



Municipality of Huron East
Council Agenda
Tuesday, January 9, 2024 at 6:00 P.M.
Council Chambers

2nd Floor, 72 Main Street South, Seaforth, ON

1. Closed Session and Reporting Out

That a closed meeting of Council be held on Tuesday, January 9, 2024 at 5:00 p.m., in the Town Hall Council Chambers, in accordance with Section 239 of the Municipal Act, 2001 for the purpose of the following matters:

- 1.1 Adoption of December 5, 2023 Closed Session of Council meeting minutes **(Distributed Separately)**
- 1.2 239(2)(b) – personal matters about identifiable individuals regarding employee matters **(Verbal Update)**

2. Call to Order & Mayor's Remarks

3. Land Acknowledgement

We would like to acknowledge that the land we stand upon today is the traditional territory of the Anishinaabe, Haudenosaunee and Neutral Peoples.

4. Reconvene into Open Session and Reporting Out

5. Confirmation of the Agenda

6. Disclosure of Pecuniary Interest

7. Minutes of Previous Meeting

- 7.1 [Regular Meeting – December 19, 2023](#)

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- 7.2 [Committee of Adjustment Public Hearing – December 19, 2023](#)

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7.3 [Special Council \(Budget\) – December 20, 2023](#)

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8. Consent Agenda

Items listed under the Consent Agenda are considered routine and are enacted in one motion. However, any Council Member may request one or more items be removed from the Consent Agenda for separate discussion and/or action.

Consent Agenda Items**8.1** [Council Expenses for December 2023](#)**8.2** [Tay Township](#) re: Provincial Cemetery Management Support Request**9. Public Meetings/Hearings and Delegations****9.1** **Presentation:** Paul Seebach and Company re: 2022 Financial Statements

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10. Planning**11. Municipal Drains****12. Reports & Recommendations of Municipal Officers****12.1** [CAO-24-01](#), Community Safety & Well Being

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12.2 [CAO-24-02](#), Regional Electric Vehicle Charger Network Funding Application

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12.3 [CS-24-01](#), Vanastra Early Childhood Learning Centre (VECLC) Invoicing

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12.4 [CS-24-02](#), Community Services Recreation Rate Calculation Changes

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12.5 [PW-24-01](#), Dust Control Tender He-04-2024

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- 12.6** [PW-24-02](#), Gravel Tender HE-01-2024 North Patrol (Kelly Pit); Gravel Tender HE-02-2024 North Area; and Gravel Tender HE-03-2024 South Patrol

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- 12.7** [CLK-24-01](#), Lease Agreement with Victim Services Huron County

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13. Correspondence

14. Unfinished Business

15. Council Reports

15.1 Council Member Reports

15.1.1 County Council Report

15.1.2 Other Boards/Committees or Meetings/Seminars

15.2 Requests by Members

15.3 Notice of Motions

15.4 Announcements

16. Other Business

17. By-laws

- 17.1** [By-law 001-2024](#), A By-law to Authorize the Borrowing of Money to Meet Current Expenditures

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- 17.2** [By-law 002-2024](#), A By-law to Provide for the Erection of Stop Signs

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- 17.3** [By-law 003-2024](#), A By-law to Authorize a Lease Agreement with Victim Services Huron County and to Repeal By-law 58-2021

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18. Confirmatory By-law

- 18.1** [By-law 004-2023](#), A By-law to Confirm the Proceedings of Council

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19. Adjournment



Municipality of Huron East Council Meeting Minutes
Council Chambers
72 Main Street South, Seaforth, ON
Tuesday, December 19, 2019

Members Present:

Mayor: Bernie MacLellan; Deputy Mayor: Alvin McLellan; Councillors: Raymond Chartrand, Brenda Dalton, Robert Fisher, Larry McGrath, Justin Morrison, Jeff Newell, John Steffler, and Gloria Wilbee

Absent:

Councillor Dianne Diehl

Staff Present:

CAO Brad McRoberts; Clerk Jessica Rudy; Director of Finance/Treasurer Stacy Grenier; Director of Community Services Lissa Berard; Drainage Superintendent Ken McCallum; Director of Public Works Barry Mills; Executive Assistant/Communications Coordinator Aaly Broda; and Economic Development Officer Taralyn Cronin

Others Present:

Huron County Planner Shae Stoll

Stephen Brickman and Adam Hall, Headway Engineering (Item 7.3)

Rick Orr and Randy Nixon, Orr Insurance (Item 10.4)

1. Call to Order and Opening Remarks

Mayor MacLellan called the meeting to order at 6:00 p.m.

2. Land Acknowledgement

Mayor MacLellan provided the land acknowledgement.

3. Confirmation of the Agenda

Moved by Deputy Mayor McLellan and Seconded by Councillor Morrison:

That the amended agenda for the Regular Meeting of Council dated December 19, 2023 to include a delegation from Hayley Bettles regarding Vanastra Daycare Invoicing Concerns be adopted as circulated.

Carried

4. Disclosure of Pecuniary Interest

None declared.

5. Minutes of Previous Meeting

Moved by Councillor Chartrand and Seconded by Councillor Fisher:

That Council of the Municipality of Huron East approve the following Council Meeting Minutes as circulated:

5.1 Regular Meeting – December 5, 2023

Carried

6. Consent Agenda

There were no requests to remove any items from the Consent Agenda.

Moved by Councillor Steffler and Seconded by Councillor Newell:

That Consent Agenda items 6.1 to 6.4 be received for information and approved.

6.1 Economic Development Committee re: Minutes from November 14, 2023

6.2 Council Expenses for November 2023

6.3 Accounts Payable

6.4 Municipality of South Huron re: Notice of Passing of a Zoning By-law Amendment 73-2023 – South Huron Housing Update

Carried

7. Public Meetings/Hearings and Delegations

7.1 Presentation: Mayor MacLellan re: Huron East Employee Service Awards

Mayor MacLellan congratulated employees on their dedication and presented them with their respective awards.

Rene Poels, Public Works was recognized for 5 years of service.

Laura Leeming, Vanastra Early Childhood Learning Centre, was not in attendance but was recognized for 10 years of service.

7.2 Hayley Bettles re: Early Learning Childhood Centre Invoicing Concerns

Haley Bettles, a family with the Vanastra Early Learning Childhood Centre appeared before Council addressing concerns on the invoicing system to be implemented in January 2024, where families are invoiced on the first of the month, based on their pre-submitted calendar, and are expected to pay within 7 days of invoicing. H. Bettles noted that notice of the advance payment change was only provided December 15,

2023 and comes after a delay in invoicing from September, October and November. She noted that families are still trying to catch up from the delay in invoicing and are heavily burdened with costs of the holiday season. H. Bettles noted that she had previous conversations with staff and it was proposed to delay the new invoicing system to February 1, allowing families to recoup. It was requested that Council look at implementing the process in May of 2024.

In response to Council, CAO Brad McRoberts noted that the policy for invoicing changes was approved earlier in 2023 and acknowledged the delay in invoicing due to staff shortages, however it was stressed that families in daycare are aware of the service they are being provided and should be expecting an invoice for that service. It was reiterated that the offer to push the system to February 2024 was provided and that those families in arrears may reach out the finance department to make payment arrangements.

Council discussed the 7-day due date with invoicing and expressed that perhaps a longer invoicing period would be more appropriate and offered scenarios of the invoicing method being implemented in March and working with families to recover the previous months.

Staff confirmed that changes would not be in effect for January 1st and that following direction from Council a report on the invoicing system and daycare cost averages would be coming to the January 9th Council meeting.

Moved by Councillor Fisher and Seconded by Councillor McGrath:

That the Council of the Municipality of Huron East direct staff to bring forward a report to January 9, 2024 Council meeting regarding daycare invoicing.

Carried

7.3 Delegation: District Chief Max McLellan, Brussels Station re: Parking at Brussels Fire Station Expansion and Training/Practice Pay Rates

Brussels Station District Fire Chief Max McLellan appeared before Council addressing parking concerns with the Brussels Fire Hall expansion and asked that additional parking be supplied to alleviate safety concerns.

B. McRoberts confirmed that the parking expansion is noted in the 2024 budget for Council consideration.

M. McLellan expressed concerns over pay inequity of the three stations, in response it was noted that senior staff has recently become aware of the various rates and have marked a pay equity review for fire services staff a priority for 2024.

7.4 Engineers Report re: Clark and McTaggart Municipal Drains

Stephen Brickman, Headway Engineering, appeared before Council to provide a summary of the Clark and McTaggart Municipal Drains final report, background, timing,

and recommended drain improvements. A copy of the presentation is [appended](#) to the original minutes.

Moved by Councillor Wilbee and Seconded by Councillor Steffler:

That the Council of the Municipality of Huron East accept the revised engineers report on the Clark and McTaggart Municipal Drains 2023 and designate it as By-law 087-2023;

And That the Court of Revision be set for January 23, 2024 at 5:30 p.m. and that, Brenda Dalton, Diann Diehl, and Alvin McLellan be appointed as members with Alvin McLellan acting as Chair.

Carried

7.5 Committee of Adjustment Public Hearing re: Minor Variance Application MV09-2023

Moved by Councillor Morrison and Seconded by Councillor Fisher:

That the Council of the Municipality of Huron East adjourn the regular meeting of Council at 7: 05 p.m. to go into a Public Hearing of Committee of Adjustment to discuss the following:

- a) Minor Variance Application MV09-2023 for Queen Street, Brussels

Carried

Council reconvened at 7:18 p.m.

8. Planning

9. Municipal Drains

9.1 CLK-23-23, McKenzie Municipal Drain – Section 40 Report

Clerk Jessica Rudy provided an overview of the report noting that after the appeal deadline the improvement process for the McKenzie Municipal Drain would be considered complete.

The report was received for information.

10. Reports & Recommendations of Municipal Officers

10.1 PW-23-13, Speed Limiting Measures on Front Road, Hensall Road & Krauter Line

In response to Council, Director of Public Works Barry Mills stated that staff will investigate as to whether there are rumble strips on Krauter Line and confirmed that the Seaforth Golf Course development would not impact the speed changes on Front Road.

Moved by Councillor Morrison and Seconded by Councillor Dalton:

That the Council of the Municipality of Huron East authorize a By-law for the installation of a:

- 60 km/h speed signs on Front Road between Hensall Road and MacPherson Avenue, Egmondville;
- 60km/h speed signs on Front Road between Huron Road and 5th Avenue, Vanastra;
- 60 km/h speed sign on Krauter Line; and
- 50 km/h speed sign on Hensall Road 60 metres north of Lorne Avenue, Hensall

Carried

10.2 CLK-23-24, Annual and Multi-Year Accessibility Plans

Moved by Councillor Steffler and Seconded by Deputy Mayor McLellan:

That the Council of the Municipality of Huron East adopt the 2023 Annual Accessibility Plan and the 2024 Multi-Year Accessibility Plan, as presented in report CLK-23-24.

Carried

10.3 CLK-23-25, Delegation of Authority for Purchase and Sale Agreements for Land in Huron East

Moved by Councillor Morrison and Seconded by Deputy Mayor McLellan:

That the Council of the Municipality of Huron East consider a By-law to delegate authority to the CAO and Treasurer to execute purchase and sale agreements for land in Huron East.

Carried

10.4 FIN-23-14, Request for Proposal – Municipal Insurance Tender

B. McRoberts noted that there was a significant increase to the coverage on the Municipality's assets, as most assets were extremely undervalued in previous years.

Director of Finance/Treasurer Stacy Grenier noted that Randy Nixon and Rick Orr from Orr Insurance were present at the meeting and expressed the satisfaction staff have already felt from their services.

Moved by Deputy Mayor McLellan and Seconded by Councillor Chartrand:

That the Council of the Municipality of Huron East award the Municipal Insurance contract to Intact Public Entities.

Carried

10.5 EDO-23-05, Huron East Community Improvement Plan

Economic Development Officer Taralyn Cronin provided a background and overview of the draft Community Improvement Plan and clarified that the Municipality would be providing the grant and the budget for the Improvement Plan directives would need to be approved by Council during the budget process.

Moved by Councillor McGrath and Seconded by Councillor Chartrand:

That the Municipality of Huron East accept report EDO-23-05 for information and direct staff to plan a public open house regarding the Community Improvement Plan.

Carried

11. Correspondence

12. Unfinished Business

13. Council Reports

13.1 Council Member Reports

13.1.1 County Council Report

Deputy Mayor McLellan reported that County Council had a presentation from United Way Perth Huron where it was noted that United Way is looking for municipal governments to implement a living wage for everyone. It was also reported that the Municipality of Bluewater approved their Official Plan; the Huron County planning department is in the process of a planning fees review; a notice of motion was brought forward to discontinue the heritage fund as part of the service review; and that the 2024 borrowing by-law was approved for \$400,000,000.

