budget to Actuals Update as of April 30th, 2021.**

Recommendation: *Be it resolved that Staff Report TR009-21 be received.*

9. CLERKS / BY-LAW ENFORCEMENT / IT

- p. 156 **a. Written Notice submitted by Keith White, Councillor Ward 1, dated May 12, 2021, re: Resignation from Municipal Council.**

Recommendation: *Be it resolved that the written notice dated May 12, 2021 from Keith White, Councillor Ward 1, regarding his resignation from municipal council be received with regret; and
That effective May 19, 2021, the seat for Ward 1 Councillor be declared to be vacant in accordance with section 262 of the Municipal Act; and
That staff be directed to bring a Staff Report forward at the next meeting of Council outlining options available to fill the vacancy.*

- p. 157 **b. Staff Report C012-21 submitted by the Manager of Legislative Services, re: By-Law Enforcement Activity Summary (January 1 – April 30, 2021)**

Recommendation: *Be it resolved that Staff Report C012-21 be received for information.*

10. CHIEF ADMINISTRATIVE OFFICER (C.A.O.)

- p. 160 **a. Staff Report CAO019-21 submitted by the Chief Administrative Officer, re: Simcoe County Economic Development Grant for Lower-tier Municipalities.**

Recommendation: *Be it resolved that Staff Report CAO019-21 be received; and
That Council authorize Staff to pursue the \$50,000.00 Economic Development Grant from the County of Simcoe for 2021, to be used to purchase and have installed a digital sign for the Township Administration Centre, with an electrical LED display which is connected to Wi-Fi for ease of messaging, and direct staff to report back on quotes for a digital sign; with the overall intent to promote the brand and marketing of the municipality and to assist with business retention and expansion.*

- p. 167 **b. Staff Report CAO020-21 submitted by the Chief Administrative Officer, re: Replacement of Fire Chief.**

Recommendation: *Be it resolved that Staff Report CAO020-21 be received; and
That a recruitment committee be formed to include the Mayor, Deputy Mayor, CAO and one or more Fire Chiefs to meet and make recommendations to Council on the matter of a new Fire Chief for Essa.*

11. OTHER BUSINESS

12. ADJOURNMENT

Recommendation: *Be it resolved that this meeting of Committee of the Whole of the Township of Essa adjourn at _____ p.m., to meet again on the 2nd day of June, 2021 at 6:00 p.m.*

Nottawasaga



Community Safety and Well-Being Plan
2021-2024



Community Safety and Well-Being Plan

Presentation to Council
May 19, 2021

Karie Warnar
Avail Consulting Inc.

Presentation Overview

Why we are planning

What we value

Who is involved in the planning

What is the role of municipalities

How we approached planning: Phase 1

What areas of risk were identified (across Simcoe County)

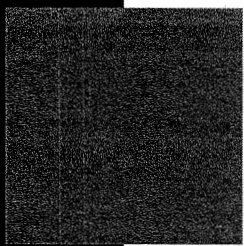
What Nottawasaga will be focusing on (our local Plan)

Model of Collaboration: Phase 2

How CSWB aligns with broader system planning

How will we measure impact

What the next steps are



Why We are Planning

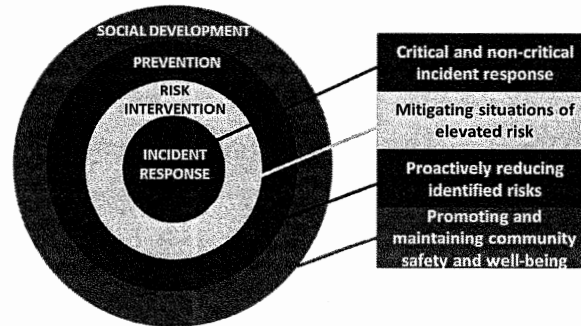
The Mandate

The Government of Ontario has demonstrated its commitment to supporting communities by developing a provincial approach to community safety and well-being. Under the Province of Ontario's Bill 175, *Safer Ontario Act (2018)*, the **Ministry of the Solicitor General** requires that the **Council of every municipality shall prepare and, by resolution, adopt a Community Safety and Well-Being (CSWB) Plan on or before July 1, 2021**

Why it Makes Sense

Often, police find themselves responding to calls that are complex but not criminal, with no chargeable offences. **The police are available to the public 24/7, but that does not mean that they are the most appropriate to respond to calls that are often medically or socially complex.** CSWB Plans identify inter-sectoral strategies to mitigate risks and work towards upstream social development priorities. In looking at root cause, there is a clear indication that all sectors have a shared responsibility to support our residents' safety and well-being.

The CSWB Framework

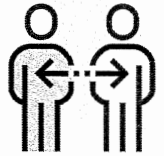


We Will Prioritize

Inter-Sectoral Collaboration



Information sharing, knowledge transfer and exchange



Data and performance measurement



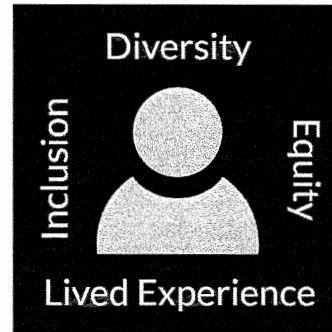
What We Value

We recognize the importance of everyone feeling like they belong and are accepted for who they are in our community.

We respect that our residents enjoy different talents, beliefs, backgrounds and lifestyles that make up the threads of our community tapestry.

We recognize differences between people and acknowledge that these differences are a valued quality.

We respect individuality while promoting respect for others.



We have a shared vision of health and social equity for all our residents.

We aim to eliminate the barriers that prevent the full participation and enjoyment of life for all our residents.

We recognize who is in a conversation shapes the conversation that takes place.

We need people with a connection or proximity to the issues to ensure that our efforts are grounded in reality.

Those Involved In The Planning



Geographical Municipal Coordinating Committee (GMCC)

Local CSWB Table Forming in Phase 2

Steering Committee Forming in Phase 2

Advisory Body

Other Partners



Representative from each municipality and local police service

Representative from each area of risk, Indigenous partner, municipalities, and those with lived experience

(5) Local CSWB Table Chair(s), Indigenous partner, Public Health, County of Simcoe, OPP and South Simcoe Police

Housing, Employment, Education, Job Creation, MHA, Income, Access to Services, Social Connectedness, Indigenous partners and Police

Existing Planning Tables

Community Stakeholders

(Organizations and Residents)

Oversight and governance of the local Plan
Direct connection to their respective Council

Will lead the local implementation of the Plan

Direct connection to the Advisory Body
Joint strategic planning efforts (eg. reporting, performance measurement, other)

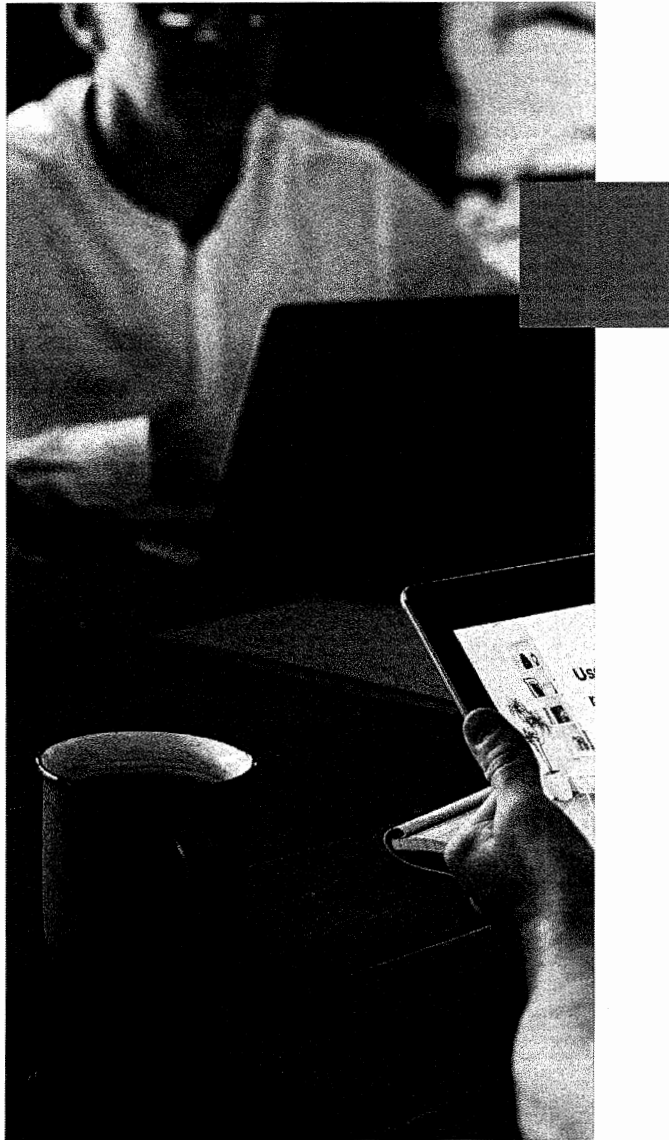
Provide subject matter expertise and guidance related to all eight areas of risk

Those With Lived Experience

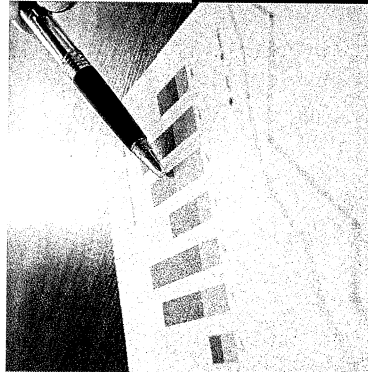
What Is The Role Of Municipalities

Support for CSWB Planning

- **Phase 1-** Work with community partners to develop and post your CSWB Plan (in this case, a joint Plan) by July 1, 2021
- **Phase 2-** Facilitate the implementation of strategies within the Plan at the local level by:
 - 1) Continuing to support representation on your local GMCC
 - 2) Working with partner municipalities in your GMG to form the Local CSWB Table
 - 3) Working with local and County-wide partners to support the implementation of the strategies identified in your local Plan
 - 4) Working with the County-wide Steering Committee (representation from your Local CSWB Table will be part of this)
 - 5) Reporting (eg. updates) to the Ministry of the Solicitor General (intervals and reporting requirements to be determined by the Ministry)

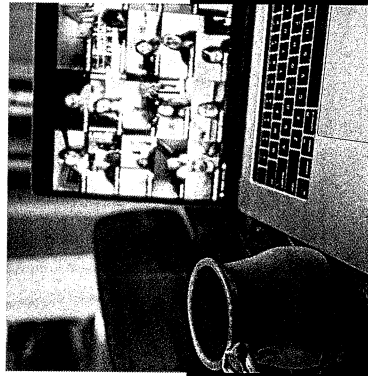


How We Approached Planning: Phase 1



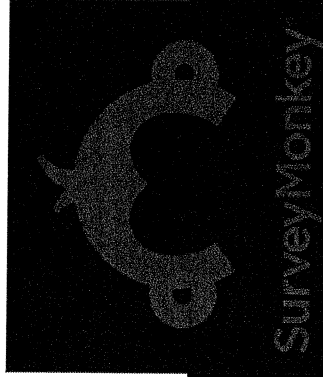
Areas of Risk Informed by Data

- Research
- Elimination
- Prioritization



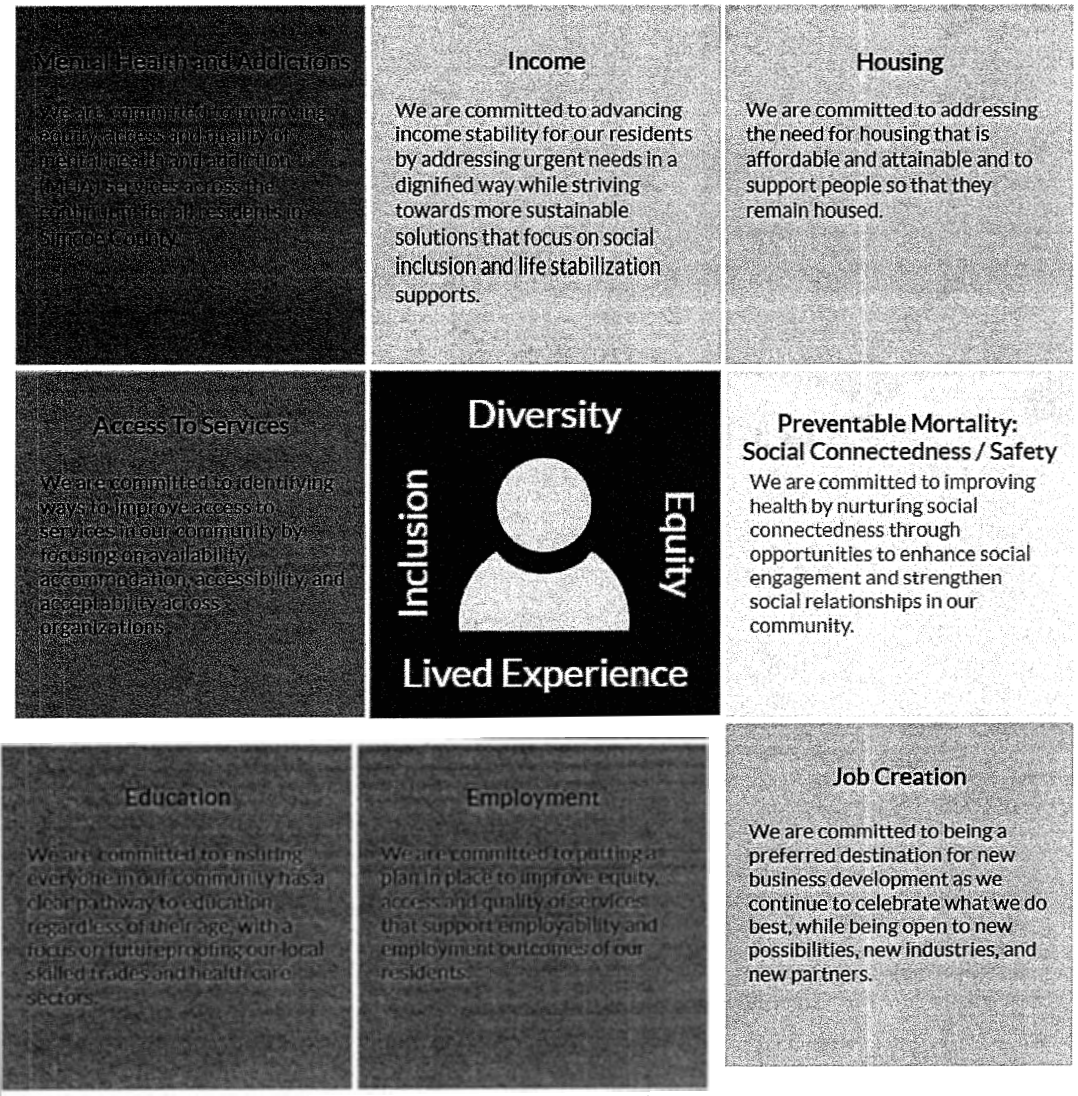
Stakeholder Engagement

- Over 95 key-informant interviews with subject matter experts and 16+ presentations
- Formation of Advisory Body
- Formation of Working Groups



Community Engagement

- Online Community Survey
- Invitation to be part of Phase 2



Areas of Risk Identified Across Simcoe County

Local Plans will focus on between three and four areas of risk

All five Plans will focus on Mental Health and Addictions (MHA)

Note: it is recommended that all Plans start with this area of risk so as to leverage the collective learning and start working through the model of collaboration

Our Local Plan Will Focus On

Mental Health and Addictions

We are committed to improving equity, access and quality of mental health and addiction (MHA) services across the continuum for all residents in Simcoe County

Housing

We are committed to addressing the need for housing that is affordable and attainable and to support people so that they remain housed.

Job Creation

We are committed to being a preferred destination for new business development as we continue to celebrate what we do best, while being open to new possibilities, new industries, and new partners.

Our Local Plan will Focus On:

Mental Health and Addictions (MHA)

We are committed to improving equity, access and quality of mental health and addiction (MHA) services across the continuum for all residents.

We will do this by:

- Identifying then mapping out a 'Comprehensive Continuum of Core Services' framework (eg. withdrawal management)
- Increasing client and family engagement
- Increasing knowledge, skills, understanding and capacity around harm reduction and trauma-informed approach
- Building capacity for people to self-manage their mental well-being
- Promoting positive mental health strategies that help employers support employees
- Identifying impact metrics related to MHA to contribute to an overarching CSWB scorecard



Our Local Plan will Focus On:

Housing

We are committed to addressing the need for housing that is affordable and attainable and to support people so that they remain housed. We will do this by:

- Identifying then mapping out a 'Comprehensive Continuum for Housing Stabilization Supports' framework (e.g. housing, clinical and complementary supports)
- Increasing the capacity to best utilize available tools to support the development of affordable/attainable housing
- Increasing information sharing opportunities
- Aligning work with current federal, provincial, and local homelessness support access systems
- Identifying impact metrics related to housing stability to contribute to an overarching CSWB scorecard

Our Local Plan will Focus On:

Job Creation

We are committed to being a preferred destination for new business development as we continue to celebrate what we do best, while being open to new possibilities, new industries, and new partners. We will do this by:

- Identifying then mapping an 'Inter-sectoral Enablers to Job Creation' framework
- Capitalizing on our proximity to the GTA and our available employment land development opportunities (commercial and industrial)
- Advancing rural connectivity (e.g. internet access and speeds, transportations options)
- Increasing knowledge and capacity to support economic diversification in Nottawasaga
- Connecting aspiring and established entrepreneurs and small business to resources and supports
- Increasing awareness of skills and training opportunities that reflect forecasted industry needs
- Strengthening community connections
- Increasing information sharing opportunities between municipal and community partners
- Identifying impact metrics related to job creation to contribute to an overarching CSWB scorecard

How We Are Planning: Phase 2

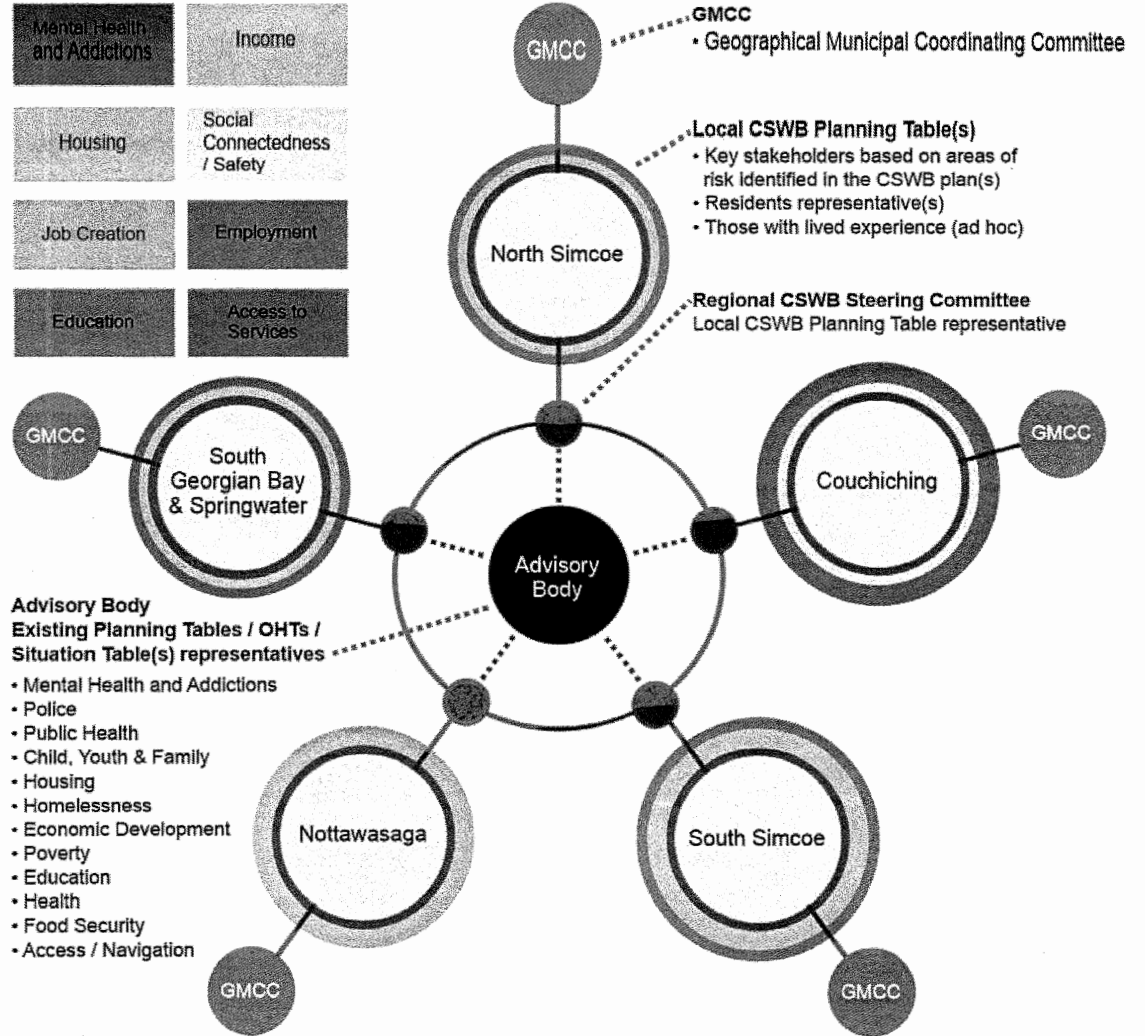
Model of Collaboration

GMCC(s) for each Plan remain intact and govern local Plan implementation

Local CSWB Table in each GMG to guide and support local implementation efforts

One Advisory Body supporting all five Local CSWB Plans as subject matter expert and links to other planning tables

One Steering Committee supporting overarching planning and ensuring strategic alignment



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How CSWB Aligns With Broader System Planning

Community Safety and Well-Being

County-wide planning tables that align with our CSWB planning

MHA	Formerly, the Mental Health Coalition (in transition)
Housing	Affordable Housing Advisory Committee • Municipal Liaison Group • SCATEH
Public Health	Simcoe Muskoka Opioid Strategy (SMOS)
Poverty/Income	Poverty Reduction Task Group
Child, Youth and Family Services	Child, Youth and Family Services Coalition of Simcoe County: Integrated Planning Table + 18 groups / initiatives
Health	OHTs, OHT for Specialized Populations • North Simcoe Muskoka Specialized Geriatric Services • Aboriginal Health Circle
Social Connectedness	Seniors Isolation Planning Table • Simcoe County Age Friendly
Education	TBD
Employment	TBD
Access to Services	(Embedded in other tables)
Job Creation	Economic Development Committee (County)

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An indicator framework was developed as part of the risk identification and prioritization process early in Phase 1.

In addition to this, Phase 2 will include Local CSWB Tables (in collaboration with the Steering Committee), working together to identify 3-5 key impact metrics that will contribute to an overarching CSWB scorecard.

While municipalities, individual organizations or programs cannot be held responsible for community-level well being, stakeholders can work collaboratively across sectors through coordinated strategies aimed to improve community safety and well-being.

The solutions needed to address complex social issues are not linear. If we offer a continuum of support across each area of risk, and recognize that the risks are intricately connected, we can achieve a positive impact. The goal is that the strategies when implemented will have a contributory, rather than a causal, relationship with community-level safety and well-being.



How we will measure impact



Next Steps



Post the Nottawasaga CSWB Plan (on or before July 1, 2021)



Form the Local CSWB Table



Identify who from the Local CSWB Table will represent Nottawasaga on the County-wide Steering Committee



Phase 1 - Plan Development
Supported and Resourced By



Plan Prepared By

Karie Warnar



Nottawasaga



Community Safety and Well-Being Plan 2021-2024



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Acknowledgments

The development of this Community Safety and Well-Being Plan was influenced and informed by the passion and dedication of committed community partners and our residents. As a result of their commitment, time, resources, willingness to collaborate, shared knowledge and experience, we have the opportunity to work together to better the lives of our residents.

We acknowledge and express our gratitude to:

- The County of Simcoe for resourcing the coordination and development of the Plan.
- Members of Council for recognizing the value of this work and supporting our efforts to elevate safety and well-being for all our residents.
- The residents from across our municipalities that participated in our initial public consultation who shared their time, ideas, and personal experiences to help shape and inform our efforts.
- The thousands of collective hours generously offered by community stakeholders, our police service(s), municipal partners, the County of Simcoe, the Advisory Body, Indigenous partners, community organizations, collaborative tables and others that contributed their thoughts and feedback to Phase 1 of this Plan.
- The Simcoe Muskoka District Health Unit for leading us through the Prioritization Matrix process to support risk identification early in our work.
- The advice and support of Chief Andrew Fletcher, South Simcoe Police and Dr. Hugh Russell for their extensive knowledge and connection to the foundations of Community Safety and Well-Being planning in Ontario.
- Special recognition to those in our community and across the County that are already tirelessly working to address the areas of risk identified in this Plan. Your accomplishments are considerable and your passion is unwavering.
- Last, but certainly not least, to those with lived experience that courageously and candidly provided insight that can only come from experience - thank you. We will advance our efforts in addressing risk as we embark on Phase 2, together.

Land Acknowledgment

The work that has been done in the development of this Plan and the work that will unfold as a result of this Plan, will take place in municipalities across Simcoe County.

We recognize and support First Nations, Métis, Inuit and Urban Indigenous communities and the organizations that exist to support the work that they are doing every day to improve safety and well-being.

In recognition of the longstanding history of the land that we reside on and the work this Plan will be undertaken on, we offer this land acknowledgment.

We acknowledge the land that our community safety and well-being planning will take place on is the traditional land of the Anishinaabe People.

The Anishinaabe include the Ojibwe, Odawa, and Potawatomi Nations, collectively known as the Three Fires Confederacy. It should be noted that the Wendat and the Haudenosaunee Nations have also walked on this territory over time.

In times of great change, we recognize more than ever the importance to honour Indigenous history and culture and are committed to moving forward in the spirit of reconciliation, respect and good health with all First Nation, Métis and Inuit people and our community as a whole.

To further acknowledge our commitment to reconciliation, this Plan recognizes and respects the right to Indigenous planning and governance of Indigenous people, by Indigenous Peoples. The historic truth of colonialism and its long-standing negative intergenerational impacts has led to the marginalization of Indigenous Peoples and has resulted in fractured communities. With a lot to mend, a culture of mutual respect, engagement, dialogue, and support will steer our collaboration as we work to improve the lives of those in our respective communities.

We support and respect the Indigenous Peoples' right to self-determination, planning process, and outcomes. We will work closely with Indigenous partners and open ourselves to the interchange of knowledge and skills that will complement our joint efforts to support safety and well-being in our communities.



Forward

On behalf of the members of Council for the Townships of Adjala-Tosorontio, Essa and the Town of New Tecumseth, we, the Geographical Municipal Coordinating Committee, are pleased to present the Nottawasaga Community Safety and Well-Being (CSWB) Plan.

We are grateful to the County of Simcoe for its leadership, resources and support throughout the planning process.

Our planning started before the COVID-19 pandemic. Our Councils and community partners remained committed to moving CSWB planning forward during the pandemic because we know that these difficult times have further exacerbated risks to individual safety and well-being. We prioritized our planning because we recognized its importance and value to our residents.

CSWB planning is a long-term strategy that focuses on upstream approaches that will have positive impacts at the individual and community level. Focusing our efforts on addressing the root cause(s) and concentrating our efforts and investments in social development priorities is critical. Our CSWB Plan has prioritized three areas of focus: mental health and addictions, housing, and job creation.

Our municipalities are growing. We need to do our utmost to ensure that our residents have every opportunity to live in a community that offers them safety and encourages and supports their well-being.

We have incredibly committed partners, as evidenced throughout this Plan. The CSWB planning process recognizes the work already underway to address areas of risk in our community and support safety and well-being. We will align our work to build on and strengthen these efforts.

The Nottawasaga CSWB Plan is a shared commitment from local government, police, and community partners in the health, community and social service sectors to work together to address the risks and needs in our community.

We are very excited to move the strategies forward together with our residents and community partners.

Sincerely,



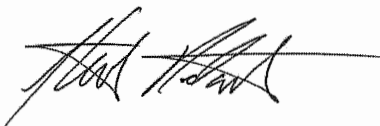
Rhonda Bunn
Chief Administrative Officer
Township of Adjala-Tosorontio



Colleen Healey-Dowdall
Chief Administrative Officer
Township of Essa



Blain Parkin
Chief Administrative Officer
Town of New Tecumseth



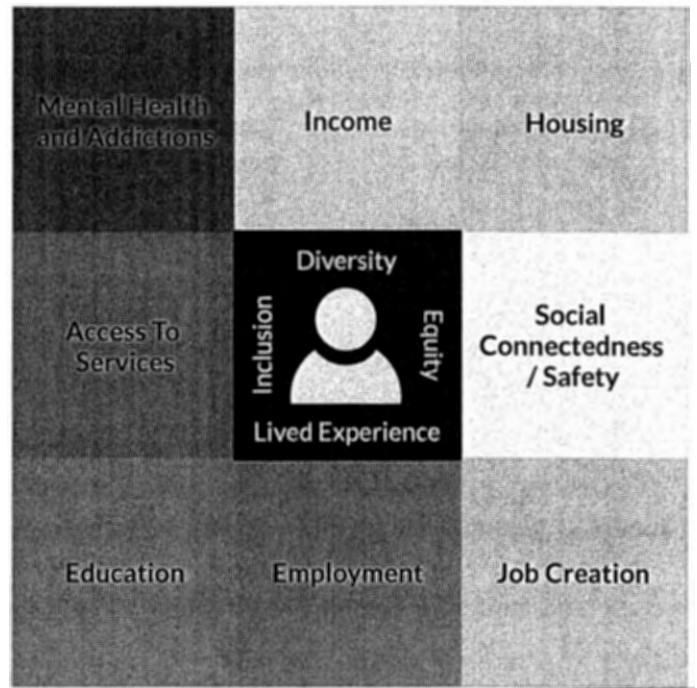
Insp. Steve Ridout
Detachment Commander
Nottawasaga Ontario Provincial Police

Plan at a Glance

Our Community Safety and Well-Being (CSWB) Plan is our commitment to work together towards improved social outcomes for our residents.

Beyond the legislative requirements for the Plan under Bill 175, *Safer Ontario Act (2018)*, this plan looks at tackling tough social issues from a different angle. Our Plan identifies and lays the foundation for local social development priorities over three years (2021-2024). Just as the areas of risk identified in our Local Plan are intricately connected, our Plan is also connected to other CSWB planning taking shape across our county. We recognize and value the role that planning locally and planning together brings to our objectives. We share common goals but appreciate that the needs and how we move forward can be unique to each community. We will leverage and support the many existing initiatives that advance safety and well-being.

Across Simcoe County, planning is moving forward in eight areas of risk:



Underpinning all of our planning are the values that we hold dear:

- Diversity - Equity - Inclusion - Lived Experience

661 total resident responses to online surveys



81 resident responses to the Nottawasaga online summary

Over 95 individual consultations

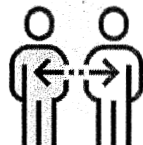


Multiple group engagement sessions

For each area of focus (risk), we have identified three common priorities:



Data and Performance Measurement



Information Sharing, Knowledge Transfer and Exchange



Inter-Sectoral Collaboration

Strategic directions, strategic goals and outcomes unique to each focus area (risk) have been established.

The process by which this work will unfold reflects both a local and regional structure. Social issues are complex and interconnected. So too, our responses must be upstream, multi-sectoral, non-linear, agile and informed.

Plan at A Glance: Our Areas of Focus (2021 - 2024)

Mental Health and Addictions

We are committed to improving equity, access and quality of mental health and addiction (MHA) services across the continuum for all residents.

We will do this by:

- Identifying then mapping out a 'Comprehensive Continuum of Core Services' framework (eg. withdrawal management)
- Increasing client and family engagement
- Increasing knowledge, skills, understanding and capacity around harm reduction and trauma-informed approach
- Building capacity for people to self-manage their mental well-being
- Promoting positive mental health strategies that help employers support employees
- Identifying impact metrics related to MHA to contribute to an overarching CSWB scorecard

Housing

We are committed to addressing the need for housing that is affordable and attainable and to support people so that they remain housed. We will do this by:

- Identifying then mapping out a 'Comprehensive Continuum for Housing Stabilization Supports' framework (e.g. housing, clinical and complementary supports)
- Increasing the capacity to best utilize available tools to support the development of affordable/attainable housing
- Increasing information sharing opportunities
- Aligning work with current federal, provincial, and local homelessness support access systems
- Identifying impact metrics related to housing stability to contribute to an overarching CSWB scorecard

Job Creation

We are committed to being a preferred destination for new business development as we continue to celebrate what we do best, while being open to new possibilities, new industries, and new partners. We will do this by:

- Identifying then mapping an 'Inter-sectoral Enablers to Job Creation' framework
- Capitalizing on our proximity to the GTA and our available employment land development opportunities (commercial and industrial)
- Advancing rural connectivity (e.g. internet access and speeds, transportations options)
- Increasing knowledge and capacity to support economic diversification in Nottawasaga
- Connecting aspiring and established entrepreneurs and small business to resources and supports
- Increasing awareness of skills and training opportunities that reflect forecasted industry needs
- Strengthening community connections
- Increasing information sharing opportunities between municipal and community partners
- Identifying impact metrics related to job creation to contribute to an overarching CSWB scorecard

Local Context

COVID-19

Formal CSWB planning commenced in July of 2019. Our data and areas of risk were identified before the global pandemic that started in Spring 2020. Despite having to respond to the immediate crisis that the pandemic imposed, stakeholders and community partners felt strongly that we continue moving forward with our CSWB planning. If the risks existed in our community before the pandemic, we knew that our residents would be at even greater risk during and post-pandemic. We have seen the disproportionate impacts that the pandemic has had on residents that are marginalized, living in poverty, homeless and those with mental health and addiction issues. We know that others are struggling day in and day out as well.

The Government of Ontario was quick to respond to the needs of residents through financial supplements and supports. This financial support has been a lifeline for many during this pandemic. We understand that these supports will come to an end shortly. We anticipate that the recovery period from COVID-19 will have a tremendous impact on the health, social and human service sectors. There has never been a time when planning such as this has been more critical.

Our collaboration model and our strategies are agile enough to respond to emerging issues and changing priorities as they arise in our community.

Municipal Elections

The next municipal Election will be held in October 2022. The CSWB Plan spans 2021 – 2024. We acknowledge that the Plan will need to be reviewed by a new sitting Council at the appropriate time.

Transitions

In 2019, legislation was passed that outlines requirements to integrate the LHINs and other provincial health agencies into a single agency, Ontario Health. As this process continues to unfold, we recognize that the health care system is working through a period of restructuring. Local Ontario Health Teams (OHT) will connect healthcare providers and services around the needs of patients and families moving forward. We will work closely with the local OHT and the OHT for Specialized Populations.

Key Terms Used Throughout

- CSWB - Community Safety and Well-Being
- GMG - Geographical Municipal Grouping (the municipalities forming a joint CSWB Plan)
- GMCC - Geographical Municipal Coordinating Committee
(the executive committee overseeing the development of their Plan)
- MHA - Mental Health and Addictions
- OHT - Ontario Health Team
- OPP - Ontario Provincial Police
- SMDHU - Simcoe Muskoka District Health Unit

Why are we planning?

While we celebrate what makes the municipalities of Simcoe County great, we recognize that not every resident enjoys the same quality of life. There are factors and characteristics in our lives that either hinder or help us. Depending on these factors and circumstances, residents may find themselves struggling to achieve education, find work, having to decide if they pay for their housing or put food on the table, feeling disconnected and alone, struggling every day with mental health or addiction, or wondering where they can find the help they need and how they will carry on. Many of those mentioned above are considered to be among the social determinants of health. The social determinants of health are the collective set of personal, social, economic and environmental factors that determine a person's health. Where we are born, grow up, live, work, and age also influence our health and well-being.

The circumstances surrounding the determinants of health are complex. Often, police find themselves responding to calls that are complex but not criminal with no chargeable offences. The police are available to the public 24/7, but that does not mean that they are the most appropriate to respond to calls that are often medically or socially complex. In looking at root cause, there is a clear indication that all sectors have a shared responsibility to support our residents' safety and well-being.

The Government of Ontario has demonstrated its commitment to supporting communities by developing a provincial approach to community safety and well-being. Under the Province of Ontario's Bill 175, *Safer Ontario Act (2018)*, the Ministry of the Solicitor General requires that the Council of every municipality shall prepare and, by resolution, adopt a Community Safety and Well-Being (CSWB) Plan on or before July 1, 2021. The CSWB Plan will address local needs based on local risk factors. This type of planning is intended to focus on upstream strategies. By examining and addressing root causes rather than just the symptoms, we can improve the lives of residents in our community by changing outcomes specific to health, well-being and safety.



What is Community Safety and Well-Being Planning?