In response to the request from Huron East Council to Huron County, it was reported that the out of the cold shelter request would be coming back as a report to Council and that the defibrillator report for the Optimist park is expected December 20th.

Deputy Mayor McLellan noted that the out of the cold motel model seems to be having overall success and the Mayor of Goderich had commented that there has been less calls regarding homeless individuals using bank institution vestibules as a place of shelter.

13.1.2 Other Boards/Committees or Meetings/Seminars

Councillor Wilbee noted that she had a CHIP meeting and confirmed that they will continue to meet on a quarterly basis, in person. Councillor Wilbee suggested that the cardboard cut out of an officer with a radar gun could be employed at Bayfield Street, to alleviate some residents concerns. In response Mayor MacLellan noted that this could also be used at the Ethel intersection.

Councillor Wilbee noted that the Heritage Committee met prior to Council and they discussed updated protocols, promotion and communication and that staff has indicated they would be bringing forward something in the new year.

Deputy Mayor McLellan reported that the Ethel Santa Clause parade was December 15, 2023 and contained 14 floats. He expressed appreciation for the Director of Public Works Barry Mills and the North Patrol for arranging a Huron East truck for the parade.

13.2 Requests by Members

13.3 Notice of Motion

13.4 Announcements

Councillor Steffler noted that the Seaforth Homecoming Committee and the Seaforth Legion are looking to have a New Years Levy January 1, 2024 from 1-5p.m. or 1-6 p.m.

14. Other Business

15. By-laws

Moved by Councillor Chartrand and Seconded by Deputy Mayor McLellan:

That Be it Hereby Resolved By-law 084-2023, A By-law to Delegate Authority to the CAO and Treasurer for Purchase and Sale Agreements of Land in Huron East be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Moved by Councillor Wilbee and Seconded by Councillor Newell:

That Be it Hereby Resolved By-law 086-2023, A By-law to Regulate Speed Limits on Certain Highways in the Municipality of Huron East and to Repeal By-laws 74-2004, 41-2005, 75-2006 and 68-2012, be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

Moved by Councillor Chartrand and Seconded by Councillor Steffler:

That Be it Hereby Resolved By-law 087-2023, A By-law for the Clark and McTaggart Municipal Drains, be given first, and second, readings and signed by the Mayor and Clerk.

Carried

Moved by Councillor Dalton and Seconded by Councillor Steffler:

That Be it Hereby Resolved By-law 088-2023, A By-law to Authorize Amendment No. 14 to By-law 26-2010 – CH2M HILL OMI – Operations and Maintenance Agreement for the Water and Wastewater Facilities be given first, second, third and final readings and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

16. Closed Session and Reporting Out

17. Confirmatory By-law

Moved by Councillor Newell and Seconded by Councillor Morrison:

That Be It Hereby Resolved that By-law 089-2023, a By-law to Confirm the Proceedings of Council, be given first, second, third and final reading and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

18. Adjournment

Moved by Councillor Fisher and Seconded by Councillor Chartrand:

The time now being 7:58 p.m. That the regular meeting adjourn until January 9, 2024 at 6:00 p.m.

Carried

Bernie MacLellan, Mayor

Jessica Rudy, Clerk



Headway
Engineering



**Clark & McTaggart
Municipal Drain**

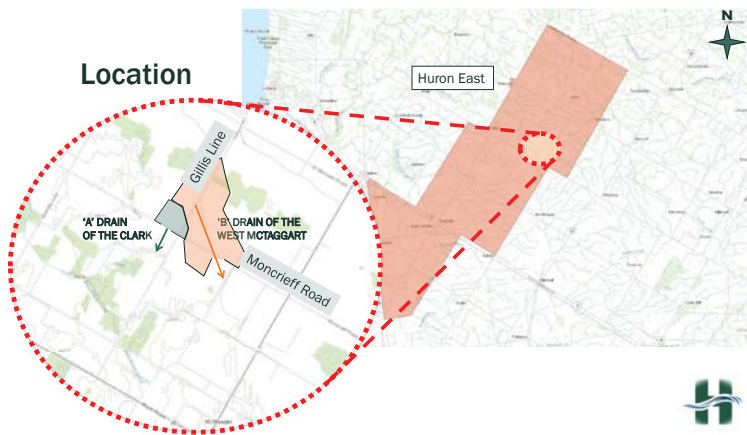
Consideration Meeting
December 19, 2023

Authority

- Headway was appointed under Section 78 of the Drainage Act on April 4, 2023 (effective May 4, 2023) (about 7.5 months ago)
- The project is authorized by two Drainage Appointments:
 - Clark Municipal Drain
 - McTaggart Municipal Drain



Location



History

'A' Drain of the Clark Municipal Drain

- The 'A' Drain was originally constructed in 1927 (96 years ago) and an additional drain was constructed in 1969 (54 years ago). Both drains are 10" tiles. The existing design standard is approximately 1/3" DC.
- The Clark Drain last had new construction work in 2004, which included fish pools, tree planting, and buffer strips on the open portion where the 'A' Drain outlets.
- The watershed area for the 'A' Drain of the Clark Drain is approximately 44 Ha. (109 acres).



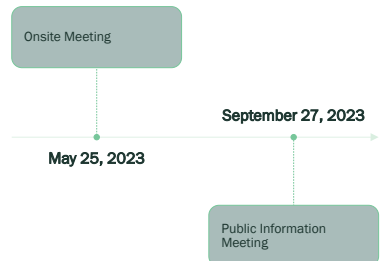
History

'B' Drain of the West McTaggart Drain

- The McTaggart Drain was originally constructed in 1909 (114 years ago), and two additional drains were constructed in 1967 (56 years ago). The upper end of the drain is a 14" diameter pipe and the lower end is a 16" with an 18" outlet pipe, and an 18" pipe under the road.
- The watershed area for the 'B' Drain of the West McTaggart Drain is approximately 115 Ha. (284 acres).
- The existing design standard is approximately 1/4" DC



Public Engagements



Findings & Recommendations

- Findings:**
- Existing municipal drainage systems within the watershed are greater than 50 years old.
 - Existing drains are of insufficient size, depth and capacity to provide drainage at today's standards of drainage.
 - Surface water flow paths are causing crop damage, and reduced usability
 - Clark Drain (open portion) does not require additional depth to provide a sufficient outlet for the proposed drainage system.
 - Various private additions (headers) exist along side the 'X' Drain of the Clark Drain.
- Recommendations:**
- A new tile drainage system known as the 'A' Drain of the Clark Drain be installed from an outlet into the Clark Drain (Open) on Lot 20, Con. 16, upstream approximately 426 metres, to the North side of Moncrieff Road.
 - A new tile drainage system known as the 'B' Drain of the West McTaggart Drain be installed from an outlet into the West McTaggart Drain (Open) on part of Lot 23, Con. 16, upstream approximately 1,335 metres, to the West side of Gillie Road.
 - Improvements be made to the West McTaggart Drain (Open) consisting of approximately 619 metres of ditch deepening.
 - The new drains be designed using a 51 mm (2") per 24 hour Drainage Coefficient.
 - No work be done in the Clark Drain (Open).



Existing Outlet
McTaggart Drain



Existing CB to be replaced
McTaggart Drain

Photos



Gillis Line Culvert
McTaggart Drain - To be replaced



Existing CB
Clark Drain - To be replaced

Photos



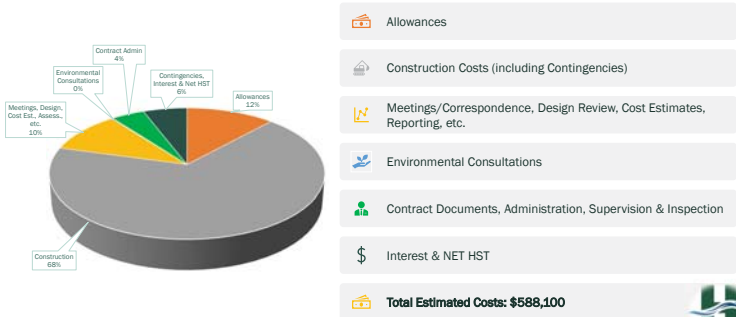
Moncrieff Road Surface Culvert
McTaggart Drain



Photos



Estimated Project Costs



Questions





Municipality of Huron East Committee of Adjustment Meeting Minutes

Council Chambers

72 Main Street South, Seaforth, ON

Tuesday, December 19, 2023

Members Present:

Mayor: Bernie MacLellan; Deputy Mayor: Alvin McLellan; Councillors: Raymond Chartrand, Brenda Dalton, Robert Fisher, Larry McGrath, Justin Morrison, Jeff Newell, John Steffler, and Gloria Wilbee

Absent:

Councillor Dianne Diehl

Staff Present:

CAO Brad McRoberts; Clerk Jessica Rudy; Director of Finance/Treasurer Stacy Grenier; Director of Community Services Lissa Berard; Drainage Superintendent Ken McCallum; Director of Public Works Barry Mills; Executive Assistant/Communications Coordinator Aaly Broda; and Economic Development Officer Taralyn Cronin

Others Present:

Huron County Planner Shae Stoll

1. Call to Order

Mayor MacLellan called the meeting to order at 7:05 p.m.

2. Confirmation of the Agenda

Moved by Councillor Dalton and Seconded by Deputy Mayor McLellan:

That the Agenda for the Public Hearing of the Committee of Adjustment dated December 19, 2023 be adopted as circulated.

Carried

3. Disclosure of Pecuniary Interest

None declared.

4. Minor Variance Applications

4.1 Planning Report re: MV09-2023 for Queen Street, Brussels

Huron County Planner Shae Stoll provided an overview and background to the application and details on the proposed variance recommending the application for

approval. A copy of the presentation is [appended](#) to the original minutes.

The Mayor asked for comments from the public and Erin Cronin, property owner of 333 and 323 Albert Street, Brussels noted concerns regarding building appearance and fencing plans with their driveway location adjacent to the building.

In response to the neighbours concerns S. Stoll noted that there is no Site Plan Control requirement, however, there will be a requirement of a planting strip. A fence requirement could be added to the conditions of the minor variance approval, however, that is not a common practice.

Kelly Van Bakel spoke on behalf of the applicant noting that they are in favour of working with the neighbours and not in opposition to putting up fencing, as requested.

No further comments from the public or applicant were received.

Moved by Councillor Chartrand and Seconded by Councillor Steffler:

That the Council of the Municipality of Huron East, acting as Committee of Adjustment, has held a public meeting pursuant to Section 45 of the Planning Act, 1990 with respect to minor variance application MV09-2023;

Whereas comments from the public were received from neighbouring property owners regarding planned fencing.

And Whereas no agency comments were received.

Now Therefore, the Committee of Adjustment approves the minor variance application MV09-2023, Plan 192, Lot 215, Brussels to permit the following variance from By-law 52-2006:

1. That the variance approved is valid for a period of 18 months from the date of the Committee's decision.
2. That the proposed residential building be constructed per the sketch submitted with the application.

Carried

5. Adjournment

Moved by Councillor Wilbee and Seconded by Councillor Morrison:

That the Committee of Adjustment adjourn at 7:18 p.m.

Carried

Minor Variance Application MV09-23 in the Municipality of Huron East

Owner/Applicant: J & M Gultzen Holdings Ltd. (C/O Kelly Van Bakel)
Property Location: Queen Street, Brussels
Plan 192, Lot 215, Brussels Ward, Municipality of Huron East



1

Subject Lands



2

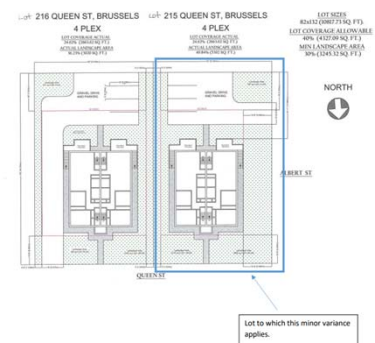
Application Details

One minor variance is being requested for this development:

- Reduce required corner lot area for a quadruplex
- The subject property is zoned R1 (Low Density Residential)
- The subject property is designated Residential in the Huron East Official Plan.
- No concerns received from staff at time of report submission

3

Site Sketch



4

Site Photo



5

Policy Review

Satisfies four tests of a minor variance under section 45 of the Planning Act;

- meets the intent of the Huron East Official Plan
- meets the intent of the Huron East Zoning By-Law
- is desirable for the appropriate development of the lands
- is minor in nature

6

Recommendation

It is recommended that minor variance amendment application MV09-23 be **approved** with the following condition:

1. The variance approval is valid for a period of 18 months from the date of the Committee's decision.
2. That the proposed accessory building be constructed as per the sketch submitted with the application.