As stated in the CSWB Planning Framework:

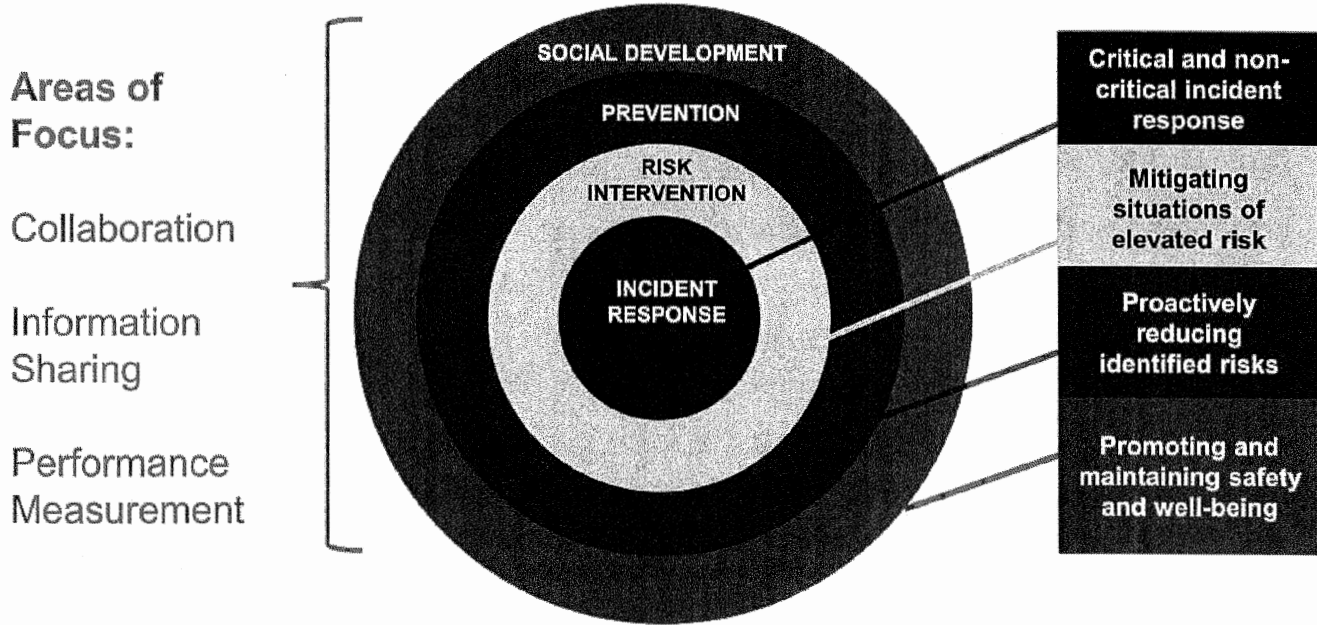
Community safety and well-being is the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.

Collaborative, inter-sectoral planning encourages the following:

- Enhanced collaboration among sectors
- Increased understanding of risk and vulnerable groups
- Increased engagement of those with lived experience
- Increased awareness and access to services
- Transformation of service delivery
- Better coordination of services for those with complex needs
- Stronger families and healthy childhood development
- Healthier, more productive individuals that positively contribute to the community
- Enhance feelings of safety and social inclusion
- Trends, gaps, priorities and successes identified through better sharing and use of data
- Reduced investment in, and reliance on, incident response



The CSWB Planning Framework



By re-focusing existing efforts and resources in a more strategic and impactful way, we can make our community safer and healthier.



Social Development

Promoting and maintaining community safety and well-being.

This is where a wide range of sectors, agencies, organizations and those with lived experience bring different perspectives to the table to address complex social issues from every angle. Strategies need to be put in place that target the root causes of these issues.



Prevention

Reducing identified risks.

Proactively implementing evidence-based situation measures, policies or programs to reduce locally-identified priority risks to community safety and well-being before they escalate and result in crime, victimization and harm.



Risk Intervention

Mitigating elevated risk situations.

Risk intervention is intended to be immediate and prevent an incident. Multiple sectors work together to address situations where there is an elevated risk of harm – stopping something bad from happening before it is about to happen.



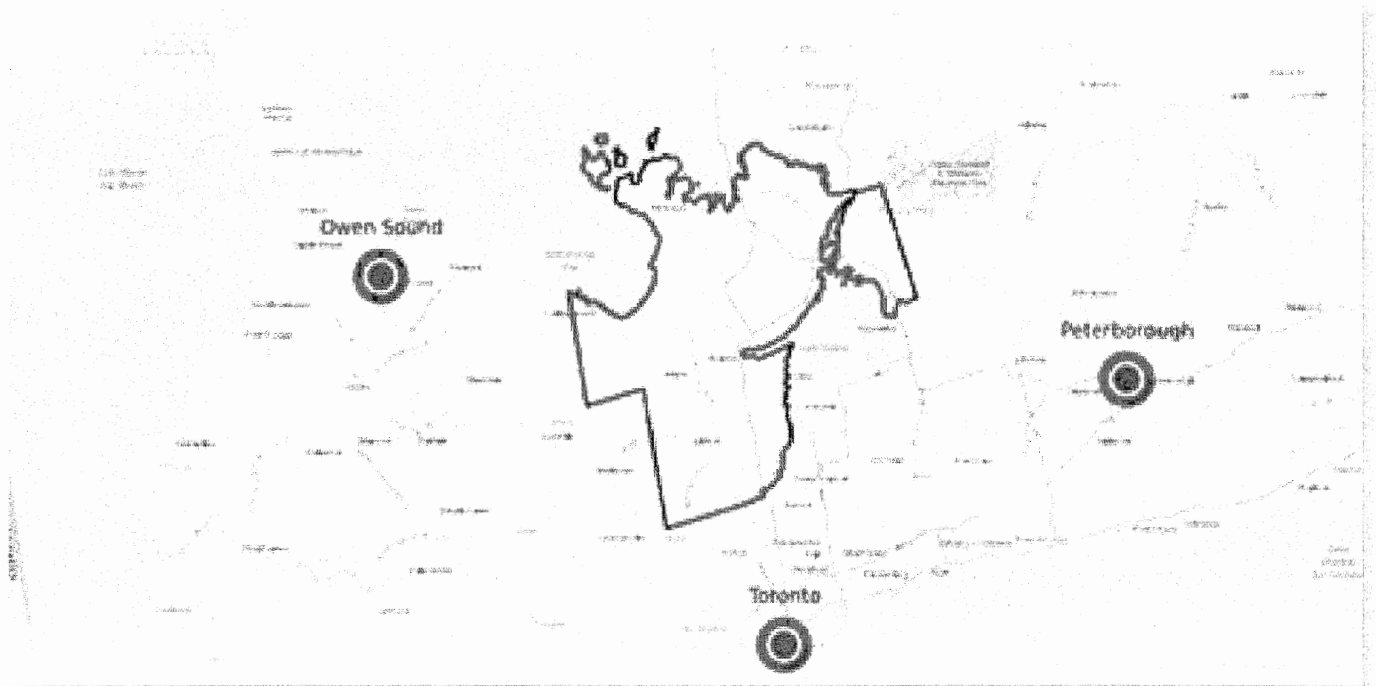
Incident Response

Immediate response to urgent incidents

This 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.

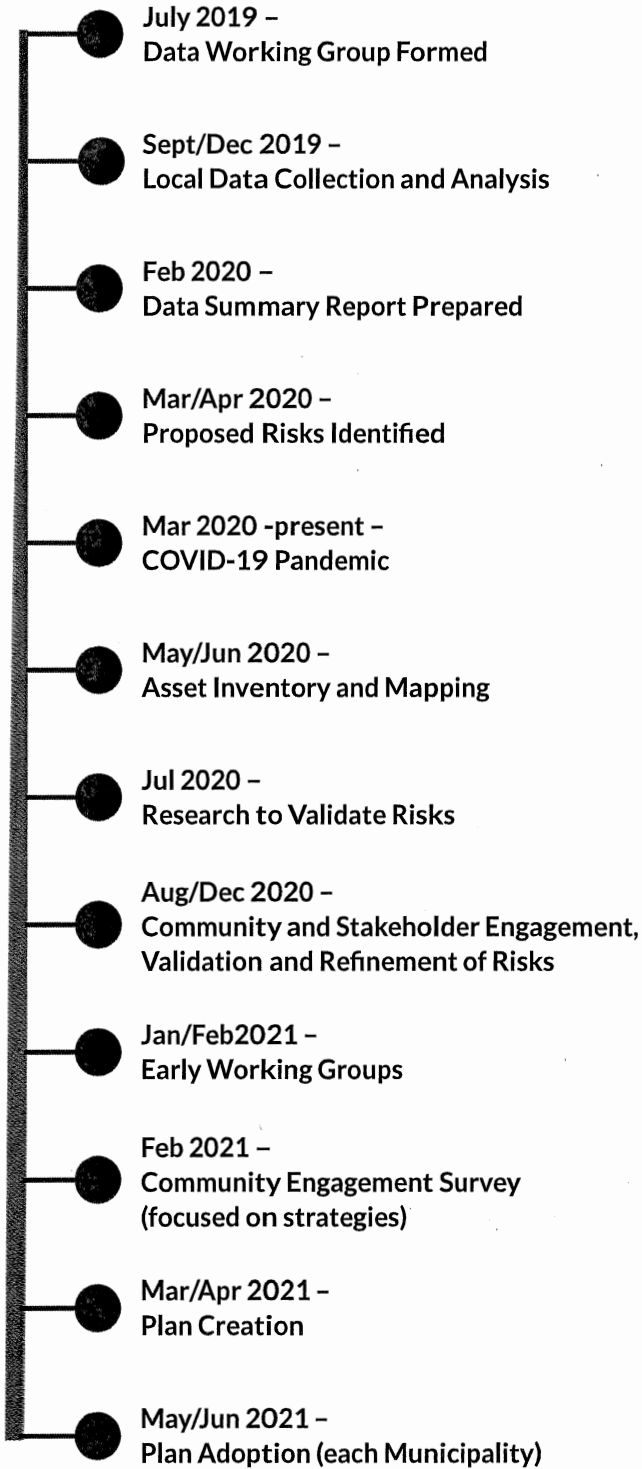
Introduction

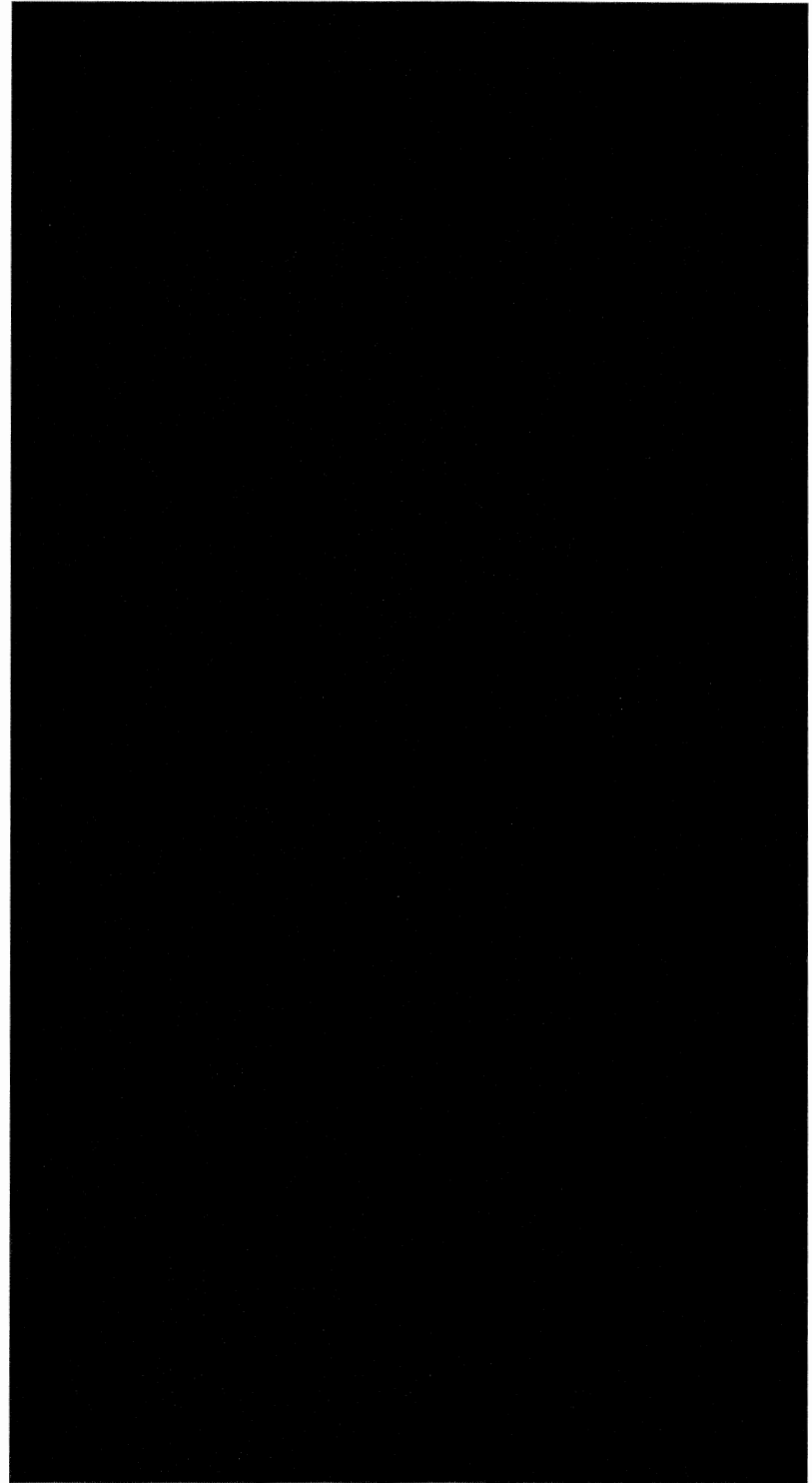
Simcoe County is located in the central part of Southern Ontario. The County lies just north of the Greater Toronto Area (GTA) and spans from the shores of Lake Simcoe to the east, to Georgian Bay in the west. Simcoe County is considered part of the Greater Golden Horseshoe area. The County extends 4,840.54 square kilometers between Georgian Bay and Lake Simcoe. The County has an estimated population of 465,000 people and is the second-largest County based on population and third largest based on the physical size in Ontario. The County of Simcoe is comprised of sixteen towns and townships. Although separate politically and administratively from the County, the cities of Barrie and Orillia are geographically and economically part of the County.



Simcoe County has many strengths. We are connected (highways, railways, airways). We are growing (housing development, new business, employment opportunities, population). We compete globally (health and wellness, tourism, advanced manufacturing, construction, aerospace and defence, retail, professional services agri-food and beverage, information and communication technology). We support learning (College and University). We have fun (watersports, winter sports, hiking, biking, golfing, resorts, outdoor adventures, theatre, festivals). We support local (entrepreneurs, small businesses, artisans, fairs, farmers markets, downtowns). We appreciate our diverse geography (flat-lying clay plains, rolling hills, wetlands, and escarpment). We love and respect our natural environment (forests, trails, green space, lakes, waterways, beaches). We value culture and our historic sites. We respect and acknowledge those that walked on this land before us, and we welcome new ones as we continue to grow and diversify.

Planning Timeline

- 
- July 2019 –
Data Working Group Formed
 - Sept/Dec 2019 –
Local Data Collection and Analysis
 - Feb 2020 –
Data Summary Report Prepared
 - Mar/Apr 2020 –
Proposed Risks Identified
 - Mar 2020 -present –
COVID-19 Pandemic
 - May/Jun 2020 –
Asset Inventory and Mapping
 - Jul 2020 –
Research to Validate Risks
 - Aug/Dec 2020 –
Community and Stakeholder Engagement,
Validation and Refinement of Risks
 - Jan/Feb 2021 –
Early Working Groups
 - Feb 2021 –
Community Engagement Survey
(focused on strategies)
 - Mar/Apr 2021 –
Plan Creation
 - May/Jun 2021 –
Plan Adoption (each Municipality)



Phase 1 – How We Structured Our Planning

The CSWB Plan(s) were created based on Geographic Municipal Groupings (GMGs). Planning according to GMGs made sense for several reasons:

- Key partners (e.g. the County of Simcoe, SMDHU) already group and display aggregate data to be meaningful and appropriate for analysis and follow-up activities
- There are numerous instances of shared services between municipalities
- The County of Simcoe supports municipalities through a broad range of services that expand across local municipal boundaries and support natural geographical groupings
- The community partners (community services, social services, health care, and other support services) provide their services across the multiple municipalities
- These groupings will optimize and leverage (where possible) the work that is already being done; and
- Integrated Police Services Board/ Police / OPP detachments already exist (this affects data, services, and future strategies).

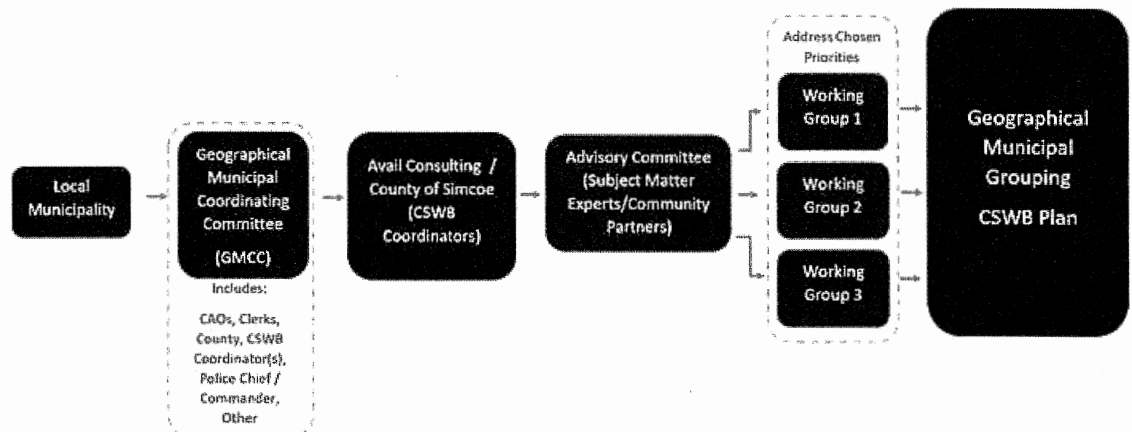
Our planning has considered the joint County-wide initiatives and planning tables that support residents across Simcoe County. It was also important to us that planning groups could engage in planning at a more local level and address the unique needs of their residents. The municipalities within each GMG worked with their local Police Service and formed a Geographical Municipal Coordinating Committee (GMCC) to lead the development of their local Plan.

To that end, the data for the indicator framework was pulled at the GMG level.

South Simcoe	Couchiching	North Simcoe	South Georgian Bay and Springwater	Nottawasaga
Bradford West Gwillimbury Innisfil	Orillia Oro-Medonte Ramara Severn	Midland Penetanguishene Tay Tiny	Clearview Collingwood Springwater Wasaga	Adjala-Tosorontio Essa New Tecumseth

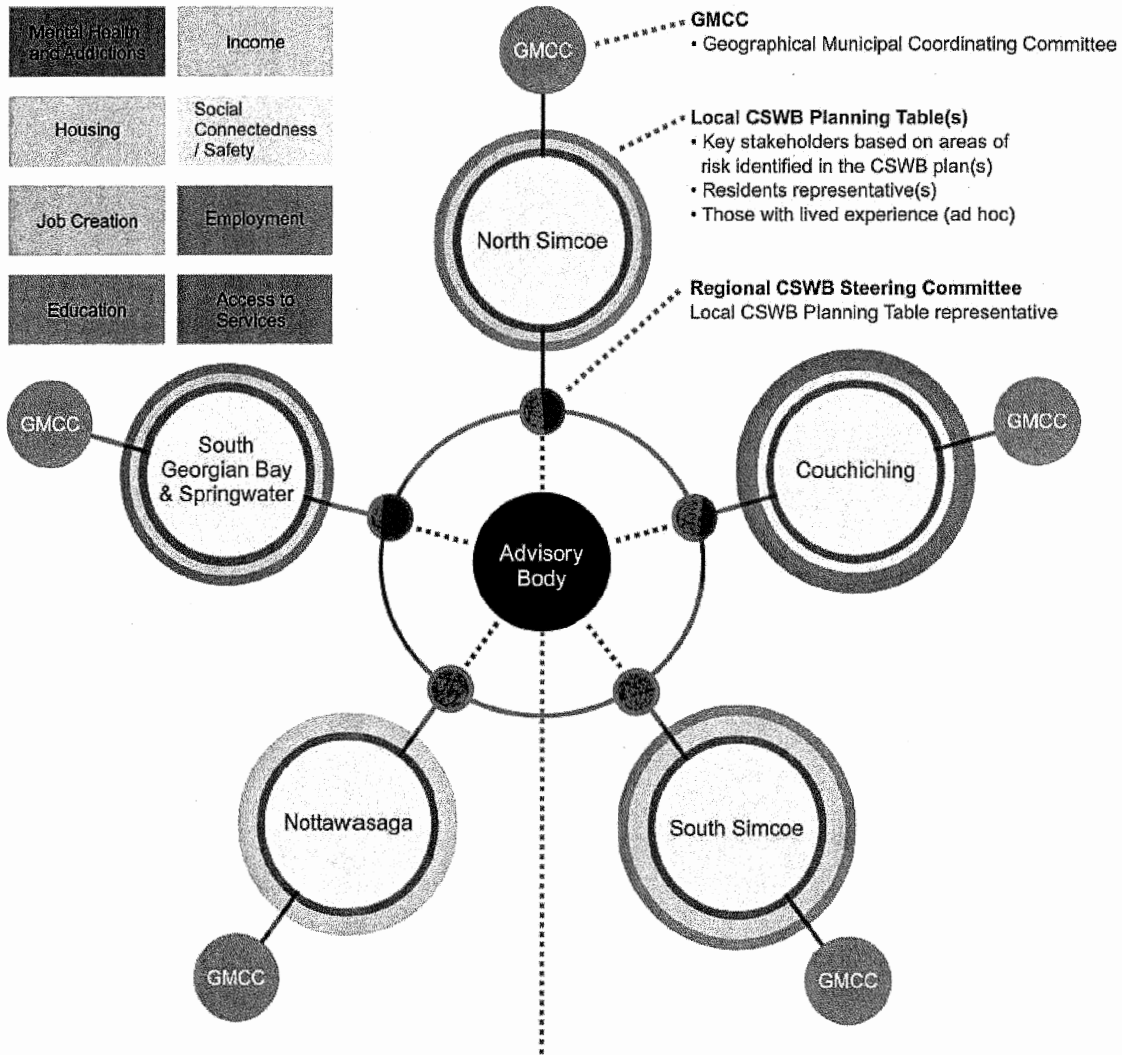
Phase 1: Plan Development (pre-July 1st, 2021) Governance Structure

With the external resources provided by the County of Simcoe, the Municipalities led Phase 1 - planning and development of the CSWB Plan. The structure was as follows:



Phase 2: Our Model of Collaboration, Planning, Action and Alignment (post-July 1st, 2021)

Factors that influence our safety and well-being are often complex and are dependant on other factors. Addressing these factors at an individual and systems-level requires broad sector collaboration and involvement.



MHA	Formerly, the Mental Health Coalition (in transition)
Housing	Affordable Housing Advisory Committee • Municipal Liaison Group • SCATEH
Public Health	Simcoe Muskoka Opioid Strategy (SMOS)
Poverty/Income	Poverty Reduction Task Group
Child, Youth and Family Services	Child, Youth and Family Services Coalition of Simcoe County: Integrated Planning Table + 18 groups / initiatives
Health	OHTs, OHT for Specialized Populations • North Simcoe Muskoka Specialized Geriatric Services • Aboriginal Health Circle
Social Connectedness	Seniors Isolation Planning Table • Simcoe County Age Friendly
Education	TBD
Employment	TBD
Access to Services	(Embedded in other tables)
Job Creation	Economic Development Committee (County)

Our Model of Collaboration, Planning, Action and Alignment will:

1. Address areas of risk by focusing our efforts on upstream approaches through social development initiatives.
2. Address areas of risk using a systems-based approach, acknowledging that local needs and implementation strategies may vary in each GMG.
3. Leverage existing resources and work underway related to the areas of risk and not duplicating efforts (Appendix A).

Our Model also will:

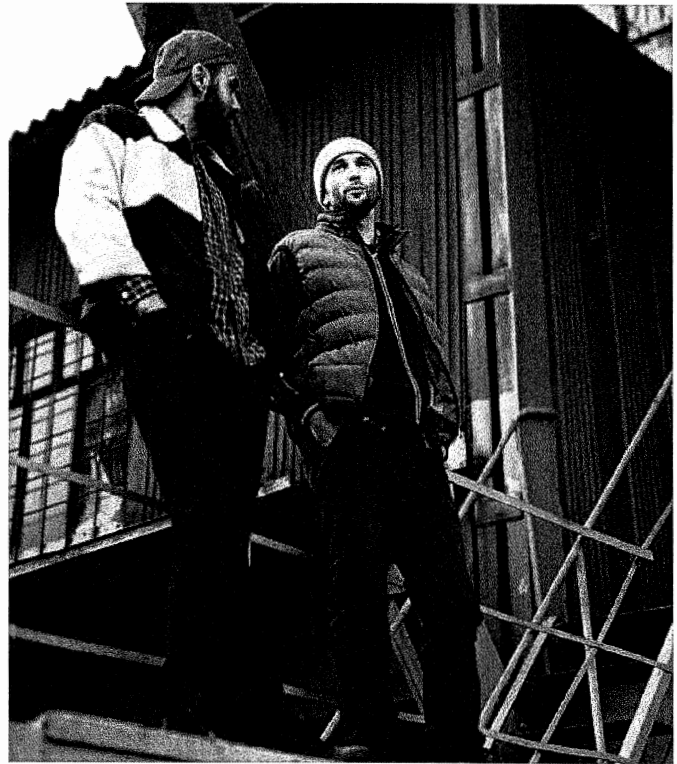
- Create opportunities for local issues and those with lived experience from our community to co-design solutions
- Look beyond traditional relationships and structures through an innovative approach
- Facilitate information sharing locally and at a regional level
- Create a feedback loop between the Advisory Body, Regional Steering Committee and local CSWB Table(s)
- Strengthen advocacy efforts
- Ensure strategies across the areas of risk recognize dependencies and enablers and align to support these
- Identify established and emerging CSWB issues at the GMG level and connect them to local system solutions as well as broader County solutions
- Anticipate issues and allow for agility in our response
- Optimize efficiency and best use of resources

With the support of our community partners, the Geographical Municipal Coordinating Committee (GMCC) will ensure that the CSWB Plan is implemented. Leveraging broader system planning already underway, the Regional CSWB Steering Committee and local CSWB Table will move the strategies forward.

The GMCC and Advisory Body will remain intact and continue to support the local CSWB Planning.

Phase 2

Residents in each community will continue to be engaged as the local CSWB Table(s) form in each GMG and work gets underway. Future engagement efforts should explore various engagement methodologies to ensure a more accurate reflection of the population and needs.



Root Cause(s)

We intend to address root causes through inter-sectoral collaboration. Despite being well-intentioned, too often, planning is performed in stand-alone sectors. Under the umbrella of community safety and well-being, we will take a systems-approach and focus on the correlations and interconnected root causes of the areas of risk identified in this Plan and across Simcoe County.

Our police service(s) in Simcoe County are key partners in our CSWB planning and work that will unfold. The majority of the calls that they currently respond to do not result in a chargeable offence; instead, calls are re-directed to the appropriate community partner (service). Increasing police response to non-chargeable offences gives us much to consider.

As previously mentioned, moving upstream to address the root causes through social development priorities will effectively decrease the responses needed in the other CSWB Framework domains (prevention, intervention and incident response). The safety of individuals and our community as a whole is not the sole responsibility of our local police service. As a community and across sectors, we need to work together to address the risks and vulnerabilities before harm occurs.

GMCC: Oversight and governance of the local CSWB Plan

- Membership will reflect representation from each municipality participating in the joint CSWB Plan
- The GMCC representative is the direct link to the respective municipal Council



Rhonda Bunn
Chief Administrative Officer
Township of Adjala-Tosorontio



Colleen Healey-Dowdall
Chief Administrative Officer
Township of Essa



Blaine Parkin
Chief Administrative Officer
Town of New Tecumseth



Insp. Steve Ridout
Detachment Commander
Ontario Provincial Police
Nottawasaga Detachment

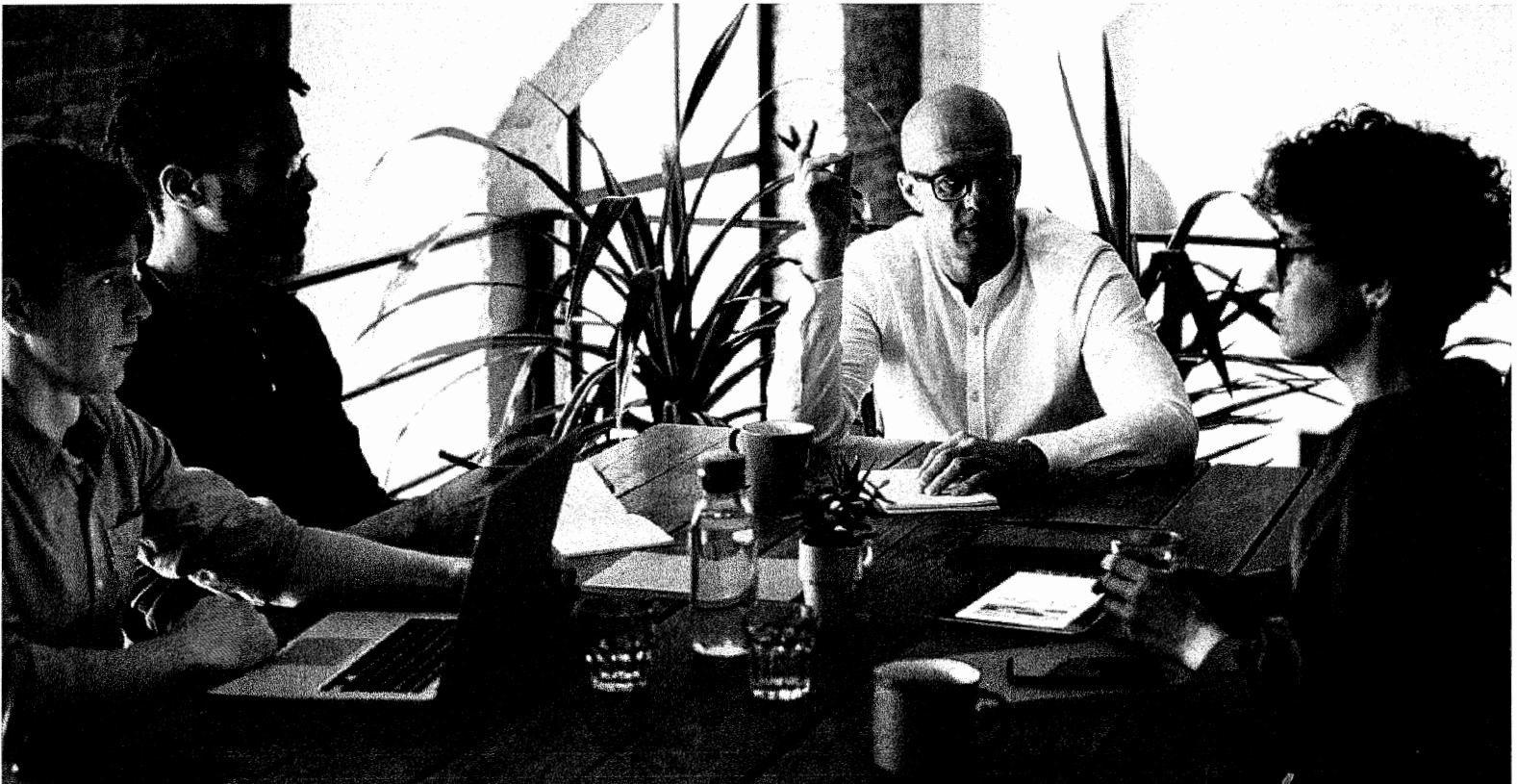
System Leadership Roles (continued)

Local CSWB Table: Responsible for leading the implementation of the CSWB Plan

- This table should reflect local representation of those with experience and those with expertise in each of the eight areas of risk, even though the local Plan may only be addressing three or four areas of risk at this time. Note: Without all areas of risk involved, we run the risk of planning in silos.
- When and where possible, members should be selected based on their subject matter expertise and connection to vulnerable populations that are identified in this Plan
- There are sophisticated planning tables that already exist at the regional level. The work of these tables should be considered as part of the local planning to avoid duplication and optimize our resources
- The local CSWB Table will elect a Chair or designate, representing the GMG on the Regional CSWB Steering Committee. Representation from all GMGs will support information sharing, avoid duplication and leverage the good work of others.

Proposed Membership:

- Representation from eight areas of risk
- Police (front line)
- Municipal representation (ad hoc)
- Indigenous Organization
- Residents with lived experience (specific to areas of risk identified in local CSWB Plan)



System Leadership Roles (continued)

Regional CSWB Steering Committee: Responsible for maintaining communication and connection to the Advisory Body. Responsible for joint strategic planning efforts that benefit and advance the actions of the collective and individual local CSWB Table in each GMG.

- The Regional CSWB Steering Committee will be the direct link to the Advisory Body
- Proposed membership is based on the local GMG representation and organizations that have a core mandate to promote community safety and well-being to all residents across the County
- Members will have leadership roles within their organization

Proposed Membership:

- Chair or designate of Local GMG(s)
- Simcoe Muskoka District Health Unit
- South Simcoe Police
- Ontario Provincial Police
- County of Simcoe
- Indigenous Partner

Advisory Body: Responsible for providing subject matter expertise in an advisory capacity.

- Advisory Body members are (typically) active on regional planning tables. Advisory Body members are the link or conduit between CSWB planning and broader system planning from an information sharing perspective
- Advisory Body members may participate or delegate an alternate from their organization to participate on local CSWB Tables or the Regional CSWB Steering Committee ad hoc, depending on the strategy or initiative
- It is anticipated that the Advisory Body will meet semi-annually but will stay connected to the Regional CSWB Steering Committee through updates sent to the Advisory Body or requests for subject matter expertise
- The Advisory Body members that sit on broader system planning tables (specific to the areas of risk) can tap into the local CSWB Table to share information, gauge local needs, connect with those open to sharing lived experience perspectives
- The Chair of the Local CSWB Table will participate on the Advisory Body meetings (semi-annually)

System Leadership Roles (continued)

Advisory Body Membership:

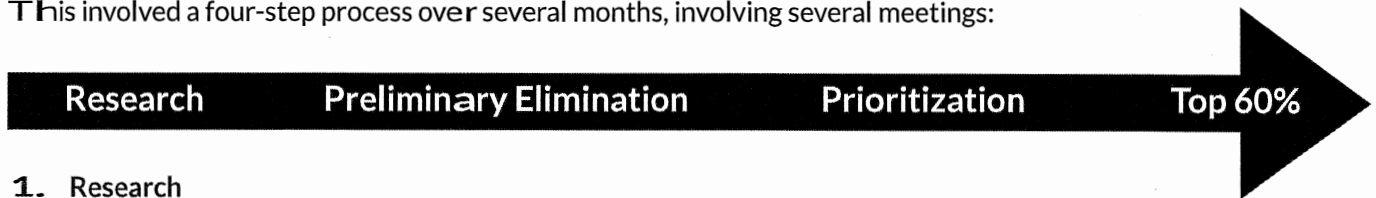
Area of Risk	Member	Organization(s)
All Areas of Risk Broad Representation	Brenda Jackson Samantha Kinoshameg	BANAC
	Chief Andrew Fletcher	South Simcoe Police Service
	Detachment Commander, Inspector Steve Ridout	Ontario Provincial Police
Housing	John Connell Lora D'Ambrosio	County of Simcoe – Housing and Social Services
Mental Health and Addictions	Dr. Valerie Grdisa Dalete Karst-Yaacov	Canadian Mental Health Association (CMHA) • Simcoe • York and South Simcoe
	Jim Harris	New Path
	Michelle Bergin	Simcoe County Catholic Family Services
	Susan Lalonde Rankin	Waypoint Centre for Mental Health Care
	Carolyn Shoreman	Simcoe Muskoka District Health Unit
Employment	Rob Sheppard	Simcoe Muskoka Workforce Development Board
Education	TBA	TBA
Job Creation	Nancy Heuther	County of Simcoe – Economic Development
Preventable Mortality: Social Connectedness	David Jeffery	Chigamik Community Health Centre
Access To Services	Pam Hillier	211
	Rosslyn Junke	United Way
	Jennifer Saunders Active Chair (changes annually)	Child, Youth and Family Services Coalition of Simcoe County
Income	Jamie Moran Wendy Hembruff	County of Simcoe – Ontario Works

How We Determined our Areas of Risk

Before the Plan could be developed, it was essential to gather information and evidence to paint a clear picture of what is happening in the community to identify the local areas of risk.