**Municipality of Huron East Special Council Meeting Minutes
Council Chambers**

**72 Main Street South, Seaforth, ON
Wednesday, December 20, 2023**

Members Present:

Mayor: Bernie MacLellan; Deputy Mayor: Alvin McLellan; Councillors: Raymond Chartrand, Brenda Dalton, Dianne Diehl, Robert Fisher, *Larry McGrath, Justin Morrison, Jeff Newell, John Steffler, and Gloria Wilbee

Staff Present:

CAO Brad McRoberts; Clerk Jessica Rudy; Director of Finance/Treasurer Stacy Grenier; Director of Public Works Barry Mills; Fire Chief Kent Readman; Director of Community Services Lissa Berard; Economic Development Officer Taralyn Cronin; and Executive Assistant/Communications Coordinator Aaly Broda

1. Call to Order and Opening Remarks

Mayor MacLellan called the meeting to order at 1:00 p.m.

2. Land Acknowledgement

Mayor MacLellan provided the land acknowledgement.

3. Confirmation of the Agenda

Moved by Councillor Diehl and Seconded by Councillor Morrison:

That the Agenda for the Special Meeting of Council dated December 20, 2023 be adopted as circulated.

Carried

4. Disclosure of Pecuniary Interest

None declared.

5. Reports and Recommendations of Municipal Officers

5.1 CAO-23-37, Financial Strategy and 2024 Budget

*L. McGrath entered the meeting at 1:05 p.m.

CAO Brad McRoberts provided a presentation to Council and highlighted the budget survey results, Huron East tax rate and service level comparisons to surrounding municipalities, current status of reserves, capital funding options, and details of the options to fund with the use of debt, funding without the use of debt and funding by

deferring expenditures. A copy of the presentation is [appended](#) to the original minutes.

Council recessed at 1:49 p.m. and reconvened at 1:55 p.m.

Council discussed solutions and possible deferrals such as deferring the tennis court resurfacing, utilizing grants for the sewage and water plant upgrades, utilizing the green energy fund for park light replacement with LED lights and requested that an analysis be provided on the use of a contract for grass mowing versus the cost of hiring an employee and purchasing a mower.

In response to Council, Fire Chief Kent Readman noted that the fire service review would not be completed until mid-2024, and although most budgeted items are anticipated to be part of the review, anything further would not come forward until the 2025 budget process. It was noted that the Seaforth fire station siren has technology issues which are still being investigated, once a solution is available the costs will be an operational budget expense.

Councillor Newell stated that the fundraising opportunity options were missing from the strategy, and that past fundraising with recreation centres like the Brussels, Morris and Grey Community Centre (BMGCC) has proved very successful, and moved that fundraising opportunities be considered as part of the Financial Strategy.

Council discussed fundraising options and the potential opportunities to work with local service groups to act as champions. Mayor MacLellan reiterated that staff do not have the capacity to champion a fundraising event and noted that the consulting firm which helped BMGCC fundraising had noted that fundraising for the Seaforth & District Community Centre (SDCC) roof would not provide the public benefit that the BMGCC renovation did and that to even consult with them to complete a feasibility study would come with a price of \$20,000 to \$30,000.

It was suggested that the various service groups, local community hall/sport field representatives, and the Recreation Advisory Committee meet in the new year to discuss potential fundraising logistics and opportunities for various recreation projects including the ball diamond lights and the SDCC roof.

Council agreed to the deferral option presented by staff with the amendment to consider fundraising opportunities. The motion to order the tandem truck for delivery in 2025 was taken as a separate motion.

Moved by Councillor Newell and Seconded by Councillor Morrison:

That the Council of the Municipality of Huron East support the option called “Funding by Deferring Capital Expenditures”;

And That Council direct staff to revise the Financial Strategy to reflect the “Funding by Deferring Capital Expenditures”;

And That Council consider fundraising abilities as part of the Financial Strategy;

Carried, as Amended

Moved by Deputy Mayor Fisher and Seconded by Councillor Diehl:

That the Council of the Municipality of Huron East authorize staff to order a replacement for the 2024 Sterling Tandem for delivery in 2025.

Carried

6. Other Business

7. Confirmatory By-law

Moved by Councillor Diehl and Seconded by Councillor Morrison:

That be it hereby resolved that By-law 090-2023, a By-law to Confirm the Proceedings of Council, be given first, second, third and final reading and signed by the Mayor and Clerk, and the Seal of the Corporation be affixed thereto.

Carried

8. Adjournment

Moved by Councillor Dalton and Seconded by Councillor Wilbee:

That the time now being 3:05 p.m. the special meeting of Council now adjourn.

Carried

Bernie MacLellan, Mayor

Jessica Rudy, Clerk



2024 Financial Strategy

December 20, 2023

1

Budget Survey

- A total of 54 individuals responded to the budget survey
- While this may seem to be a small number it is far greater than what we would typically see as input to a budget public meeting process
- Based upon the survey there are the following takeaways that should be highlighted:
 - A significant majority of respondents wanted to either maintain or increase service levels in recreation & parks, economic development, fire service, public works and by-law enforcement
 - A slight majority of respondents supported a increase in taxes, user fees or both
 - A large majority of respondents said it was important or somewhat important to set aside funding to replace capital infrastructure



2

Municipal Comparison (Table 1)

Municipality	Municipal Only Residential Tax Rate 2023	Municipal Taxes for Assessment 2023	Outdoor Recreation Facilities (ha/1.2)	Indoor Recreation Facilities (m ² x 1.2)	Paved Roads (Lane km)	Bridges & Culverts (m ² x 1.2)	Number of Households	Total Land (km ²)	Municipal Daycare
North Huron (Wingham)	0.01302058	\$ 1,167,277	33.52nd	11,112	88	2,104	2,084	179,114	Y
Godwin	0.00881215	\$ 81,296	0	2022	78	0	3,4403rd	8,504	Y
Morris Township	0.00883724	\$ 88,372	1.52	654	170	10,102	1,139	176,898	N
South Huron	0.00735218	\$ 70,329	28.45	6,603	4773rd	0	5,704	2,298	N
Howick	0.00850903	\$ 80,550	0.06	0.375	65	5,153	1414	0.55	N
North Perth	0.00813587	\$ 81,359	2.34	12,3001st	183	10,2743rd	5,302	493,028	Y
South Huron (Easton)	0.00724562	\$ 724,57	10.894	9,820	345	7,713	4,3403rd	4,251,10	N
Central Huron	0.00785502	\$ 718,50	28	11,2993rd	397	5,420	3,270	449,43	N
Huron (Orleans)	0.00674655	\$ 69,424	11.4	0.500	47841st	0.677	3,025	440,773	N
Huron East	0.00675867	\$ 675,87	34.304	11,3052nd	4444th	10,002nd	3,7033rd	569,1361st	Y
West Perth	0.00528844	\$ 509,86	23.5	6,820	5022nd	18,8331st	3,415	578,883rd	N
Brucefield (Bayfield)	0.00503338	\$ 505,34	4.8	8,899	298	6,603	3,302	416	N
PCW	0.00470018	\$ 470,02	2.8	0	319	7,563	2,353	586,882nd	N

- 3rd in outdoor recreation facilities (i.e. parks, etc.);
- 2nd in indoor recreation facilities (i.e. arenas, community Centres, indoor pools, etc.)
- 4th in paved roads;
- 2nd in bridges and culverts; and
- Is one of only three municipalities that provide a municipally operated daycare.
- reasonable that Huron East's tax rate should be within the middle range of the comparators versus being in the lower range of comparators.

Sample Footer Text

3

Reserves (Estimated for end of 2023)

- Former Ward Reserves - \$204,000
 - Council has agreed to use these reserves to fund the capital expenditures
- Vibrancy Funding Reserves - \$291,900
 - These funds will be allocated to fund capital expenditures
- PW Equipment Reserve - \$147,000
 - This amount reflect the used portion from 2023 that was allocated for a used tandem purchase and additional funds from the disposal of the used surplus assets that were replaced in 2023;
 - All will be used for 2024 capital PW equipment purchase
- Parkland Reserve - \$92,200
 - These funds will be allocated to fund the parks and recreation capital expenditures
- Roads, Bridges, Storm & Drainage - \$1,791,000
 - These funds consist of OCIF, Gas Tax (now called CCBF), and Aggregate royalty payments and are restrict to linear road and bridge related projects
- Green Energy Fund (was formerly HE Solar Fund) - \$ 49,000
 - Funds generated from net revenues from the solar panels and EV Charging stations
 - Funds intended to support Green Energy related projects



4

Reserves (Est. for end of 2023) (Cont'd)

- Building Department - \$200,000
 - Restricted for use by building department for capital expenditures and to cover department costs over and above any permit fee revenue
 - Capped at \$200,000 under regulation
- Brussels Medical Dental - \$123,600
 - Restricted to capital needs for the Brussels Medical Dental
- Huron East Health Centre - \$89,200
 - Restricted to capital needs for the Huron East Health Centre
- Street Light Reserves - \$98,300
 - Funding for streetlight capital replacements and repair
- Waste Management Reserves - \$799,600
 - Funds established to cover legislated closure and post closure liabilities and capital needs for the Walton operating landfill
- Recreation Reserves - \$194,600
 - These funds will be allocated to fund the parks and recreation capital expenditures



5

Reserves (Est. for end of 2023) (Cont'd)

- Brucefield Water - \$413,300
 - Restricted for use on Brucefield water capital projects
 - Unavailable for borrowing from since balance is so low
- Brussels Water - \$1,122,100
 - Restricted for use on Brussels water projects
 - ~\$921,000 required in next 10 years for capital projects
 - Unavailable for borrowing from
- Seaforth Water - \$ 1,492,500
 - Restricted for use of Seaforth water projects
 - ~\$1,849,000 required in next 10 years for capital projects
 - Unavailable for borrowing from
- Vanastra Water - \$288,800
 - Restricted for use of Vanastra Water projects
 - ~\$700,600 required in next 10 years for capital projects
 - Unavailable for borrowing from



6

Reserves (Est. for end of 2023) (Cont'd)

- Brussels Sewage – \$114,700
 - Restricted for use on Brussels sewage projects
 - \$41,000 required in 2024
 - Unavailable for borrowing from since balance is so low
- Seaforth Sewage – \$4,566,600
 - Restricted for use on Seaforth sewage projects
 - ~\$1,720,000 required in next 10 years for capital projects
 - ~\$2,000,000 available assuming no sewage capacity expansion for next 10 years
 - If we use these funds for a debenture, then how are we going to fund cost for Egmondville sewers
 - Beyond 10 years we need ~\$9,000,000 for sewer capacity expansion
 - ~\$2,000,000 tied up in investments
- Vanastra Sewage – \$484,000
 - Restricted for use on Vanastra sewage projects
 - ~\$562,000 required in next 10 years for capital projects
 - Unavailable for borrowing from



7

Capital Funding Options

Funding for capital expenditures is only available through the following approaches:

- Taxation
- Reserves
 - limited reserves available that are not restricted and can be used for taxation-based capital expenditures
 - All discretionary reserves will be depleted to offset capital expenditures in 2024.
- Grants
 - limited grants available through the province and federal governments
 - most are targeted towards bridges, water and sewer projects. Few are for recreation-based projects, and those that are, generally have eligibility criteria that require community benefit in terms of new spaces, programs, access, health & safety, etc. While staff constantly scan grant opportunities for consideration, none will cover the costs for firefighting equipment or a roof replacement project.
- Debt
 - with the historical lack of appropriate levels of reserve contributions, this method of funding is required to support capital expenditures to avoid unreasonable tax increases.
 - 2024 would be the last year we would require debt financing if we commit to the proposed reserve contributions outlined in this Financial Strategy.
- Fundraising
 - Can be an option for certain capital expenditures that have a ultimate benefit to the community or to specific user group
 - Very difficult to fundraise for capital maintenance items for existing assets that provide no increased community benefit
 - Relying on fundraising for capital maintenance items can create fundraising fatigue in your community
 - A Fundraising campaign needs dedicated champions as well a thought out and comprehensive fundraising campaign strategy
 - Staff do not have the resources to lead a fundraising campaign



Sample Footer Text

8

8

Options

Funding With the Use of Debt (current Financial Strategy)

- using all existing discretionary reserves to offset the taxation-based capital expenditures while we gradually ramp up reserve contributions to all cost centres.
- We are also increasing the capital levy by \$338,500 or approximately 3.6%. Note this does not include any operating levy requirement.
- With the use of all the available unrestricted reserves we are still requiring the need to borrow \$900,000 to fund the \$1,600,000 roof replacement for the SDCC.
- Total interest cost over a full 10 years based upon a 5% interest rate would be \$245,650.
- The Seaforth Community Development Trust has indicated that they would have \$700,000 available to lend and the Brussels Trust has indicated that that they would have \$200,000 available to lend.

	2024	2025	2026	2027	2028
Capital Levy	3.6%	3.7%	2.2%	2.6%	3.3%

- Assuming an 8% operating levy increase requirement in 2024 this will result in an approximate total tax levy increase of 11.6%



9

Options (Cont'd)

Funding Without the Use of Debt

- using all existing discretionary reserves to offset the taxation-based capital expenditures while we gradually ramp up reserve contributions to all cost centres.
- We would need to increase the capital levy by \$1,238,500 or approximately 13.0%. Note this does not include any operating levy requirement.
- While this option creates a significant capital levy in 2024 it reduces the need for future capital levies over the next 5 years.

	2024	2025	2026	2027	2028
Capital Levy	13%	0%	0%	0%	0%

- Assuming an 8% operating levy increase requirement in 2024 this will result in an approximate total tax levy increase of 21.0%



10

Options (Cont'd)

Funding By Deferring Capital Expenditures

- using all existing discretionary reserves to offset the taxation-based capital expenditures while we gradually ramp up reserve contributions to all cost centres.
- we would also defer:
 - all public work equipment purchases (except rotary mower) for 2024 to 2025, reducing the capital reserve requirement for PW fleet in 2024 to \$0 for a reduction of \$610,000;
 - defer some recreation projects (cannot defer all as some are critical) to 2025 but still need to increase taxation for parks & recreation reserve contributions from \$260,000 to \$865,000 to fund SDCC roof replacement
 - defer some of the fire capital expenditures for capital savings of \$80,000
- We would need to increase the capital levy by \$373,500 or approximately 3.9%.

	2024	2025	2026	2027	2028
Capital Levy	3.9%	3.8%	3.7%	3.8%	3.2%

- Only viable as there is a 18 month lead time on acquiring a tandem truck
- Assuming an 8% operating levy increase requirement in 2024 this will result in an approximate total tax levy increase of 11.9%



11

Roads, Bridges, Storm & Municipal Drains

Capital Expenditures:

- Reconstruction of Sports Drive between Turnberry Street and King Street including Storm Sewers - \$1,161,756
- M-28 – Canada Company Road – Improvements - \$200,000
- M-13 - Canada Company Road – Improvements - \$240,000
- Municipal Drains:
 - 14th Concession - \$117,730;
 - Baillie - \$12,120;
 - Baker - \$73,680;
 - Charters - \$20,570;
 - Charters "H" Drain - \$58,800; and
 - McKenzie - \$2,000



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Roads, Bridges, Storm & Municipal Drains

- Key points for Roads, Bridges, Storm and Municipal Drains:
 - Average Annual Capital Requirement: \$2,400,000
 - Current Reserve Amount: \$1,791,060
 - Sources of Annual Funding:
 - OCIF: \$1,052,279
 - Gas Tax: \$290,000
 - Aggregate \$120,000
 - Taxation (by 2032): \$1,200,000
 - 2024 Financial Impact: \$0



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Sanitary

Capital Expenditures:

- Seaforth Sewage Pumping Station Roof - \$20,000
- Brussels Sewage Treatment Plant Roof - \$21,000
- Brussels Sewage Pumping Station Roof - \$20,000

Key points:

- Average Annual Capital Requirement: \$190,000
- Current Collective Reserve Amount: \$5,165,300
- Sources of Annual Funding:
 - Collective Reserve Contribution: ~\$441,336
- 2024 Financial Impact: \$0



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Water

Capital Expenditures:

- Sports Drive - \$411,804
- Vanastra Water Pumping Station Roof - \$60,000

Key points:

- Average Annual Capital Requirement: \$315,000
- Current Collective Reserve Amount: \$3,316,700
- Sources of Annual Funding:
 - Collective Reserve Contribution: \$509,173
- 2024 Financial Impact: \$0



15

Public Works Equipment & Property

Capital Expenditures:

- Replacement of 2004 Sterling Tandem - \$420,000
- Replacement of 2016 Chev ½ Ton Truck - \$60,000
- Replacement of 2013 Chev 1-Ton Truck - \$85,000
- New 6-foot Rotary Roadside Mower - \$25,000
- Newry Road Shop Office Roof - \$45,000

Key points:

- Average Annual Capital Requirement: \$590,000
- Current Reserve Amount: \$147,000
- Sources of Annual Funding:
 - Taxation (by 2036): \$590,000
- 2024 Financial Impact: \$490,000



16

Parks & Recreation

Capital requirements for 2024 include the following:

- SDCC roof replacement - \$1,000,000;
- SDCC Dehumidifier replacement - \$42,000;
- SDCC Roof Beams Refinishing - \$50,000;
- BMGCC Brine Pump replacement - \$50,000;
- BMGCC existing electrical panel replacement - \$125,000;
- Brussels Pool Filter replacement - \$7,000;
- Brussels Pool deck replacement - \$40,000;
- VRC change room renovations - \$40,000;
- Tennis courts resurfacing - \$60,000;
- Brussels ball diamond regrading - \$50,000;
- Walton ball park light replacement - \$75,000;
- Winthrop park old picnic shelter demolition - \$5,000;
- Optimist ball park light replacement - \$50,000
- Quebec Park development through grant application - \$100,000;
- Park mower replacement - \$25,000;
- Brussels library AC install - \$12,500; and
- Cranbrook Hall roof replacement - \$50,000.



17

Parks & Recreation

Key points:

- Average Annual Capital Requirement: \$370,000
- Current Reserve Amount: \$194,600
- Sources of Funding:
 - Average Annual Municipal Partners: \$8,800
 - Vibrancy Fund/year (until 2032) \$220,000
 - Green Energy Reserve (Total): \$100,000
 - Taxation/year (by 2031): \$350,000
- 2024 Financial Impact: \$300,000



18

Administration

Capital needs for 2024 include the following:

- Office renovations - \$45,000;
- Furniture - \$20,000;
- HVAC - \$28,000;
- Flat roof replacement - \$80,000;
- Computers, scanners, and AMP software - \$71,000

Key points:

- Average Annual Capital Requirement: \$150,000
- Current Reserve Amount: \$25,000
- Sources of Annual Funding:
 - Taxation (by 2029): \$150,000
- 2024 Financial Impact: \$200,000



19

Huron East Health Care Centre

Key points:

- Average Annual Capital Requirement: \$50,000
- Current Reserve Amount: \$89,200
- Sources of Annual Funding:
 - Net Revenues: \$50,000
- 2024 Financial Impact: \$0



20

Brussels Medical Dental

Key points:

- Average Annual Capital Requirement: \$13,000
- Current Reserve Amount: \$123,600
- Sources of Annual Funding:
 - Net Revenues: \$13,000
- 2024 Financial Impact: \$0



21

Economic Development

Capital purchases identified for economic development in 2024:

- Wayfinding Signage –partnership with the County and RT04 with a possible 33%/33%/33% cost share arrangement. Considering \$150,000 initially would be appropriate.
- Community Improvement Grants - \$20,000 per year has been earmarked for community improvement grants beginning in 2024 as part of a new Community Improvement Plan

Key points:

- Average Annual Capital Requirement: \$38,000
- Current Reserve Amount: \$0
- Sources of Annual Funding:
 - Taxation: \$40,000
- 2024 Financial Impact: \$30,000



22

Fire Services

In 2024 capital expenditures include the following:

- Bunker gear – additional bunker gear to ensure all stations do not have expired bunker gear - \$95,000
- New gear rack for Brussels as part of new addition - \$15,000;
- New lifting bags for all three stations - \$30,000;
- New Accountability Boards for all three stations - \$15,000;
- Brussels existing HVAC system – \$6,500;
- Parking lot expansion at Brussels - \$30,000;
- Replacement of Fire Chief Vehicle – \$99,000 (shared 50% with North Huron);
- Ventilation Fan for Grey - \$6,000;
- SCBA Compressor/Fill Station in Seaforth - \$55,000;
- Decontamination Equipment in Seaforth - \$25,000; and
- Painting of Seaforth Fire Hall and renovation of radio room - \$50,000.



23

Fire Services

Key points:

- Average Annual HE Capital Requirement: \$360,000
- Current Reserve Amount: \$0
- Sources of Annual Funding:
 - Morris-Turnberry (average): \$48,600
 - Taxation (by 2042): \$360,000
- HE Green Energy (2024): \$30,000
- 2024 Financial Impact: \$285,000



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Summary

- Staff have provided a comprehensive strategy to fund existing capital assets
- Staff have presented three options for Council to consider in terms of funding strategies for 2024 capital expenditures each having various pros and cons
- Bottom line there is no easy solution to fund existing capital assets



25

Direction Required

- Council need to provide direction on which of the options they wish staff to proceed with in developing operational budgets for Council consideration and discussion
- Council also need to provide authorization to order a replacement for the 2004 Sterling Tandem truck as it will have an extended delivery period of 18 months (i.e. if ordered now it will not be delivered until the late summer of 2025). The truck will be 21 years old by then and be 4 years beyond its recommended replacement schedule. As it currently stands we are at a high risk of the truck either requiring extensive repair with no salvage value or the truck completely failing operationally and being at risk of being able to maintain adequate service levels



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December 2023 Council Expenses

Date	Meetings	Raymond Chartrand	Brenda Dalton	Dianne Diehl	Bob Fisher	Bernie MacLellan	Larry McGrath	Alvin McLellan	Justin Morrison	Jeff Newell	John Steffler	Gloria Wilbee	Total
Nov. 8	BIA Meeting/General Annual				88.34								88.34
Dec. 5	Council Meeting	183.11	183.11 21.08	183.11 24.48	183.11	183.11	183.11	183.11 70.00	183.11 35.09	183.11 34.00	183.11	183.11 24.48	2,223.34
Dec. 13	CHIP											88.34 39.44	127.78
Dec. 12	Financial Strategy Draft Review Meeting	117.79				117.79		117.79 47.60					400.97
Dec. 12	Mid-Huron Landfill/Recycling					88.34 43.52							131.86
Dec. 13	Brussels Trust								88.34	88.34			176.68
Dec. 18	Linton Consulting Interview Meeting	117.79			117.79				117.79				353.37
Dec. 19	Council Meeting	183.11	183.11 21.08		183.11	183.11	183.11	183.11 47.60	183.11 35.09	183.11 34.00	183.11	183.11	1,968.87
Dec. 19	Heritage Committee											88.34 24.48	112.82
Dec. 20	Special Council Budget Meeting	183.11	183.11 21.08	183.11 24.48	183.11	183.11	183.11	183.11 47.60	183.11 35.09	183.11 34.00	183.11	183.11 24.48	2,200.94
Total		784.91	612.57	415.18	755.46	798.98	549.33	879.92	860.73	739.67	549.33	838.89	7,784.97

TAY TOWNSHIP

450 Park Street
PO Box 100
Victoria Harbour, Ontario
L0K 2A0



December 21, 2023

Hon. Todd McCarthy
Minister of Public and Business Service Delivery
5th Floor
777 Bay St.
Toronto, ON M7A 2J3

sent via email Todd.McCarthy@pc.ola.org

Dear Hon. Todd McCarthy,

Re: Provincial Cemetery Management Support Request – Tay Township

Tay Township Council passed the following resolution during the December 20, 2023 Council Meeting regarding the Provincial Cemetery Management Support Request:

Whereas under the Funeral, Burial and Cremation Services Act, 2002 (FBCSA), when a cemetery is declared abandoned by a judge of the Superior Court Justice, the local municipality within whose geographic boundaries the land of the cemetery is located, becomes the owner of the cemetery with all the rights and obligations in respect of the cemetery and the assets, trust funds and trust accounts related to it that the previous owner or operator possessed;

And Whereas over the last decade, there has been an increase in the number of churches and local cemetery boards initiating processes to transfer ownership or abandon their owned and operated cemeteries to the local municipality due to such issues as high maintenance costs, inaccuracy of records, lack of financial and human resources to effectively operate and maintain the cemetery, increased regulatory processes regarding training, selling of interment rights, financial operation of the care and maintenance fund, etc.;

And Whereas municipalities experience the same issues and pressures that churches and local boards experience with the operation and maintenance of cemeteries within its jurisdiction, and additional transfers of cemetery lands only compound the burden on municipal taxpayers;

And Whereas cemeteries are important infrastructure where the reasonable costs for interment rights, burials, monument foundations, corner stones and administration charges do not sufficiently support the general operation of cemeteries;

TAY TOWNSHIP

450 Park Street
PO Box 100
Victoria Harbour, Ontario
L0K 2A0



And Whereas the interest earned from the care and maintenance fund(s) of a cemetery do not provide adequate funding to maintain the cemetery with the rising costs of lawn and turf maintenance contracts and monument restoration;

Now Therefore Be It Resolved that Council of the Township of Tay requests that the Province through the Ministry of Public and Business Service Delivery and the Bereavement Authority of Ontario (BAO) consider the following to assist municipalities in this growing concern of cemetery transfers:

- Amending the Funeral, Burial and Cremation Services Act, 2002 (FBCSA), to have the Province, through the BAO, identified as the default owner and operator of a cemetery when it is abandoned;
- Provide annual funding (based on the number of cemeteries a municipality owns and operates) to municipalities to assist with the maintenance of inactive and active cemeteries;
- Provide free training opportunities for municipalities regarding cemetery administration; and,
- Investigate and support the design of universal cemetery software for use by municipal cemetery operators that can be offered at an affordable cost;

And that this resolution be circulated to the Hon. Todd McCarthy, Ministry of Public and Business Service Delivery, Jim Cassimatis, BAO Interim CEO/Registrar, MPP Jill Dunlop and all Ontario municipalities.