An early Multi-Sector Data Working Group formed and participated in a comprehensive risk identification process using the Prioritization Matrix Tool, led by the Simcoe Muskoka District Health Unit (SMDHU).

This involved a four-step process over several months, involving several meetings:



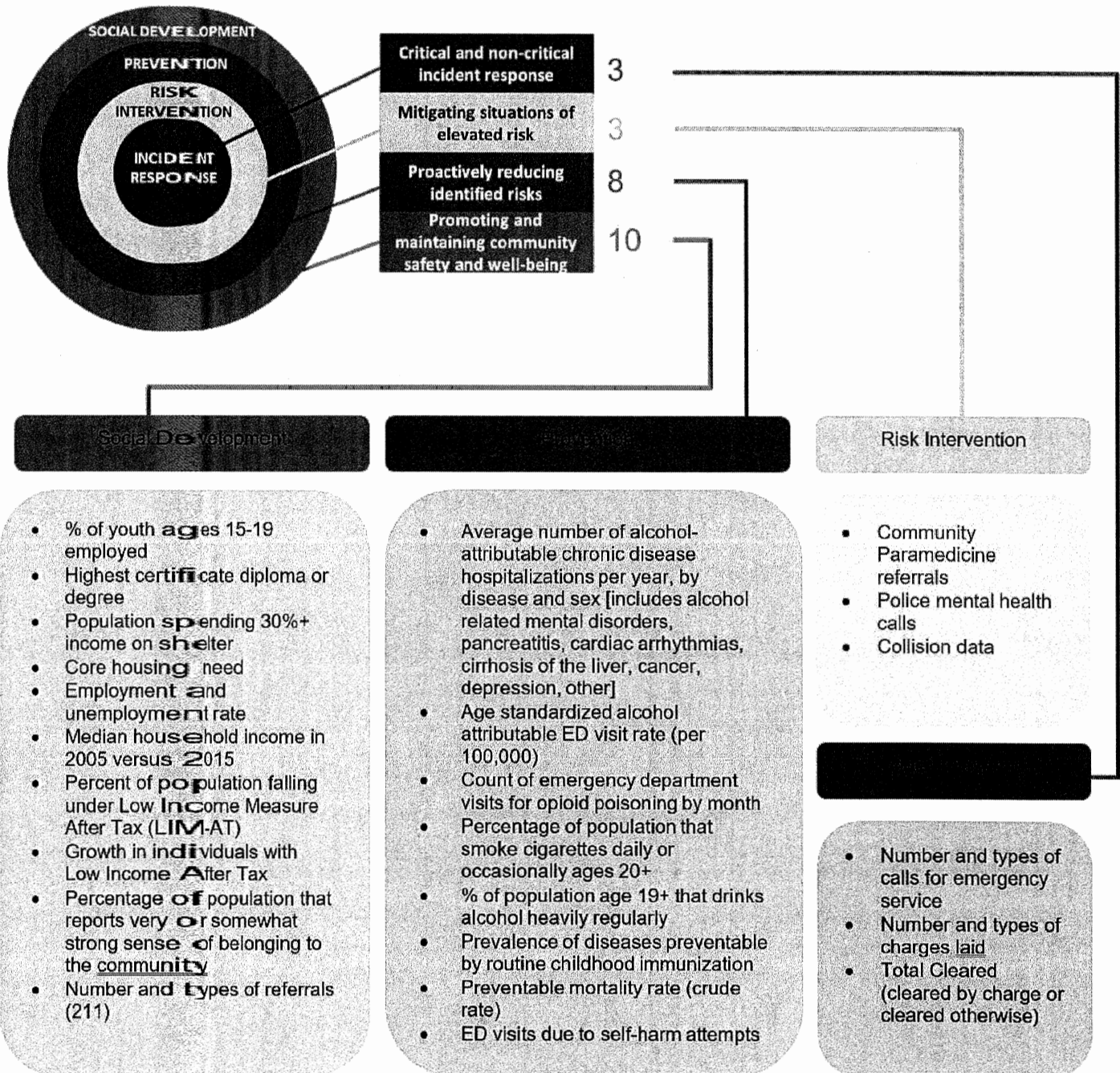
1. **Research**
 - a. Review of the CSWB Planning Framework as a group
 - b. Review of the data from the provincial Risk Tracking Database (RTD)
 - c. Reviewed the document and indicator list prepared by Dr. Hugh Russel and Norm Taylor: *New Directions in Community Safety, Consolidating Lessons Learned About Risk and Collaboration* (2014)
2. **Preliminary Elimination**
 - a. Cross-referenced indicators from the 2014 document with data available across a comprehensive data set to eliminate unavailable indicators
 - b. Separated indicators by the organization having access to that data
3. **Prioritization**
 - a. Established criteria for indicator inclusion (Actionable, Evidence-Based, Meaningful/Relevant, Practical, Timeliness, Easily Understood/Interpreted, Reliable)
 - b. Employed a weighted scoring
 - c. Selected indicators that made the top 60% (this resulted in 24 indicators)
4. **Top 60% (24 indicators)**
 - a. Data was pulled at the GMG level for the indicators that appeared in the top 60% after weighted ranking/score
 - b. Each indicator was presented (displayed) at the GMG level, the Simcoe County average, and the provincial average

The County of Simcoe	Simcoe Muskoka District Health Unit	Police Services	Additional Data Sources
Community Data Program (Statistics Canada) Simcoe County	*Only hospital data available from health unit and determined as relevant was used; no data direct from hospitals	South Simcoe Police Ontario Provincial Police	Community Connection Call Data (211) Canadian Index of Wellbeing (Couchiching only)

This data was then analyzed and reviewed by the local GMCC and key stakeholders to help determine areas of risk to move forward with in the first iteration of the local CSWB Plan.

Phase 1 Indicator Framework

The 24 indicators were overlaid onto the CSWB Framework as an informal way of assessing if there was balance in the information and evidence gathering approach. It is important to note that individual indicators can appear in more than one domain. For purposes of this exercise, they appear in only one domain.



Community Consultation

PHASE 1

Dates	February 2021 – March 2021 (4 weeks)
Via	Online community survey (Due to COVID-19)
Purpose	<ul style="list-style-type: none">▪ To inform the community, on a larger scale, of the local CSWB Plan▪ To engage the residents of our community and seek their insights and feedback on the local CSWB areas of risk to help inform strategies moving forward
Method	SurveyMonkey online survey (Appendix B)
Format	<ul style="list-style-type: none">▪ One demographic question (which municipality they reside in)▪ Multiple choice questions (one or more options from a list of answers)▪ Open-ended (free text) option for most questions (this provided qualitative data)
Those engaged	Residents of Nottawasaga <ul style="list-style-type: none">▪ Informally, many with lived-experience
Outcome(s)	This engagement allowed us to refine our focus regarding specific areas of risk. Findings from these engagement sessions can be found in the 'What We Heard' section under each strategy.
Response	81 (total of 661 across all five GMGs)
Outcomes	This consultation validated our identified areas of risk as being a priority in our community. The analysis demonstrates a high level of engagement with the survey from those that completed the survey. Very positive response to free text option, with valuable information and insights collected. Responses and feedback from this survey helped inform strategies for each area of risk. A summary of findings (themes) from the survey responses can be found in the 'What We Heard' section under each strategy.
Important	SURVEY ***Please note: The themes and feedback from the survey do not reflect everyone's understanding and experience with the areas of risk. This survey was conducted online. Those with barriers to technology, the internet, poor literacy, poor digital literacy, and other factors may not have had the knowledge of, or ability to participate in the survey. Those living in institutions, those that are homeless, and others that are often the most marginalized groups in our community may also be voices that are not reflected in the results of this survey.


Stakeholder Consultation

PHASE 1

Dates	August 2020 – December 2020
Via	Zoom (Due to COVID-19)
Purpose	To validate areas of risk, better understand work underway across the region, identify barriers, enablers, gaps and opportunities
Method	16 presentations to various groups and planning tables (with feedback sessions) Over 95 one-to-one key-informant interviews
Those engaged	<ul style="list-style-type: none">▪ Senior thought leaders across all eight identified risks▪ Upper and or Middle management of health, community and social service organizations▪ Municipal leaders▪ Residents with lived-experience
Outcome(s)	This engagement allowed us to refine our focus regarding specific areas of risk. Findings from these engagement sessions are found in the 'What We Heard' section under each strategy



What We Value



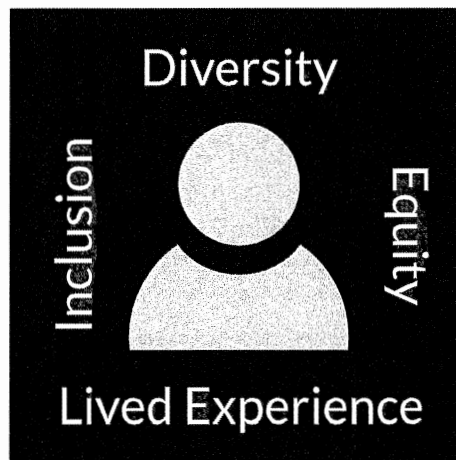
*Diversity, Equity, and Inclusion are mutually reinforcing principles.
Those principles will guide our work.*

We recognize differences between people and acknowledge that these differences are a valued quality.

We respect individuality while promoting respect for others.

We recognize the importance of everyone feeling like they belong and are accepted for who they are in our community.

We respect that our residents enjoy different talents, beliefs, backgrounds and lifestyles that make up the threads of our community tapestry.



We have a shared vision of health and social equity for all our residents.

We aim to eliminate the barriers that prevent the full participation and enjoyment of life for all our residents.

We recognize *who* is in a conversation shapes the conversation that takes place.

We need people with a connection or proximity to the issues to ensure that our efforts are grounded in reality.

Connecting our Work to the CSWB Framework

The areas of focus as identified in the CSWB Framework are:

- Inter-Sectoral Collaboration
- Information Sharing
- Performance Measurement

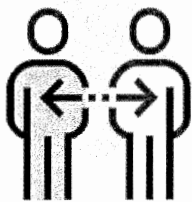
For each area of the eight areas of risk, we have adopted the above three focus areas as common priority areas. Strategic directions, goals and outcomes will be unique and specific to each area of risk. We believe that having common and consistent priorities will keep our efforts focused, strategic and support consistent messaging to help organizations align their strategic planning to support the Plan. These priorities will guide the work across each GMG CSWB Plan.

We commit to planning across all four domains of the framework and prioritize planning, time, and resources to enhance opportunities in the social development domain.

The strength of our Plan lies in:



Improving inter-sectoral collaboration – This is a very complex form of collaboration because it combines interprofessional with inter-organizational, spanning across many sectors in our community. The impact, if done well, yields great outcomes because professions and organizations work collaboratively by arranging their unique service offerings to fulfill the objective of the integrations. Those involved commit to going beyond the status quo and open themselves up to new and innovative ways to change the system to better the lives of our residents.



Building capacity through information sharing, knowledge transfer and exchange – Our community will find more efficient and effective ways to ensure those that need support know how and where to find it; residents and service providers alike. Our program planning, advocacy efforts, and service delivery will be rooted in evidence and best practice. We will formalize how we raise awareness of new knowledge and evidence as this will strengthen the connections and collaborations among partners and help us achieve a broader impact.



Utilizing multi-sectoral data and performance measurement to inform system change – We will focus on key impact metrics that will guide our inter-sectoral work. Each of the eight areas of risk will identify 3-5 impact metrics specific to that area of risk. Those metrics will form a community scorecard in which the data can be pulled at the regional or GMG level. The community scorecard, along with our indicator framework, will help us measure the impact of our CSWB efforts.

The Eight Areas of Risk Being Addressed Across Simcoe County

Mental Health and Addictions

We are committed to improving equity, access and quality of mental health and addiction (MHA) services across the continuum for all residents in Simcoe County.

Income

We are committed to advancing income stability for our residents by addressing urgent needs in a dignified way while striving towards more sustainable solutions that focus on social inclusion and life stabilization supports.

Housing

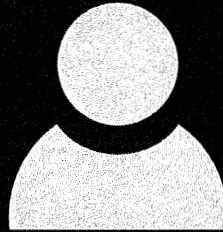
We are committed to addressing the need for housing that is affordable and attainable and to support people so that they remain housed.

Access To Services

We are committed to identifying ways to improve access to services in our community by focusing on availability, accommodation, accessibility, and acceptability across organizations.

Diversity

Inclusion



Equity

Lived Experience

Preventable Mortality: Social Connectedness / Safety

We are committed to improving health by nurturing social connectedness through opportunities to enhance social engagement and strengthen social relationships in our community.

Education

We are committed to ensuring everyone in our community has a clear pathway to education regardless of their age, with a focus on futureproofing our local skilled trades and health care sectors.

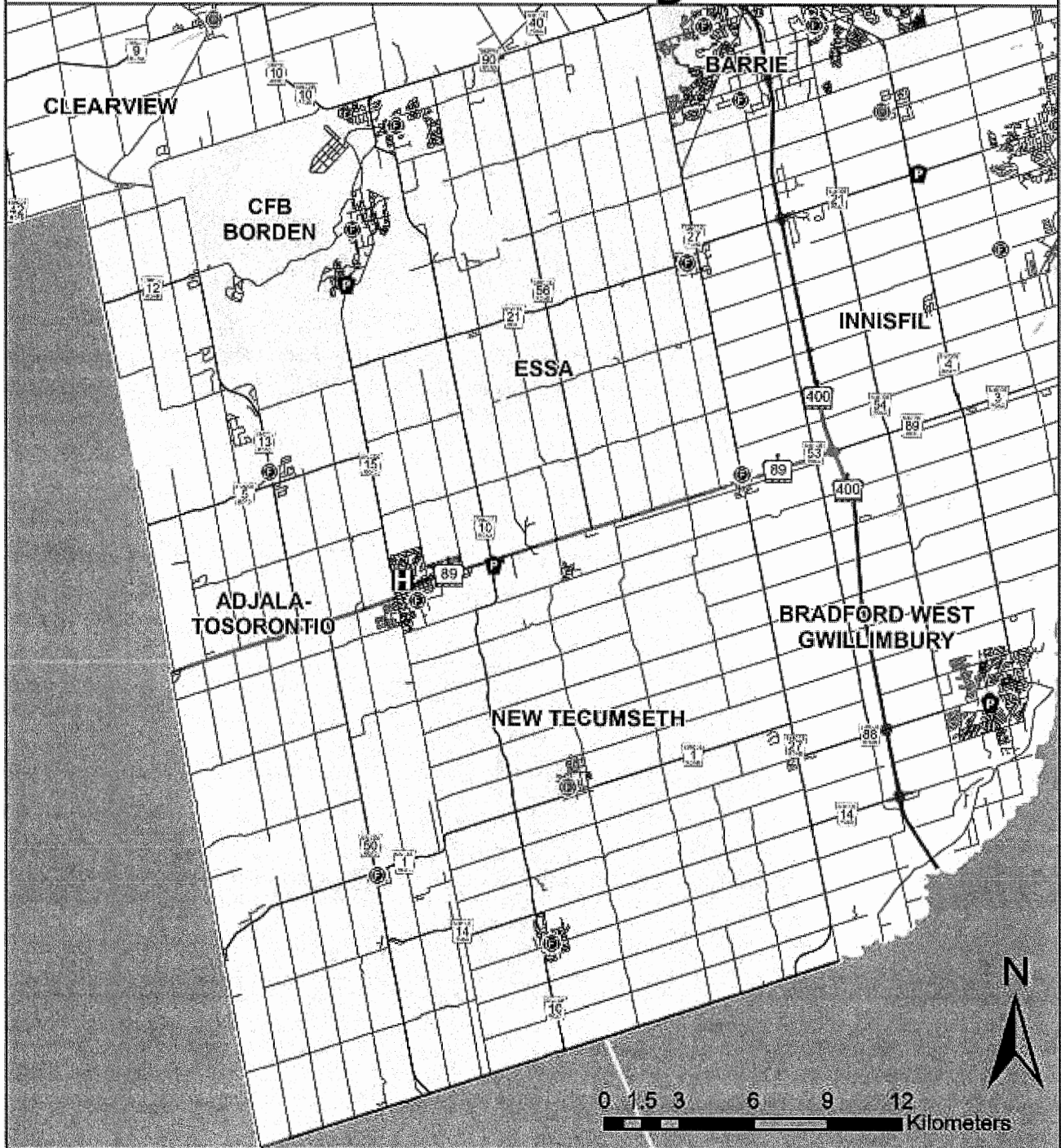
Employment

We are committed to putting a plan in place to improve equity, access and quality of services that support employability and employment outcomes of our residents.

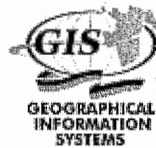
Job Creation

We are committed to being a preferred destination for new business development as we continue to celebrate what we do best, while being open to new possibilities, new industries, and new partners.

Nottawasaga



- | | | |
|------------------|--------------------|--------------------|
| Hospital | Municipal Border | Provincial Highway |
| Private Hospital | Separated City | County Road |
| Police Station | CFB Borden | Local Road |
| Firehall | First Nations Land | |



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Nottawasaga - Local Planning

In our Plan, we have identified Job Creation, Housing, and MHA as the three areas of focus for the first iteration of our CSWB Plan. We will also benefit from the planning in the other areas of risk happening across the county.

We take pride in the mix of urban amenities and the beauty of our rural, natural surroundings. It is this mix of urban and rural that can prove to be an advantage and an opportunity for growth when looking at the multi-dimensional elements of safety and well-being at the individual and community level.

Nottawasaga is uniquely positioned as the southern-most gateway to Simcoe County from the Greater Toronto Area (GTA). With cost-competitive commercial and industrial land, we have tremendous opportunity expand on the strength of our existing industries as well as invite and welcome new business to the area. Focusing on local job creation will have positive health and socio-economic effects. With that comes the need to ensure that we grow the supply of qualified candidates to attract business to our community. Thus, positioning our residents at the forefront for employment.

Job creation is one of the greatest contributing factors to income security. Not just because jobs pay but because healthy demand for labour can drive more equitable local wages. With competitive wages comes the option to live and work in your community. Finding housing that is affordable / attainable and being able to successfully stay housed strengthens the stability of individuals and families and the community as a whole.

As the community continues to grow, so will the need to ensure locally delivered care and services. Even prior to the pandemic MHA was a growing concern across all age groups in all communities, not just Nottawasaga. The pandemic has exacerbated what was already a mounting issue. Focusing on MHA will support individual and community resiliency and prove to be an enabler for so many life stabilization elements. Residents of Nottawasaga need to have local voices planning together and advocating on their behalf at the regional level.

Granted, the rural nature of our community can have additional challenges that can influence our residents' ability to connect or access services, attain education, have stable digital connectivity, find employment locally, or arrange transportation to enable them to connect and thrive in the community. Our residents in our community also have stronger community ties, enjoy the benefits of nature, feel safer, have more trust among neighbours, and feel a connection to support local. We have committed municipal, police, health and community partners working tirelessly to improve the lives of our residents. There is great work already underway.

So much of what makes an individual safe and well traces back to the social determinants of health. The CSWB Plan is our opportunity to build on what is working and work together in new and innovative ways. Our Plan will focus on building local capacity around economic development, MHA, and socio-economic factors that contribute to safety and well-being for our residents and our community.



Mental Health and Addictions (MHA)

Why it Matters

(note: Pre-COVID-19 data)

- 1 in 5 adult Canadians (21.3%) experiences a mental illness or addiction problem
- By 40 years of age, 1 in 2 Canadians have, or have had, a mental illness
- 70% of mental health problems have their onset during childhood or adolescence
- Young people aged 15 to 24 are more likely to experience mental illness and substance use disorders than any other age group
- 34% of Ontario high-school students indicate a moderate-to-serious level of psychological distress (symptoms of anxiety and depression). 14% indicate a serious level of psychological distress
- Canadians in the lowest income group are 3 to 4 times more likely than those in the highest income group to report poor to fair mental health
- Individuals with a mental illness are much less likely to be employed. Unemployment rates are as high as 70% to 90% for people with the most severe mental illnesses

Mental health is a state of well-being in which a person realizes his or her abilities (potential), can cope with the normal day-to-day stresses of life, can work productively, and can contribute to his or her community.¹

Mental health means more than just the absence of mental illness. Optimizing One's mental health is not just about avoiding active mental illness but also includes seeking ways to support mental well-being on an ongoing basis. Improving mental health may consist of professional support and treatment, but it may also mean taking steps to independently improve emotional health.

At times that is easier said than done. In any given year, 1 in 5 adult Canadians (21.3%) experiences a mental illness or addiction problem. By 40 years of age, 1 in 2 Canadians has, or have had a mental illness. People living with mental illness are twice as likely as other Canadians to experience problematic substance use, and these individuals account for one-third of inpatient mental health admissions.²

Currently, Simcoe County residents have a higher age-standardized rate* for mental illness-related hospital visits than the provincial average. There was also a 44% increase from 2011 to 2018.³

The term(s) *mental illness* and *addiction* refer to a wide range of disorders that affect mood, thinking and behaviour. Among all emergency department visits related to mental illness, substance-related visits (other than an acute overdose) and anxiety disorders were the most common reasons identified.⁴



*Age-standardized hospitalization rate is defined as the number of hospital discharges, as recorded in the Discharge Abstract Database (DAD) due to a specific cause per 100,000 population that would occur if the population had the same age distribution as a reference population) for mental illness-related visits.

Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addiction System

4 Pillars:

- Improving quality
- Expanding existing services
- Implementing innovative solutions
- Improving access

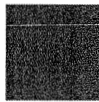
Risk factors for MHA include, but are not limited to:

- Having a family member with a history of mental health or substance use concerns
- Genetic factors
- Adverse childhood event(s)
- Abuse (emotional, physical, sexual)
- Neighbourhood poverty and or violence
- Racism
- Discrimination
- Social isolation (loneliness)

Protective factors for MHA include, but are not limited to:

- Parental involvement
- Healthy lifestyle
- Access to education
- Employment / steady income
- Access to faith-based resources
- Social connectedness
- Strong attachment to family, school





MHA concerns are common. Many individuals who develop substance use disorders (SUD) are also diagnosed with mental health disorders, and vice versa. Mental health issues may prompt someone to use alcohol or drugs to feel better. For others, the substance use problem and mental health issue can start simultaneously, triggered by something. A mental health condition with addiction or substance use is known as a concurrent disorder.

Despite having a network of highly skilled MHA service providers, residents in our community with severe, persistent and unstable mental health issues may struggle to access adequate support to meet their needs. Although we have MHA services throughout the County, there are discrepancies related to equity, access and quality of core services. COVID-19 has pushed a system that was stretched too thin to begin with, to a breaking point. What does that look like? Even longer wait times for service, increase in addictions, overdoses, and death. People who did not have diagnosed mental health conditions before the pandemic are now in line for assistance due to being overwhelmed, lonely, anxious, depressed, and or addicted.

Although mental health and addiction issues can present at any point along the lifespan, there is particular interest and concern for children and youth. Half of Ontario parents report having had concerns about their child's level of anxiety, and one-third of Ontario parents have had a child miss school due to anxiety.⁵ The government recognizes the crisis that communities are facing and is taking affirmative steps.

In March 2020, the Province of Ontario released Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addiction System. Within the framework, there are (4) pillars – areas of focus that, when executed together, will support the delivery of the services people need, where and when they need them.

Aligning the CSWB MHA outcomes with the Roadmap to Wellness outcomes will have the most significant impact. We will be working towards common goals.

While strategies in this Plan look to better support those with existing MHA, prevention of illness and promoting positive mental health across the lifespan will also be an area of focus.

Interventions at the community level for both adults and children are critical. As with the other areas of risk, this will require an inter-sectoral, coordinated approach. We will build on to the existing work underway (see Appendix A)



Throughout the one-to-one and group engagement process of subject matter experts and local survey results from residents within our community, the following predominant themes emerged.

Expand on what is working well

Expand or grow services like peer support, youth hubs, virtual care, joint advocacy efforts, mobile services, partnerships, other.

COVID-19 made things significantly worse

Individuals and families as a whole are struggling more since the start of the pandemic. Self-reported positive mental health has declined. Substance use and addiction have gone up.

MHA is linked to other areas of risk

Those impacted by MHA issues are more vulnerable to housing instability, lower-income levels, unstable employment patterns, poor social connectedness, barriers to service, and lower educational attainment.

Social isolation is on the rise

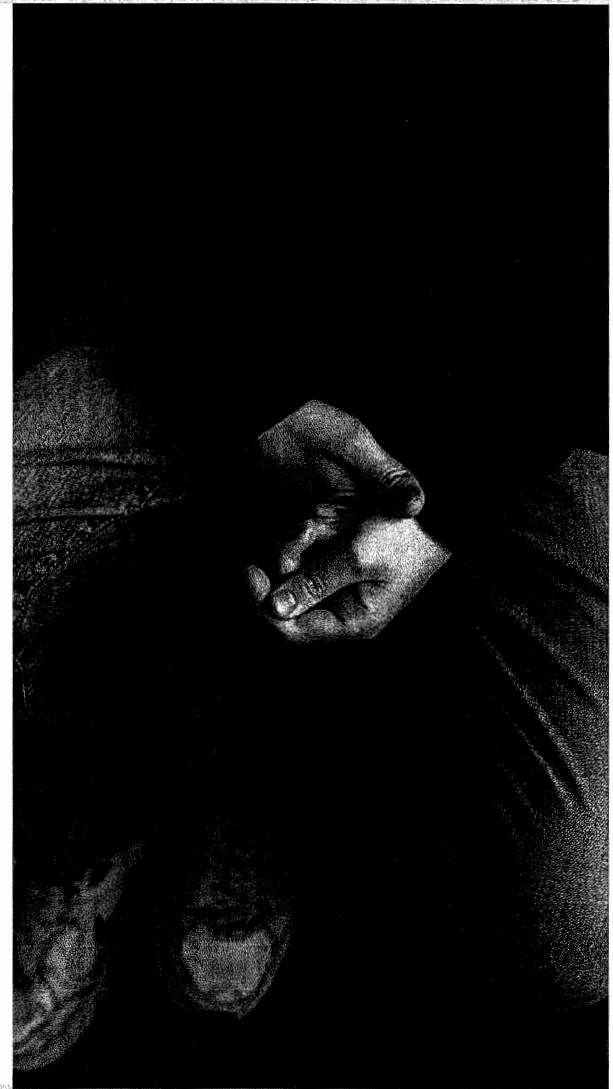
Even before the pandemic, social isolation was impacting the lives of many residents. The pandemic's physical distancing has heightened loneliness and significantly impacted the mental health of many.

Stigma persists

We need more trauma-trained staff across services. Not all human service organizations are following harm reduction approaches to care/service.

Equity, availability, access and quality of MHA services across the region vary

There are still barriers to access and care for particular residents with MHA. There are medically, and socially complex residents in our community who also suffer from addictions and they are hard to connect to the level of care they need. Despite MHA services offered throughout the County, there are gaps in equity, timeliness, and quality of services.



With a strong network of MHA providers in our community, we can now turn our attention to:

- Identifying and putting a plan in place to improve equity, access and quality of services across Simcoe County
- Ensuring everyone in the community has information and access to the MHA resources they need
- Build capacity related to harm reduction
- Strategies and supporting those with MHA using a trauma-informed approach
- Measuring the impact of our inter-sectoral approach



Strategic Direction

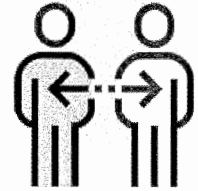
People will have access to MHA services and resources that are integrated, seamless, supportive and collaborative across sectors

Strategic Goals

1. Map out The Comprehensive Continuum Framework for MHA Core Services (e.g./ withdrawal management services) in each GMG
2. Use a maturity model to monitor progress around enhancing services across the GMGs
3. Increase client and family engagement strategies in each GMG

Outcomes

- Sectors align strategy to support their role along the MHA Comprehensive Continuum Framework
- More equitable access and quality of MHA services offered throughout the County (in each GMG)
- Residents living with addictions report quality experience in each municipality
- Barriers to services are reduced
- Care closer to home
- Principles of harm reduction are integrated across the service continuum



Strategic Direction

The knowledge and resources needed to support those with MHA in a safe and supportive way will be available to those with MHA, their families and those providing care and services

Strategic Goals

1. **I**ncrease the knowledge, skills, understanding and capacity in each GMG to support those with MHA through:
 - harm reduction (HR) strategies
 - trauma-informed approach
2. **I**ntersectoral commitment to strategies that build capacity for people to self-manage their mental well-being in terms of resources, technology, support, spaces, other
3. **P**romote positive mental health strategies that all employers can utilize to support their employees

Outcomes

- **P**rofessional capacity in each GMG is enhanced
- **P**eople with MHA feel supported based on their individualized needs and continue to access services and supports
- **P**athways for self-help and self-management of MHA are clear
- **E**arly interventions prevent more intensive interventions and avoid ED visits and hospitalizations

Strategic Priority

Utilize multisectoral data and performance measurement to inform system change



Strategic Direction

Key impact metrics will guide collaborative inter-sectoral work

Strategic Goals

1. Identify 3-5 key metrics regarding outcomes (impact) of inter-sectoral efforts related to MHA that will contribute to an overarching County CSWB Indicator Framework and Data Set, grouped to the desired level of geography (GMG).
2. Other data repositories and or secondary data sources by sector will be reviewed for relevance to CSWB.

Outcomes

- We will better understand our community MHA needs through the ability to identify gaps, trends, opportunities and emerging threats
- CSWB Planning Table(s) and community partners will have access to local (GMG) data for planning purposes

Strategies are in alignment with:

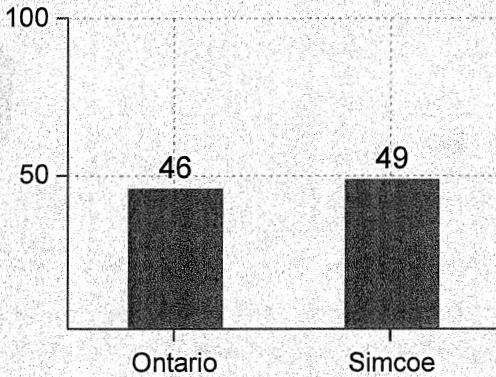
- Ontario Government - *Roadmap to Wellness: A Plan to Build Ontario's Mental Health and Addiction System*
- BANAC - *An Indigenous Opioid Strategy and Action Plan for North Simcoe Muskoka (2018)*
- Simcoe Muskoka District Health Unit - *Mental Health Promotion Strategy 2019-2022*
- Ontario Harm Reduction Network - *Connecting: A Guide to Using Harm Reduction Supplies as Engagement Tools*
- OHT for Specialized Populations: *MHA strategy*
- Simcoe Muskoka Opioid Strategy (SMOS): *An Action Plan for Our Communities*
- Ontario's Leading MHA organizations - *'Everything is not ok' campaign (2021)*
- Children's Mental Health Ontario - *'Kids Can't Wait' report*

References

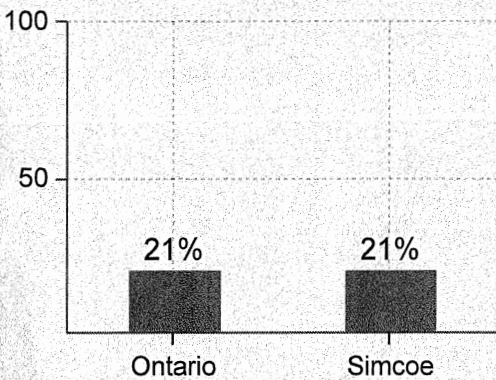
- ¹ World Health Organization. "Mental Health: Strengthening our Response" (2018) Fact Sheet
- ² "Mental Health and Substance Use." Mental Health and Substance Use | Mental Health Commission of Canada. Accessed 2021. <http://http://www.mentalhealthcommission.ca/English/what-we-do/mental-health-and-substance-use>.
- ³ Data source: National Ambulatory Care Reporting System 2011-2018, Ontario Ministry of Health and Long-Term Care, IntelliHEALTH ONTARIO, Data Extracted: January 2020
- ⁴ Data source: National Ambulatory Care Reporting System 2011-2018, Ontario Ministry of Health and Long-Term Care, IntelliHEALTH ONTARIO, Data Extracted: January 2020
- ⁵ "Children and Youth Mental Health Survey: Getting Help in Ontario." Ipsos Public Affairs, 2017. <https://www.ipsos.com/en-ca/news-polls/CMHO-children-and-youth-mental-health-ontario>.

Housing

Households Spending Over 30% of Income on Rent and Utilities

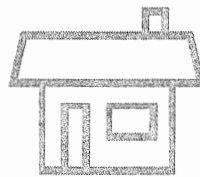


Households Spending Over 50% of Income on Rent and Utilities



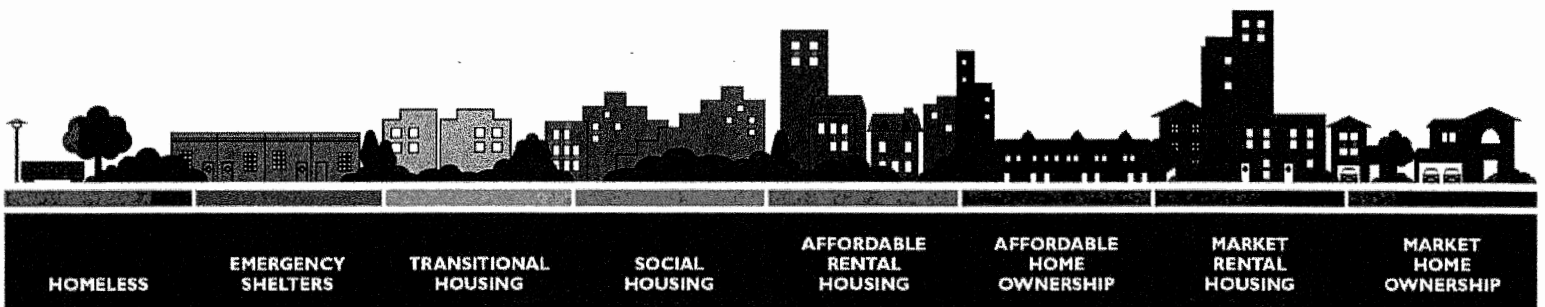
Housing has traditionally operated on a continuum. This continuum is a linear progression from homelessness or housing need to homeownership. It visually depicts different segments of housing.¹ It is important to note that people do not always move along the continuum in a sequential straight line. Life events and changing housing needs can result in movement in different directions, potentially by-passing segments along the continuum.

Soaring prices for homebuyers has created gridlock in the continuum. It is estimated that some 80% of rental units that become available each year come from people becoming homeowners. With fewer people being able to afford to buy, fewer rental units free up, which has a trickle-down effect throughout the continuum. This rise in demand for rental housing creates a competitive market due to constraints on supply, which fuels the fire of increasing rental fees. For a minimum wage worker, both the average market rent and average asking rent exceed the Provincial and Federal governments' definitions of affordability, which define affordability as rental costs that do not exceed 30 percent of gross income. Those who were at one point able to afford rent may now find themselves seeking subsidized housing, precariously housed, and some ending up homeless. Emergency and temporary housing provisions (e.g. shelters) within the system also bear the burden.



21%
of households
are renters

THE HOUSING CONTINUUM



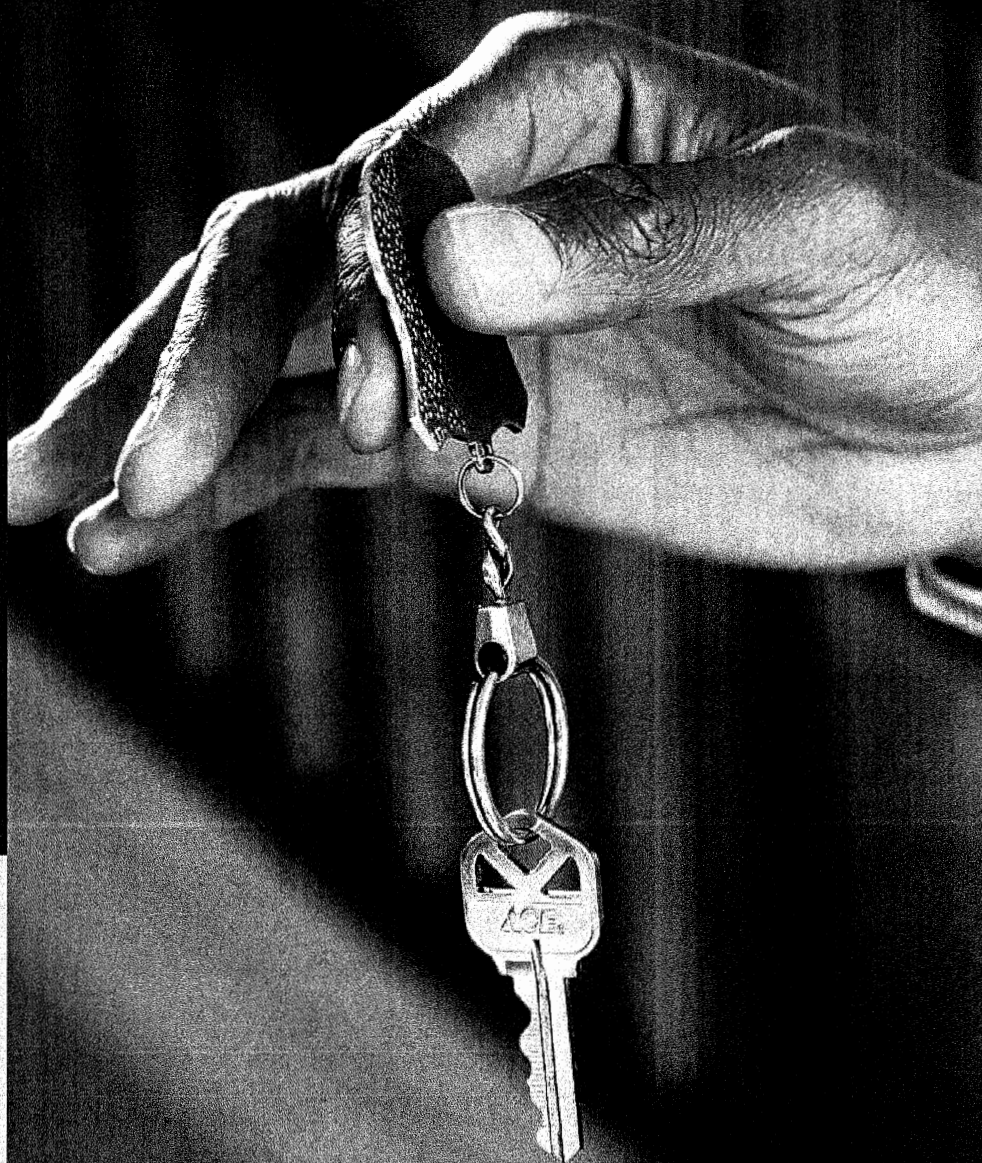
Credit: CMHC

Risk factors for housing instability include, but are not limited to:

- Gender (male)
- Indigenous Peoples are overrepresented
- Health / Mental Health and Addictions
- Low income / informal income
- Unemployment
- Lower education levels
- History of foster care
- Being forced to move frequently (3+ times in a 12-month period)
- History of incarceration
- Victims of domestic violence
- Housing status and poor housing conditions

Protective factors for housing stability include, but are not limited to:

- Current or recent employment
- High school diploma
- Earned income
- Good coping skills
- Family support
- Absence of addiction or treatment for addiction
- Absence of incarceration history





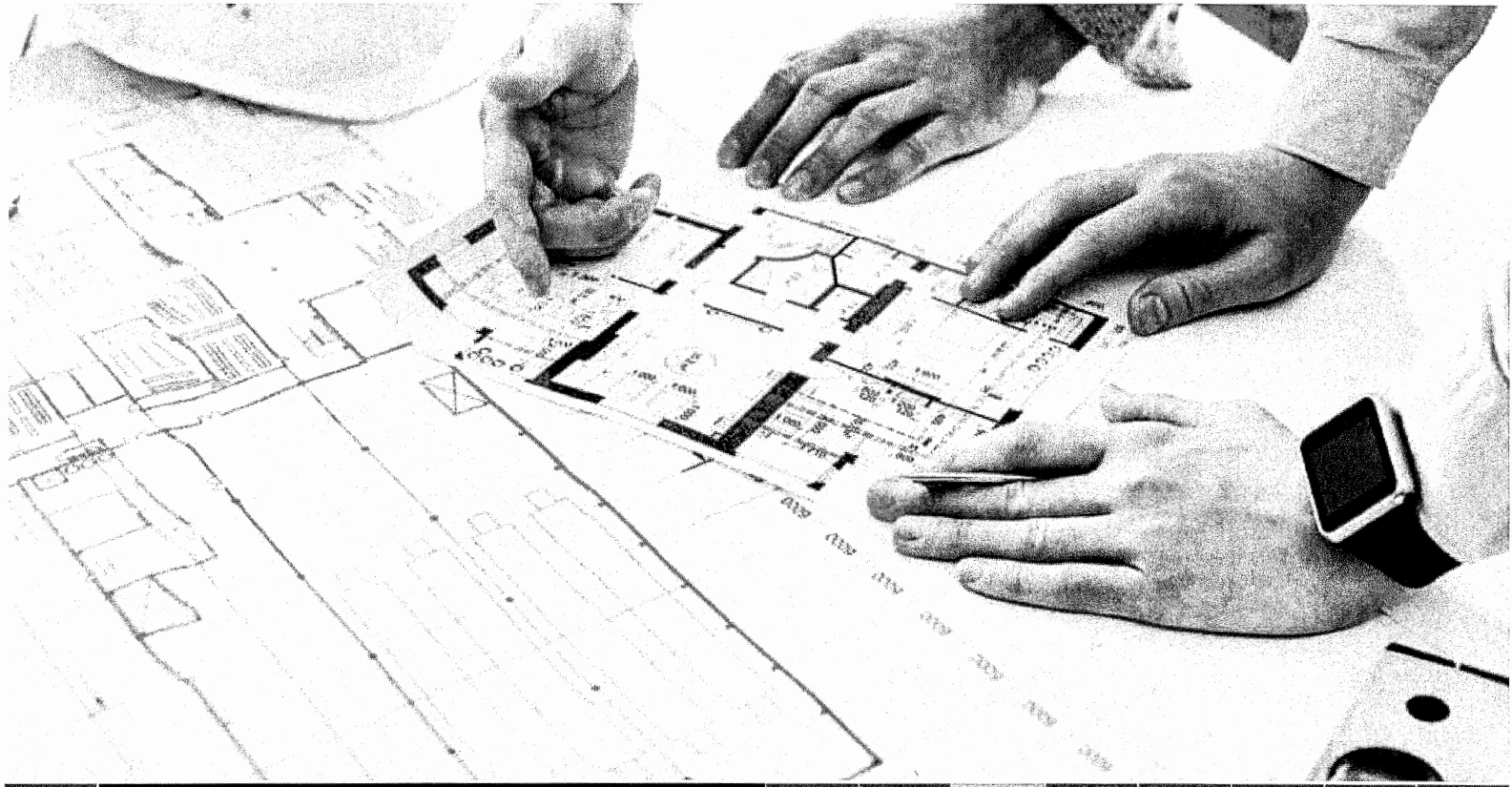
To encourage a return to balance and flow along the continuum, the County of Simcoe and municipalities continue to work together to explore strategies to increase affordable housing inventory. Some methods being explored seek to diversify the type of housing available and make housing more attainable. Although there is no universal definition, the Provincial Policy Statement and the Canada Mortgage & Housing Corporation ("CMHC") state that housing is affordable (attainable) when it accounts for no more than 30% of a household's gross income. The premise would be that a household could enter the local housing market before graduating or moving up to successively higher levels of housing. It is contextual to the unique circumstances that make up a community. The inventory of attainable housing would take into consideration a range of housing types and sizes. This would accommodate varying levels of income and changing household needs.

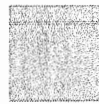
Attainable housing is non-subsidized and is affordable to those with workforce incomes. Municipal Councils have planning tools at their disposal and available for use as opportunities arise. Progress in this area will create movement in the system and can help re-establish flow along the continuum.

However, this type of housing is still out of reach for those among the most vulnerable in our communities. Co-existing factors such as medical and social complexities add to their vulnerability.

Those most at risk include, but are not limited to:²

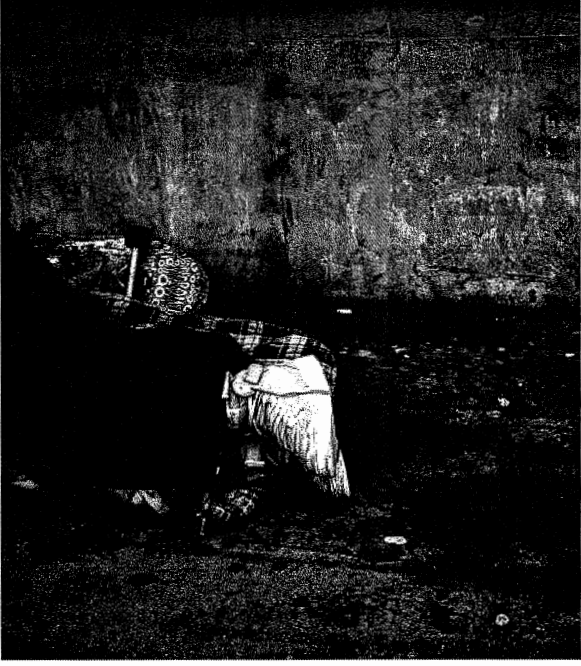
- Those with tri-morbidity (e.g. physical health issues, mental health and/or addiction issues, and significant housing barriers)
- Indigenous Peoples
- People exiting institutions or facilities (hospitals, addictions, correctional, child protective sectors, other)
- LGBTQ
- Youth
- Seniors (age 60+)





Housing First is usually based on 5 core principles:

- Immediate access to permanent housing with no housing readiness requirements
- Consumer choice and self-determination
- Individual, recovery-oriented, and client-driven supports
- Harm Reduction
- Social and community integration



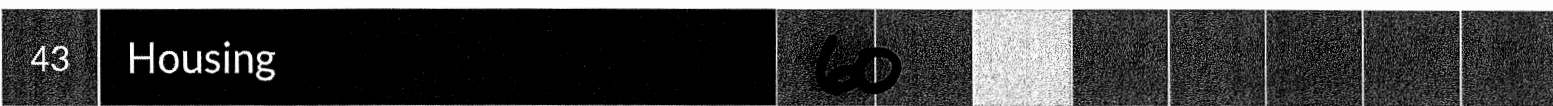
Despite the affordable housing crunch, we are in a good position to tackle these pinch points as a community and support those most vulnerable. Simcoe County's 10 Year Affordable Housing and Homelessness Prevention Strategy (2014-2024) addresses adequate, appropriate and affordable housing for all Simcoe County residents.³ This strategy is a collaboration between the County of Simcoe, 18 lower-tier municipalities, community partners, non-profits and private sector partners working together in a coordinated effort recognizing the pivotal role that safe and affordable housing plays across the lifespan. Annual reports monitor and measure progress.

The County of Simcoe, as the Consolidated Municipal Services Manager (CMSM) as designated by the Province of Ontario, is well-positioned to plan, coordinate and deliver much-needed services such as:

- Social Housing • Rent Supplements • Housing Allowance • Rent Geared to Income • Affordable Home Ownership Program • Affordable Housing Rental Development • Housing Retention Program • Ontario Renovates • Secondary Suites and • Homelessness System Supports

Safe, affordable, and stable housing is central to the overall well-being of a person. As a core determinant of personal health and well-being, lack of stable housing has immediate and long-term effects that influence a person's life.⁴ Although the County of Simcoe has responsibility at the regional level for planning and funding, they do not alone deliver the comprehensive basket of direct supports that are often needed to help people stabilize and maintain their housing. Simcoe County has a strong network of providers that actively participate in the Housing First approach by delivering care or services to clients in need.⁵

The Housing First approach is used in communities to move those who are precariously housed, the homeless, or those in emergency shelters into more stable long-term housing with supports.

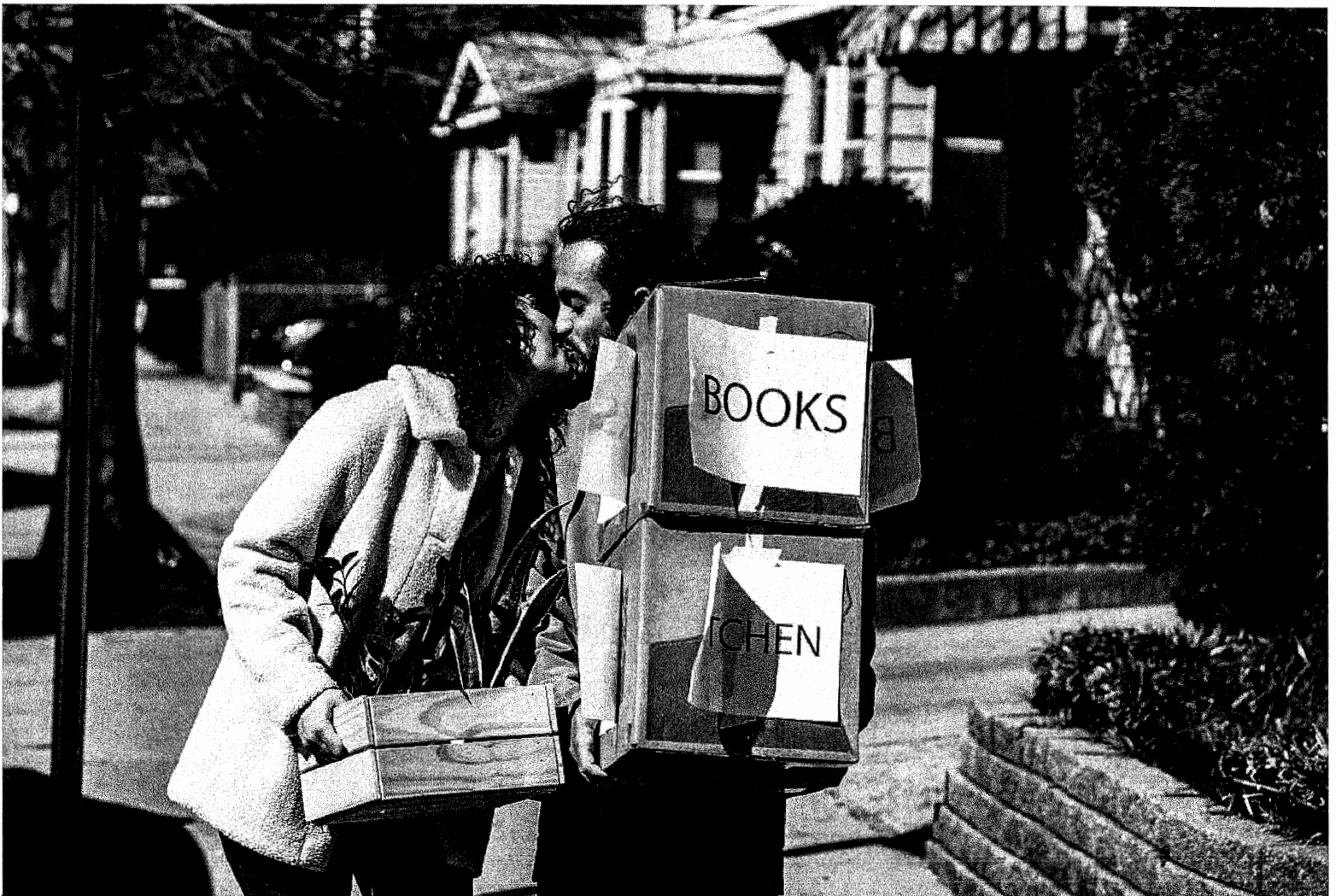




Under the Housing First model, there are three kinds of service supports identified:

1. Housing with support to help clients find housing, move in, and maintain their housing.
2. Clinical supports that provide or facilitate access to health and social care to clients to help them achieve housing stability and encourage well-being.
3. Complementary supports such as assistance with finding employment, volunteer work or accessing training. Supports like these are offered on a case-by-case basis to help clients improve their quality of life and integrate into the community and achieve self-sufficiency to the greatest extent possible.

However, even with a network of committed partner organizations, there is still a number of residents that return to homelessness, and the number of people that are precariously housed that would benefit from timely support and assistance continues to increase.



Throughout the one-to-one and group engagement process of subject matter experts and local survey results from residents within our community, the following predominant themes emerged.

Affordable is not always affordable

Many residents in our community do not have the income to support the increasing rental rates. Even rates that, by definition, are considered affordable are not affordable to some residents. Some find themselves deciding between buying food and paying housing costs. With demand for rentals outnumbering the supply of rentals, affordable rental is critically low. To a large part, solutions to this need to come from the Provincial and Federal governments.

We have resources and tools

We need to continue to find ways to connect and support efforts to increase housing inventory. We need to continually evaluate opportunities to use the resources and planning tools at our disposal. We need to explore new housing types and partnerships that make the most sense in our community.

Housing is connected to other areas of risk

With housing costs often being the largest monthly expense for most people, factors like education, employment, income, mental health, and addictions directly influence a person's ability to secure safe housing that they can afford. When housing prices are prohibitive, the economy suffers, which impacts labour supply in communities.

Everyone needs a place to call home

Some factors challenge a person's ability to secure housing. NIMBYism (Not In My Backyard) is real. Bias and discrimination influence the ability to secure housing for some residents. Ongoing public education, awareness and understanding are needed. There is good work being done in our community by organizations advocating for the rights of our residents. Housing as a right of each resident in society is recognized in principle but is hard to recognize operationally without adequate resources. However, COVID showed that we could mobilize quickly around homelessness when we were given the resources to do it.

Housing stability is key

Securing housing is one thing; keeping someone housed is another thing. There is a degree of invisible homeless and precariously housed that are not captured in statistics. With so many factors at play in someone's life, residents need to be offered resources and supports to give them the best chance at successfully staying housed. This includes holding property owners accountable for unsafe and poor living conditions, supporting housing strategies of Indigenous communities, offering the right supports at the right time, expand resident and service provider awareness of available resources and supports, and ensuring supports are available for as long as they are needed. When someone is successful in maintaining their housing, it affords them opportunities to more fully contribute and engage in society.

With a strong backbone system in place, we can now turn our attention to:

- Continuing to collaborate and increase awareness of the tools and resources available to create new and more diversified housing inventory
- Optimizing the provision of the flexible supports and services that people need to successfully stay housed once they have secured housing



Strategic Direction

The County of Simcoe, Nottawasaga GMG and community partners will help advance collective action to address stable and securing housing in Nottawasaga

Strategic Goals

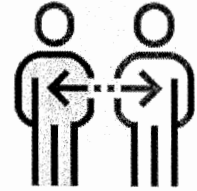
1. Identify and draft a Comprehensive Continuum for Housing Stabilization Supports Framework (e.g. housing, clinical and complementary supports) to improve quality, equity, efficiency, and access
2. Map the Comprehensive Continuum for Housing Stabilization Supports in Nottawasaga
3. Achieve a common understanding of defined partner roles and responsibilities regarding supports that positively influencing housing stability
4. Housing First principles guide the work

Outcomes

- More residents are successful in retaining housing
- Strategies across sectors align to support their role along the Comprehensive Continuum for Housing Stabilization Supports Framework
- More equitable access, consistency and quality of housing stabilization supports offered in Nottawasaga
- Shared advocacy opportunities if resource constraints are identified

Strategic Priority

Build capacity through information sharing, knowledge transfer and exchange



Strategic Direction

The information and resources needed to plan for and support housing development and housing stability is organized and shared across sectors.

Strategic Goals

1. Increase the capacity in Nottawasaga to best utilize available tools to support the development of attainable housing
2. Increase information sharing opportunities between County, municipalities and community partners
3. Determine the best process (pathways) for information sharing at the resident, and provider (partner) level
4. Align work with current federal, provincial, and local homelessness support access systems

Outcomes

- Residents are more successful in securing and retaining housing
- Appropriate use of available resources and tools results in increased housing options and inventory
- Partners are informed and up-to-date across each sector
- Residents can make informed decisions

Strategic Priority

Utilize multi-sectoral data and performance measurement to inform system change



Strategic Direction

Multi-sectoral data and performance measurement will inform better ways to support housing stability

Strategic Goals

Identify 3-5 key metrics regarding outcomes (impact) of inter-sectoral efforts related to housing stability that will contribute to the overarching county CSWB Indicator Framework and Data Set grouped to the desired level of geography (GMG) (Work with existing measurement data such Homelessness Individuals and Families Information System (HIFIS), 2020 enumeration data, other)

Outcomes

- More residents are successful in retaining housing
- Strategies across sectors align to support their role along the Comprehensive Continuum for Housing Stabilization Supports Framework
- More equitable access, consistency and quality of Housing Stabilization supports offered in Nottawasaga
- Shared advocacy opportunities if resource constraints are identified

Strategies are in alignment with:

- County of Simcoe - *10-Year Affordable Housing and Homeless Prevention Strategy*
- County of Simcoe - *Built for Zero Strategy*
- County of Simcoe - *Positive Aging Strategy (2018-2023)*
- BANAC - *Five-Year Community Strategic Plan (2019)*
- Government of Canada - *National 10 year Housing Strategy (2017)*
- Government of Canada - *Reaching Home: Canada's Homelessness Strategy*
- Government of Ontario - *More Homes, More Choice: Ontario's Housing Supply Action Plan*
- The Homeless Hub - *Performance Measurement in a Housing First Context (2015)*

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- ³ 10 Year Affordable Housing and Homelessness Prevention Strategy - Social Housing. County of Simcoe, n.d. <https://www.simcoe.ca/ourahhps>.
- ⁴ Swope, Carolyn B., and Diana Hernández. "Housing as a Determinant of Health Equity: A Conceptual Model." *Social Science & Medicine*. Science Direct, September 25, 2019. <http://www.sciencedirect.com/science/article/abs/pii/S0277953619305659>.
- ⁵ "Reaching Home: Barrie-Simcoe Community Homelessness Plan 2019-2024." Homeless Hub. Collaborative, 2019. www.homelesshub.ca/sites/default/files/attachments/Finalized%20Community%20Plan%20-%20Barrie.pdf.

Job Creation

Why it Matters

For Individuals:

- Higher-income is consistently associated with better health
- Mortality rates are lower among those that are employed compared to unemployed
- Employment reduces the risk of depression, improved general mental health
- Employment is a principal source of essential psychological needs (time structure, social contact, collective purpose and social identity/status)

For the Community:

- Employment helps accrue, through the collection of taxes, resources for various community programs
- Improved social cohesion
- Healthier population

Job creation is a priority of Nottawasaga's economic development plan. It is of high importance to the municipalities, businesses and organizations, social development partners, stakeholders and the residents of Nottawasaga.

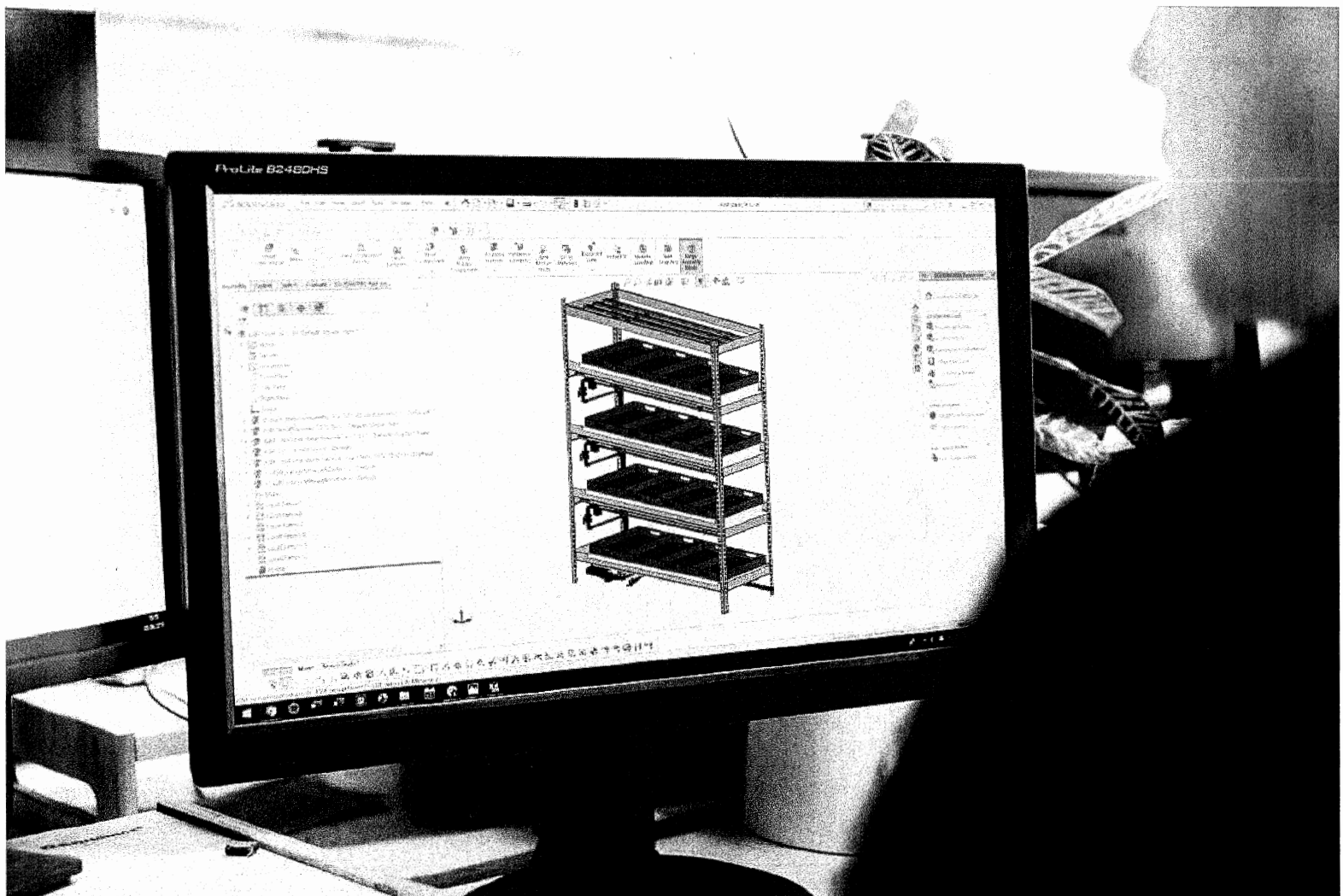
Labour is more than a factor of production. Labour is an essential element of any development process, as well as well-being and social cohesion. Labour is the main asset that people have to offer; the type of work people hold is one of the most influential determinants of well-being, as, over their lifetime, most people spend a significant part of their time at work.¹ Job creation, like the other areas of risk identified in the CSWB planning in Nottawasaga and throughout the county, are often linked or dependencies of each other. Job creation is a precursor to employment. Job creation also has a significant influence on income. With more jobs created, there is more competition in the marketplace to hire workers. This can result in a win-win for both employers and employees. Businesses are in a position to hire because they see or are experiencing growth, and workers will benefit from competitive wages due to supply and demand.



Job Creation

The new economy we find ourselves in has brought changes that push industries to innovate to stay relevant, let alone thrive. This presents new challenges for workers and organizations. Workers require skills that previously didn't exist. Technology and equipment are evolving as well. Organizations may need to invest in new equipment to stay current. Although some jobs may decline or become obsolete as technology and automation climb, new positions will emerge to operate and maintain the technology and automated processes.

One of the opportunities that come with the new economy is how quickly businesses can digitally connect to customers outside their geography or physical community. This flexibility, access, and ability to spread and scale provides Nottawasaga with immense opportunity. Nottawasaga has the advantage of being the next frontier of available commercial and industrial lands outside the GTA. With a solid automotive and manufacturing presence, there is opportunity and interest in diversifying the industrial and commercial base.



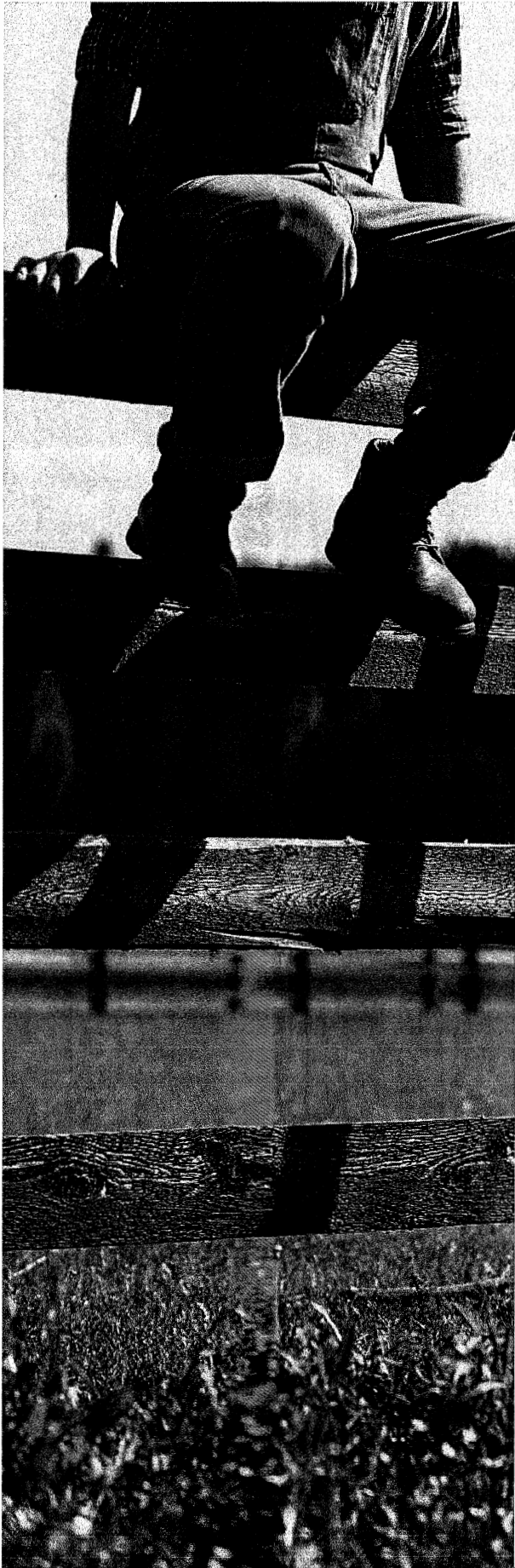
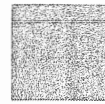
Risk factors for job creation include, but are not limited to:

- Economic downturn
- Recession
- Advances in technology
- Seasonality of businesses
- Outsourcing
- Higher rates of consumer spending
- Infrastructure challenges
- Red tape
- Lack of access to finance

Protective factors for job creation include, but are not limited to:

- Business / entrepreneurial leadership
- Advances in technology
- Digitization (from a productivity standpoint)
- Innovation
- Partnerships
- Strong economy
- Solid Infrastructure
- Access to a skilled workforce
- Local affordable housing
- Policies that support growth





Small to medium-sized businesses make up the majority of businesses in Nottawasaga. Agriculture has and continues to have a strong presence in the community and is a driver of economic success. Unique and exciting opportunities to explore agritourism is appealing for a variety of reasons. There are financial, social, educational benefits to tourists, producers and the community.² Agritourism allows producers to generate additional income and creates an avenue for direct-to-consumer marketing. It enhances the tourism industry by increasing the volume of visitors to an area and the length of their stay. Agritourism also provides communities with the potential to increase their local tax bases and new employment opportunities. It can lay a foundation for education that can connect the community to knowledge and appreciation for local businesses and their product and services. It also gives rise to new ideas for entrepreneurs.

Entrepreneurs are continually pushing innovation and trying to carve out a space for their business. Nottawasaga is a great place to start or grow a business with strong support from the municipalities, community development partners, entrepreneur mentorship supports, and business development partners.

With digitally enabled services on the rise, we need to ensure that the infrastructure is in place to support business operating at optimized capacity. Connectivity and speed can be challenging for more rural communities. Recent improvements to fibre-optic network expansion and the provincial government's commitments to improving access to high-speed internet are very promising for Nottawasaga residents and businesses.^{3,4}

As industries grow, we will need to find ways to house a growing workforce affordably. Pro-growth policies that support business development will encourage job creation (growth), and healthy competition will encourage fair and competitive wages. To ensure that growth is sustainable, we need a broad inter-sectoral approach to ensure that education, training, and skill development align with forecasted industry need.

Throughout the one-to-one and group engagement process of subject matter experts and local survey results from residents within our community, the following predominant themes emerged.

Transportation is an obstacle

Nottawasaga has limited transportation options. Suggestions of shuttles, alternative transit options at affordable rates were brought forward, and factoring in existing transit routes into planning.

Lack of affordable housing and other amenities

The wages (on average) paid do not support the cost of living in Nottawasaga. More amenities would be a draw to the area. Include more green space in town to encourage more people to visit and linger in the downtown core. Incorporate commercial into residential developments.

Local wages

Workers will travel (leave the area) for higher wages. Non-standard employment, minimum wage, lack of benefits are all factors that lead to residents seeking employment outside of Nottawasaga.

Pathways to job creation need to be clearer

Improve awareness of local resources that support local entrepreneurs and start-ups in the area. Enhance support for 'working from home' so that people could launch home-based businesses without frustration (e.g. poor internet connection, speed, other), less red tape, streamline/automate processes where possible, incentives for small business, re-evaluate railway potential. Strengthen relationships between employment, economic development and other community partners that have residents' interests in mind.

Diversify the commercial and industrial base

Support for more health-related, community services, cafes and restaurants (not fast food), more agricultural businesses, other.

With a committed network of economic development, community development, and employment partners in our community, we can now bolster existing strategy by:

- Strengthening local partnerships
- Looking beyond our traditional partners towards a broader inter-sectoral approach to supporting job creation in our community
- Building local capacity related to apprenticeship, skilled trade, health care and soft skills training
- Measuring the impact of our inter-sectoral approach



Strategic Direction

Inter-sectoral collaboration will help position Nottawasaga as a premier location for job creation

Strategic Goals

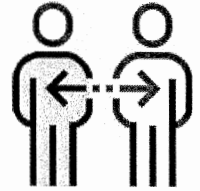
1. **I**dentify, draft and map an 'Inter-sectoral Enablers to Job Creation Framework.'
2. **U**se a maturity model to monitor progress related to enhancing services and enablers that support job creation
3. **C**apitalize on Nottawasaga's advantage of being the next frontier after the GTA for available employment land development opportunities (commercial and industrial)
4. **A**dvance rural connectivity (e.g. internet access and speeds, transportations options)

Outcomes

- **C**oordinated strategies across sectors
- **M**ore economically diverse community
- **M**ore connected community (communications)

Strategic Priority

Build capacity through information sharing, knowledge transfer and exchange



Strategic Direction

Information and resources to promote and support job creation is available to entrepreneurs, interested business owners, and those that make up the labour force

Strategic Goals

1. Increase knowledge and capacity to support economic diversification in Nottawasaga (e.g. agritourism, tourism, technology, other)
2. Connect aspiring and established entrepreneurs and small business to resources and supports needed to launch and grow their business
3. Increase awareness of skills and training opportunities that reflect forecasted industry needs in Nottawasaga
4. Strengthen community connection to Community Futures Development Corporations (CFDC), Community Business Development Corporations (CBDC), Simcoe Muskoka Workforce Development Board (SMWDB), and the Henry Bernick Entrepreneur Centre (HBEC)
5. Increase information sharing opportunities between municipal and community partners

Outcomes

- More connected community
- Better positioned to support growth
- More diverse economy
- Stronger partnerships
- Employable community

Strategic Priority

Utilize multi-sectoral data and performance measurement to inform system change



Strategic Direction

Key impact metrics will guide collaborative inter-sectoral work that supports job creation in Nottawasaga

Strategic Goal

Identify 3 -5 key metrics regarding outcomes (impact) of inter-sectoral efforts related to job creation that will contribute to an overarching County CSWB Indicator Framework and Data Set, grouped to the desired level of geography (GMG)

Outcomes

- Multi-sectoral data will further help identify gaps, trends, opportunities and emerging threats to job creation
- Greater access to data for planning purposes

Strategies are in alignment with:

- New Tecumseth - *Economic Development Strategic Plan (2017)*,
- New Tecumseth - *Town of New Tecumseth Council Strategic Plan (2019-2022)*
- Township of Adjala-Tosorontio - *Community Based Strategic Plan (2015)*
- Essa - *Official Plan, 2001.*
- County of Simcoe - *Economic Development Strategy 2021-2025 / COVID-19 Recovery Plan*

References

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- ³ "Up to Speed: Ontario's Broadband and Cellular Action Plan." ontario.ca. Government of Ontario, July 2019. <https://www.ontario.ca/page/speed-ontarios-broadband-and-cellular-action-plan>.
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Forging Ahead

Our CSWB Plan has laid the groundwork and structure for our next steps.

The first step in all areas of risk is to identify and draft a framework or continuum. We recognize that people experience risks and threats to their safety and well-being at different points and in different ways. Having a firm understanding of the necessary supports and protective factors across each area of risk will help us tailor our approach based on the unique needs of our residents.

We will build our local CSWB Table, facilitating the formation of our Regional CSWB Steering Committee. Given that MHA is the one area of risk common to all CSWB Plans across Simcoe County, we commit to starting there.

We will work towards a Community CSWB Scorecard of indicators reflective of all eight areas of risk. We will coordinate with the Data Consortium to identify efficiencies with this process.