Sent on behalf of Tay Township Council.

Yours truly,

A handwritten signature in black ink, appearing to read 'Katelyn Johns'.

Katelyn Johns, MPPA
Municipal Clerk

Cc: Jim Cassimatis, BAO Interim CEO/Registrar, Hon. Jill Dunlop, Minister of Colleges and Universities/MPP, and all Ontario municipalities.

**THE CORPORATION OF THE
MUNICIPALITY OF HURON EAST
FINANCIAL STATEMENTS
DECEMBER 31, 2022**

SEEBACH & COMPANY
Chartered Professional Accountants

MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The accompanying consolidated financial statements of The Corporation of the Municipality of Huron East (the "Municipality") are the responsibility of the Municipality's management and have been prepared in accordance with Canadian public sector accounting standards, established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada, as described in Note 1 to the consolidated financial statements.

The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Municipality's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded from loss, transactions are properly authorized and recorded, and reliable information is available on a timely basis for preparation of the consolidated financial statements. These statements are monitored and evaluated by the Municipality's management. Council meets with management and the external auditor to review the consolidated financial statements and discuss and significant financial reporting or internal control matters prior to their approval.

The financial statements have been audited by Seebach & Company, independent external auditors appointed by the Municipality. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the Municipality's consolidated financial statements.

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST

Brad McRoberts
Chief Administrative Officer

Stacy Grenier
Financial Manager / Treasurer

January 9, 2024

Seebach & Company
Chartered Professional Accountants

P.O. Box 758, 41 Ontario Street
CLINTON, ONTARIO N0M 1L0
Tel: (519) 482-7979
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www.seebachandcompany.ca
vbs@vbsca.ca

INDEPENDENT AUDITOR'S REPORT

To the Members of Council, Inhabitants and Ratepayers
of the Corporation of the Municipality of Huron East

Opinion

We have audited the accompanying financial statements of the Corporation of the Municipality of Huron East ("the Municipality"), which are comprised of the consolidated statement of financial position as at December 31, 2022 and the statements of operations, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Municipality as at December 31, 2022, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards (PSAB).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Municipality in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAB, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Municipality's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Municipality or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Municipality's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Seebach & Company
Chartered Professional Accountants

P.O. Box 758, 41 Ontario Street
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INDEPENDENT AUDITOR'S REPORT (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Municipality's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Municipality's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Municipality to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Seebach & Company

Chartered Professional Accountants
Licensed Public Accountants

Clinton, Ontario
January 9, 2024

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31	2022	2021
FINANCIAL ASSETS		
Cash	3,026,403	3,096,421
Taxes receivable	1,161,279	979,419
Accounts receivable	1,705,981	3,120,521
Investments (note 4)	9,343,574	7,235,233
Long-term receivables (note 5)	1,762,326	1,867,649
	<u>16,999,563</u>	<u>16,299,243</u>
LIABILITIES		
Accounts payable and accrued liabilities	5,035,392	2,372,615
Deferred revenue	12,201	32,789
Deferred revenue - obligatory reserve funds	2,053,312	1,695,263
Municipal debt (note 7)	864,506	952,844
Landfill closure and post-closure liability (note 8)	2,675,790	2,685,336
	<u>10,641,201</u>	<u>7,738,847</u>
NET FINANCIAL ASSETS	\$ 6,358,362	\$ 8,560,396
NON-FINANCIAL ASSETS		
Tangible capital assets, net (note 9)	80,965,179	75,923,496
Inventory and prepaid expenses	21,451	325,554
ACCUMULATED SURPLUS (note 11)	<u><u>\$ 87,344,992</u></u>	<u><u>\$ 84,809,446</u></u>

The accompanying notes are an integral part of this financial statement

**THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
CONSOLIDATED STATEMENT OF OPERATIONS**

For the year ended December 31	2022 Budget	2022 Actual	2021 Actual
Revenue			
Taxation for municipal purposes	8,855,633	8,779,143	8,014,867
Government transfers - Canada	304,713	406,806	1,669,089
Government transfers - Ontario	2,019,919	2,350,049	2,004,408
Government transfers - other municipalities	687,082	811,313	798,317
User fees and service charges	5,188,105	5,675,967	4,995,858
Licences, permits, rents, donations, etc.	162,685	1,389,313	204,494
Investment income	306,214	212,543	210,389
Penalties and interest on taxes	137,000	130,671	67,260
Gain (loss) on disposal of tangible capital assets	-	(25,311)	-
	<u>17,661,351</u>	<u>19,730,494</u>	<u>17,964,682</u>
Expenditure			
General government	1,883,714	1,625,337	1,416,558
Protection to persons and property	3,411,015	3,566,711	3,203,050
Transportation services	5,016,747	5,071,091	5,079,531
Environmental services	3,265,556	3,485,058	3,104,754
Health services	326,726	281,876	239,952
Social and family services	647,528	730,433	663,033
Recreation and cultural services	1,750,422	1,812,790	1,359,951
Planning and development	305,255	621,652	328,273
	<u>16,606,963</u>	<u>17,194,948</u>	<u>15,395,102</u>
Annual surplus (deficit)	1,054,388	2,535,546	2,569,580
Accumulated surplus, beginning of year	<u>84,809,446</u>	<u>84,809,446</u>	<u>82,239,866</u>
Accumulated surplus, end of year	<u><u>\$ 85,863,834</u></u>	<u><u>\$ 87,344,992</u></u>	<u><u>\$ 84,809,446</u></u>

The accompanying notes are an integral part of this financial statement

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS

For the year ended December 31	2022 Budget	2022 Actual	2021 Actual
Annual surplus (deficit)	1,054,388	2,535,546	2,569,580
Amortization of tangible capital assets	2,578,350	2,625,216	2,531,483
Net acquisition of tangible capital assets	(6,389,746)	(7,692,210)	(4,969,999)
Loss (gain) on sale of tangible capital assets	-	25,311	-
Decrease (increase) in inventory and prepaid expenses	-	304,103	(312,239)
	<u>(2,757,009)</u>	<u>(2,202,034)</u>	<u>(181,175)</u>
Net financial assets, beginning of year	<u>8,560,396</u>	<u>8,560,396</u>	<u>8,741,571</u>
Net financial assets, end of year	<u><u>\$ 5,803,388</u></u>	<u><u>\$ 6,358,362</u></u>	<u><u>\$ 8,560,396</u></u>

The accompanying notes are an integral part of this financial statement

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
CONSOLIDATED STATEMENT OF CASH FLOW

For the year ended December 31	2022	2021
Operating activities		
Annual surplus (deficit)	2,535,546	2,569,580
Amortization expense not requiring cash outlay	2,625,216	2,531,483
Loss (gain) on disposal of tangible capital assets	25,311	-
Decrease (increase) in taxes receivable	(181,860)	142,868
Decrease (increase) in accounts receivable	1,414,540	(928,221)
Increase (decrease) in accounts payable and accrued liabilities	2,662,777	(16,770)
Increase (decrease) in deferred revenue	(20,588)	(1,018,426)
Increase (decrease) in deferred revenue - obligatory reserve funds	358,049	196,434
Increase (decrease) in landfill closure & post-closure liability	(9,546)	(10,975)
Decrease (increase) in inventory and prepaid expenses	304,103	(312,239)
Cash provided by (used for) operating activities	<u>9,713,548</u>	<u>3,153,734</u>
Capital activities		
Net disposals (purchases) of tangible capital assets	<u>(7,692,210)</u>	<u>(4,969,999)</u>
Cash provided by (used for) capital activities	<u>(7,692,210)</u>	<u>(4,969,999)</u>
Investing activities		
Decrease (increase) in investments	<u>(2,108,341)</u>	2,764,829
Decrease (increase) in long-term receivables	<u>105,323</u>	131,401
Cash provided by (used for) investing activities	<u>(2,003,018)</u>	<u>2,896,230</u>
Financing activities		
Principal repayments on long-term debt	<u>(88,338)</u>	<u>(86,781)</u>
Cash provided by (used for) financing activities	<u>(88,338)</u>	<u>(86,781)</u>
Increase (decrease) in cash position	<u>(70,018)</u>	993,184
Cash (overdraft) beginning of year	<u>3,096,421</u>	<u>2,103,237</u>
Cash (overdraft) end of year	<u>\$ 3,026,403</u>	<u>\$ 3,096,421</u>

The accompanying notes are an integral part of this financial statement

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
NOTES TO FINANCIAL STATEMENTS

For the year ended December 31, 2022

1. Accounting policies

The consolidated financial statements of the Corporation of the Municipality of Huron East are the representation of management prepared in accordance with generally accepted accounting principles for local governments as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada as prescribed by the Ministry of Municipal Affairs and Housing for municipalities and their related entities.

Significant aspects of accounting policies adopted by the municipality are as follows:

a) Reporting entity

The consolidated financial statements reflect the financial assets, liabilities, operating revenues and expenditures, reserves, reserve funds, and changes in investment in tangible capital assets of the reporting entity. The reporting entity is comprised of all organizations and enterprises accountable for the administration of their financial affairs and resources to the Municipality and which are owned or controlled by the municipality. In addition to general government tax-supported operations, they include any water and sewer systems operated by the municipality and the municipality's proportionate share of joint local boards.

The following boards and municipal enterprises owned or controlled by Council have been consolidated:

Seaforth Business Improvement Area - 100%

Mid-Huron Landfill Site Board - 23.3%

Mid-Huron Recycling Centre Board - 33.3%

Inter-departmental and inter-organizational transactions and balances are eliminated.

The statements exclude trust funds that are administered for the benefit of external parties.

b) Accrual basis of accounting

Sources of financing and expenditures are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they are earned and measurable, and recognizes expenditures as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

c) Long-term investments

Investments are recorded at cost less amounts written off to reflect a permanent decline in value.

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
NOTES TO FINANCIAL STATEMENTS

2

December 31, 2022

1. Accounting policies (continued)

d) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year, and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

- Tangible capital assets

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Category	Amortization Period	Capitalization Threshold
Land	not applicable	\$ 0
Land improvements	15 years	25,000
Buildings	7 - 40 years	5,000 - 25,000
Machinery and equipment	5 - 15 years	5,000 - 25,000
Furniture and fixtures	5 years	3,000
Information technology	3 - 7 years	3,000 - 5,000
Transportation infrastructure	15 - 75 years	5,000 - 100,000
Watermains infrastructure	15 - 80 years	15,000 - 100,000
Sewermain infrastructure	15 - 60 years	15,000 - 75,000

Assets under construction are not amortized until the asset is available for productive use, at which time they are capitalized.

The municipality has a capitalized threshold of \$0 - \$100,000 dependent on the category, so that individual tangible capital assets of lesser value are expensed, unless they are pooled because, collectively, they have significant value, or for operational reasons. Examples of pooled assets are computer systems, equipment, furniture and fixtures.

- Contribution of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt, and that fair value is also recorded as revenue. Similarly, transfers of assets to third parties are recorded as an expense equal to the net book value of the asset as of the date of transfer.

- Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

- Inventories

Inventories held for consumption are recorded at the lower of cost or net realizable value.

e) Reserves for future expenditures

Certain amounts, as approved by Council, are set aside in reserves for future operating and capital expenditure. Transfers to or from reserves are reflected as adjustments to the respective appropriated equity.

f) Government transfers

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates can be made.