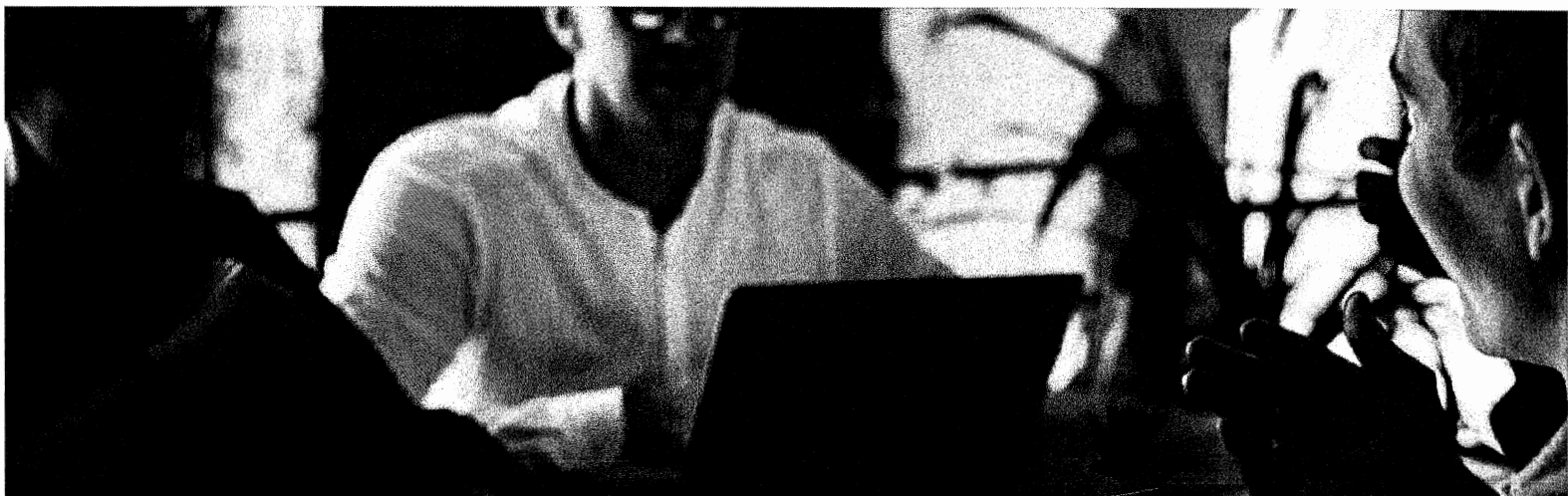
Our Advisory Body and those with lived experience will be our source of truth throughout this process that will keep us connected to what matters most and how best to accomplish it.

Our GMCC will continue in their current capacity. They will lead our local efforts and keep our Councils connected to our progress in a timely and meaningful way.

We will work as allies with our border communities, recognizing that the natural travel of residents in bordering communities may influence their care/service preferences which may differ from defined catchments of organizations and services.

Ensuring that our approach reflects cross-sector collaboration is critical. We will invest our time, efforts and resources into enablers with the farthest reach and that yield the most positive impacts across the interconnected areas of risk.

Over the next three years, we will move our CSWB planning forward, recognizing that there will likely be changes around us. We are experiencing a great deal of uncertainty as a result of the pandemic. We have factored this into our Plan. We can respond in an agile and coordinated manner despite any challenges we face. One thing will not change – our community needs us, and every single resident has the right to be safe and well.



Engagement List

Adam Ballagh	Just Recovery Simcoe
Aleta Armstrong Director of Community Engagement, Inclusivity and Fundraising	Canadian Mental Health Association Simcoe County
Alison Brett Coordinator	Georgian College Career and Employment Community Services
Andrew Fletcher Chief of Police	South Simcoe Police Service
Andrew Robert Paramedic Chief	County of Simcoe
Andrew Tait A/Inspector	Huron West Ontario Provincial Police
Arfona Zwiers Director of Social Housing	County of Simcoe
Ashley Sweeney Team Leader	Agilec
Ashley Watson Business and Communications Coordinator	Township of Ramara
Blaine Parkin CAO	Town of New Tecumseth
Brenda Guarda Program Manager-Population Health Assessment, Surveillance and Evaluation	Simcoe Muskoka District Health Unit
Brenda Jackson Executive Director	BANAC
Brian Thomas Fire Chief (Retired)	Township of Tay
Dwight Peer Chief Superintendent, Commander, Central Region	Ontario Provincial Police
Cathy Lethbridge Principal of Well-Being	Simcoe County District School Board
Chris Archer Project Manager	Couchiching Family Health Team and Couchiching OHT
Chris Maecker Detachment Commander	Collingwood and The Town of Blue Mountains Ontario Provincial Police

Engagement List

Claudia Swoboda-Geen Public Health Nurse, Substance Use and Injury Prevention Program	Simcoe Muskoka District Health Unit
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Donna Hewitt Director, Corporate Services	Township of Oro-Medonte
Dr. Kim McIntosh Clinical Lead, Physician	Couchiching Ontario Health Team
Gail Michalenko Coordinator	SCATEH
Gayle Hall Chief Librarian / CEO	Simcoe County Library Co-operative
Geoff McKnight CAO	Town of Bradford West Gwillimbury
George Vadeboncoeur CAO	Town of Wasaga Beach
Germaine Elliott Executive Director - Mamaway Wiidokdaadwin	BANAC
Gerry Croteau Executive Director	Gilbert Centre
Graeme Peters CEO-New Tecumseth Library	Town of New Tecumseth
Greg Bishop General Manager, Social and Community Services	County of Simcoe
Gosia Puzio Manager, Social Media	Ontario Provincial Police

Engagement List

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Consultant

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Heather Klein-Gebbinck
Executive Director

South Georgian Bay Community Health Centre

Howard Courtney
Pastor

Innisfil Community Church

Jaelen Josiah
Recreation: Youth Advisory Council

Township of Tiny

Jamie Moran
Director of Ontario Works

County of Simcoe

Jane Sinclair
General Manager, Health and Emergency Services

County of Simcoe

Jeff Schmidt
CAO

Township of Springwater

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Housing Support Worker

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Executive Director of The Innisfil Community Foundation

Town of Innisfil

Jennifer Murley
Community Engagement Coordinator

Town of Innisfil

Jennifer Parker
Coordinator, Community Well-Being and Inclusion

Town of Collingwood

Jim Harris
Manager of Planning and System Integration

New Path Youth & Family Services

Jim Smyth
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Ontario Provincial Police

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County of Simcoe

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Southern Georgian Bay
Ontario Provincial Police

Katy Vicary
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Ontario Provincial Police, Central

Engagement List

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Nottawasaga Detachment
Ontario Provincial Police

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City of Orillia

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CEO, Library Services

Essa Library

Laurie Kennard
CAO

Township of Severn

Laurie Straughan
Supports and Services Manager

Empower Simcoe

Lindsay Bryant
Human Resource Specialist

Township of Tay

Lynn Davies
Executive Director

Couchiching Family Health Team

Lynne Cheliak
Director of Clinical Services

Canadian Mental Health Association
Simcoe County

Mark Aiken
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County of Simcoe

Maxine Johnson
Director, Programs and Services

Empower Simcoe

Melanie Marchand
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Georgian College Career and Employment
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Contact Community Services

Melissa Hurst
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Simcoe Moms for Opioid Awareness

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County of Simcoe

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Catholic Family Services of Simcoe County

Mike McEachern
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FOCUS Employment Services

Mike McWilliams
Fire Chief

Town of Wasaga Beach

Engagement List

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Brief Service Worker

Nancy Heuther
Economic Development Manager

Nancy Sutherland
Registered Nurse, Volunteer

Nathan Sykes
CEO

Pam Hillier
Executive Director

Paul Pentikainen
Senior Planner

Peter Leon
Corporate Communications Coordinator

Phillip Brown
Detachment Commander

Rebecca Holloway
Resource and Information Specialist

Rhonda Bunn
CAO

Rob Sheppard
Project Facilitator

Roree Payment
Fire Chief

Rosslyn Junke
Director, Community Impact

Sandra Easson-Bruno
Director

Sandra Lee
Manager, Local Immigration Partnership

Sandy Foster
Wellness Catalyst

Sonya Skinner
CAO

WENDAT Community Programs

County of Simcoe

The Lighthouse

The Guesthouse Shelter

Community Connections / 211

Town of Innisfil

Barrie Police Service

Huron West
Ontario Provincial Police

Georgian College Career and Employment
Community Services

Township of Adjala-Tosorontio

Simcoe Muskoka Workforce Development
Board

Township of Clearview

United Way of Simcoe County

North Simcoe Specialized Geriatric Services
Specialized Geriatric Services

County of Simcoe

Town of Innisfil

Town of Collingwood

Engagement List

Stacey Cooper
Clerk / Deputy CAO

Stewart Strathearn
Mayor

Steve Ridout
Detachment Commander

Sue Sgambati
Corporate Communications Coordinator

Sue Walton
Director of Legislative Services / Clerk

Susan Baues
Library Manager, Collections

Susan Laycock
Executive Director

Tej Parmar
Director of Services

Tim Leitch
Director, Public Works

Dr. Valerie Grdisa
CEO

Veronica Eaton
Detachment Commander

Wendy Hembruff
Manager of Ontario Works

Town of Penetanguishene

Town of Midland

Nottawasaga
Ontario Provincial Police

South Simcoe Police Service

Township of Tiny

Town of Innisfil

Simcoe Muskoka Workforce Development
Board

Canadian Mental Health Association
York and South Simcoe

Tiny Township

Canadian Mental Health Association Simcoe
County

Couchiching
Ontario Provincial Police

County of Simcoe

Thank you to Child, Youth and Family Coalition of Simcoe County, Simcoe Muskoka Opioid Strategy (SMOS), the various Community Roundtables, Situation Tables, Municipal Councils, Age Friendly Committees, Ontario Health Team Working Groups, and SCATEH for invitations to present and discuss community safety and well-being issues and actions needed.

Appendix A

Inter -Sectoral Work Underway
in Simcoe County



We recognize that there are collaborative efforts already underway and inter-sectoral collaboration in itself is not new. We have an abundance of evidence of this in our own community.



NOTE: The information on the following pages is not an exhaustive list.

Inter-Sectoral Work Already Underway Across Simcoe County

Mental Health and Addictions

Clinical Care Coordination and Integration (OHT for Specialized Populations)

Current focus: People with MHA conditions, starting with Child and Youth and Indigenous populations

Specialized Geriatric Services Clinical Design Strategy (North Simcoe Muskoka Specialized Geriatric Services)

NSM Specialized Geriatric Services are hospital and community-based health care services supporting frail older adults and their caregivers. A team of health care professionals supports the assessment, diagnosis and initial management of issues commonly seen in older adults with frailty. Team members include geriatricians, geriatric psychiatrists, nurses, social workers, occupational therapists, physiotherapists and pharmacists. The North Simcoe Specialized Geriatric Services is also working on timely research and response to confinement syndrome

Seniors Social Prescribing Program (Community Connections)

Addressing social isolation in Seniors

Integrated Inter-Sectoral Transitional Age Youth Services (Various Partners)

Youth Hubs throughout the County

Mobile Withdrawal Management and Stabilizations Program (CMHA and Mamaway Wiidokdaadwin Primary Care) program and services for rural and urban Indigenous populations

Mobile Police / Mental Health Crisis Team (Local Police: South Simcoe / OPP and Mental Health Partners)

Mobile response team consisting of a police officer and mental health professional also known as C.O.A.S.T, M.C.I.T or M.H.S.T throughout the region (different GMGs call it by a different name).

'An Action Plan for Our Communities' (Simcoe Muskoka Opioid Strategy *SMOS)

Multi-sector partnership known as SMOS which is chaired by the Simcoe Muskoka District Health Unit (SMDHU). SMOS is championing a collaborative opioid strategy for Simcoe Muskoka

Foundational Pillars:

1. Data and Evaluation
2. Lived Experience

Action Pillars:

1. Prevention
2. Treatment / Clinical Practice
3. Harm Reduction
4. Enforcement
5. Emergency Management

Inter-Sectoral Work Already Underway Across Simcoe County

Mental Health and Addictions

Indigenous Opioid Strategy (regional Indigenous partner organizations)

Culturally grounded prevention, education, anti-stigma and harm reduction strategies, mobilized and supported by local Indigenous communities

Situation Tables (Community Partnership)

Situation Tables have been established in various communities throughout the County. Situation Tables (also known as Hubs) help front line staff from the public safety, health, and social service sectors to identify vulnerable people that are at acutely elevated risk and collaboratively and rapidly connect them to services before they experience a negative or traumatic event

COMPASS (Child, Youth and Family Coalition of Simcoe County)

COMPASS (Community Partners with Schools) is a network of community school teams across Simcoe County that link schools (elementary and secondary) with local providers of community supports and services including child and youth mental health, parenting supports, child protection, health, youth justice, community recreation and more. COMPASS teams help schools enhance student learning, support healthy child/youth development and reduce social, emotional or behavioural challenges within schools

Integrated Psychogeriatric Outreach Program (IPOP) – LOFT

The Integrated Psycho-geriatric Outreach Program (IPOP) provides comprehensive psychogeriatric assessments by a community clinician consulting with a psychiatrist or geriatrician in the client's home. This program looks to promote the health, well-being, safety and independence of older adults living in the community with mental health and dementia-related concerns

Inter-Sectoral Work Already Underway Across Simcoe County

Income

Ontario Works: Financial and Employment Assistance (County of Simcoe)

Benefits:

- Basic Needs
- Shelter Allowance
- Employment Related Expenses
- Medical Travel and Transportation Costs
- Special Diet Allowance
- Child Care Expenses
- Drug Card
- Adult Emergency Dental
- Eyeglasses
- Earnings exemption after 3 months of continuous eligibility
- Extended employment health benefits

Programs:

- Self-employment assistance
- Basic Education and Training programs
- Learning, Earning and Parenting program
- Community Participation
- Job Readiness Workshops
- Apprenticeship Development
- Addiction Services Program

Poverty Reduction Task Group (Child Youth and Family Services Coalition)

The PRTG supports poverty reduction initiatives by providing leadership, advocacy to increase access to and address the barriers to the social determinants that families and individuals of low-income experience. They develop and support initiatives at the local and county level

Bridges Out of Poverty, Getting Ahead, Circles (County + SCDSB)

Bridges Out of Poverty provides a family of concepts and workshops to help employers, community organizations, social service agencies, and individuals address and reduce poverty in a comprehensive way. Bridges brings people from all sectors and economic classes together to improve job retention rates, build resources, improve outcomes, and support those who are moving out of poverty

No Money for Food is Cent\$less (Simcoe Muskoka District Health Unit)

No Money for Food is ... Cent\$less is a campaign that aims to increase awareness and advocacy for income solutions that will help everyone to buy enough food to feed themselves and their families

Simcoe County Food Council (Community partners)

The County of Simcoe in partnership with various stakeholders has created a community-based Simcoe County Food Council (SCFC) to enhance community food security and decrease food insecurity in the region. The Council's vision is for a "sustainable, equitable and secure local food system in Simcoe County that recognizes food as a human right."

Inter-Sectoral Work Already Underway Across Simcoe County

Income

Urgent Needs Fund (United Way Simcoe Muskoka)

The Urgent Needs Fund offers emergency financial assistance with prompt, one-time grants to address basic needs like groceries, clothing, transportation, health and wellness expenses and more, and has been expanded to assist those impacted by the COVID-19 pandemic. The Urgent Needs Fund cannot address housing payments or arrears. The Urgent Needs Fund was designed to help fill that gap by providing timely, modest grants once community resources had been exhausted

Interactive Low-Income Map (Simcoe Muskoka District Health Unit)

There are pockets of areas within each municipality that have higher percentages of their populations living in low-income. This map uses dissemination areas (DA) – a standard geography with populations of 400-700 to show the variation in the prevalence of low-income (after-tax). The data is grouped into quintiles (5 income levels containing approximately 20% of the population). The DAs are ranked from lowest to highest income and rolled up into the 5 income quintile groups. The income data is from the 2016 Census

Community Link (Transportation) (Community partners)

The Community Transportation Link, or CT Link, is a network of community-based transportation service providers developing a web-based Portal that they will use to identify opportunities to pool transportation resources between agencies. The CT Link will improve mobility options for people using community-based transportation services, such as seniors, people living with disabilities and/or medical concerns, and people on fixed incomes, by increasing their transportation opportunities. Self-bookings are now available for CT Link clients

Free and low-cost Meals (www.foodinsimcoecounty.ca)

This is an online resource that lets people know where free and low-cost meals can be found in their community. It will indicate the date, time, and location of the meals available

Local data (Enumeration, Food Security, Living Wage, Local Immigration Partnership) (County of Simcoe and various partners)

Various organizations and groups throughout Simcoe County work to gather local data to use that will inform planning and service delivery across programs that address poverty

Inter-Sectoral Work Already Underway Across Simcoe County

Housing

10 Year Affordable Housing and Homelessness Prevention Strategy (County of Simcoe and Municipalities)

Strategic Opportunities:

1. Establish strong leadership and governance
2. Achieve affordable housing target
3. Protect existing public assets
4. Planning for the public good – Planning Policy and instruments to support affordable housing
5. Create an integrated model for housing and supports

Social Housing (County of Simcoe)

Various Housing and Supports: Social Housing, Rent Supplements, Housing Allowance, Rent Geared to Income, Special Needs Housing, Home Ownership Program, Housing Retention Program, Ontario Renovates, Secondary Suites

BFZ Simcoe (Community partnership)

Goal is to reach functional zero by December 31, 2024

Efforts centre around two initiatives:

1. Coordinated Access System: a community-wide strategy to help prevent homelessness and match individuals and families experiencing homelessness to housing and support resources
2. By-name List (BNL): the BNL helps community partners know every person experiencing homelessness by name, understand their unique needs, and then prioritize them for the most appropriate and available housing and supports

Simcoe County Alliance To End Homelessness (SCATEH) (Local Movement)

SCATEH is a local movement to prevent and end homelessness in Simcoe County, through coordinated strategies, advocacy, and awareness

Inter-Sectoral Work Already Underway Across Simcoe County

Social Connectedness / Safety

Seniors Isolation Project (Community Connections and community partners)

The aim of the project is twofold:

- 1) to measurably reduce social isolation among seniors, and
- 2) to build our community's capacity to identify, reach, and connect isolated seniors—preventing isolation in the future

Age-Friendly Resources and Helpful Links (County of Simcoe)

The County of Simcoe website, under Age-Friendly Community, has resources and links related to accessing help, social inclusion and locations of Active Living Centres in Simcoe

LGBTQ Youth and Family Programming (Gilbert Centre)

The Gilbert Centre runs a program called, QT Youth Connection which is a drop-in and social space for Queer, Trans, Intersex, Questioning and Non-Binary youth. Groups take place in Barrie, Orillia, Midland, Bradford, and Stayner and are a place for youth to connect with each other and to community

Older LGBTQ Adult Programs (The Gilbert Centre)

The program contributes to the knowledge base of better understanding of the needs and wishes of the LGBTQ older adults in our region, to create safer spaces to socialize, educate, and connect communities. The program offers drop in programs, educational seminars, inter-generational programming and collaborates with the Safer Spaces program to support senior serving organizations and long term care facilities to become inclusive to older LGBTQ adults

Local Immigration Partnership (County of Simcoe, community partners)

The Simcoe County Local Immigration Partnership (SCLIP) is a community partnership focused on the development of settlement strategies for newcomers. These strategies will bring together and support service delivery to newcomers in Simcoe County while promoting positive relationships, opportunity, and use of local resources effectively

Peer to Peer Support (Community MHA partners)

Peer support is created through a trusting, equal and empowering recovery-oriented relationship between two individuals who share a similar experience. This service works with individuals to support their recovery socially, emotionally and practically to empower them in their day-to-day lives

Indigenous Friendship Centres -

Friendship Centres are multi-purpose organizations that provide a variety of programs and services. However, their core mission continues to be the administration and provision of health and social programming to Aboriginal people regardless of their status or legal definition

Inter-Sectoral Work Already Underway Across Simcoe County

Job Creation

Economic Development Strategy (County of Simcoe)

5-year Economic Development Strategy 2021-2025 Goals:

- Simcoe County will be recognized as a premier destination for investment in Ontario
- Through an excellent quality of life, education and careers, Simcoe County attracts and retains talent to support the needs of its thriving business community
- Businesses stay and grow in the region, supported by a strong and innovative business development environment
- The County of Simcoe's Economic Development Office is a leader in facilitating and building effective and collaborative relationships that create a strong ecosystem for regional economic development
- Advocate for and support the delivery of infrastructure to meet the needs of a competitive business community

Small Business Centres *SBECs

A resource helping local enterprising people start and grow their businesses to meet their entrepreneurial aspirations. Part of the provincial Ontario Network of Entrepreneurs (ONE), the Centres provide support to new and existing businesses offering free one-on-one consultations, business plan reviews, seminars, networking opportunities and more

Community Futures Development Corporations *CFDCs, (Government of Canada)

A resource that offers a wide variety of programs and services supporting community economic development and small business growth. In particular, they provide:

- Business loans for small and medium-sized businesses and social enterprises
- Business counselling services
- Access to community and business information
- Support for community-based projects
- Strategic community planning and socio-economic development

Agriculture and Agri-Food BR&E Study (Community Partners)

Regional partners undertook a significant study of the area's agriculture and agri-food sector to build regional and local Action Plans. A BR&E Study is an analysis of the current business climate in an area or sector based on standardized interviews with businesses. The survey results are then compiled and analyzed to look for trends, opportunities, challenges and provide baseline information. The goal is to then use the results of the BR&E to develop Action Plans to address identified opportunities and challenges

Henry Bernick Entrepreneur Centre

The Henry Bernick Entrepreneurship Centre (HBEC) is a resource for entrepreneurs at various stages, across all industry sectors. With the support of Georgian College and the Ontario Centres of Excellence, HBEC helps students and community based entrepreneurs validate their business ideas and grow existing businesses by connecting them with the tools they need to be successful, including mentorship, funding, training and networking

Inter-Sectoral Work Already Underway Across Simcoe County

Job Creation

ventureLAB

ventureLAB is the non-profit Regional Innovation Centre (RIC). It is a member of the ONE network that supports Simcoe County, Muskoka and York Region. ventureLAB helps entrepreneurs bring their innovations to market, by offering a unique combination of mentoring, partnering and connecting, tailored to the unique needs of each business. ventureLAB offers the BUILD training program, 1:1 advisory services, workshops, conferences, investor meetings and other special events

Ontario Centres of Excellence

Ontario Centres of Excellence (OCE) drives the development of Ontario's economy by helping create new jobs, products, services, technologies and businesses. In partnership with industry, OCE co-invests to commercialize innovation originating in the province's publicly funded colleges, universities and research hospitals. Another expanding focus for OCE is the development of the next generation of innovators through entrepreneurship fellowships and programs for students and youth across Ontario.

The OCE program suite covers three key areas: Industry-Academic R&D Collaboration, Commercialization, and Entrepreneurship. Other key OCE initiatives are the IBM High Performance Computing Initiative and Colleges Ontario Network for Industry Innovation (CONII)

Concierge

Concierge is a single access point to funding, expertise, facilities, and global opportunities for small- and medium-sized enterprises (SMEs) seeking to grow through innovation. The only service of its kind in Canada, it offers free, one-on-one assistance from expert advisors who provide customized guidance in selecting the most relevant programs and services to help you grow your business

Local Chamber of Commerce *Located throughout Simcoe County

These are local organizations of businesses whose goal is to further the interests of businesses. Business owners in towns and cities form these local societies to advocate on behalf of the business community. There are 14 throughout Simcoe County

Municipal Studies, Surveys and Plans (across municipalities)

Economic Development Strategy Plans, Official Plans, Growth Strategy Plans, Multi-Modal Active Transportation Master Plan (TMP), Transportation Studies, other

Local Commercial and Industrial Developments

Small, medium and large scale developments underway across the County

Inter-Sectoral Work Already Underway Across Simcoe County

Employment

Employment Ontario Service Sites *Located across Simcoe County (Government of Ontario)

Help for job seekers, workers and employers with advice, grants and other services around public and private sector employment

Georgian College Centre for Career and Employment Services (funded by Employment Ontario)

Service for employers, services for job seekers, services for youth seeking employment, and newcomer employment services

Community Development Corporations *various locations throughout Simcoe County (supported by Government of Canada)

Business coaching and guidance, professional growth opportunities, loans, pathways to employment

'workinsimcoecounty.ca' consolidated site

The 'Work in Simcoe County' portal uses an automated fetching tool to aggregate job listings from over 20 popular job boards and career sites, such as Indeed, Workopolis, job bank, Employment Ontario job boards throughout Simcoe County and more. The new user-friendly online tool also includes features, such as the ability to map job opportunities across Simcoe County. It provides important information on accessing Employment Ontario offices and childcare facilities

This site is a one-stop shop and includes training, recruiting and funding resources for job seekers and employers alike, and will alleviate local employers from having to enter their job postings on multiple sites, as well as job seekers having to search a variety of platforms for work opportunities within the County

Express Entry *online immigration application system (Government of Canada)

Express Entry is an online system that the Government of Canada uses to manage applications for permanent residence from skilled workers

Credential Recognition Services *academic and professional (Welcome Centre for Immigrant Services: Mobile Unit)

For academic credentials outside of Canada, they are often referred to as "international credentials" or "foreign credentials." To be licensed with a professional association or to study in Canada, the credentials completed outside of Canada may need to be evaluated

Build ON (YMCA, funded by Immigration, Refugees and Citizenship Canada)

Build ON is a pre-arrival service funded by Immigration, Refugees and Citizenship Canada. Build ON provides specialized information and orientation about the skilled trades, engineering and construction sectors to new immigrants approved to immigrate to Ontario, Canada. There is no cost to participate

Inter-Sectoral Work Already Underway Across Simcoe County

Education

Ontario Youth Apprenticeship (OYAP) (School Boards)

OYAP is a high school program that allows students to try a variety of apprenticeship-based careers in skilled trades, starting in Grade 11 or Grade 12 through the Cooperative Education program

Specialist High Skills Major (SHSM) (School Boards)

Specialist High Skills Majors (SHSM) are bundles of 8-10 courses that allow Grade 11 and 12 students to focus their learning on a specific economic sector while getting their high school diploma. SHSMs provide students with an opportunity to focus their learning and gain valuable experience for all post-secondary opportunities. Students will also earn industry-recognized certifications, which builds confidence in their skills and links their studies with the world beyond high school and future careers

Georgian College Centre for Career and Employment Services (funded by Employment Ontario)

Apprenticeship, education and training to support employment

Indigenous Services and Access Programs

Indigenous Resource Centres are located at the Barrie, Midland, Orillia and Owen Sound campuses. The centres provide students with a culturally supportive and comfortable environment where they can study, socialize, and access a wide range of resources. The staff support students, whether academically, personally or spiritually. The resource centres are home to the visiting Elder and Niwijiagan peer mentor programs, Getsijig (Indigenous education counsellor) and Indigenous student advisors

Employment Ontario Service Sites

Assist in facilitating apprenticeships by working closely with employers and clients

Online Resources (Ontario Ministry of Labour Training and Skills Development *MLTSD)

Literacy Basic Skills (Simcoe Muskoka Literacy Network)

Programs and services that support literacy basic skills (LBS)

The Learning Centres *located across the county (Simcoe County District School Board)

Help for high school students and adults to earn an Ontario Secondary School Diploma (O.S.S.D)

Adult and continuing education, ESL, literacy and Personal Support Worker program

Soft Skills Solutions© (Simcoe Muskoka Workforce Development Board)

Free for participants. 25-30 hours of employability skills training taught by certified SSS instructors. Certificate issued upon completion. In-demand skills such as Workplace Communication, Teamwork, Personal Management, Problem Solving and Critical Thinking, Professional and Skills Advancement

Inter-Sectoral Work Already Underway Across Simcoe County

Education

Welcome Centre Immigrant Services, Mobile Unit (Welcome Centre Immigration Services)
e-Learning language classes and enhanced language training

Language Instruction for Newcomers to Canada *LINC (Bradford Immigrant and Community Services BICS)
This program offers free Language Instruction for Newcomers to Canada (LINC) classes to persons who are 18 years of age or older who are Permanent Residents, Convention Refugees or have 'approval in principle' to remain in Canada. You are not eligible for these classes if you are a Canadian citizen, Refugee Claimant, or a Temporary Resident (such as foreign student, foreign worker or visitor). Language assessment test must be taken before starting classes, done by appointment only, held at the BWG Library or at any CLARS Assessment Centres available in other areas

Newcomer Services, Newcomer Settlement Program (YMCA of Simcoe/Muskoka)

English instruction:

YMCA Immigrant Services ensures eligible newcomers to Canada receive appropriate English language training and settlement services including assessment of needs, orientation, information and referral, and labour market information in order to feel welcomed in the community and to participate socially, culturally and economically. These services are supported by Citizenship and Immigration Canada

Academic and Career Entrance Services

College and Career Preparation, Literacy and Basic Skills Program (Georgian College, Barrie Campus)
Adult Education Centre (Collège Boréal, Barrie)

FAST *Foundational Assessment for Skilled Trades (Simcoe Muskoka Workforce Development Board)

Support for those who may want to strengthen their knowledge and understanding before entering apprenticeship training

Inter-Sectoral Work Already Underway Across Simcoe County

Access To Services

211 (Community Connections)

211 connects people to the right information and services, strengthen Simcoe County's health and human services, and helps residents become more engaged with their communities. 211 can be accessed, by calling, clicking (online), chatting (online) or texting

Each organization

Access to services is currently addressed through individual organizations and entities and the respective services that they provide. The organizations, groups and initiatives mentioned throughout this Plan are a great place to start. For fast and focused assistance, connect with 211

Appendix B

Local CSWB Survey

Nottawasaga Community Safety and Well-Being Plan

1. Nottawasaga Community Safety and Well-Being Plan

The Town of New Tecumseth, in partnership with the Township of Adjala-Tosorontio and the Township of Essa, are joining together to develop a Nottawasaga Community Safety and Well-Being (CSWB) Plan.

Throughout the County of Simcoe, eight (8) community safety and well-being priority areas (areas of risk) have been identified. After a comprehensive prioritization process that was informed by current data, the Nottawasaga CSWB Plan will focus on the following three (3) areas of risk:

1. Mental Health and Addictions
2. Attainable Housing
3. Job Creation

We are looking for your assistance in advising us on what you believe, or have experienced to be, any challenges, obstacles or gaps in addressing the above issues.

We welcome your thoughts or ideas on how best to create solutions to the above areas of risk.

NOTE:

The residents of Nottawasaga will benefit from the local CSWB planning efforts and, indirectly, from the planning efforts throughout the County around the other areas of risk as there will be opportunities to leverage the collective wisdom and learning.

By participating in this survey, you agree to the collection of your answers and the use of information from your responses to inform community safety and well-being planning. This information may be shared with the County of Simcoe and Avail Consulting to support broader community safety and well-being planning. Your personal information will not be attached to your responses and only overall results, without individual identifying information, will be shared in the final Nottawasaga CSWB Plan. The Nottawasaga CSWB Plan will be made available to the general public and posted on the respective municipal websites.

You may exit the survey at any time if you change your mind about participation. Only completed surveys will be counted in the final results.

1. Where do you live?

- Town of New Tecumseth
- Township of Adjala-Tosorontio
- Township of Essa

2. What do you believe, or have experienced to be, any challenges, obstacles or gaps in people accessing and receiving support for mental health and/or addiction issues? (Please select all that apply)

- Stigma (when those with mental health and/or addiction issues are viewed in a negative way)
- Poor integration between health and mental health services
- Not enough 24/7 services (inadequate after-hours services)
- Poverty (cannot afford to pay for certain for-fee services)
- Transportation (difficulty getting to and from appointments)

Other (please specify)

3. Do you have any thoughts, recommendations or ideas that would help people access and receive support for mental health and/or addiction issues?

- No
- Yes (please specify)

4. Would you be open to new types of housing in your neighbourhood as a way to address the housing shortage? (e.g. Single Detached Dwelling Units, Additional Dwelling Units: granny flats, basement apartment, etc., Townhomes, Semi-Detached Dwellings Units, Low Rise Apartments (six stories or less), Duplexes)

- Yes
- No

Comments

5. Do you have any thoughts, recommendations, or ideas that would help address the housing shortage?

- No
- Yes (please specify)

6. What do you believe, or have experienced to be, any challenges, obstacles, or gaps in the ability to create new job opportunities in our area?

- I don't know of any
- Challenges, obstacles or gaps

7. Do you have any thoughts, recommendations, or ideas that would help stimulate the creation of new job opportunities in our area?

- No
- Yes (please specify)

8. According to the Ministry of the Solicitor General, CSWB is defined as:

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.

Based on the above definition, if you had a question or concern regarding your personal needs or community needs, where would you look for the information?

- Phonebook
- Internet
- Newspaper
- Local social media pages
- I do not know where to look

Other (please specify)

9. 211 (Community Connection) is a free local directory that can help you find information on local resources (programs and services) in relation to many topics. You can access 211 online, by phone or via text. Were you aware of 211 before the completion of this survey?

- Yes
- No

10. What do you feel is the best method to spread awareness on the availability of 211, especially in relation to information on how to access services and supports for mental health, addictions, housing, job creation, or employment needs?

- Phone
- Local News / Radio
- Mailout Flyers
- Advertisements in local businesses or health care settings
- Local Social Media pages
- An active 211 link on a variety of service provider websites

Other (please specify)

11. Do you have any other comments or suggestions that would help make your community a safer and more vibrant place to live?

- No
- Yes (please specify)

12. Do you want to be part of the solution? If you would like to participate in a future Community Safety and Well-Being Working Group, enter your email address here:

- No, thank you.
- Yes, I would like to participate in future CSWB planning. My email address is:

Thank you for taking the time to respond to our survey.

End Notes

Disclaimer

The purpose of this document is to outline information that came to the attention of the consultant during Phase 1 of the Community Safety and Well-Being (CSWB) planning process and to offer comments and recommendations for consideration by the Nottawasaga Geographical Municipal Coordinating Committee. The work has consisted of the inquiry, observation, comparison, and analysis of information provided by various Advisory Body member organizations and other third-party individuals and entities.

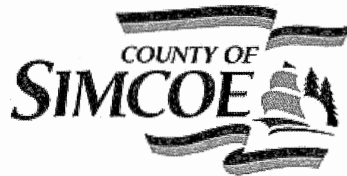
Third Party Reliance

Outside of a responsibility to the County of Simcoe and the respective municipalities identified in this Plan, Karie Warnar and Avail Consulting Inc. do not undertake responsibility in any way from reliance placed by a third party on this document. Any reliance placed is that party's sole responsibility. Any third party accessing the document acknowledges that it may not place reliance on the results and finding contained in this document. The Nottawasaga Geographical Municipal Coordinating Committee, in collaboration and consultation with the Local CSWB Table, Steering Committee and Advisory Body are responsible for the decision to act on information that is contained in this document.

Limitation

This document has been prepared by Karie Warnar, of Avail Consulting Inc. for use by the municipalities identified in this Plan. Such work does not constitute an audit. Accordingly, we express no opinion on financial matters, internal control, or other information. The author neither warrants nor represents that the information contained in this report is accurate, complete, sufficient or appropriate for use by any person or entity other than the Nottawasaga Geographical Municipal Coordinating Committee, and the author hereby expressly disclaim any and all responsibility or liability to any person or entity other than the Nottawasaga Geographical Municipal Coordinating Committee in connection with their use of this report for future Phases of the CSWB planning process.

Phase 1 - Plan Development
Supported and Resourced By



Plan Prepared By

Karie Warnar

avail
consulting



**PUBLIC MEETING OUTLINE
PROPOSED ZONING BY-LAW AMENDMENT
RE: 7634 10th Line, THORNTON
NOTICE FOR A TEMPORARY USE, ZONING BY-LAW AMENDMENT TO ALLOW FOR A
TEMPORARY MOBILE HOME ON THE PROPERTY**

MAY 19TH, 2021

INTRODUCTION BY MAYOR:

The purpose of this Public Meeting is to discuss the proposed Temporary Use, Zoning By-law amendment to the Township's Zoning By-law 2003-50 as amended, in accordance with Section 34 of the Planning Act, R.S.O., c.p. 13, introduced by Township Planning Staff, Jaspreet Sidhu. Also present is the Applicant David Langford, to answer any and all comments from residents, Council or Staff of the Township of Essa.

DESCRIPTION OF THE PROPOSAL – PLANNER (Jaspreet Sidhu)

The Township is in receipt of a complete application submission for 7634 10th Line, Thornton. The submission includes an application for a Temporary Use, Zoning By-law Amendment (TUB) to allow for a temporary mobile home on the property for a maximum of three years.