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
NOTES TO FINANCIAL STATEMENTS **3**

December 31, 2022

1. Accounting policies (continued)

g) **Deferred revenue**

Amounts received and required by legislation, regulation or agreement to be set aside for specific, restricted purposes are reported in the consolidated statement of financial position as deferred revenue until the obligation is discharged.

h) **Landfill site closure and post-closure care**

Landfill site closure and post-closure care costs are recognized over the operating life of the landfill site, based on capacity used. The liability is recorded at its discounted value, based on the average long-term borrowing rate of the municipality.

i) **Amounts to be recovered in future years**

Future years recoveries represent the requirement of the municipality to raise funds in subsequent periods to finance unfunded liabilities. A portion of the amounts to be recovered in future years will be recovered from deferred revenues earned.

j) **Pensions**

The municipality is an employer member of the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer, defined benefit pension plan. The municipality has adopted defined contribution plan accounting principles for this plan because insufficient information is available to apply defined benefit plan accounting principles. The municipality records as pension expense the current service cost, amortization of past service costs and interest costs related to the future employer contributions to the plan for past employee service.

k) **Use of estimates**

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, the reported amounts of revenues and expenditures during the period, and the accompanying notes. Due to the inherent uncertainty in making estimates, actual results could differ from those estimates.

2. Operations of school boards and county

Taxation levied for school board and county purposes are not reflected in the financial statements. The amounts transferred were:

	2022	2021
County of Huron	\$ 6,363,051	\$ 6,494,118
School Boards	2,721,926	2,659,025

3. Trust funds

Trust funds administered by the municipality amounting to \$3,174,304 (2021 : \$3,248,478) have not been included in the consolidated statement of financial position nor have their operations been included in the consolidated statement of operations.

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
NOTES TO FINANCIAL STATEMENTS

4

December 31, 2022

4. Investments

	2022	2021
Money market fund	2,727,921	57,813
Bond fund	6,615,653	7,177,420
	<u>\$ 9,343,574</u>	<u>\$ 7,235,233</u>

The investments have a market value of \$8,688,422 (2021 : \$6,900,631) at the end of the year.

5. Long-term receivables

	2022	2021
Due from residents and landowners	1,762,326	1,866,829
Tile loans, 6% - 8%, principal and interest receivable annually, due 2023 through 2032	-	820
	<u>\$ 1,762,326</u>	<u>\$ 1,867,649</u>

Amounts due in the next five years are as follows:

2023: \$64,800 2024: \$66,600 2025: \$68,600 2026: \$70,600 2027: \$72,500

6. Pension agreements

The municipality makes contributions to a multi-employer pension plan on behalf of members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. The amount contributed for 2022 was \$250,460 (2021 : \$222,824) for current services and is included as an expenditure on the consolidated statement of operations.

The contributions to the Ontario Municipal Employers Retirement System ("OMERS"), a multi-employer defined benefit pension plan, are expensed when contributions are due. Any pension surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees. As a result, the municipality does not recognize any share of the OMERS pension surplus or deficit.

7. Municipal debt

The balance of the municipal debt reported on the consolidated statement of financial position is made up of the following:

	2022	2021
Health services debenture payable to Huron East/Seaforth Community Development Trust, 5% interest, due December 2038	176,724	183,798
Ontario Infrastructure and Lands Corporation (OILC) loan payable, 1.47% interest, \$45,721 blended payment payable semi-annually, due September 2030 (for transportation purposes)	687,782	768,226
Tile drain loans payable to Ministry of Finance, responsibility for payment of principal and interest charges have been assumed by individuals	-	820
	<u>\$ 864,506</u>	<u>\$ 952,844</u>

Principal payments for the next five years are as follows:

2023: \$89,100 2024: \$90,600 2025: \$92,300 2026: \$93,900 2027: \$95,600

8. Landfill closure and post-closure cost liability

PSAB Handbook Section 3270: Solid Waste Landfill Closure and Post-Closure Liability, sets out the standard for anticipated closure and post-closure costs for existing and closed landfill sites. This liability is the estimated cost to date, based on a volumetric basis, of the expenses relating to those activities required when the site or phase stops accepting waste.

The landfill closure costs include final cover and vegetation, completing facilities for drainage control features, leachate monitoring, water quality monitoring, and monitoring and recovery of gas. Post-closure care activities include all activities related to monitoring the site once it can no longer accept waste, including acquisition of any additional land for buffer zones, treatment and monitoring of leachate, monitoring ground water and surface water, gas monitoring and recovery, and ongoing maintenance of various control systems, drainage systems, and final cover.

The estimated liability for the care of landfill sites is the present value of future cash flows associated with closure and post-closure costs.

Key assumptions in determining the liability at December 31, 2022 for the landfills are as follows:

Remaining site life	0 - 25 years
Discount rate	1.9% - 2%
Estimated time required for post-closure care	25 - 50 years

The unfunded balance of the future liability is expected to be funded through future budget allocations to the landfill. The Seaforth landfill site has now been closed with the expenses of closure reported in 1995 to 2022 as incurred. Further expenditures will be expensed as incurred in 2023, and those amounts have not been accrued since they are not anticipated to be significant. The Morris-Turnberry landfill site has a landfill closure and post-closure liability of \$134,000 (2021 : \$131,300).

The municipality's proportionate liability for the Mid-Huron landfill site is \$2,759,969 (2021 : \$2,773,267). The Mid-Huron Landfill Site Board has set aside reserves and reserve funds of which the municipality's proportionate share is \$1,141,830 (2021 : \$1,192,888). The site was closed in 2022.

The opening accumulated surplus of the municipality has been adjusted by \$1,460,530 (2021 : \$1,473,398) to reflect the change in the landfill closure and post-closure liability.

9. Tangible capital assets

The municipality's policy on accounting for tangible capital assets follows:

- i) Contributed tangible capital assets
The municipality records all tangible capital assets contributed by external parties at fair value.
- ii) Tangible capital assets recognized at nominal value
Certain assets have been assigned a nominal value because of the difficulty of determining a tenable valuation.

For additional information, see the Consolidated Schedule of Tangible Capital Assets information on the tangible capital assets of the municipality by major class and by business segment, as well as for accumulated amortization of the assets controlled.

10. Segmented information

The Municipality of Huron East is a diversified municipal government institution that provides a wide range of services to its citizens such as recreational and cultural services, planning and development, fire, and transportation services. Distinguishable functional segments have been separately disclosed in the segmented information. The nature of the segments and the activities they encompass are as follows:

General Government

This segment relates to the general operations of the municipality itself and cannot be directly attributed to a specific segment.

10. Segmented information (continued)

Protection to Persons and Property

Protection is comprised of fire protection, policing, court services, conservation authorities, protective inspection and control, building permit and inspection services, emergency measures and other protection services.

Transportation Services

Transportation services include road maintenance, winter control services, street light maintenance, parking lots, equipment maintenance and other transportation services.

Environmental Services

Environmental services include the sanitary sewer system, storm sewer system, waterworks, waste collection, waste disposal and recycling.

Health Services

This service area includes cemeteries and other health services.

Social and Family Services

This service area includes childcare and other social services.

Recreational and Cultural Services

This service area provides public services that contribute to the provision of recreation and leisure facilities and programs, the maintenance of parks and open spaces, library services, museums and other cultural services.

Planning and Development

This segment includes matters relating to zoning and site plan controls, land acquisition, development initiatives, agriculture and reforestation, municipal drainage and tile drainage.

For additional information, see the schedule of segmented information.

11. Accumulated surplus

The accumulated surplus consists of individual fund surplus/(deficit) amounts and reserve and reserve funds as follows:

	2022	2021
General revenue accumulated surplus		
and invested in tangible capital assets	\$ 77,467,459	\$ 73,794,429
Unfinanced solid waste landfill closure and		
post-closure liabilities	(2,675,790)	(2,685,336)
Reserves and reserve funds	<u>12,553,323</u>	<u>13,700,353</u>
	<u>\$ 87,344,992</u>	<u>\$ 84,809,446</u>

For additional information, see the Consolidated Schedule of Continuity of Reserves, Reserve Funds, and Deferred Revenue.

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
NOTES TO FINANCIAL STATEMENTS 7

December 31, 2022

12. Financial instrument risk management

Credit risk

The municipality is exposed to credit risk through its cash, trade and other receivables, loans receivable, and long-term investments. There is the possibility of non-collection of its trade and other receivables. The majority of the municipality's receivables are from ratepayers and government entities. For trade and other receivables, the municipality measures impairment based on how long the amounts have been outstanding. For amounts outstanding considered doubtful or uncollectible, an impairment allowance is setup.

Liquidity risk

Liquidity risk is the risk that the municipality will not be able to meet its financial obligations as they fall due. The municipality has a planning and a budgeting process in place to help determine the funds required to support the municipality's normal operating requirements on an ongoing basis. The municipality ensures that there are sufficient funds to meet its short-term requirements, taking into account its anticipated cash flows from operations and its holdings of cash and cash equivalents. To achieve this aim, it seeks to maintain an available line of credit balance as approved by the appropriate borrowing bylaw to meet, at a minimum, expected requirements.

Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates or interest rates will affect the municipality's income or the value of its holdings of financial instruments. The objective of market risk management is to control market risk exposures within acceptable parameters while optimizing return on investments.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The municipality is exposed to interest rate risk arising from the possibility that changes in interest rates will affect the variable rate of temporary borrowings and long-term liabilities and the value of fixed rate long-term liabilities.

There has been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure risks.

13. Budget amounts

Under Canadian public sector accounting standards, budgets amounts are to be reported on the consolidated statement of operations for comparative purposes. The 2022 budget amounts for the Corporation of the Municipality of Huron East approved by Council are unaudited and have been restated to conform to the basis of presentation of the revenues and expenditures on the consolidated statement of operations. Budget amounts were not available for certain boards consolidated by the municipality.

Approved budget annual surplus (deficit)	\$ -
Acquisition of tangible capital assets	6,389,746
Amortization of tangible capital assets	(2,625,216)
Debt proceeds / repayments	180,444
Net reserve, reserve fund, and surplus transfers	(149,296)
Mid-Huron Landfill Site Board net budget deficit	(66,841)
Mid-Huron Recycle Centre Board net budget surplus	<u>1,666</u>
Budgeted surplus (deficit) reported on consolidated statement of operations	<u>\$ 1,054,388</u>

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
Consolidated Schedule of Tangible Capital Assets
For the Year Ended December 31, 2022

	Land	Buildings	Machinery & Equipment	Vehicles	Plants and Facilities	Roads	Underground and other Networks	Bridges and other Structures	Assets Under Construction	TOTAL Net Book Value 2022	TOTAL Net Book Value 2021
Cost											
Balance, beginning of year	1,629,465	11,044,351	4,665,607	3,791,581	10,943,624	57,686,756	17,481,893	12,628,142	1,726,739	121,598,158	117,291,234
Add: Additions during the year		65,172	1,401,676	374,785	67,241	1,019,321	461,358	83,290	4,285,520	7,758,363	5,022,786
Less: Disposals during the year		(193)	(458,303)	(142,375)		(149,008)	(19,563)			(769,442)	(715,862)
Other: WIP transfers			190,327	35,000	1,032,784	5,333			(1,263,444)	-	-
Balance, end of year	<u>1,629,465</u>	<u>11,109,330</u>	<u>5,799,307</u>	<u>4,058,991</u>	<u>12,043,649</u>	<u>58,562,402</u>	<u>17,923,688</u>	<u>12,711,432</u>	<u>4,748,815</u>	<u>128,587,079</u>	<u>121,598,158</u>
Accumulated Amortization											
Balance, beginning of year		4,640,336	2,195,217	2,070,666	4,585,834	22,243,628	5,535,193	4,403,788		45,674,662	43,806,254
Add: Amortization during the year		251,633	283,732	163,032	212,917	1,289,149	216,232	208,521		2,625,216	2,531,483
Less: Accumulated amortization on disposals		(193)	(396,503)	(139,375)		(122,344)	(19,563)			(677,978)	(663,075)
Balance, end of year	<u>-</u>	<u>4,891,776</u>	<u>2,082,446</u>	<u>2,094,323</u>	<u>4,798,751</u>	<u>23,410,433</u>	<u>5,731,862</u>	<u>4,612,309</u>	<u>-</u>	<u>47,621,900</u>	<u>45,674,662</u>
Net Book Value of Tangible Capital Assets	<u>1,629,465</u>	<u>6,217,554</u>	<u>3,716,861</u>	<u>1,964,668</u>	<u>7,244,898</u>	<u>35,151,969</u>	<u>12,191,826</u>	<u>8,099,123</u>	<u>4,748,815</u>	<u>\$ 80,965,179</u>	<u>\$ 75,923,496</u>

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
Consolidated Schedule of Tangible Capital Assets
For the Year Ended December 31, 2022