7634 10th Line is approximately 41 hectares in size, the subject site is zoned as Agricultural, and the Official Plan designates the site, as Agricultural. A mobile home is not a permitted use. The applicant is currently asking to amend the Zoning By-law temporarily, to allow for a mobile home. It is the hope of the Applicant that this Amendment only be for a temporary time-period since their goal is to construct a permanent residential home on site, that is permitted in the Township Zoning By-law and Official Plan. The property currently is an operational farm, that grows agricultural crops. The Applicant's hope is that the proposed residential home, once constructed, will support the function of the farm, moving forward. On the property there currently exists three barns, two steel grain bins, a circular bulk feed tank, and a residential unit, however the residential unit is not liveable due to lack of servicing and maintenance. The existing residential unit was built in 1890 and is 131 years old.

The purpose of the applicant seeking the Temporary Use, Zoning By-law Amendment, is for their family to reside on the property while they construct a new residential home on the lot. The applicant has advised staff that the proposed residential home will be built using a professional construction company alongside themselves. There will be regard for the Fire Code, Ontario Building Code and any other applicable law for safety during the construction of the proposed residential home.

A full comment set concerning this application's circulation is pending Staff's review and will inform the forthcoming recommendation Report that will be provided to Council for their decision at a future meeting of the Committee of the Whole. Staff will be intaking comments on this matter until Friday June 11th, 2021.

Staff welcomes Mr. Langford, the Registered Owner of the property, who is here to answer any questions from the public, Council or Staff.

Those wishing to ask questions or provide comments must type their name and address into the 'Chat Function' on Zoom so that proper records may be kept, and Notice of future decisions can be sent to those persons involved in the review process.

REPLY – MAYOR

Council may ask questions for clarification.

FINAL STATEMENT – MAYOR

If there are no further questions, Council wishes to thank all those in attendance for their participation. The Planning and Development Department will be preparing a Staff Report to be presented to Council at a future meeting of the Committee of the Whole.



TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: PD012-21

DATE: May 19, 2021

TO: Committee of the Whole

FROM: Aimee Powell, B.URPI., MPA, MCIP, RPP
Manager of Planning & Development

SUBJECT: 305 Mill Street – Official Plan and Zoning By-law
Amendment File Update

RECOMMENDATION

That Staff Report PD012-21 be received; and

That Council direct Staff to continue processing the Zoning By-law Amendment and Official Plan Amendment Application in accordance with the provisions of the *Planning Act*.

BACKGROUND

In June 2020, the Township received a new *Planning Act* Application for a Zoning By-law Amendment and Official Plan Amendment for lands municipally known as 305 Mill Street in Angus (see Attachment A for the Context Map). The Zoning By-law Amendment and Official Plan Amendment Application were submitted to the Township by SvN Architects + Planners Inc. on behalf of the Registered Owner. The applications underwent a circulation to all appropriate internal/external agencies for their preliminary review/comment, and a complete preliminary review/comments package was provided to the Applicant in September 2020.

Please see below for a review of all major comments/concerns:

- Concerns raised on adequate municipal servicing capacity available for this development (AECOM, Public Works, CAO)
- Sanitary sewer servicing for the 2 proposed buildings will have to be updated for sizing and location (AECOM)
- Water servicing for the building will require to be updated for sizing and location of water servicing, the actual Water System has sufficient capacity for the increased usage. (AECOM)

- NVCA has minor concerns/revisions/edits requested on underground parking garage ramp, existing site grading, cultec underground storage, erosion and sediment control plan (NVCA)
- The application will require a new permit under the Conservation Authorities Act and the previously amended NVCA permit expired October 2020 (NVCA)
- NVCA Planning staff urge Township staff and Council to consider the implication of approval of this application in the context of future development in flood-prone areas within the settlement area of Angus. Though the applications from a planning perspective appear to be consistent with both the Provincial Policy Statement and in conformity with the Essa Township Official Plan policy 27.3 (floodplain management) and NVCA Planning and Regulations Guidelines, NVCA staff wish to advise the Township that within the Regulatory floodplain, approval of residential development by way of amendment to Commercial Site Plans contradicts the intent of the Essa Township OP Floodplain policy (27.3) which was to restrict exclude development from flood-susceptible areas. Policies in the Official Plan specifically direct those lands for uses associated with reduced risk to life and property (i.e. commercial and industrial). Although the subject site is technically not within the Regulatory Floodplain since filling has occurred, it lies adjacent to a floodway; an area characterized by flooding with unacceptable risk to life and property (NVCA)
- Applicant to define certain terms in the Planning Justification Report (Landmark Environmental Group)
- Architectural and landscape changes recommended to plans submitted (Landmark Environmental Group)
- Tree Preservation Plans requested to be included in the next submission (Landmark Environmental Group)
- The requirements of MECP Guideline D-6 are met for the surrounding industries, and the MECP Guidelines D-2 requirements are met for the Angus Wastewater Treatment Plan (Jade Acoustics)
- Adverse noise and vibration impact from Development Phase 1 Plaza and Choice Properties Plaza are not anticipated (Jade Acoustics)
- Concerns raised on the barrier-free path of travel (Building Department)
- Further requirements flagged for resubmission for Building and Fire Code safety (Building Department)
- Additional information is required for a complete planning review (Ainley, Marie)
- Overall, the proposal to develop two 6-storey, municipally serviced, mixed-use buildings on the subject 1.2-hectare parcel has merit and, as such, that further consideration of its approval by the general public, interested review agencies, and Township is warranted (Ainley, Marie)
- Reports used are outdated and may need to be updated for further review (Ainley, Marie)
- Further review of proposal with all applicable policies should be completed and to determine if the site and services are sufficient to accommodate the extent of what is proposed (Ainley, Marie)
- Further review of this proposal is needed to consider if the location, the design and density, the proposed uses, and servicing is appropriate, and the site is sufficient

is size to appropriately accommodate the extent of all of the proposed uses and services. (Ainley, Marie)

In February 2021 SvN Architects + Planners Inc. advised the Township they will no longer be the Planner or Architect of record for the applications. They also stated that, the Registered Owner would be continuing to pursue the applications. The Registered Owner has since put together a new development team and reached out to the Township indicating they would like to move forward with the applications as provided.

The subject site is an approximate area of 12,000m² (1.2 ha/2.9 ac) in size and is rectangular in shape. It is currently a vacant lot with construction activity to support the commercial activity that is underway fronting onto Mill Street.

The proposal is to develop two 6-storey mixed-use buildings with 2,140m² of commercial space on the ground floor and 200 condominium style residential units above (see Attachment B for the Site Plan). To facilitate the development, the applicant is proposing a Zoning By-law Amendment and Official Plan Amendment to allow exceptions to the current zoning and land use designation such as:

A proposed Site-Specific OPA (14.3.3)

- Lands designated “Commercial” on the subject site, also permit residential uses in addition to the existing permitted uses

A proposed Site Specific ZBA (C2-X)

- Residential apartment unit on and above the ground floor shall be permitted

Dimension Type	Standard
Maximum Lot Coverage	35.0%
Maximum Height	23.0m
Unit Type	Parking Ratio
One Bedroom	1.0 Space / Unit
One Bedroom + Den	1.0 Space / Unit
Two Bedroom	1.1 Spaces / Unit
Three Bedroom	1.3 Spaces / Unit
Visitor Parking	0.2 Spaces / Unit
Commercial	
Quick Service Restaurant	20.0m ² / Space
Full-Service Restaurant	20.0m ² / Space
Medical / Dental / Optical Clinic	24.0m ² / Space
Retail	28.0m ² / Space
Daycare	28.0m ² / Space

COMMENTS AND CONSIDERATIONS

The subject site is in the Settlement Area of Angus in both Essa’s and the County’s Official Plans (OP). Land Use Schedule A in the Township of Essa’s Official Plan, 2001 depicts that the site is designated as ‘Commercial’. Schedule B to the Township of Essa’s Zoning

By-law, By-law no. 2003-50, depicts that the site is zoned Core Commercial (C2). The subject site is regulated by the Nottawasaga Valley Conservation Authority (NVCA); therefore, the Applicant will have to satisfy any necessary requirements of the NVCA's office alongside the necessary planning approvals. Given that the subject site fronts onto a County Road, the applicant must address all comments/requirements from the County and attain any necessary planning approvals.

Settlement Areas are to be the focus of future growth, and Essa's OP states that urban development within the Township is to be directed primarily to the Angus area. The **applicant** states that all current sanitary and water servicing should be sufficient to support the proposal. However, it is noted by staff that a plan for future development within Angus has to be established concerning water and wastewater services, as the Angus Wastewater Plant is nearing its allocation capacity.

The Zoning By-law Amendment is being proposed to permit various zoning variances including amendments to permitted uses, maximum lot coverage, maximum building height, and minimum parking requirements. The site-specific Official Plan Amendment is being proposed to permit residential uses while retaining commercial uses at grade.

The following supporting studies and reports have been submitted as a requirement for a complete application:

- Planning Justification Report
- ZBA Schedule and OPA Schedule
- Draft ZBA Text and OPA Text
- Legal Survey
- Architectural Drawing Package
- Landscape Plan
- Servicing and Stormwater Management Addendum
- Functional Servicing Report
- Stormwater Management Study
- Servicing Brief
- Floodplain Rationalization Design Brief
- Sewage Pumping Station and Force main Design Brief
- Surface Water Operation and Maintenance Manual
- Traffic Impact Study
- Civil Engineering Drawings
- Foundation Design Consideration and Feasibility Brief
- Groundwater Investigation
- Environmental Consulting
- Phase 1 Environmental Site Assessment Update
- Geotechnical Report
- Hydrogeological Assessment
- Stationary Air Quality, Noise and Vibration Study
- Photometric Plan and Specifications

4a

FINANCIAL IMPACT

Township Staff collected \$10,000.00 in application fees, as well as a \$2,000.00 legal and engineering deposit to cover Township legal and engineering fees, should the applicant be delinquent in regular invoicing.

All costs of this development are to be borne by the applicant/developer.

Reviewed by Finance Department: _____

SUMMARY/OPTIONS

Council may:

1. Receive the report for information and direct Staff to continue processing the Zoning By-law Amendment and Official Plan Amendment Application in accordance with the provisions of the Planning Act.
2. Direct Staff in another manner Council deems appropriate.

CONCLUSION

Option #1 is recommended.

Authored by:

Jaspreet Sidhu

Jaspreet Sidhu, BSc
Planner

Respectfully Submitted:

Aimee Powell

Aimee Powell, B.URPL., MPA,
MCIP, RPP
Manager of Planning &
Development

Reviewed by:

Colleen Healey-Dowdall

Colleen Healey-Dowdall
CAO

Attachments:

Attachment A – Context Map

Attachment B – Site Plan

4a Attachment A - Context Map



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May 10, 2021





TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: PW016-21

DATE: May 19, 2021

TO: Committee of the Whole

FROM: Michael Mikael, P.Eng – Manager of Public Works
Jason Coleman – Manager of Parks and Recreation

SUBJECT: **Award of Quotation:**
Public Works – Asphalt Patching
Parks & Recreation – Asphalt Basketball Court

RECOMMENDATION

That Staff Report PW016-21 be received; and

That the quotation as received from POSITANO PAVING. for the Public Works – Asphalt Patching and Parks & Recreation – Asphalt Basketball Court be accepted in the amount of \$10,185.00 (excluding HST) for the Asphalt Patching and \$9,310.00 (excluding HST) for the Basketball Court, contingent upon a WSIB Clearance Certificate and a copy of Insurance being provided to the Township, to the Township’s satisfaction; and

That Council authorize the Manager of Parks and Recreation to purchase two (2) Gooseneck basketball nets and posts at a cost of \$3,906 (excluding applicable tax) for the Mike Hart Park.

BACKGROUND

The Public Works asphalt patching is considered a high priority in order to maintain the Townships roads in an acceptable condition after the winter thaw period . The locations Planned are located at Scotch Line & 10th Sideroad, and 36 Sand Springs as per the attached photos.

The Parks asphalt basketball court (including pathway from the parking lot) is located at the Mike Hart Park and is a high priority as the existing area is currently a volleyball sand pit and is not actively used by residents as per the attached pictures. There has been a significant issue over recent years with sand wasps which have not effectively been removed with professional treatment on multiple occasions. By creating an asphalt basketball court, the residents are expected to use it more often, and the maintenance will be easier. This was also an improvement requested through the Parks and Recreation Committee to have additional basketball courts in the Township. The Public Works department will prepare the subgrade, by removing sand and placing granular materials in order to facilitate the asphalt paving.

COMMENTS AND CONSIDERATIONS

The Quotation document was distributed to various local asphalt contractors.

By combining the 2 projects, the Township will be able to save money through mobilization costs, as well as a better cost per sq. m/ quantity.

FINANCIAL IMPACT

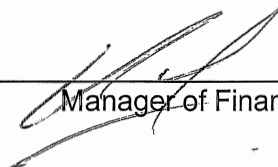
Public Works – The Lowest bid of \$10,185 (excluding applicable tax) will come from the 2021 approved operating budget (*Budget line Hardtop- sweeping & patching*)

Parks & Recreation

The lowest bid to supply and place asphalt is \$9,310.00 (excluding applicable tax). There is also an additional of \$3,906 (excluding applicable tax) to supply and install two (2) Gooseneck basketball nets and posts.

This will bring the total required budget to complete this project to \$13,216 (excluding applicable tax) which is \$11,856 **less than** the 2021 approved capital budget. The surplus amount will be utilized to offset the overall budget at year end, keeping in mind that Parks & Recreation is suffering from revenue loss during the pandemic.

2021 Capital approved budget - \$25,072.00.



Manager of Finance

SUMMARY/OPTIONS


Council may:

1. Take no action.
2. Award the Quotation to Positano Paving in the amount of \$10,185 for the Public Works Patching and \$9,310.00 for paving the Parks & Recreation Basketball Court (excluding applicable tax)
3. Authorize the Manager of Parks and Recreation to purchase two (2) Gooseneck basketball nets and posts at a cost of \$3,906 (excluding applicable tax)
4. Direct Staff in another course of action

CONCLUSION

Staff recommends that **Options 2 & 3** be approved, given that this contractor is in a good standing with the Township and has provided the most cost-effective bid and the basketball nets are within budget.

Respectfully submitted,



Michael Mikael, P.Eng
Manager of Public Works



Jason Coleman
Manager of Parks

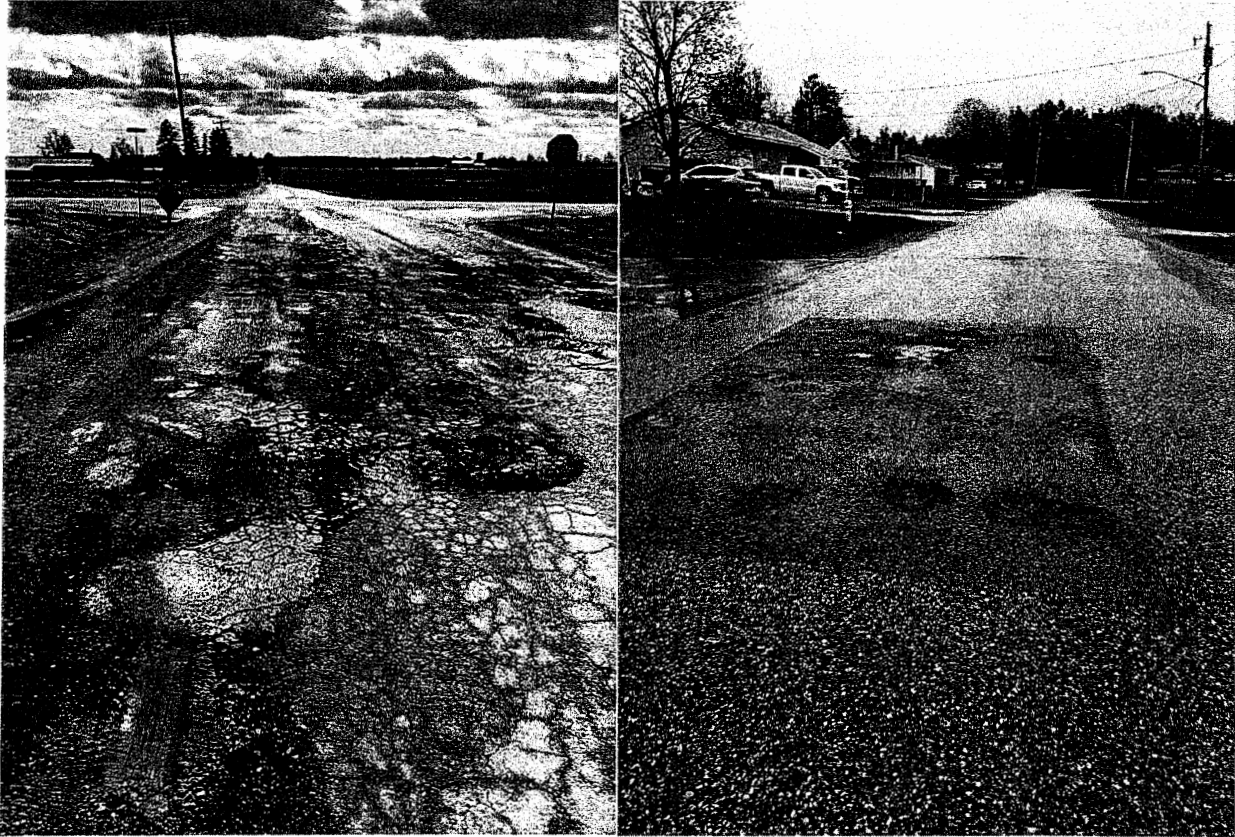
Reviewed by,

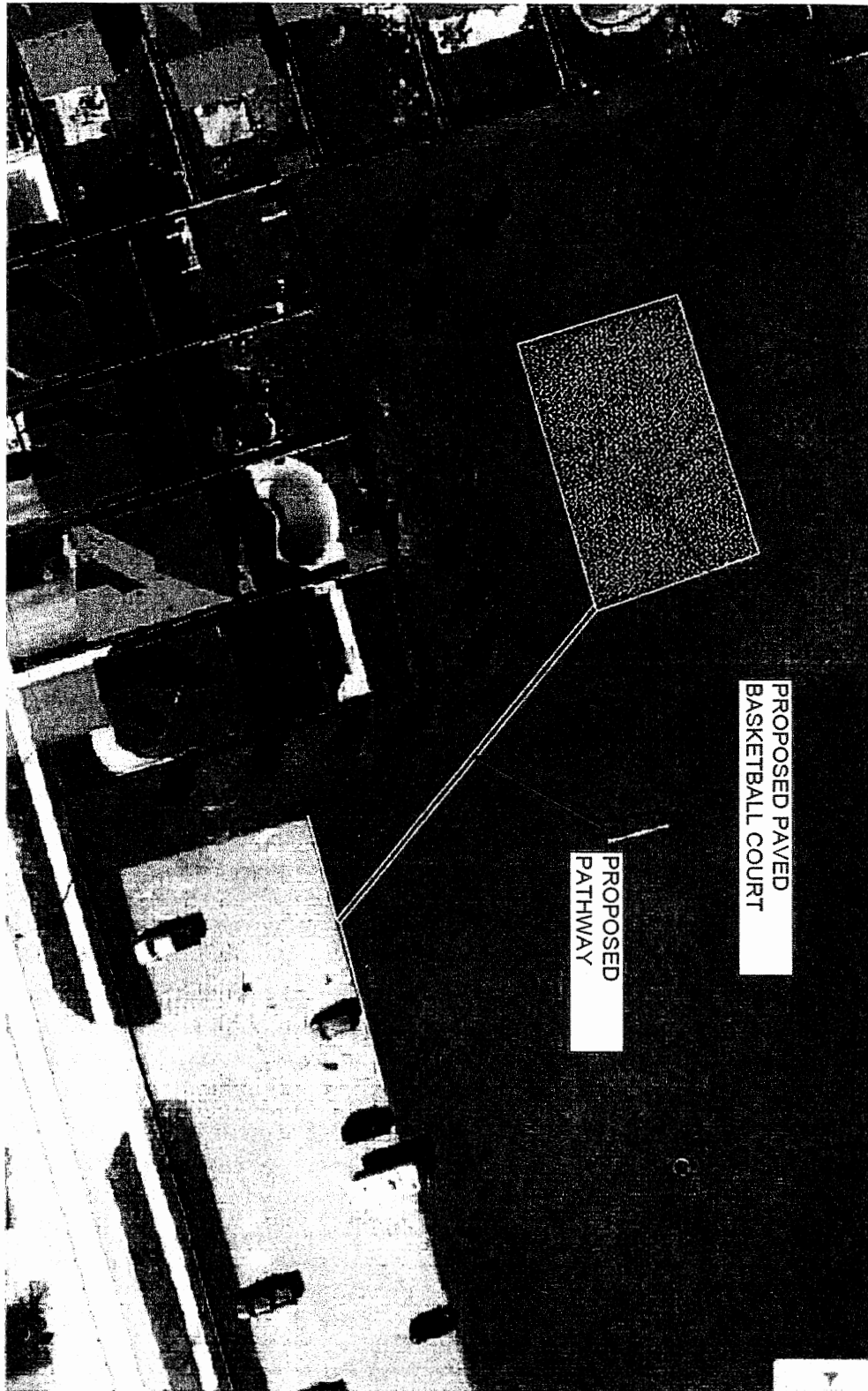


Colleen Healey-Dowdall,
Chief Administrative Officer

BIDDER	PUBLIC WORKS TOTAL BID (excluding applicable tax)	PARKS & RECREATION TOTAL BID (excluding applicable tax)
Positano Paving	\$10,185.00	\$9,310.00
Global Simcoe Paving	\$13,300.00	\$11,600.00
Diamond Earthworks	\$13,041.00	\$13,230.00
Road Readie Paving	\$19,200.00	\$18,875.00
King Island Paving	\$20,121.00	\$20,875.00

7a







TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: PW017-21

DATE: May 19, 2021

TO: Committee of the Whole

FROM: Michael Mikael, P.Eng – Manager of Public Works

SUBJECT: Award of Quotation – Slurry Seal – Sidewalks Repair & Construction

RECOMMENDATION

That Staff Report PW017-21 be received; and

That the quotation as received from **DUNCOR ENTERPRISES** be accepted in the amount of \$68,533.50 (excluding HST) to supply and place Slurry Seal on the 8th line, from County Road 21 to the 20th Sideroad as per the attachment, contingent upon a WSIB Clearance Certificate and a copy of Insurance being provided to the Township, to the Township's satisfaction ; and

That Council authorize the Manager of Public Works to utilize the remaining budget to repair and construct additional sidewalks within the Township and that the quotation as received from **POSITANO PAVING.** be accepted in the amount of \$11,175.00 (excluding applicable tax) to repair and construct sidewalks contingent upon a WSIB Clearance Certificate and a copy of Insurance being provided to the Township, to the Township's satisfaction.

BACKGROUND

The Request for Quotation for Slurry Seal was posted on the Township's website, as well as Biddingo and was circulated in accordance with Essa's Procurement Policy A05-01. The closing date for this was April 22, 2021.

COMMENTS AND CONSIDERATIONS

The following is a summary of the results:

BIDDER	PRICE PER SQ.M	TOTAL BID (excluding applicable tax)
Duncor Enterprises	\$3.21	\$68,533.50
Miller Group	\$3.95	\$84,332.50

OTHER CONSIDERATIONS

The Public Works department has also created a list of deficient sidewalks and curbs. It is important to maintain the sidewalks to ensure safety and limit the Township liability against future claims.

Two quotes were received from **PASITANO PAVING & TOR Contracting Inc.** for the following locations:

- Corrie Crescent / McCarthy
- South West Corner of Mansonic & McCarthy Crescent
- 90m South of High School on County Road 10
- Concrete repairs east County Rd 15 on County Rd 21
- 70m east of County Rd 15 on County Rd 21

The following is the summary of the results:

BIDDER	Unit Price	TOTAL BID (excluding applicable tax)
PASITANO PAVING	LUMP-SUM	\$11,175.00
TOR Contracting Inc.	LUMP-SUM	\$24,659.00

FINANCIAL IMPACT

The lowest bid of \$68,533.50 (excluding applicable tax) for slurry seal is \$24,966.50 **less than** the approved capital budget.

Council approved \$93,500 in the 2021 Capital budget for Slurry seal (**carry-over from the 2020 Capital budget**) which will result in **\$24,966.50** surplus that can be utilized to the sidewalks repairs & construction, with Council's permission.



Manager of Finance

SUMMARY/OPTIONS

Council may:

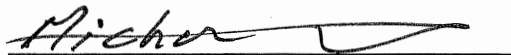
1. Take no action.
2. Award the slurry seal contract to **Duncor Enterprises** in the amount of \$68,533.50 (excluding applicable tax)
3. Award the sidewalks repair and construction contract to **PASITANO PAVING** in the amount of \$11,175.00 (excluding applicable tax)
4. Direct Staff in another course of action

CONCLUSION

Staff recommends that **Options 2&3** be approved, given that both contractors are in a good standing with the Township and with no known past performance problems.

Respectfully submitted,

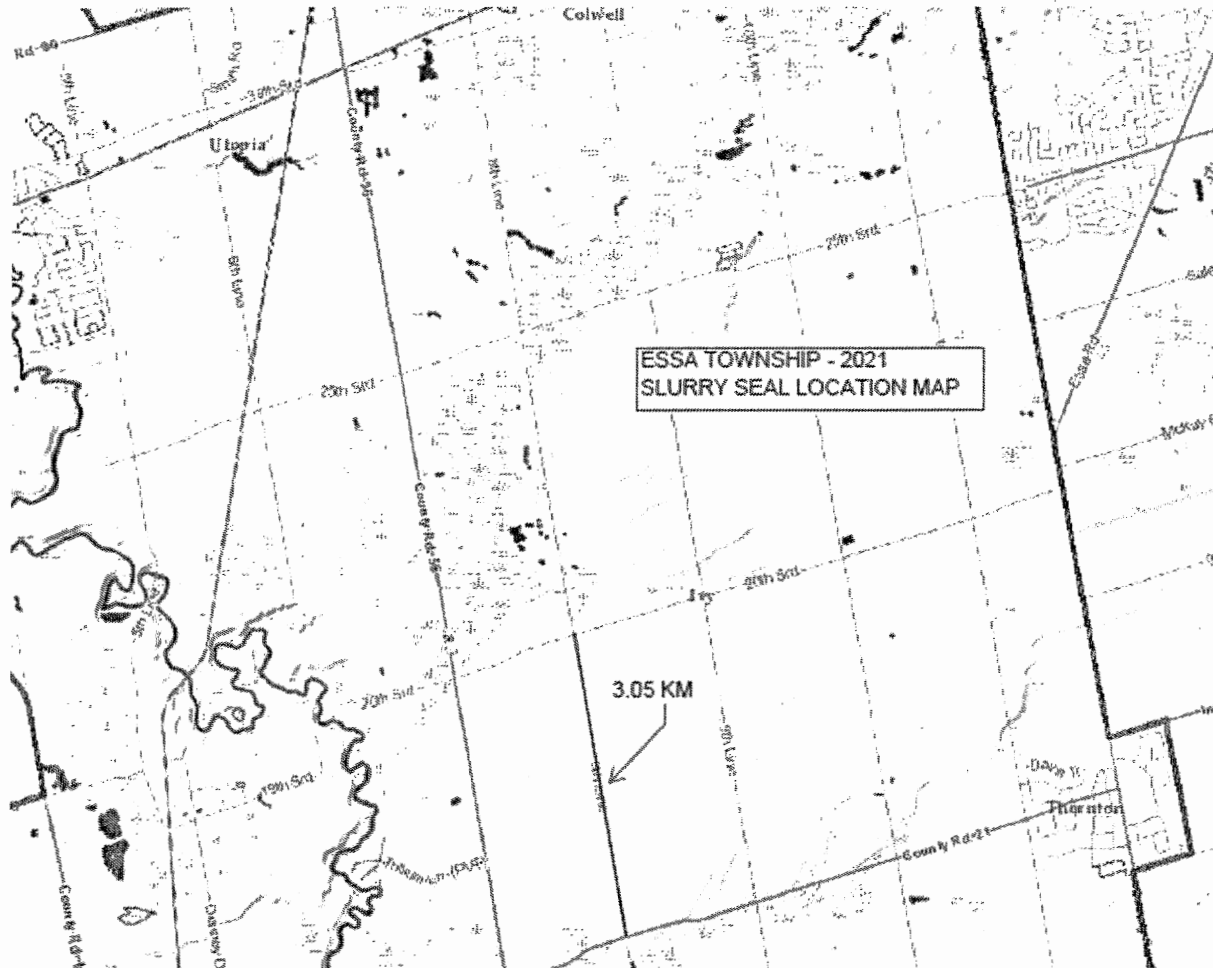
Reviewed by,



Michael Mikael, P.Eng
Manager of Public Works

Colleen Healey-Dowdall,
Chief Administrative Officer

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7c



TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: PW018-21

DATE: May 19, 2021

TO: Committee of the Whole

FROM: Michael Mikael, P.Eng – Manager of Public Works

SUBJECT: Award of RFP – Angus Infrastructure Master Plan

RECOMMENDATION

That Staff Report PW018-21 be received; and

That the RFP as received from Greenland International Consulting Ltd be accepted in the amount of \$176,865.00 (excluding applicable tax & model calibration) to create and supply the Township of Essa with an Angus – Infrastructure Master Plan

BACKGROUND

The Community of Angus is one of three (3) urban centres in the Township of Essa. Per the 2001 Official Plan (OP) and current County and Provincial growth strategies, Angus is a main growth area in the Township and dependent on full water and sanitary servicing. The Township is currently undergoing an update to its OP which is expected to be completed in 2022.

The intent of this project is to develop an updated Infrastructure Master Plan for the town of Angus that will assist the Township in improving, planning, and growing the infrastructure network over the next twenty-five (25) years. The Plan will also address the Township’s needs and requirements for the continuous provision of a safe, effective, and efficient sanitary sewer, water distribution, stormwater drainage and road network systems with optimal maintenance and rehabilitation schedules. **(Stormwater systems and road network systems are Provisional and associated costs shall be included separately for budget consideration).**

An Infrastructure Master Plan is defined as a process of data collection, condition assessment, system assessment and the resulting products derived from the process such as improvement alternatives, a prioritization system for improvements and capital projects, cost estimates and a final Master Plan report. The Master Plan will include computer models **(SewerGEMS & WaterGEMS)** that will allow the Township to effectively monitor its infrastructure and ensure any developments will be within current capacity limits.

The Infrastructure Master Plan will provide **short/medium/long** term capital projects schedules, based on criticality (criticalities of projects are to be assessed on probability of failure, aged assets, consequence of failure and future demand), associated with capital and operational cost estimates based on conceptual designs and contingency allowance to all construction cost estimates to reflect market escalation.

COMMENTS AND CONSIDERATIONS

The Request for Proposal (RFP) document was posted on the Bidding website on February 23, 2021 and closed on March 29, 2021. The RFPs were evaluated based on the evaluation weight criteria set in section 4 of the Request for Proposal. **Greenland International Consulting Ltd** ranked the highest based on the RFP analysis provided below:

Weight		AECOM	AINLEY GROUP	GREENLAND
Corporate Qualifications & Experience	10%	-	-	-
Key Staff Qualifications and Experience and Location	20%	-	-	-
Past Performance for the Township of Essa and/or other Municipalities	10%	-	-	-
Project Time Scheduling	5%	-	-	-
Cost of Services	55%	-	-	-
Total	100%	7.50	7.85	8.60

The summary of details can be found on page 4 of this report.

Worth to mention that Greenland's project schedule is 10 - 12 months of authorization, assuming all provisional work is included in the scope of services which is the shortest project schedule that was received by Staff.

Water/Wastewater Computer Models Validation/Calibration

For the hydraulic models to be used with confidence, results of the hydraulic model simulations must be compared to actual measured parameters (typically flows and pressures) within a certain level of accuracy. The purpose of model calibration is to ensure that the modeled pipe network and assigned loading accurately replicates known flows, pressures, and reservoir inflow/outflow rates within the network for the same loading condition. This process provides confidence in the validity of the model. Greenland will propose Model Validation period. Model calibration and validation will be completed using the latest SCADA flow and, if available, pressure monitoring information. For the wastewater model, the model shall be validated using the pump station flow records, assuming that no flow monitoring information is available in the field.

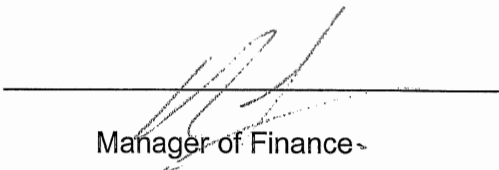
Greenland estimated an additional scope in the order of \$3,000 - \$6,000 per model depending on the level of complication, representing anywhere from 1 to 2 weeks of additional staff time for calibration of each computer model (water & sanitary)

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FINANCIAL IMPACT

Council approved \$200,000.00 (**\$150,000 Development Charges - \$50,000 Taxation**) in the 2021 Public Works prioritized capital budget.

The successful bidder (Greenland International Consulting Ltd) is the lowest bid of \$176,865.00 (**excluding applicable tax & model calibration “if required”**) which is \$23,135.00 **less than** the approved capital budget.



Manager of Finance-

SUMMARY/OPTIONS

Council may:

1. Take no action.
2. Award the RFP to **Greenland International Consulting Ltd** in the amount of **\$176,865.00** (excluding applicable tax & model calibration)
3. Direct Staff in another course of action

CONCLUSION

Staff recommends that **Option 2** be approved, given that this consulting firm ranked the highest based on the evaluation weight criteria set in section 4 of the Request for Proposal.

Respectfully submitted,

Reviewed by,



Michael Mikael, P.Eng
Manager of Public Works



Colleen Healey-Dowdall,
Chief Administrative Officer

7c

Total Core Services (excluding applicable tax) :

ITEMS	AECOM	AINLEY GROUP	GREENLAND
Water	-	-	-
Wastewater	-	-	-
	TOTAL = \$219,745.00	TOTAL = \$114,650.00	TOTAL = \$118,976.00

Total Provisional Services(excluding applicable tax) :

ITEMS (PROVISIONAL)	AECOM	AINLEY GROUP	GREENLAND
Transportation	-	-	-
Stormwater	-	-	-
	TOTAL = \$128,827.00	TOTAL = \$176,635.00	TOTAL = \$57,889.50

Total Core Services and Provisional Services Work Plan (excluding applicable tax) :

ITEMS	AECOM	AINLEY GROUP	GREENLAND
Core Services	\$219,745.00	\$114,650.00	\$118,976.00
Provisional Services	\$128,827.00	\$176,635.00	\$57,889.50
	TOTAL = \$348,572.00	TOTAL = \$291,285.00	TOTAL = \$176,865.500

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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: TR008-21

DATE: May 19, 2021

TO: Committee of the Whole

FROM: Rob Rosilius, Deputy Treasurer

SUBJECT: Explanation of the 2021 Carry Forward Reserve

RECOMMENDATION

That Staff Report TR008-21 be received.

BACKGROUND

At the Council meeting held on April 21, 2021; Council requested staff bring back a report to explain the \$268,000 in the Carry Forward Reserve used to fund capital projects in the 2021 approved budget. As well, Council requested comments regarding the \$25,000 from taxation used to fund work on the Thornton Pedestrian Crossing.

COMMENTS AND CONSIDERATIONS

The Carry Forward Project Reserve account was created by staff during the 2021 budget process as a means of addressing capital budget items from 2020 that were not completed in 2020. All the amounts allocated to the Carry Forward Reserve were monies generated from 2020 taxation. Below is a table that identifies the 2021 projects that are being funded from the Carry Forward Reserve.

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2021 Capital Project	2021 Approved Budget Amount	Carry Forward Reserve Funding	2021 Taxation Funding	DC's Funding	Gas Tax Funding	Total Funding
Dump Truck with attachments (Plow & Salter)	\$80,277	\$9,550	\$6,727	\$64,000		\$80,277
Replace 2005 Hot Box	\$55,000	\$45,000	\$10,000			\$55,000
Slurry Seal	\$93,500	\$93,500				\$93,500
Survey equipment & Drones	\$80,000	\$80,000				\$80,000
Bridge OSIM inspection	\$30,000	\$10,000	\$20,000			\$30,000
Traffic Calming	\$110,000	\$30,000		\$37,500	\$42,500	\$110,000
Totals:	\$448,777	\$268,050	\$36,727	\$101,500	\$42,500	\$448,777

Below is a table that identifies the 2020 capital projects that were not started or completed in 2020 and the taxation funding that was moved into the carry forward reserve.

2020 Capital Project	2020 Approved Budget Amount	Projected funded by Taxation	Projected funded by DC's	Actuals 2020 Costs	Unspent 2020 Taxation \$ to Carry Forward
Dump Truck with attachments (Plow & Salter)	\$73,500	\$9,550	\$64,000	\$0	\$9,550
Replace 2005 Hot Box	\$45,000	\$45,000	\$0	\$0	\$45,000
Slurry Seal 50,000 sq. metres	\$187,500	\$187,500	\$0	\$0	\$187,500
Engineering design Standards	\$50,000	\$5,000	\$45,000	\$0	\$5,000
Traffic Calming	\$60,000	\$47,500	\$12,500	\$32,228	\$21,000
Total amount to move to Carry Forward:					\$268,000

The reasons below highlight why staff planned to move these funds to the Carry forward reserve.