	General Government	Protection	Transportation	Environmental	Health	Recreation and Cultural	Planning and Development	Work in Process	TOTAL Net Book Value 2022	TOTAL Net Book Value 2021
Cost										
Balance, beginning of year	2,229,029	3,221,798	75,283,952	28,919,577	2,024,688	7,360,470	831,905	1,726,739	121,598,158	117,291,234
Add: Additions during the year	128,992		1,916,151	1,316,177	11,011	100,512		4,285,520	7,758,363	5,022,786
Less: Disposals during the year	(81,820)	(100,000)	(567,866)	(19,563)		(193)			(769,442)	(715,862)
Other: WIP transfers			40,333	1,223,111				(1,263,444)	-	-
Other: donations and transfers			(24,080)			24,080			-	-
Balance, end of year	<u>2,276,201</u>	<u>3,121,798</u>	<u>76,648,490</u>	<u>31,439,302</u>	<u>2,035,699</u>	<u>7,484,869</u>	<u>831,905</u>	<u>4,748,815</u>	<u>128,587,079</u>	<u>121,598,158</u>
Accumulated Amortization										
Balance, beginning of year	703,523	1,589,961	29,083,129	10,166,344	439,552	3,692,153	-		45,674,662	43,806,254
Add: Amortization during the year	91,287	101,585	1,731,324	444,995	54,421	201,604			2,625,216	2,531,483
Less: Accumulated amortization on disposals	(66,479)	(99,000)	(492,743)	(19,563)		(193)			(677,978)	(663,075)
Other: donations and transfers			(22,080)			22,080			-	-
Balance, end of year	<u>728,331</u>	<u>1,592,546</u>	<u>30,299,630</u>	<u>10,591,776</u>	<u>493,973</u>	<u>3,915,644</u>	<u>-</u>	<u>-</u>	<u>47,621,900</u>	<u>45,674,662</u>
Net Book Value										
of Tangible Capital Assets	<u>1,547,870</u>	<u>1,529,252</u>	<u>46,348,860</u>	<u>20,847,526</u>	<u>1,541,726</u>	<u>3,569,225</u>	<u>831,905</u>	<u>4,748,815</u>	<u>\$ 80,965,179</u>	<u>\$ 75,923,496</u>

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
Consolidated Schedule of Continuity of Reserves, Reserve Funds and Deferred Revenue
For the Year Ended December 31, 2022

	Balance, beginning of year	Revenues and contributions			Transfers out Utilized During Year	Balance, end of year
		Interest	From Operations	Other		
Reserves and reserve funds						
Reserves						
for general government	1,853,314		746,414		(1,360,261)	1,239,467
for protection services	298,737		37,500		(7,360)	328,877
for transportation services	760,878		300,004		(757,799)	303,083
for environmental services	9,654,258		1,457,345		(1,950,612)	9,160,991
for health services	97,969		19,735		-	117,704
for recreation and cultural services	1,035,197		1,365,010		(997,006)	1,403,201
Total reserves and reserve funds	<u>13,700,353</u>	<u>-</u>	<u>3,926,008</u>	<u>-</u>	<u>(5,073,038)</u>	<u>12,553,323</u>
Deferred revenue						
Parkland	79,576	4,522	9,752		(855)	92,995
Brussels Landfill (Morris)	54,338	3,126	7,972			65,436
Walton Landfill	249,060	4,948				254,008
Federal Gas Tax Funds	1,312,289	38,771		289,813		1,640,873
	<u>1,695,263</u>	<u>51,367</u>	<u>17,724</u>	<u>289,813</u>	<u>(855)</u>	<u>2,053,312</u>
Total	<u>\$ 15,395,616</u>	<u>51,367</u>	<u>3,943,732</u>	<u>289,813</u>	<u>(5,073,893)</u>	<u>\$ 14,606,635</u>

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST

Segmented Information

For the Year Ended December 31, 2022

	General Government	Protective Services	Transportation Services	Environmental Services	Health Services	Social and Family Services	Recreation and Culture	Planning and Development	Total 2022	Total 2021
Revenue										
Taxation	8,779,143	-	-	-	-	-	-	-	8,779,143	8,014,867
User charges	3,365,352	207,458	-	2,924,588	34,410	196,376	280,348	56,748	7,065,280	5,200,352
Government transfers	1,201,078	271,643	1,303,095	118,223	6,199	422,579	184,905	60,446	3,568,168	4,471,814
Interest and penalties	343,214	-	-	-	-	-	-	-	343,214	277,649
Other	(25,311)	-	-	-	-	-	-	-	(25,311)	-
	<u>13,663,476</u>	<u>479,101</u>	<u>1,303,095</u>	<u>3,042,811</u>	<u>40,609</u>	<u>618,955</u>	<u>465,253</u>	<u>117,194</u>	<u>19,730,494</u>	<u>17,964,682</u>
Operating expenditure										
Wages, salaries and benefits	870,873	755,633	1,040,711	272,694	77,961	620,515	756,010	46,014	4,440,411	4,072,520
Contracted services	113,040	1,717,610	266,786	1,146,750	6,332	-	120,691	34,122	3,405,331	3,466,051
Supplies, materials and equipment	550,137	991,883	2,032,270	1,620,619	143,162	109,918	734,485	541,516	6,723,990	5,325,048
Amortization	91,287	101,585	1,731,324	444,995	54,421	-	201,604	-	2,625,216	2,531,483
	<u>1,625,337</u>	<u>3,566,711</u>	<u>5,071,091</u>	<u>3,485,058</u>	<u>281,876</u>	<u>730,433</u>	<u>1,812,790</u>	<u>621,652</u>	<u>17,194,948</u>	<u>15,395,102</u>
Net revenue (expense)	<u>12,038,139</u>	<u>(3,087,610)</u>	<u>(3,767,996)</u>	<u>(442,247)</u>	<u>(241,267)</u>	<u>(111,478)</u>	<u>(1,347,537)</u>	<u>(504,458)</u>	<u>2,535,546</u>	<u>2,569,580</u>

Seebach & Company
Chartered Professional Accountants

P.O. Box 758, 41 Ontario Street
CLINTON, ONTARIO N0M 1L0
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INDEPENDENT AUDITORS' REPORT

To the Members of Council, Inhabitants and Ratepayers
of the Corporation of the Municipality of Huron East

Opinion

We have audited the accompanying financial statements of the trust funds of the Corporation of the Municipality of Huron East ("the Municipality"), which are comprised of the balance sheet as at December 31, 2022 and the statement of operations of trust funds for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Municipality as at December 31, 2022, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards (PSAB).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Municipality in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAB, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Municipality's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Municipality or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Municipality's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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INDEPENDENT AUDITOR'S REPORT (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Municipality's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Municipality's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Municipality to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Seebach & Company

Chartered Professional Accountants
Licensed Public Accountants

Clinton, Ontario
January 9, 2024

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
TRUST FUNDS
BALANCE SHEET

As at December 31, 2022

	Brussels		Grey			Seaforth		McKillop	Egmondville		
	Perpetual Care	Hydro	Cranbrook Perpetual	Mount Pleasant	Carnochan Memorial	Heritage	Hydro	Zion Cemetery	Perpetual Care	2022	2021
Assets											
Cash	7,733	16,658	2,765	1,727		40,993	84,606	1,173	5,514	161,169	396,094
Accounts receivable	1,300			740			4,000			6,040	-
Loans receivable							3,000			3,000	3,000
Investments	229,500	525,000	11,100	53,672	25,000		1,259,539	7,500	60,000	2,171,311	2,014,812
Tangible capital assets, net							842,388			842,388	856,473
	<u>\$ 238,533</u>	<u>\$ 541,658</u>	<u>\$ 13,865</u>	<u>\$ 56,139</u>	<u>\$ 25,000</u>	<u>\$ 40,993</u>	<u>\$ 2,193,533</u>	<u>\$ 8,673</u>	<u>\$ 65,514</u>	\$ 3,183,908	<u>\$ 3,270,379</u>
Liabilities											
Accounts payable							9,604			9,604	21,901
	-	-	-	-	-	-	9,604	-	-	9,604	21,901
Trust fund balance	<u>238,533</u>	<u>541,658</u>	<u>13,865</u>	<u>56,139</u>	<u>25,000</u>	<u>40,993</u>	<u>2,183,929</u>	<u>8,673</u>	<u>65,514</u>	3,174,304	<u>3,248,478</u>
	<u>\$ 238,533</u>	<u>\$ 541,658</u>	<u>\$ 13,865</u>	<u>\$ 56,139</u>	<u>\$ 25,000</u>	<u>\$ 40,993</u>	<u>\$ 2,193,533</u>	<u>\$ 8,673</u>	<u>\$ 65,514</u>	\$ 3,183,908	<u>\$ 3,270,379</u>

STATEMENT OF OPERATIONS

For the Year Ended December 31, 2022

	Brussels		Grey			Seaforth		McKillop	Egmondville		
	Perpetual Care	Hydro	Cranbrook Perpetual	Mount Pleasant	Carnochan Memorial	Heritage	Hydro	Zion Cemetery	Perpetual Care	2022	2021
Revenue											
Sale of plots, vaults, opening charges	2,600			2,190					500	5,290	8,430
Interest earned	3,306	13,250	150	121	438	756	25,220	163	797	44,201	55,258
Rent							109,905			109,905	183,053
Other		5,800					5,000			10,800	55
	<u>5,906</u>	<u>19,050</u>	<u>150</u>	<u>2,311</u>	<u>438</u>	<u>756</u>	<u>140,125</u>	<u>163</u>	<u>1,297</u>	170,196	<u>246,796</u>
Expenses											
Expenditures							181,060			181,060	88,220
Administration fee							9,200			9,200	8,375
Transfers to cemetery operating	2,289	22,714	150	121	438			13	750	26,475	8,035
Community projects							13,550			13,550	9,096
Amortization							14,085			14,085	14,085
	<u>2,289</u>	<u>22,714</u>	<u>150</u>	<u>121</u>	<u>438</u>	<u>-</u>	<u>217,895</u>	<u>13</u>	<u>750</u>	244,370	<u>127,811</u>
Excess of revenue over expenses	<u>3,617</u>	<u>(3,664)</u>	<u>-</u>	<u>2,190</u>	<u>-</u>	<u>756</u>	<u>(77,770)</u>	<u>150</u>	<u>547</u>	(74,174)	<u>118,985</u>
Trust fund balance, beginning of year	<u>234,916</u>	<u>545,322</u>	<u>13,865</u>	<u>53,949</u>	<u>25,000</u>	<u>40,237</u>	<u>2,261,699</u>	<u>8,523</u>	<u>64,967</u>	3,248,478	<u>3,129,493</u>
Trust fund balance, end of year	<u>\$ 238,533</u>	<u>\$ 541,658</u>	<u>\$ 13,865</u>	<u>\$ 56,139</u>	<u>\$ 25,000</u>	<u>\$ 40,993</u>	<u>\$ 2,183,929</u>	<u>\$ 8,673</u>	<u>\$ 65,514</u>	\$ 3,174,304	<u>\$ 3,248,478</u>

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
TRUST FUNDS
NOTES TO FINANCIAL STATEMENTS

For the Year Ended December 31, 2022

1. Accounting Policies

Significant aspects of accounting policies adopted by the municipality are as follows:

a) Management responsibility

The financial statements of the trust funds are the representations of management. They have been prepared in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada as prescribed by the Ministry of Municipal Affairs and Housing for municipalities and their related entities.

b) Basis of accounting

Capital receipts and income are reported on the cash basis of accounting. Expenditures are reported on the cash basis of accounting with the exception of administration expenses which are reported on the accrual basis of accounting, which recognizes expenditures as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

c) Investments

Investments are recorded at cost less amounts written off to reflect a permanent decline in value.

e) Capital assets

The following capital assets are owned and administered by the Huron East/Seaforth Community Development Trust - "Hydro", but may have benefit beyond the current financial period:

52 Main Street, Seaforth, Ontario (Post office building)

32 Centennial Drive, Seaforth, Ontario (Community Care Access Centre for Huron)

Capital assets are stated at cost less amounts amortized. The cost is amortized over the estimated useful lives of the assets at the following rates:

Buildings	75 years on the straight line basis
-----------	-------------------------------------

2. Seaforth Community Heritage Trust Fund

Seaforth Community Heritage Trust Fund was established by the Province of Ontario in 1985. The purpose of the Trust is to financially assist municipalities in establishing permanent capital funds for the purpose of investing in architectural conservation within the municipality. The Trust follows the Canadian public sector accounting standards issued by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada for municipalities and their related entities.