1. In 2020 staff were unable to purchase both the dump truck and hot box due to supply issues resulting from COVID. Limited inventories inflated the costs and resulted in these items being over-budget with no guaranteed delivery dates of these items. Rather than request the additional monies in 2020, staff and Council decided it was more prudent to move the projects into 2021.
2. The funds for traffic calming were not fully utilized in 2020 due to the implications of COVID and delay in filling the vacant Manager of Public Works position. The unspent funds were allocated to the Carry Forward reserve to partially fund the 2021 traffic calming campaign.

3. For reasons similar to traffic calming, the slurry sealing program for 2020 did not occur. The current Manager of Public Works wanted to redirect a portion of funds from slurry sealing to other high priority projects. As staff wanted to redirect these funds to projects not previously approved, staff felt it was pertinent to bring forward funds into the 2021 budget. From the original 2020 approved amount of \$187,500, the revised 'slurry sealing' roads program for 2021 is budgeted at \$93,500, and \$80,000 is to fund drones and survey equipment, with the remaining \$14,000 being incorporated into traffic calming.

At the time when the budget was being prepared for 2021, staff was not anticipating any carry forward from the 2020 Thornton Pedestrian Crossing project. As such, the \$25,000 from taxation to partially fund the 2020 project cost of \$115,000 was not included in the Carry Forward Reserve. However, as part of the 2020 year-end process, staff identified only \$11,307 in actual costs were incurred in 2020. As a result, staff have allocated \$22,500 to the Carry Forward Reserve. This figure is based on the original taxation amount of \$25,000 less \$2,500, or 21.7% of the total cost as per the budgeted funding allocation (\$25,000 Taxation + \$90,000 DC's = \$115,000).

Staff have included a copy of the 2021 Capital Budget (Attachment #1) with project funding along with actuals as of April 30th, 2021 as well a copy of the Estimated Reserve and DC Reserve Schedule for 2021(Attachment #2)

FINANCIAL IMPACT

The primary motivation for using the Carry Forward Reserve was to ensure that unused capital funding could be brought forward to fund 2021 budgeted capital projects. As these funds were derived from taxation, the unspent amounts would roll into the Township's general surplus or deficit for the 2020 fiscal year.

Staff have spoken with the municipal auditors regarding this matter. The feedback received is that the process is an acceptable means of redirecting unspent funds from one budget period to a future one.

SUMMARY/OPTIONS

Council may:

1. Take no further action.
2. Receive the explanation of the 2021 Carry Forward Reserve as circulated.

GA


CONCLUSION

Option #2 is recommended.

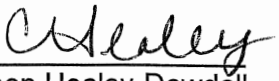
Respectfully submitted:

Reviewed by:

Reviewed by:


Rob Rosilidis
Deputy Treasurer

Carol Traynor
Manager of Finance


Colleen Healey-Dowdall
Chief Administrative Officer

Attachment #1 – 2021 Capital Budget as of April 30th, 2021
Attachment #2 – 2021 Estimated Reserve and DC Reserve Schedule



Township of Essa
 Capital Budget
 For the 2021 Fiscal Year

Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget	Project Funding				Grants		Total	
						Taxation	Trade In (surplus Equip)	User Fees	DC's	Reserve	Gov't fundng		Source
Administration													
New Vehicle for By-Law	GG2102	\$25,000	\$0	\$25,000	\$21,421	85.68%	25000						25000
Total for Administration:		\$25,000	\$0	\$25,000	\$21,421	85.68%	\$25,000	\$0	\$0	\$0	\$0	\$0	\$25,000

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Township of Essa
Capital Budget
For the 2021 Fiscal Year

Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Variance		Project Funding					Total		
				Actuals To Date	Actuals to Total Budget	Taxation	Trade In (surplus Equip)	User Fees	DC's	Reserve		Gov't fundng	Source
Fire Service													
Thermal Imaging Cameras x2	FD2104	\$20,000	\$0	\$20,000		0.00%	\$20,000					\$20,000	
Replace Pump 2	FD2102	\$685,000	\$0	\$685,000		0.00%	\$544,265	\$50,000		\$90,735	Special Projects	\$685,000	
Mobile repeater, pagers, & Mics	FD2106 P6	\$25,000	\$0	\$25,000		0.00%	\$25,000					\$25,000	
PPE – Improved hood protection &													
Boots one add't set	FD2103 P3	\$57,500	\$0	\$57,500	\$30,298	52.69%	\$57,500					\$57,500	
SCBA masks	FD2103 P3	\$7,000	\$0	\$7,000	\$6,305	90.07%	\$7,000					\$7,000	
Hose & Nozzles	FD2105 P5	\$20,000	\$0	\$20,000		0.00%	\$20,000					\$20,000	
Rescue Equipment – Extrication	FD2107 P4	\$8,000	\$0	\$8,000	\$8,981	112.27%	\$8,000					\$8,000	
New Fire Hall in Angus Land Purchase & Development	FD2101	\$250,000	\$0	\$250,000	\$971	0.39%				\$250,000		\$250,000	
Total for Fire Department:		\$1,072,500	\$0	\$1,072,500	\$46,555	4.34%	\$681,765	\$50,000	\$0	\$250,000	\$90,735	\$0	\$1,072,500

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Township of Essa
Capital Budget
For the 2021 Fiscal Year

Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget	Project Funding					Grants		Total	
						Taxation	Trade In (surplus Equip)	User Fees	DC's	Reserve	Gov't fundng	Source		
Parks and Recreation														
Canoe/Kayak Boat Launch	RD2001	\$78,000	\$7,200	\$70,800	\$2,095	2.69%				\$70,800		Trail DC	\$70,800	
Video Surveillance	RD2103	\$13,537	\$0	\$13,537		0.00%	\$13,537						\$13,537	
Mike Hart Basketball Court Installation	RD2104	\$25,072	\$0	\$25,072		0.00%	\$25,072						\$25,072	
Dump Truck 2020 carry forward	RD2005	\$80,277	\$73,550	\$6,727	\$77,750	96.85%	\$6,727		\$64,000	\$9,550		Carry Forward Reserve	\$80,277	
Pick-up	RD2102	\$50,000	\$0	\$50,000	\$41,985	83.97%	\$50,000						\$50,000	
Grass cutting Equipment	RD2105	\$135,000	\$0	\$135,000	\$128,216	94.97%	\$135,000						\$135,000	
Outdoor Pads LED Upgrade	RD2106	\$15,350	\$0	\$15,350	\$14,399	93.80%	\$15,350						\$15,350	
Baxter Subdivision		\$850,000	\$0	\$850,000		0.00%			\$850,000				\$850,000	
Total For Parks and Recreation:		\$1,247,236	\$80,750	\$1,166,486	\$264,445	21.20%	\$245,686	\$0	\$0	\$984,800	\$9,550	\$0	\$0	\$1,240,036

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Township of Essa
Capital Budget
For the 2021 Fiscal Year

Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget	Project Funding					Grants		Total	
						Taxation	Trade In (surplus Equip)	User Fees	DC's	Reserve	Gov't funding	Source		
Elizabeth Street Culvert Replacement	TR2007	\$1,423,252	\$737,000	\$686,252	\$52,949	3.72%						\$686,252	Gas Tax	\$686,252
Margaret Street Urbanization Phase 1 & 2	TR2008	\$3,769,474	\$1,100,000	\$2,669,474	\$168,793	4.48%			\$50,000			\$2,619,474	Gas Tax \$1,119,474 OCIF \$1,500,000	\$2,669,474
25th Sideroad Repaving (1.5km)	TR2004	\$784,000	\$450,000	\$334,000	\$244	0.03%				\$250,500		\$83,500	Gas Tax	\$334,000
Plow Truck to replace Unit 22 & Water Tank	PW2102	\$355,000	\$0	\$355,000		0.00%		\$30,000			\$325,000		Infrastructure Renewal	\$355,000
Sidewalk Trackless Replacement & Attachment	PW2103	\$63,000	\$0	\$63,000		0.00%	\$63,000							\$63,000
Thornton Pedestrian Crossing	TR2005	\$165,307	\$115,000	\$50,307	\$12,321	7.45%	\$38,307			\$12,000			Trail DC	\$50,307
Traffic Calming	TR2109	\$110,000	\$0	\$110,000		0.00%				\$37,500	\$30,000	\$42,500	Carry Over Reserve Gas Tax	\$110,000
RFP Engineering work for 2022	PW2105	\$80,000	\$0	\$80,000		0.00%				\$50,000		\$30,000	Gas Tax	\$80,000
Angus Infra-Structure Master Plan	PW2106	\$200,000	\$0	\$200,000		0.00%	\$50,000			\$150,000				\$200,000
Bridge OSIM inspection	PW2107	\$30,000	\$10,000	\$20,000		0.00%	\$20,000				\$10,000		Carry Over Reserve	\$30,000
SWM Pond Maintenance	PW2108	\$15,000	\$0	\$15,000	\$4,350	29.00%	\$15,000							\$15,000
Survey equipment & Drones	PW2104	\$80,000	\$0	\$80,000		0.00%					\$80,000		Carry Over Reserve	\$80,000
Replace 2005 Hot Box	PW2004	\$55,000	\$45,000	\$10,000	\$32,676	59.41%	\$10,000				\$45,000		Carry Over Reserve	\$55,000
Slurry Seal	TR2101	\$93,500	\$0	\$93,500		0.00%					\$93,500		Carry Over Reserve	\$93,500
Total for Roads/Public Works:		\$7,223,533	\$2,457,000	\$4,766,533	\$271,333	3.76%	\$196,307	\$30,000	\$0	\$550,000	\$583,500	\$3,461,726	\$0	\$4,821,533

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Township of Essa
Capital Budget
For the 2021 Fiscal Year

Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget	Project Funding				Grants		Total		
						Taxation	Trade In (surplus Equip)	User Fees	DC's	Reserve	Gov't funding		Source	
Water													0	
Thornton Standpipe Expansion	WD2001	293,000		\$293,000		0.00%				\$293,000		Water Infrastructure Res	293,000	
Disk Filter Integration	SD2101	550,000	200,000	350,000	\$78,399	14.25%					\$350,000	Sewer Infrastructure Res	350,000	
												2020 Carry Forward	0	
Total for Water:		\$843,000	\$200,000	\$643,000	\$78,399	9.30%	\$0	\$0	\$0	\$293,000	\$350,000	\$0	\$0	\$643,000

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Township of Essa
Capital Budget
For the 2021 Fiscal Year

Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Variance Actuals to Total Budget	Project Funding					Grants		Total	
						Taxation	Trade In (surplus Equip)	User Fees	DC's	Reserve	Gov't fundng	Source		
													\$0	
Library														
Angus Branch Debt Repayment	\$9,000	\$0	\$9,000		0.00%					\$9,000			\$9,000	
Furniture LB2101 P9	\$2,500	\$0	\$2,500		0.00%	\$2,500							\$2,500	
Equipment LB2102 P9	\$2,000	\$0	\$2,000	\$293	14.65%	\$2,000							\$2,000	
Computer Equipment LB2103 P9	\$6,200	\$0	\$6,200		0.00%	\$6,200							\$6,200	
Books Collection Materials LB2104 P1	\$76,165	\$0	\$76,165	\$31,429	41.26%	\$68,565			\$7,600				\$76,165	
Total for Library:	\$95,865	\$0	\$95,865	\$31,722	33.09%	\$79,265	\$0	\$0	\$16,600	\$0	\$0	\$0	\$95,865	
Totals:	#####	\$2,737,750	\$7,769,384	\$1,396,030	13.29%	\$0	\$1,228,023	\$80,000	\$0	\$2,094,400	\$1,033,785	\$3,461,726	\$0	\$7,897,934

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Reserves Account #	Description	Estimated Balance Dec 31/2020	Interest for Hydro & Water Sewer	Reserve Loan Repayment (SS.4.2)	Transfer From Current Revenues	Reserves		Unadjusted Estimated Balance Dec 31/2021
						Transfer to Capital	Reserves Redistribution (operating)	
02-80-002-060-3548	Carry Forward Project Funding	\$ 268,050.00				\$ 268,050.00		\$ -
02-80-002-060-3549	Infrastructure Renewal	\$ 534,412.00			\$ 343,023.00	\$ 325,000.00		\$ 552,435.00
02-80-002-060-3550	Working Capital	\$ 1,588,320.60						\$ 1,588,320.60
02-80-002-060-3551	Urban Standards	\$ 2,131,164.00						\$ 2,131,164.00
02-80-002-060-3552	Uncollectable	\$ 19,158.69						\$ 19,158.69
02-80-002-060-3553	Contingencies	\$ 37,371.70						\$ 37,371.70
02-80-002-060-3554	Special Projects	\$ 928,428.21			\$ 9,000.00	\$ 90,735.00		\$ 846,693.21
02-80-002-060-3555	Parks & Recreation	\$ -						\$ -
02-80-002-060-3556	Policing	\$ 109,903.00						\$ 109,903.00
02-80-002-060-3557	Capital Equipment /Roads	\$ 38,252.50				\$ -		\$ 38,252.50
02-80-002-060-3558	Thornton Arena	\$ -						\$ -
02-80-002-060-3559	Fire Department	\$ 150,000.00						\$ 150,000.00
02-80-002-060-3561	Fire Dept. Training	\$ 23,285.55						\$ 23,285.55
02-80-002-060-3562	Future Enforce Build Code Act	\$ 1,205,351.08					\$ 143,282.00	\$ 1,062,069.08
02-80-002-060-3563	Federal Gas Tax	\$ -						\$ -
02-80-002-060-3565	Riverbank Restoration	\$ 74,504.49						\$ 74,504.49
02-80-002-060-3570	Grist Mill Restoration	\$ -						\$ -
02-80-002-060-3571	Excess Election Funds	\$ 24,202.98			\$ 12,000.00			\$ 36,202.98
02-80-002-060-3572	Trail	\$ 488.16			\$ -			\$ 488.16
02-80-002-060-3573	Fishing Parks	\$ -						\$ -
02-80-002-060-3574	COVID Support Funding	\$ 260,000.00			\$ 99,000.00		\$ 355,824.00	\$ 3,176.00
02-80-002-060-3580	Sale of Thornton Hydro	\$ 35,676.55	\$ -					\$ 35,676.55
		7,428,569.51	\$ -		\$ 463,023.00	\$ 683,785.00	\$ 499,106.00	\$ 6,708,701.51
02-80-002-060-3590	Water Rate Stabilization	606,345.47						\$ 606,345.47
02-80-002-060-3592	Water Infrastructure	2,392,149.05	\$ -	\$ 158,961.00	\$ 405,945.00			\$ 2,798,094.05
	Internal Debt By-law 2015-34	-						\$ -
	Internal Debt 2015 Proposed	-						\$ -
	Internal Debt 2016 Proposed	-						\$ -
02-80-002-060-3593	Sewer Rate Stabilization	405,775.81						\$ 405,775.81
02-80-002-060-3595	Sewer Infrastructure	1,336,377.77	\$ -			\$ 350,000.00	\$ 207,401.00	\$ 778,976.77
	Internal Debt By-law 2015-34	-						\$ -
	Internal Debt 2015 Proposed	-						\$ -
	Internal Debt 2016 Proposed	-						\$ -
		12,169,217.61	\$ -	\$ 158,961.00	\$ 868,968.00	\$ 1,033,785.00	\$ 706,507.00	\$ 11,297,893.61

Reserve Funds Account #	Description	Estimated Balance Dec 31/2020	Investment Income	Transfer From Current Revenues	Transfer to Capital	Redistribution (operating)	Balance Dec 31/2021
50-80-002-060-3632	Water Levies	56,183.09	\$ 701.68				\$ 56,884.77
50-80-002-060-3633	Sewer Levies	103,226.28	\$ 1,289.21				\$ 104,515.49
55-80-002-060-3540	Library Reserves	26,173.00		\$ 5,000.00			\$ 31,173.00
60-80-002-060-3699	Business Improvement Area	41,764.19		\$ 5,000.00		\$ -	\$ 46,764.19
		227,346.56	\$ 1,990.89	\$ 10,000.00	\$ -	\$ -	\$ 239,337.45

Total Reserves and Reserve Funds \$ 12,377,405.48 \$ 1,990.89 \$ 158,961.00 \$ 878,968.00 \$ 1,033,785.00 \$ 706,507.00 \$ - 11,518,072.37

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TR008-21 Attachment #2 2021 Revised Projected Schedule of Reserves

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Township of Essa
 Estimate of Development Charges and Obligatory Reserve Funds for 2021
 Revised May 19, 2021

Title	Account #	Estimated Balance Dec 31/2020	Investment Income	Development Fees	Grants	Reserve Funds			Unadjusted
						Transfer to Capital Fund	Transfer to Current Fund	Redistribution	Balance Dec 31/2021
Parks & Rec	50-80-002-060-3630	\$ 429,167.30	\$ 1,905.00						\$ 431,072.30
Brown's Line & Bridge (Willoughby Road)	50-80-002-060-3634	\$ 52.05						\$ -	\$ 52.05
Federal Gas Tax	50-80-002-060-3635	\$ 1,324,977.76	\$ 5,881.00		\$ 639,578.00	\$ 1,961,726.00			\$ 8,710.76
OCIF	50-80-002-060-3636					\$ 1,500,000.00			\$ (1,500,000.00)
		\$ 1,754,197.11	\$ 7,786.00	\$ -	\$ 639,578.00	\$ 3,461,726.00	\$ -	\$ -	\$ (1,060,164.89)
Administration-Growth	50-80-002-050-3650	\$ 63,285.61	\$ 281.00	\$ 770.50			\$ 45,100.00		\$ 19,237.11
Police	50-80-002-050-3651	\$ 234,959.36	\$ 1,043.00	\$ 1,111.00					\$ 237,113.36
Protection - Fire	50-80-002-050-3652	\$ 936,546.19	\$ 4,157.00	\$ 110,112.00		\$ 250,000.00			\$ 800,815.19
Roads & Related Service	50-80-002-050-3654	\$ 4,543,827.90	\$ 20,168.00	\$ 422,364.50		\$ 538,000.00			\$ 4,448,360.40
Public Works & Fleet	50-80-002-050-3655	\$ 213,978.58	\$ 950.00	\$ 31,590.00					\$ 246,518.58
Park Development & Facilities	50-80-002-050-3657	\$ 3,597,976.71	\$ 15,686.00	\$ 107,659.00		\$ 996,800.00			\$ 2,724,521.71
Libraries	50-80-002-050-3658	\$ 341.86	\$ 2.00	\$ 18,181.50		\$ 16,600.00			\$ 1,925.36
Angus Water	50-80-002-050-3660	\$ 2,106,291.64	\$ 9,349.00	\$ 92,142.00					\$ 2,207,782.64
Sewer	50-80-002-050-3662	\$ 5,937,806.13	\$ 26,355.00	\$ 58,248.00					\$ 6,022,409.13
Thornton Water	50-80-002-050-3664	\$ 262,445.19	\$ 1,165.00	\$ 43,002.50		\$ 293,000.00			\$ 13,612.69
		\$ 17,897,459.16	\$ 79,156.00	\$ 885,181.00	\$ -	\$ 2,094,400.00	\$ 45,100.00	\$ -	\$ 16,722,296.16
								check	\$ 16,722,296.16
		\$ 19,651,656.27	\$ 86,942.00	\$ 885,181.00	\$ 639,578.00	\$ 5,556,126.00	\$ 45,100.00	\$ -	\$ 15,662,131.27
								check	\$ 15,662,131.27

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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: TR009-21
DATE: May 19th, 2021
TO: Committee of the Whole
FROM: Rob Rosilius, Deputy Treasurer
SUBJECT: Budget to Actuals Update as of April 30th, 2021

RECOMMENDATION

That Staff Report TR009-21 be received.

BACKGROUND

During the 2020 Budget deliberations, Council requested staff to bring forward quarterly updates on the budget. With the outbreak of COVID 19, Council requested staff provide updates on a regular basis while the Township is under a state of emergency. This report includes activities recorded as of April 30th, 2020.

COMMENTS AND CONSIDERATIONS

Summary of Budget Variances by Department (Attachment #1) summarizes the operating budget into three major sections:

- **Employee Related Expenses** - includes salaries and hourly wages, Township benefits along with mandatory contributions.
- **Operating Expenses** – all other non-employee related expenses, which include taxation amounts being transferred to the Capital Budget to fund the departments capital project(s).
- **Revenues** - revenues relating to that department.
- **Taxation Required** – this is the difference between the expenses and revenues for the department or sub-department. If the amount is positive taxation levy is required to balance department; whereas if the value is negative, it reduces the taxation levy.

The Columns of the Attachment #1 include;

- **Actuals to Date** – what has been processed into the general ledger.
- **Budget to Date** – represents 4/12 or 33.3% of the annual budget.
- **2021 Budget** – the approved budget amount.
- **Variance Actuals to Budget to Date** – the dollar value difference between actual recorded during the reporting period compared to the budget to date.

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- **Expenses** – for sections that are expenses, If the *Variance Actuals to Budget to Date* value is negative, the actuals are less than the budget to date. If the dollar value is positive, the actuals are greater than the budget to date.
- **Revenues** – for the revenue sections if the *Variance Actuals to Budget to Date* value is negative the actuals are greater than the budget to date. If the dollar value is positive, the actuals are less than the budget to date.
- **Variance Actuals to Annual Budget** – a percentage of the actual amount as of the reporting period in comparison to the 2021 approved budget.

In Attachment #2, each approved Capital Budget item is listed with its total approved budget along with the amount(s) approved for 2021. The Actual To-date includes all the costs, both current and previous years, incurred as of April 30th. The Variance Actuals to Total Budget is a percentage of the Actuals To-date compared to the Total Budget for the project.

FINANCIAL IMPACT

For the reporting period, the expected Actuals should be roughly 33.3% of the annual budget. Since the previous Budget to Actuals Report, there has been no financial changes to report on.

SUMMARY/OPTIONS

Council may:

1. Take no further action.
2. Receive the Budget to Actuals as of April 30th, as circulated.


CONCLUSION

Option #2 is recommended.

Respectfully submitted:

Reviewed by:

Reviewed by:


Rob Rosilius
Deputy Treasurer

Carol Traynor
Manager of Finance


Colleen Healey-Dowdall
Chief Administrative Officer

Attachment #1 – Summary of Budget to Actuals as of April 30th, 2021
Attachment #2 – Capital Budget Update as of April 30th, 2021



Township of Essa
Summary of Budget Variances by Department
For the Period Ending April 30th, 2021

	Variance				
	Actuals to Date	Budget to Date	2021 Budget	Actuals vs Budget to Date	Actuals to Annual Budget
Summary of Municipal Operations (excl Water & Wastewater)					
Total Operating Expenses:	\$2,807,458	\$6,201,920	\$18,605,762	-\$3,394,462	15.09%
Total Revenues:	-\$13,999,332	-\$6,201,921	-\$18,605,762	-\$7,740,449	74.94%
Total Reserve Transfer From/(To):	\$13,249	\$0	\$0	\$13,249	
Summary of Water and WasteWater					
Total Operating Expenses:	\$645,011	\$1,223,002	\$3,669,005	-\$577,991	17.58%
Total Revenues:	-\$854,746	-\$1,223,002	-\$3,669,005	\$368,256	23.30%
Total Reserve Transfer From/(To)	-\$209,734	\$0	\$0	-\$209,734	
Council					
Wages and Salaries	\$56,048	\$53,221	\$159,662	\$2,827	35.10%
Operating Expenses	\$828	\$11,900	\$35,700	-\$11,072	2.32%
Total Expenses:	\$56,876	\$65,121	\$195,362	-\$8,245	29.11%
Taxation required:	\$56,876	\$65,121	\$195,362	-\$8,245	29.11%
CAO					
Admin Wages and Salaries	\$72,923	\$78,307	\$234,920	-\$5,384	31.04%
Office Building Wages and Salaries	\$0	\$0	\$0	\$0	0.00%
Admin Operating Expenses	\$38,848	\$20,067	\$60,200	\$18,781	64.53%
Office Building Operating Expenses	\$0	\$0	\$0	\$0	0.00%
Total Expenses:	\$111,771	\$98,373	\$295,120	\$13,397	37.87%
Revenues	\$0	\$0	\$0	\$0	0
Taxation required:	\$111,771	\$98,373	\$295,120	\$13,397	37.87%

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	Actuals to Date	Budget to Date	2021 Budget	Actuals vs Budget to Date	Actuals to Annual Budget
Clerks Department					
Clerks					
Clerk's Wages and Salaries	\$78,977	\$77,773	\$233,320	\$1,203	33.85%
Election Wages and Salaries	\$0	\$0	\$0	\$0	0
Clerk's Operating Expenses	\$44,455	\$60,550	\$181,650	-\$16,095	24.47%
Election Operating Expenses	\$1,857	\$4,620	\$13,860	-\$2,763	13.40%
Total Expenses:	\$125,289	\$142,943	\$428,830	-\$17,655	29.22%
Revenues	-\$4,850	-\$10,017	-\$30,050	\$5,167	16.14%
Taxation required:	\$120,439	\$132,927	\$398,780	-\$12,488	30.20%
By-Law					
Wages and Salaries	\$30,450	\$43,464	\$130,392	-\$13,014	23.35%
Operating Expenses	\$1,152	\$12,083	\$36,250	-\$10,932	3.18%
Total Expenses:	\$31,602	\$55,547	\$166,642	-\$23,946	18.96%
Revenues	-\$12,950	-\$6,033	-\$18,100	-\$6,917	71.55%
Taxation required:	\$18,652	\$49,514	\$148,542	-\$30,862	12.56%
Animal Control					
Wages and Salaries	\$1,864	\$7,827	\$23,482	-\$5,963	7.94%
Operating Expenses	\$4,081	\$5,740	\$17,220	-\$1,659	23.70%
Total Expenses:	\$5,945	\$13,567	\$40,702	-\$7,622	14.61%
Revenues	-\$8,825	-\$6,033	-\$18,100	-\$2,791	48.75%
Taxation required:	-\$2,879	\$7,534	\$22,602	-\$10,413	(12.74%)
Operating Assistance					
Operating Expenses	\$7,300	\$3,000	\$9,000	\$4,300	81.11%
Taxation required:	\$7,300	\$3,000	\$9,000	\$4,300	81.11%

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	Actuals to Date	Budget to Date	2021 Budget	Actuals vs Budget to Date	Actuals to Annual Budget
Treasury					
Finance Department					
Wages and Salaries	\$177,184	\$160,547	\$481,641	\$16,637	36.79%
Operating Expenses	\$63,157	\$1,471,508	\$4,414,524	-\$1,408,351	1.43%
Total Expenses:	\$240,341	\$1,632,055	\$4,896,165	-\$1,391,714	4.91%
Revenues	-\$195,517	-\$234,833	-\$704,500	\$39,316	27.75%
Taxation required:	\$44,824	\$1,397,222	\$4,191,665	-\$1,352,398	1.07%
Taxation					
Operating Expenses	\$5,120,477	\$0	\$0	\$5,120,477	0
Revenues	-\$13,163,619	-\$3,797,217	-\$11,391,650	-\$9,366,402	115.55%
Total Taxation:	-\$8,043,142	-\$3,797,217	-\$11,391,650	-\$4,245,925	70.61%
General Revenues	-\$275,350	-\$1,606,650	-\$4,819,950	\$1,331,300	5.71%

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	Actuals to Date	Budget to Date	2021 Budget	Actuals vs Budget to Date	Actuals to Annual Budget
Fire / Emergency Services					
Fire Department					
Admin Wages and Salaries	\$86,185	\$107,940	\$323,819	-\$21,755	26.62%
Fire Fighting Wages and Salaries	\$70,927	\$116,167	\$348,500	-\$45,240	20.35%
Fire Training Wages and Salaries	\$23,381	\$48,333	\$145,000	-\$24,952	16.12%
Admin Operating Expenses	\$11,542	\$252,955	\$758,865	-\$241,413	1.52%
Fire Fighting Operating Expense	\$10,092	\$83,163	\$249,490	-\$73,072	4.04%
Fire Training	\$0	\$1,333	\$4,000	-\$1,333	0.00%
Angus Fire Hall	\$7,044	\$9,500	\$28,500	-\$2,456	24.71%
Thornton Fire Hall	\$7,170	\$9,333	\$28,000	-\$2,163	25.61%
Fleet	\$31,363	\$35,967	\$107,900	-\$4,603	29.07%
Total Expenses:	\$247,704	\$664,691	\$1,994,074	-\$416,987	12.42%
Revenues	-\$63,902	-\$41,533	-\$124,600	-\$22,369	51.29%
Taxation required:	\$183,802	\$623,158	\$1,869,474	-\$439,356	9.83%
Emergency Measures					
Wages and Salaries	\$6,933	\$4,699	\$14,096	\$2,234	49.18%
Operating Expenses	\$4,038	\$3,633	\$10,900	\$404	37.04%
Total Expenses:	\$10,970	\$8,332	\$24,996	\$2,638	43.89%
Revenues	\$0	\$0	\$0	\$0	0.00%
Taxation required:	\$10,970	\$8,332	\$24,996	\$2,638	43.89%
Policing					
Operating Expenses	\$496,832	\$1,013,337	\$3,040,010	-\$516,505	16.34%
Revenues	-\$200	-\$31,000	-\$93,000	\$30,800	0.22%
Taxation required:	\$496,632	\$982,337	\$2,947,010	-\$485,705	16.85%

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	Actuals to Date	Budget to Date	2021 Budget	Actuals vs Budget to Date	Actuals to Annual Budget
Planning and Development					
Planning					
Wages and Salaries	\$66,250	\$68,236	\$204,709	-\$1,986	32.36%
Operating Expenses	\$15,224	\$121,785	\$365,355	-\$106,561	4.17%
Total Expenses:	\$81,474	\$190,021	\$570,064	-\$108,547	14.29%
Revenues	-\$30,675	-\$40,883	-\$122,650	\$10,208	25.01%
Taxation required:	\$50,799	\$149,138	\$447,414	-\$98,339	11.35%
Committee of Adjustment					
Wages and Salaries	\$4,841	\$16,446	\$49,338	-\$11,605	9.81%
Operating Expenses	\$150	\$2,083	\$6,250	-\$1,933	2.40%
Total Expenses:	\$4,991	\$18,529	\$55,588	-\$13,539	8.98%
Revenues	-\$15,918	-\$6,567	-\$19,700	-\$9,352	80.80%
Taxation required:	-\$10,928	\$11,963	\$35,888	-\$22,890	(30.45%)
Economic Development					
Wages and Salaries	\$4,465	\$3,977	\$11,930	\$488	37.42%
Operating Expenses	\$1,525	\$933	\$2,800	\$592	54.48%
Total Expenses:	\$5,990	\$4,910	\$14,730	\$1,080	40.67%
Taxation required:	\$5,990	\$4,910	\$14,730	\$1,080	40.67%
Building Department					
Wages and Salaries	\$73,900	\$130,427	\$391,282	-\$56,527	18.89%
Operating Expenses	\$14,130	\$19,917	\$59,750	-\$5,787	23.65%
Total Expenses:	\$88,030	\$150,344	\$451,032	-\$62,314	19.52%
Revenues	-\$74,781	-\$150,344	-\$451,032	\$75,563	16.58%
Reserve Transfer From/ (To)	\$13,249	\$0	\$0	\$13,249	\$110406.

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	Actuals to Date	Budget to Date	2021 Budget	Actuals vs Budget to Date	Actuals to Annual Budget
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Public Works

Public Works

Public Works Operating Expenses	\$1,929	\$8,000	\$24,000	-\$6,071	8.04%
Sidewalk Wages and Salaries	\$0	\$12,583	\$37,750	-\$12,583	0.00%
Sidewalk Operating Expenses	\$17,805	\$25,067	\$75,200	-\$7,262	23.68%
Streetlights Operating Expense	\$22,360	\$35,000	\$105,000	-\$12,640	21.30%
Public Transit Operating Expense	\$0	\$0	\$0	\$0	0.00%
Tile Drainage	\$0	\$725	\$2,175	-\$725	0.00%
Total Expenses:	\$42,094	\$81,375	\$244,125	-\$39,281	17.24%
Revenues	-\$430	-\$1,000	-\$3,000	\$570	14.35%
Taxation required:	\$41,664	\$80,375	\$241,125	-\$38,711	17.28%

Roads

Wages and Salaries	\$440,077	\$439,771	\$1,319,313	\$306	33.36%
Operating Expenses	\$30,029	\$169,652	\$508,957	-\$139,623	5.90%
Roadways Maintenance	\$46,602	\$122,833	\$368,500	-\$76,232	12.65%
Roadside Maintenance	\$28,209	\$124,500	\$373,500	-\$96,291	7.55%
Fleet	\$127,354	\$154,000	\$462,000	-\$26,646	27.57%
Bridges & Culverts	\$9,622	\$0	\$0	\$9,622	0.00%
Total Expenses:	\$681,893	\$1,010,757	\$3,032,270	-\$328,864	22.49%
Revenues	-\$52,486	-\$33,333	-\$100,000	-\$19,152	52.49%
Taxation required:	\$629,407	\$977,423	\$2,932,270	-\$348,016	21.46%

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	Actuals to Date	Budget to Date	2021 Budget	Actuals vs Budget to Date	Actuals to Annual Budget
Water Works					
Wages and Salaries	\$12,687	\$44,751	\$134,252	-\$32,063	9.45%
Admin Operating Expenses	\$341,905	\$467,477	\$1,402,432	-\$125,572	24.38%
Angus Waterworks Expenses	\$41,646	\$58,667	\$176,000	-\$17,020	23.66%
Thornton Waterworks Expenses	\$5,641	\$27,700	\$83,100	-\$22,059	6.79%
Baxter Waterworks Expenses	\$3,708	\$6,853	\$20,560	-\$3,146	18.03%
Total Expenses:	\$405,587	\$605,448	\$1,816,344	-\$199,861	22.33%
Revenues	-\$457,456	-\$605,448	-\$1,816,344	\$147,992	25.19%
Reserve Transfer From/ (To)	-\$51,869	\$0	\$0	-\$51,869	
Waste Water					
Wages and Salaries	\$12,687	\$15,948	\$47,844	-\$3,261	26.52%
Admin Operating Expenses	\$172,274	\$512,891	\$1,538,674	-\$340,617	11.20%
Wastewater Operations	\$54,462	\$88,714	\$266,143	-\$34,252	20.46%
Total Expenses:	\$239,424	\$617,554	\$1,852,661	-\$378,130	12.92%
Revenues	-\$397,289	-\$617,554	-\$1,852,661	\$220,264	21.44%
Reserve Transfer From/ (To)	-\$157,866	\$0	\$0	-\$157,866	

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	Actuals to Date	Budget to Date	2021 Budget	Actuals vs Budget to Date	Actuals to Annual Budget
Parks and Recreation					
Angus Arena					
Admin Wages and Salaries	\$11,379	\$10,613	\$31,839	\$766	35.74%
Arena Wages and Salaries	\$62,448	\$57,498	\$172,495	\$4,949	36.20%
Operating Expenses	\$42,238	\$73,204	\$219,613	-\$30,966	19.23%
Total Expenses:	\$116,064	\$141,316	\$423,947	-\$25,251	27.38%
Revenues	-\$26,879	-\$108,400	-\$325,200	\$81,521	8.27%
Taxation required:	\$89,185	\$32,916	\$98,747	\$56,269	90.32%
Thornton Arena					
Admin Wages and Salaries	\$11,378	\$10,613	\$31,839	\$765	35.74%
Arena Wages and Salaries	\$30,976	\$47,491	\$142,474	-\$16,516	21.74%
Operating Expenses	\$20,745	\$59,233	\$177,700	-\$38,489	11.67%
Total Expenses:	\$63,099	\$117,338	\$352,013	-\$54,239	17.93%
Revenues	-\$2,100	-\$29,358	-\$88,075	\$27,258	2.38%
Taxation required:	\$60,999	\$87,979	\$263,938	-\$26,980	23.11%
Recreation Programming					
Rec Programs Wages and Salaries	\$0	\$24,442	\$73,325	-\$24,442	0.00%
Day Camp Wages and Salaries	\$0	\$20,200	\$60,600	-\$20,200	0.00%
Rec Programs Operating Expenses	\$454	\$3,667	\$11,000	-\$3,213	4.13%
Day Camp Operating Expenses	\$0	\$9,067	\$27,200	-\$9,067	0.00%
Total Expenses:	\$454	\$57,375	\$172,125	-\$56,921	0.26%
Revenues	\$0	-\$30,333	-\$91,000	\$30,333	0.00%
Taxation required:	\$454	\$27,042	\$81,125	-\$26,588	0.56%

	Actuals to Date	Budget to Date	2021 Budget	Actuals vs Budget to Date	Actuals to Annual Budget
Golf Tournament					
Golf Tournament Expenses	\$0	\$11,667	\$35,000	-\$11,667	0.00%
Golf tournament Revenues	\$0	-\$11,667	-\$35,000	\$11,667	0.00%
Surplus/Deficit	\$0	\$0	\$0	\$0	0.00%
Parks					
Park Operations Wages and Salaries	\$58,122	\$139,050	\$417,150	-\$80,928	13.93%
Recreation Activities Wages and Salaries	\$27,636	\$21,347	\$64,042	\$6,289	43.15%
Building Maintenance Wages and Salaries	\$0	\$0	\$0	\$0	0.00%
Admin Operating Expenses	\$9,622	\$89,995	\$269,986	-\$80,374	3.56%
Parks Operating Expense	\$31,854	\$86,458	\$259,375	-\$54,604	12.28%
Recreation Activities Operating Expense	\$159	\$900	\$2,700	-\$741	5.91%
Building Maintenance Operating Expense	\$1,982	\$11,267	\$33,800	-\$9,285	5.86%
Total Expenses:	\$134,668	\$349,851	\$1,049,553	-\$215,183	12.83%
Revenues	-\$4,047	-\$17,533	-\$52,600	\$13,487	7.69%
Taxation required:	\$130,622	\$332,318	\$996,953	-\$201,696	13.10%
Salmon Derby					
Operating Expenses	\$0	\$4,033	\$12,100	-\$4,033	0.00%
Revenues	-\$2,100	-\$3,000	-\$9,000	\$900	23.33%
Surplus/Deficit	-\$2,100	\$1,033	\$3,100	-\$3,133	(67.74%)
Cemetery					
Cemetery Operating Expenses	\$0	\$0	\$0	\$0	0.00%
Total Expenses:	\$0	\$0	\$0	\$0	0.00%
Revenues	-\$7,183	\$0	\$0	-\$7,183	0.00%
Taxation required:	-\$7,183	\$0	\$0	-\$7,183	0.00%

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	Actuals to Date	Budget to Date	2021 Budget	Actuals vs Budget to Date	Actuals to Annual Budget
Library					
Admin Wages and Salaries	\$180,918	\$216,760	\$650,280	-\$35,842	27.82%
Subsidized Program & Board Wages	\$0	\$4,165	\$12,495	-\$4,165	0.00%
Admin Operating Expenses	\$2,866	\$30,393	\$91,180	-\$27,527	3.14%
Angus Branch Operating Expenses	\$947	\$17,403	\$52,210	-\$16,456	1.81%
Thornton Branch Operating Expenses	\$3,458	\$4,350	\$13,050	-\$892	26.50%
Operations Expenses	\$17,145	\$30,670	\$92,010	-\$13,525	18.63%
Subsidized Program & Board Operating Expense	\$0	\$425	\$1,275	-\$425	0.00%
Total Expenses:	\$205,335	\$304,167	\$912,500	-\$98,832	22.50%
Revenues	-\$52,980	-\$36,185	-\$108,555	-\$16,795	48.80%
Taxation required:	\$152,354	\$267,982	\$803,945	-\$115,627	18.95%
BIA					
Operating Expenses	\$1,285	\$0	\$0	\$1,285	0.00%
Revenues	-\$11,723	\$0	\$0	-\$11,723	0.00%
Taxation required:	-\$10,438	\$0	\$0	-\$10,438	0
NVCA					
Operating Expenses	\$47,453	\$63,271	\$189,814	-\$15,818	25.00%
Revenues	\$0	\$0	\$0	\$0	0.00%
Taxation required:	\$47,453	\$63,271	\$189,814	-\$15,818	25.00%

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Township of Essa
 Capital Budget
 For the 2021 Fiscal Year

					Variance		
	Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Actuals to Total Budget	
Administration							
	New Vehicle for By-Law	GG2102	\$25,000	\$0	\$25,000	\$21,421	85.68%
Total for Administration:			\$25,000	\$0	\$25,000	\$21,421	85.68%

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**Township of Essa
Capital Budget
For the 2021 Fiscal Year**

					Variance	
	Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Actuals to Total Budget
Fire Service						
	Thermal Imaging Cameras x2	FD2104	\$20,000	\$0	\$20,000	0.00%
	Replace Pump 2	FD2102	\$685,000	\$0	\$685,000	0.00%
	Mobile repeater, pagers, & Mics	FD2106 P6	\$25,000	\$0	\$25,000	0.00%
	PPE – improved hood protection & Boots one add't set	FD2103 P3	\$57,500	\$0	\$57,500	\$30,298 52.69%
	SCBA masks	FD2103 P3	\$7,000	\$0	\$7,000	\$6,305 90.07%
	Hose & Nozzles	FD2105 P5	\$20,000	\$0	\$20,000	0.00%
	Rescue Equipment – Extrication	FD2107 P4	\$8,000	\$0	\$8,000	\$8,981 112.27%
	New Fire Hall in Angus Land Purchase & Development	FD2101	\$250,000	\$0	\$250,000	\$971 0.39%
	Total for Fire Department:		\$1,072,500	\$0	\$1,072,500	\$46,555 4.34%

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**Township of Essa
Capital Budget
For the 2021 Fiscal Year**

	Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Variance	
					Actuals To Date	Actuals to Total Budget
<u>Parks and Recreation</u>						
Canoe/Kayak Boat Launch	RD2001	\$78,000	\$7,200	\$70,800	\$2,095	2.69%
Video Surveillance	RD2103	\$13,537	\$0	\$13,537		0.00%
Mike Hart Basketball Court installation	RD2104	\$25,072	\$0	\$25,072		0.00%
Dump Truck 2020 carry forward	RD2005	\$80,277	\$73,550	\$6,727	\$77,750	96.85%
Pick-up	RD2102	\$50,000	\$0	\$50,000	\$41,985	83.97%
Grass cutting Equipment	RD2105	\$135,000	\$0	\$135,000	\$128,216	94.97%
Outdoor Pads LED Upgrade	RD2106	\$15,350	\$0	\$15,350	\$14,399	93.80%
Baxter Subdivision		\$850,000	\$0	\$850,000		0.00%
Total For Parks and Recreation:		\$1,247,236	\$80,750	\$1,166,486	\$264,445	21.20%

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Township of Essa
Capital Budget
For the 2021 Fiscal Year

					Variance	
	Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Actuals to Total Budget
Roads/Public Works						
Elizabeth Street Culvert Replacement	TR2007	\$1,423,252	\$737,000	\$686,252	\$52,949	3.72%
Margaret Street Urbanization Phase 1 & 2	TR2008	\$3,769,474	\$1,100,000	\$2,669,474	\$168,793	4.48%
25th Sideroad Repaving (1.5km)	TR2004	\$784,000	\$450,000	\$334,000	\$244	0.03%
Plow Truck to replace Unit 22 & Water Tank	PW2102	\$355,000	\$0	\$355,000		0.00%
Sidewalk Trackless Replacement & Attachment	PW2103	\$63,000	\$0	\$63,000		0.00%
Thornton Pedestrian Crossing	TR2005	\$165,307	\$115,000	\$50,307	\$12,321	7.45%
Traffic Calming	TR2109	\$110,000	\$0	\$110,000		0.00%
RFP Engineering work for 2022	PW2105	\$80,000	\$0	\$80,000		0.00%
Angus Infra-Structure Master Plan	PW2106	\$200,000	\$0	\$200,000		0.00%
Bridge OSIM inspection	PW2107	\$30,000	\$10,000	\$20,000		0.00%
SWM Pond Maintenance	PW2108	\$15,000	\$0	\$15,000	\$4,350	29.00%
Survey equipment & Drones	PW2104	\$80,000	\$0	\$80,000		0.00%
Replace 2005 Hot Box	PW2004	\$55,000	\$45,000	\$10,000	\$32,676	59.41%
Slurry Seal	TR2101	\$93,500	\$0	\$93,500		0.00%
Total for Roads/Public Works:		\$7,223,533	\$2,457,000	\$4,766,533	\$271,333	3.76%

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Township of Essa
Capital Budget
For the 2021 Fiscal Year

					Variance
Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Actuals To Date	Actuals to Total Budget
Water					
Thornton Standpipe Expansion	293000		\$293,000		0.00%
Disk Filter Integration	550,000	200,000	350,000	\$78,399	14.25%
Total for Water:	\$843,000	\$200,000	\$643,000	\$78,399	9.30%

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Township of Essa
 Capital Budget
 For the 2021 Fiscal Year

	Project Code	Total Budget	Previously Approved Funding	2021 Budget Request	Variance	
					Actuals To Date	Actuals to Total Budget
Library						
Angus Branch Debt Repayment		\$9,000	\$0	\$9,000		0.00%
Furniture	LB2101 P9	\$2,500	\$0	\$2,500		0.00%
Equipment	LB2102 P9	\$2,000	\$0	\$2,000	\$293	14.65%
Computer Equipment	LB2103 P9	\$6,200	\$0	\$6,200		0.00%
Books Collection Materials	LB2104 P1	\$76,165	\$0	\$76,165	\$31,429	41.26%
Total for Library:		\$95,865	\$0	\$95,865	\$31,722	33.09%

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Keith White
34 Brian Avenue,
Angus, ON
L0M 1B3

May 12, 2021

Lisa Lehr
Clerk & Manager of Legislative Services
Township of Essa
5786 County Road 21,
Utopia, ON
L0M 1T0

Re: Township of Essa, Ward 1 (Angus) Municipal Council Responsibilities

Dear Lisa.

I wish to advise you that I have decided to resign from my elected position as the Township of Essa municipal Councillor for Ward 1 (Angus). Please accept this letter as my official notice.

With just over ten years on Council, I have found the experience extremely rewarding and hope that I have been able to contribute to the community and the entire township in a positive manner. Having had the support of the past and present Council Members and Staff during this time, the responsibilities have been a pleasure and extremely rewarding. Thankyou all, very much!

It has been an honour to get to know many of the Angus and Essa constituents, both residential and business. I have done my best to represent everyone honestly, fairly and with respect - keeping in mind the best interests of the Corporation of the Township of Essa.

The point has now come that I wish to spend more of my time and energy with my family and friends, as the challenges of COVID-19 subside, and to pursue hobbies & other interests.

I offer my full cooperation to Council, staff, committees, and boards in the coming days to ensure a smooth transition, as I recognize that we are not quite at the end of this current term.

Most sincerely,



Keith White

cc: Mayor Macdonald, Deputy Mayor Smith, Councillor Henderson, Councillor Sander.

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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: C012-21

DATE: May 19, 2021

TO: Committee of the Whole

FROM: Lisa Lehr, Manager of Legislative Services

SUBJECT: By-law Enforcement Activity Summary (January 1 - April 30, 2021)

RECOMMENDATION

That Staff Report C012-21 be received for information.

BACKGROUND

As Council is aware, the Municipal Law Enforcement Officers (MLEO) receive various calls, emails and visits from residents, external agencies, department managers and members of Council in respect of inquiries and/or concerns regarding municipal by-laws and/or alleged infractions, whereby the MLEO commences an investigation to determine:

- a) validity of complaint; and,
- b) necessary steps to be taken to achieve compliance, once the infraction has been validated (ie: the issuance of Notices, Orders, Fines and/or Charges to address the validated infractions).

COMMENTS AND CONSIDERATIONS

This report has been generated to provide Council with a quarterly and yearly summary in respect of By-law Enforcement activity.

Between January 1, 2021 to April 30, 2021, there were 182 phonecalls and/or emails to Municipal Law Enforcement Officers which resulted in a breakdown of 80 complaints being filed with Municipal Law Enforcement Officers, and 82 inquiries (ie: about specific By-laws or infraction notices), with 20 callers being referred to other departments or agencies.

The following is the breakdown of the concerns received in the final quarter of 2021:

Category	Complaints Received	Inquiries
ATVs / Dirtbikes / Snowmobiles	2	2
Burning	2	
Business Licensing	2	1
Canine Control - Other	3	2
Canine Control - Barking	7	3
Canine Control - Dog Licensing	2	2

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Canine Control - Running At Large	5	
Illegal Dumping	1	
Noise (excludes barking)	8	1
Other – Fireworks, Firearms, Deposit Snow on Road, Signs	22	9
Parking	11	8
Parking Tickets	2	51
Untidy	13	3
Referred to PW	7	
Referred to Zoning/Building Department	10	
Referred to External Agency (OPP, County, Health Unit)	3	

[It should be noted that some of the calls/emails/concerns reported during the specified timeframe are from repeat callers, and in some cases contain multiple complaints of infractions (ie: one caller may lodge multiple complaints about different by-law infractions, ie: barking, noise, untidy, canine control, etc.). Additionally, this report does not contain status/follow-up numbers for items that are ongoing and were lodged in the previous reporting period; this is a listing of NEW complaints/concerns only].

Breakdown of Cases Whereby Complaint was Validated which resulted in Notice/Order being Issued	
These cases were logged into the MOAR Tracking System to Monitor Progress & Ensure Compliance	
Canine Control By-law Infractions	12
Dumping	2
Littering	1
Home-based Business	2
Noise	7
Nuisance	1
Other –Items placed on roadway / boulevard by property owner (ie: Basketball Net; Tires)	5
Property Standards	2
Snow and Ice Removal	1
Untidy Lot By-law Infractions	21
Referred to Other Department or Agency	20
Total No. MOAR Cases opened and attached to households b/w January 1 to April 30, 2021	54 MOAR cases attached to households
Average Number of Days to Gain Compliance Following First Notice/Order	8 days
Parking Infractions (Tickets issued between January 1 to April 30, 2021)	335

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NOTE: This report does not contain the number of patrols conducted by MLEO nor does it contain the number of education pieces circulated to residents during this timeframe. Additionally, it does not contain statistics regarding business licensing (ie: kennels, taxis, etc.) or sign permits, and the required inspections, or the number of inspections conducted as a result of validated infractions.

In respect of COVID-19 rules and Provincial Orders, the following is a breakdown of numbers reported to the Province during the timeframe between January 1 to April 30, 2021:

Provincial Reporting January 1 to April 30, 2021	
Complaints / Calls	35
Education to Individuals / Businesses	159
Inspections Conducted	328

[Please Note: there was no reporting to the Province between the months of September to mid-December 2020 as a result of provincial regulations/orders having been relaxed. This was due to the County of Simcoe having been in the yellow/orange zones of the Province's Re-Opening Framework. Additionally, the Province changed the structure of its reporting tool and is not as comprehensive as was previously reported.]

FINANCIAL IMPACT

None. This Report was provided for Council's information only.

SUMMARY/OPTIONS

Council may:

1. Do nothing.
2. **Receive the report for information.**

CONCLUSION

This Report was generated to provide Council with an update in respect of By-law Enforcement activity regarding concerns received, and is intended to be received for information only.

Respectfully submitted:

Lisa Lehr
Clerk

Reviewed by:

Colleen Healey-Dowdall
Chief Administrative Officer



TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: CAO019-21

DATE: May 19, 2021

TO: Committee of the Whole

FROM: Colleen Healey-Dowdall, Chief Administrative Officer

SUBJECT: Simcoe County Economic Development Grant for Lower-tier Municipalities

RECOMMENDATION

That Staff Report CAO019-21 be received; and

That Council pursue the \$50,000 Economic Development Grant from the County of Simcoe for 2021, to be used to purchase and have installed a digital sign for the Township administration centre, with an electrical LED display which is connected to Wi-Fi for ease of messaging, and direct staff to report back on quotes for a digital sign; with the overall intent to promote the brand and marketing of the municipality and to assist with business retention and expansion.

BACKGROUND

The County of Simcoe has provided lower tiers with an economic development grant in the amount of \$50,000 for the past several years. This is suggested to be the last year of such grant. In the past, Essa has utilized its funds to purchase signs that have been placed around and throughout the municipality to 'welcome' people to Essa and its communities. This has helped to identify Essa to the public and to create a sense of place thus serving as a form of promotion.

Note: Last year, it was intended that Essa use its economic development money for a program to develop a Community Improvement Plan (CIP) for Angus. Staff was so busy processing applications that the CIP was not developed, however the CAO is now working on a plan to utilize the 2020 funds in keeping with the County's approval.

This year, the County of Simcoe seems to be promoting a use of funds to react to COVID while still wanting to achieve all original goals for the funds. Other municipalities have used or are planning to use the economic development funds for small business support, to create safe, outdoor patios, to bolster farmers markets, branding, tourism and support

for personal care businesses, to promote restaurant delivery, digital services and innovation partnered with the college and other institutional organizations.

COMMENTS AND CONSIDERATIONS

The County's \$50,000 grant program is intended to support economic development at the local level and there are many good ideas for use of the funds in Essa. Ideas so far include:

- Assisting local businesses to create safe, outdoor patio space
- Promoting tourism and personal care businesses (i.e. a transfer of grant dollars to this type of business)
- Installing wayfinding signage to assist tourists and recreational users, which promotes the brand of Essa
- Educational opportunities – (re)training business owners to use digital means for business and marketing
- Supporting farmers markets
- Supporting instructional businesses
- Installing a digital sign at the administration centre to spread messaging to improve on communications which has become increasingly important with the pandemic, also serving to promote business activities.

The last idea, a digital sign, is ideal in a COVID environment since key community messages are even more important than ever. A good quality digital sign could cost approximately \$50,000 including design, materials, electrical and internet. A digital sign seems to be a natural extension of the signage program already put into place in Essa with economic development funding again, to assist with branding, marketing and to assist with business retention and expansion.

FINANCIAL IMPACT

No cost to Essa. \$50,000 to be provided by the County if the Township is successful with its application.

Manager of Finance or Deputy Treasurer Approval: _____

SUMMARY/OPTIONS

Council may:

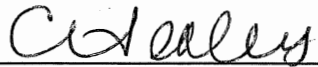
1. Take no further action.
2. Pursue the \$50,000 Economic Development Grant from the County of Simcoe for 2021, to be used to purchase and have installed a digital sign for the Township administration centre, with an electrical LED display which is connected to Wi-Fi for ease of messaging, and direct staff to report back on quotes for a digital sign; with the overall intent to promote the brand and marketing of the municipality and to assist with business retention and expansion.

3. Direct staff in another course of action.

CONCLUSION

Option #2 is recommended.

Respectfully submitted:



Colleen Healey-Dowdall
CAO

Attachments:
County of Simcoe Economic Development Funding Program

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County of Simcoe
Economic Development Office
1110 Highway 26,
Midhurst, Ontario L9X 1N6

Main Line (705) 726-9300
Toll Free (866) 893-9300
Fax (705) 726-9832
simcoe.ca



2021 ECONOMIC DEVELOPMENT FUNDING PROGRAM

Guidelines and Application/Completion Form

1. Introduction

In an effort to maintain the positive momentum achieved to date, a revised 2021 Economic Development Funding Program has been established. This one-time fund provides \$50,000 to member municipalities to advance economic development activities and projects that meet local and county economic development objectives and projects or initiatives focused on COVID-19 business support and recovery.

2. Program Overview

- The key objective of the 2021 Economic Development Funding Program is to provide one-time funding for specific economic development initiatives in member municipalities.
- Funding can be combined with provincial or federal funding but NOT other County funds (e.g. Tourism Fund, Cultural Fund, Trails Funding, etc.)
- Examples of projects eligible for funding include:
 - Community Improvement Plans (CIP)
 - Downtown Revitalization
 - Marketing Strategy and Research
 - Economic Development Strategy
 - Branding Strategy
 - Business Retention & Expansion Studies or Activities
 - Development of a Concierge Service
 - Investment Readiness programs
 - Diversifying the Local Economy plans
 - Attraction and retention of Skilled Workers
 - Sector or Economic Analysis studies
 - Feasibility Studies (related to economic development initiatives)
 - Building Collaboration or Integration along Sector Specific Value Chains
 - COVID-19 Business Support and Recovery Plans and/or Projects
- Items Not Eligible for Funding include:
 - Normal operating costs such as salaries and benefits for staff (e.g. full-time and part-time staff), office space, equipment and machinery, utilities, phone, materials, labour, board, committee and annual meetings
 - International travel
 - No infrastructure or capital projects
 - Projects whose sole purpose is compliance with current Requirements of Law that pertain to the current operations of a municipality (i.e. planning, building code, etc.)

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- New construction of buildings, structures (moveable and non-moveable) and other major infrastructure
 - Additions to buildings, teardowns or rebuilds
 - Purchase or lease of land, buildings and facilities
 - Community aesthetics and functionality (e.g. streetscaping, green space development, murals, street lights, paved surfaces, tree islands)
 - Sponsorship of conferences and events
 - Honorariums, membership costs
 - The assistance directly or indirectly of any business through the granting of bonuses for that purpose, per section 106(1) of the Ontario Municipal Act.
- Applications must be submitted in writing to the Economic Development Office complete with a detailed budget for proposed activities and/or project(s). The budget must include details of how the funding will be utilized as well as the level of financial and in-kind support being provided by the local municipality. Activity and/or project funding can exceed the total funding allotment (\$50,000), however the county funding cannot exceed the approved amount.
 - Applications must note how activities will be monitored and how success will be measured.
 - The application must show evidence of support by the local Council (e.g. resolution by Council).
 - More than one municipality may make a joint application for a specific project(s).
 - Applications will be reviewed for completeness and compliance by the Economic Development Office.
 - The Economic Development Sub-Committee will review all applications and will forward a report to the Committee of the Whole for consideration.
 - Upon approval by Council, the local municipality will be required to report back in writing the results of their activities and/or project(s) by September 1, 2022.

Applications and any supporting materials should be submitted to the County's Economic Development Office either by email or mail to:

County of Simcoe Economic Development Office
1110 Highway 26, Midhurst, Ontario L9X 1N6
Tel: 705 726-9300 ext. 1686
Email edo@simcoe.ca

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2021 ECONOMIC DEVELOPMENT
FUNDING PROGRAM Application Form

1. Applicant Information

Municipality: _____

Primary Contact Name: _____

Position: _____

Phone: _____ - _____ - _____

Email: _____

Alternate Contact Name: _____

Phone: _____ - _____ - _____

Email: _____

2. Project Information

On a separate attachment:

- Please describe the intended project(s) and outline how it will support your approved local economic development strategy or objectives and how it will help support or complement the activities outlined in the County's annual Economic Development Work Plan.
- Describe how the project(s) will be monitored and how success will be measured.
- Include evidence of local support for the project(s) from your Council (e.g. Council Resolution).
- Include a detailed budget for the listed project(s).
- Anticipated completion date of the project(s).

Deadline for Submission: June 15, 2021

County of Simcoe Economic Development Office
1110 Highway 26, Midhurst, Ontario L9X 1N6
Tel: 705 726-9300 ext. 1686
Email edo@simcoe.ca

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**2021 ECONOMIC DEVELOPMENT
FUNDING PROGRAM Completion Form**

1. Applicant Information

Municipality: _____

Primary Contact Name: _____

Position: _____

Phone: _____ - _____ - _____

Email: _____

Alternate Contact Name: _____

Phone: _____ - _____ - _____

Email: _____

2. Project Information

On a separate attachment:

- Provide a brief summary of the project(s), its outcomes and a detailed budget. (Please highlight if the Economic Development Funding was used to leverage other funding channels).
- Did the project(s) proceed as planned and meet the intended objectives?
- How was the project(s) monitored and success measured?
- How will the project(s) and/or information gathered through the process be used in the future to benefit your municipality?

Please note this Completion Form must be returned to the Economic Development Office by September 1, 2022.

County of Simcoe Economic Development Office
1110 Highway 26, Midhurst, Ontario L9X 1N6
Tel: 705 726-9300 ext. 1686
Email edo@simcoe.ca

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TOWNSHIP OF ESSA STAFF REPORT

STAFF REPORT NO.: CAO020-21

DATE: May 19, 2021

TO: Committee of the Whole

FROM: Colleen Healey-Dowdall, Chief Administrative Officer

SUBJECT: Replacement of Fire Chief

RECOMMENDATION

That Staff Report CAO020-21 be received; and

That a recruitment committee be formed to include the Mayor, Deputy Mayor, CAO and one or more Fire Chiefs to meet and make recommendations to Council on the matter of a new Fire Chief for Essa.

BACKGROUND

Council has accepted the resignation of the Fire Chief for retirement and has authorized the CAO to place an ad for the vacant position. Chief Ross Tustin will be vacating the Fire Chief position for retirement beginning May 15th. With the Fire Chief position vacant, the department will be stretched for staff including no full-time Training or Prevention Officer. In fact, Chief Ross Tustin has said that the department could use another Administrative Assistant to assist with recruitment and onboarding given the concerning turnover rate.

The Essa Fire Department is comprised of 2 fire halls. Thornton Station 1 has a volunteer Station Chief and a complement of 21 volunteers. Angus Station 2 has a volunteer Station Chief and a complement of 22 volunteers. Essa should have 50 volunteer fire fighters, however, securing volunteers is proving to be very difficult given the times. Before the hiring of a full-time Deputy Fire Chief, the department relied on a volunteer Deputy Fire Chief. It is suggested that someone is needed now, relatively soon, in case of the absence of the now full-time Deputy.

COMMENTS AND CONSIDERATIONS

A recruitment committee, once formed, can begin to discuss Essa's needs to determine if the current job description is suitable per the Township's Hiring Policy, and to discuss and recommend the best path going forward for the recruitment of the vacant position. Ongoing factors which may play into any decision include the trend for cost-sharing, partnerships and regionalization.

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As Council is aware, the County is currently studying the potential of regionalization/sub-regionalization of fire services. The attachment describes the County's initiative in this regard. Their consultant is expected to report to County Council in the fall. Note to Council: one of the drawbacks with regionalization is a loss of control over services.

One option in the short term is for the recruitment committee to look at a temporary contract with a consultant for immediate assistance, which would be of value to the health and wellness of the Deputy.

FINANCIAL IMPACT

None.

Manager of Finance or Deputy Treasurer Approval: _____

SUMMARY/OPTIONS

Council may:

1. Take no further action; the CAO to proceed without the benefit of a recruitment committee.
2. Form a recruitment committee to include the Mayor, Deputy Mayor, CAO and one or more Fire Chiefs to meet and make recommendations to Council on the matter of a new Fire Chief for Essa.

CONCLUSION

Option #2 is recommended.

Respectfully submitted:



Colleen Healey-Dowdall
CAO

Attachments:
County of Simcoe letter

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May 7, 2021

Colleen Healey-Dowdall
CAO, Township of Essa

Delivered VIA Email

Dear Colleen,

Re: Simcoe County Fire Service - Fire Services Service Delivery data collection and use

Coming out of the 2019 Provincial Regional Government Review, the Province communicated a request to see municipalities identify innovative opportunities to meet the needs of their growing communities. County Council, through its Governance Committee and Service Delivery Review Task Force, committed to exploring governance changes and the review of several services on its own.

In early January 2020, County Council passed a number of resolutions related to governance and service delivery review. Among them was RGR-13-19, which reads:

That the County engage a third-party consultant to conduct a comprehensive review of Fire Services in Simcoe County, identifying possible efficiencies and preferred Service Delivery models including regional and sub-regional service models.

After completing a comprehensive Request for Proposal process, the County of Simcoe has engaged a third-party consultant, Pomax Inc., (the "Consultant") to conduct the Simcoe County Fire Service - Service Delivery Review (the "Review").

As part of the Review, the Consultant will be collecting information, records, documentation and data including the data collected by the County of Simcoe under the terms of a Medical Aid Tiered Response Data Sharing Agreement with each of the Fire Departments located in the geographic region of Simcoe County (the "Data"). The terms of the Data collection arrangement are as follows:

- a) The County and Consultant will use the Data only for the purposes of completing the Review.
- b) This letter will act as your consent for the Consultant to collect and use the required Data for the Review. All information will be collected and shared in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.
- c) The County will provide the results of the Review when it becomes available.

Please advise if you have any concerns with this arrangement by May 12, 2021. We will be forwarding the Data to the Consultant after that date so that the Review can proceed as scheduled.

Yours truly,

Trevor Wilcox
General Manager, Corporate Performance
County of Simcoe

Cc Lisa Lehr, Clerk

**Simcoe County Fire Services
Service Delivery Review**

Scope, Goal, and Objectives Statement

Scope: Within participating Simcoe County fire services

Project goal:

Identify possible efficiencies and service delivery models including regional and sub-regional options.

Objectives:

1. Conduct an in-depth analysis to develop detailed service delivery profiles of current fire service protection¹ within Simcoe County.
2. Complete an environmental scan of Ontario and other jurisdictions.
3. Submit a detailed report encompassing potential efficiencies in fire service delivery including recommended service delivery and governance options.

Specifics:

Objective 1: Delivery profiles will include those explanatory bullets stated in Section 6.2.1 of RFP2021-024.

Objective 2: The environmental scan will include those explanatory bullets stated in Section 6.2.2 of RFP2021-024.

Objective 3: Objective 3 will include those items detailed in Section 6.2.3 of RFP2021-024.

To meet the goals and objectives of the project, consultations and communications shall meet the requirements stated in RFP2021-024 Section 6.3 Consultation Requirements and be performed as outlined in Section 5 Workplan of the Pomax response to RFP2021-024 unless otherwise agreed upon by the County.

¹ From the Ontario Fire Protection and Prevention Act:

"fire protection services" includes,

(a) fire suppression, fire prevention and fire safety education,

(b) mitigation and prevention of the risk created by the presence of unsafe levels of carbon monoxide and safety education related to the presence of those levels,

(c) rescue and emergency services,

(d) communication in respect of anything described in clauses (a) to (c),

(e) training of persons involved in providing anything described in clauses (a) to (d), and

(f) the delivery of any service described in clauses (a) to (e);

6. SCOPE OF WORK

6.1 BACKGROUND

The Province of Ontario initiated a Regional Government Review in January 2019. Post consultations and consideration, County Council provided feedback to the Minister of Municipal Affairs and Housing indicating the following: continued support for a two tier government in the County of Simcoe; support for consideration in a reduction of the overall size of County Council; support for continuing to elect the Warden from within County Council ranks; and also identifying several municipal service areas that County Council considered warranted further review in their delivery. In a letter to municipal heads of council sent at the conclusion of the Provincial Review, Minister Clark stated "After careful consideration of the feedback we heard through the course of the Regional Government Review...our government is committed to partnering with municipalities without pursuing a top down approach". County Council, through its Governance Committee and Service Delivery Review Task Force, committed to exploring governance changes and the review of several services on its own.

In early January 2020, County Council passed a number of resolutions related to governance and service delivery review. Among them was RGR-13-19, which reads:

That the County engage a third party consultant to conduct a comprehensive review of Fire Services in Simcoe County, identifying possible efficiencies and preferred Service Delivery models including regional and sub-regional service models.

While the project was delayed due to the global pandemic, the County of Simcoe is now seeking Proposals for the provision of consulting services to conduct a review of Fire Services in the County of Simcoe region. This will include the objective of seeking updated data and information, local municipal input, and some recommendations on potential efficiencies, and potential service delivery models to leverage these efficiencies as per Council direction above.

Emergency Services in the region vary in service delivery provision and structure. Police Services are provided by the Barrie Police, the South Simcoe Police, and through various OPP / municipal arrangements; Paramedic Services across the Simcoe County region are primarily provided by the County of Simcoe with individual paramedic services also in Rama First Nation and Beausoleil First Nation (Christian Island); and Fire Services are provided municipally through 18 local Fire Departments, as well as First Nations and CFB Borden.

6.2 GOALS OF THE SERVICE DELIVERY REVIEW

6.2.1 Provide an in-depth analysis of current Fire Services including the development of detailed service delivery profiles provided within Simcoe County including:

- Review of existing service levels, staffing, remuneration and deployment models including organizational structures, compensation rates, and job qualifications;
- Inventory and maintenance practices for all capital, equipment, supplies, and associated contract obligations by municipality;
- Quality assurance programs and Medical Oversight programs that include performance indicators, benchmarks, and risk management policies and practices;
- Legislated mandates and service delivery requirements;
- Operational communications systems and equipment;
- Provision of Dispatch services and/or associated contractual agreements
- Personnel credentialing and ongoing certification requirements;
- Mutual aid agreements and CBRNE / Hazmat programs and practices (including specialized equipment, specialty services and rescues such as confined space / trench rescue / water or ice rescue / high angle rescue / heavy urban search and rescue);

- Response activation processes including methodology for determining staff call out, participation in the Allied Agency Notification (AAN) system, and historical response rates to medical versus fire calls. Include cancellation policies, associated cost structure, and occurrence rates;
 - Review of municipal Community Emergency Management Coordinator (CEMC) role of Fire Chiefs or designate;
 - Five-year breakdown of annual WSIB costs related to injury type (e.g. Muscular skeletal vs Occupational Stress / Presumptive Cases);
 - Labour relations inclusive of labour contracts and current status;
 - Assessment of fire services and service levels in the context of best value and operational efficiencies (inventory / maintenance / capital / supplies / contract obligations / fleet / equipment / training / qualifications / communications / inspections / investigations / prevention / software / technology, et al)
 - Review of fire response data for the past five years with details on response times, type, and service provided including fire service activity in relation to geography and population
 - Identification of potential overlap, duplication, and/or service gaps between services;
 - Identification of service, policy, human resource, and financial impacts of potential service changes (including budget adjustments) that can generate cost savings and efficiencies.
 - Any existing agreements or existing demonstrated practices to enhance efficiency in resource management such as:
 - Joint vehicle, equipment or facility maintenance contracts
 - Joint or shared staffing and/or management
 - Co-location with other services and/or organizations
 - Pooling and rotation of equipment / vehicles to extend lifespan and pace capital replacement
 - Use of trainers or training resources, mental health supports
 - Leadership and administrative tasks such as payroll, reporting, quality assurance
 - Communications infrastructure and interoperability
- 6.2.2 Completion of an environmental scan of current fire service models within the Province and other jurisdictions to:
- Identify models, strategies, and innovative practices within fire services that demonstrate optimal efficiencies and standards of service inclusive that are applicable in this region, but not limited to profiles and criteria indicated above;
 - Review of previous Fire structure changes / amalgamations in Ontario for successes, best practices and challenges.
- 6.2.3 Recommendations that include evidence based outcomes on preferred or potential service delivery and governance models, including options on enhanced partnerships and efficiencies in the current model, as well as regional or sub-regional service models, including implementation plans, estimated costs, cost savings and achievable timelines. All recommended options and efficiencies shall have regard for required FPPA and local currently / commonly used NFPA standards compliance and oversight requirements.

6.3 CONSULTATION REQUIREMENTS

A key aspect of this project will be consultation and communication with the municipalities that make up the County of Simcoe. Proposals should provide a comprehensive program summary that will clearly show how local municipalities will participate in this process. As a **minimum**, proposals should include the

following:

- Group meetings with representatives of all municipalities together – for example, at project commencement, following the collection of data and initial input from municipalities, and one towards the conclusion of the project with proposed conclusions or recommendations.
- Individual consultation sessions with each of the municipalities, inclusive of but not limited to the CAO and Fire Chief, Deputy Chief, and the Mayor and Deputy Mayor if so inclined, and any other relevant staff as may be determined by the municipality.
- Other agency meetings as may be deemed appropriate (OFM / Insurers as examples)
- Collaboration, consultation and some regard for other existing or parallel processes looking at Fire Services reviews in this region (Innisfil / Bradford and North Simcoe)

County staff will not attend individual municipal consultation sessions; these are intended for local municipalities to provide their individual input and perspectives. Assume the consultation meetings are virtual. Clearly describe the approach to consultation in the proposal.

6.4 TIMELINE

The study shall commence immediately upon award with completion no later than September 1, 2021. Proponents shall submit their estimated completion times based on their scope and proposal and with the understanding that a Proponents schedule and ability to complete the Work prior to the September 1, 2021 timeline is a consideration for award of Contract.

6.5 PROPOSAL REQUIREMENTS

The Proponent shall include the following information in their response:

- A clearly defined work schedule for the project that commits to the required dates.
- Time – Effort matrix outlining the staff hours for each task included in the proposed Work.
- A detailed breakdown of services to be provided by the Proponent, including the fee per item and the "upset limit" which shall not be exceeded without the authorization of the County. Taxes are to be shown separately.
- A list of any and all Sub-Consultants required for this Work and the cost related, again assume that these costs are upset limits excluding Sub-Consultants covered by and allowances identified in this RFP.
- A list of expected disbursements to be included in the project and their expected costs, including those of any Sub-consultants, the cost indicated will be considered to be an upset limit.
- The details of the primary contacts, project managers, support staff (including name and a brief summary of qualifications) for the Work. Demonstrated capacity of proposed dedicated resources.
- A brief company profile including company history and organization, and references.
- Examples of similar types of projects carried out in recent years by the Proponents firm and, in particular, by the staff who will be working on this project.

The Proponent will be fully responsible for the validity, accuracy and completeness of all costs and rates identified in its response to this Request for Proposals.