3. The Huron East/Seaforth Community Development Trust - "Hydro"

The Huron East/Seaforth Community Development Trust was established by a by-law of the Municipality of Huron East on April 2, 2002. The purpose of the Trust is to manage the proceeds of the sale of the former assets of the Seaforth Public Utilities Commission - Hydro. The Trust follows the Canadian public sector accounting standards issued by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada for municipalities and their related entities.

4. Investments

Trust fund investments have a market value equal to cost of \$2,171,311 (2021 : \$2,014,812).

THE CORPORATION OF THE MUNICIPALITY OF HURON EAST
TRUST FUNDS

5. Tangible Capital Assets

	Cost	Accumulated Amortization	Net Book Value 2022	Net Book Value 2021
Land	57,001	-	57,001	57,001
Buildings	<u>997,859</u>	<u>212,472</u>	<u>785,387</u>	<u>799,472</u>
	<u>\$ 1,054,860</u>	<u>\$ 212,472</u>	<u>\$ 842,388</u>	<u>\$ 856,473</u>

MUNICIPALITY OF HURON EAST
REPORT TO COUNCIL
For the year ended December 31, 2022

The financial statements are presented on a consolidated basis and, therefore, include the proportional share of the assets, liabilities, operating revenues and expenditures of the various joint boards which the Municipality of Huron East belongs to.

Financial Indicators

	2022	2021	2020	2019	2018
Cash	3,026,403	3,096,421	2,103,237	1,343,245	407,878
Taxes receivable (note 1)	1,161,279	979,419	1,122,287	982,705	1,036,128
Accounts receivable	1,705,981	3,120,521	2,192,300	1,444,561	1,527,212
Investments	9,343,574	7,235,233	10,000,062	9,236,169	8,574,202
Long- term receivables	1,762,326	1,867,649	1,999,050	199,264	213,462
Inventory and prepaids	21,451	325,554	13,315	2,356	24,956
	<u>17,021,014</u>	<u>16,624,797</u>	<u>17,430,251</u>	<u>13,208,300</u>	<u>11,783,838</u>
Accounts payable	5,035,392	2,372,615	2,389,385	1,959,219	1,043,925
Deferred revenue	12,201	32,789	1,051,215	835,490	80,315
Deferred revenue - obligatory reserve funds	2,053,312	1,695,263	1,498,829	1,211,185	1,292,070
Municipal debt	864,506	952,844	1,039,625	201,764	228,217
Landfill closure and post- closure liability	2,675,790	2,685,336	2,696,311	2,574,756	2,583,312
	<u>10,641,201</u>	<u>7,738,847</u>	<u>8,675,365</u>	<u>6,782,414</u>	<u>5,227,839</u>
Net financial assets (note 2)	<u>6,379,813</u>	<u>8,885,950</u>	<u>8,754,886</u>	<u>6,425,886</u>	<u>6,555,999</u>
Tangible capital assets					
Net book value beginning of year	75,923,496	73,484,980	72,054,241	70,289,242	69,905,752
Purchases	7,692,210	4,969,999	5,096,922	4,851,394	2,994,314
Disposals and adjustments	(25,311)	-	(1,244,436)	(760,686)	(353,105)
Amortization	(2,625,216)	(2,531,483)	(2,421,747)	(2,325,709)	(2,257,719)
Net book value end of year	<u>80,965,179</u>	<u>75,923,496</u>	<u>73,484,980</u>	<u>72,054,241</u>	<u>70,289,242</u>
Accumulated surplus (note 3)					
General surplus and net investment in capital assets	74,791,669	71,109,093	69,815,908	68,203,483	66,505,709
Reserves and reserve funds	12,553,323	13,700,353	12,423,958	10,276,644	10,339,532
	<u>87,344,992</u>	<u>84,809,446</u>	<u>82,239,866</u>	<u>78,480,127</u>	<u>76,845,241</u>
	-	-	-	-	-

Note 1: Taxes receivable

Current year taxes receivable as percentage of					
total levy for year	5.0%	3.9%	3.5%	3.3%	3.6%
Total taxes receivable as percentage of total levy for year	6.4%	5.7%	6.7%	6.2%	7.0%
The municipality has maintained a low rate of arrears throughout the comparison period.					

Note 2: Net financial assets

Net financial assets represent the net amount of cash and items that will eventually be turned into cash or paid out in cash and indicates extent of resources available to finance future operations.

Note 3: Accumulated surplus

Total accumulated surplus indicates the resources available to provide future services.
Adequate reserves are an indicator of flexibility and ability to deal with contingencies.

MUNICIPALITY OF HURON EAST
REPORT TO COUNCIL
For the year ended December 31, 2022

Five Year Comparison of Operating Revenue Expenses

	2022 Budget	2022 Actual	2021 Actual	2020 Actual	2019 Actual	2018 Actual
Revenue						
Taxation	8,855,633	8,779,142	8,014,867	7,694,911	7,075,430	6,553,349
Grants						
OMPF grant	1,081,400	1,081,400	1,065,400	1,156,100	1,319,700	1,499,600
Gas tax grant	289,813	-	427,926	33,742	695,580	138,742
OCIF grant	795,674	795,674	431,716	431,716	430,805	286,231
Investing in Canada Infrastructure (ICIP)	-	396,106	1,179,131	-	-	-
Safe restart funding	-	-	333,200	20,996	-	-
Provincial drainage grants	32,500	30,446	37,428	41,432	32,487	76,898
Fire revenue from other municipalities	203,671	212,105	151,867	150,624	138,582	107,577
County of Huron- daycare revenue	310,148	422,579	460,929	273,313	275,419	296,622
Modernization funding	-	232,903	-	-	604,816	-
Aggregate resources grant	95,000	109,380	99,576	92,327	112,100	49,022
Other government grants	203,508	287,574	284,641	274,017	333,266	173,720
User fees						
Water and sewer	2,801,353	2,965,011	2,750,004	4,796,739	2,655,032	2,519,653
Garbage collection and disposal	518,280	424,952	479,212	217,367	196,988	163,764
Road charges and recoveries	35,400	79,495	175,790	92,643	76,218	97,753
Recreation	487,800	788,906	342,932	375,288	819,296	783,674
Daycare	141,418	196,376	141,938	79,632	198,635	206,555
Protective services permits and fees	476,523	498,930	509,089	382,646	480,014	401,301
Health care centre	254,087	263,517	254,807	256,356	256,654	252,980
Municipal drains	55,870	65,015	17,351	99,228	57,368	126,560
Wind turbine vibrancy funds	219,083	219,101	219,083	218,568	218,608	217,605
Gain (loss) on disposal of assets	-	(25,311)	(44,788)	10,774	(474,760)	(157,492)
Other fees and charges	198,291	174,666	150,440	212,065	165,233	205,001
Other income						
Bank interest and penalties on taxes	443,214	343,214	277,649	460,132	392,775	506,547
Licenses, permits, rents, donations etc.	162,685	1,389,313	204,494	213,729	265,763	172,014
Total revenue per financial statements	<u>17,661,351</u>	<u>19,730,494</u>	<u>17,964,682</u>	<u>17,584,345</u>	<u>16,326,009</u>	<u>14,677,676</u>
Expenditures						
(line items exclude depreciation and capital)						
Council	178,415	170,487	147,387	138,821	164,604	142,997
Other general government	1,591,223	1,349,894	1,171,454	1,040,555	977,468	894,920
Fire	913,975	1,118,570	763,472	841,804	877,681	825,371
Policing	1,691,591	1,680,313	1,697,160	1,700,850	1,623,978	1,543,942
Conservation authority	245,041	252,772	241,360	232,456	217,512	201,337
Building, water quality, and other protective servi	451,463	417,315	403,699	385,735	308,080	298,155
Roads and streetlights	3,285,423	3,349,656	3,423,751	3,724,540	3,042,509	2,762,475
Water and sewer	1,685,654	1,903,065	1,601,744	1,620,948	1,607,179	1,497,721
Waste collection and disposal	1,134,907	1,136,997	1,073,126	699,861	808,593	591,335
Cemeteries and other health and social services	243,263	228,979	187,116	194,204	218,467	201,199
Day care	647,528	730,433	663,033	393,598	563,714	581,986
Recreation	1,483,211	1,609,599	1,162,044	1,111,775	1,437,596	1,372,777
Municipal drains	121,270	507,692	72,185	273,773	346,728	33,970
Planning and development	183,985	113,960	256,088	229,858	179,861	163,034
Capital expenditures	6,389,746	7,692,210	4,969,999	5,096,922	4,851,394	2,994,314
Net transfers to (from) reserves	(123,558)	(778,936)	257,689	2,441,368	(127,841)	884,422
Total expenditures	20,123,137	21,483,006	18,091,307	20,127,068	17,097,523	14,989,955
Less: capital expenditures	(6,389,746)	(7,692,210)	(4,969,999)	(5,096,922)	(4,851,394)	(2,994,314)
net transfers to (from) reserves	123,558	778,936	(257,689)	(2,441,368)	127,841	(884,422)
Add: amortization and writedowns	2,750,014	2,625,216	2,531,483	2,421,747	2,325,709	2,257,719
Total expenditures per financial statements	<u>16,606,963</u>	<u>17,194,948</u>	<u>15,395,102</u>	<u>15,010,525</u>	<u>14,699,679</u>	<u>13,368,938</u>
Net surplus (deficit) per financial statements	<u>1,054,388</u>	<u>2,535,546</u>	<u>2,569,580</u>	<u>2,573,820</u>	<u>1,626,330</u>	<u>1,308,738</u>

Huron East Administration

To: Mayor MacLellan and Members of Council
From: Brad McRoberts, MPA, P. Eng.
Date: January 9, 2024
Subject: Community Safety & Well Being

Recommendation:

That the Council of the Municipality of Huron East concur with the staff recommendation to contract Lakeside Web to create and host a website for the Huron County Community Safety and Well Being Plan; and

That the Council of the Municipality of Huron East approve the proposed budget for the Community Safety and Well Being Plan for 2024 including Huron East's portion of \$3,550.

Background:

As a result of amendments to the Police Services Act, 1990, that came into effect on January 1, 2019, all municipalities across Ontario were required to develop and adopt a Community Safety and Well-Being (CSWB) Plan (the "Plan") on or before January 1, 2021. To prepare the Plan, municipalities are required to establish a multi-sectoral advisory committee and to conduct consultations with members of the public. Municipalities also have the discretion and flexibility to develop joint plans with surrounding municipalities.

The Plan must identify priority risk factors and strategies to reduce these risk factors such as new services, or changing/coordinating existing services, and set measurable outcomes. This allows municipalities to take a leadership role in defining and addressing priority risks in the community through proactive, integrated strategies that ensure vulnerable populations receive the help they need from the providers best suited to support them.

The Huron County Community Safety and Well-Being Working Group (the "Working Group") was established in the fall of 2019 in order to develop a consolidated Plan for Huron County. Many of the preliminary issues identified (i.e. Affordable housing, transportation, mental health, substance misuse) are interdependent and multi-jurisdictional. It therefore follows that the Plan would benefit from input and guidance from multi-jurisdictional providers, and that a consolidated Plan for Huron County would

be beneficial, noting overall risk factors while also identifying any risk factors and strategies specific to a particular municipality.

In February 2020, a survey was created and distributed throughout the County to assess each municipality's well-being and the feelings of safety of residents. The survey was administered by the Canadian Municipal Network on Crime Prevention on behalf of the Working Group as part of the development of the Plan. Community engagement sessions were planned but unfortunately not held due to the onset of the COVID-19

The cost of the Plan creation was also agreed to be divided equally among all 9 lower-tier municipalities.

Based on survey results and evidence-based research, the Plan identified the following four (4) priority areas for action based on their research and community engagement:

1. Mental Health and Addiction
2. Housing and Homelessness
3. Domestic and Family Violence
4. Community Security

The Huron County Community Safety and Well-Being Plan was adopted by all 9 lower-tier municipalities on July 1, 2021. A copy of the Huron County Community Safety and Well-Being Plan is attached for reference in Attachment 1.

It should be noted that while the Plan creation was mandated by the Ministry of Solicitor General, no information has been provided with respect to the role of the Plan moving forward. There has been no indication that funding for the Plan will be made available by the Province and no direction as to the 'end goal' for the Plan. More information from the Province is likely to be released following adoption of the changes to the Police Services Act, in Fall 2023.

The Huron County Community Safety and Well-Being Plan recommended that an Oversight Committee be established for the implementation and oversight of the Plan. The proposed Oversight Committee is composed of an appointee from each municipality (Council member or municipal staff member), a champion of each of the 6 sectors identified by the legislation, as well as a staff resource from the Working Group for purposes of minute taking.

As set out in the approved Plan and the Terms of Reference for the Oversight Committee, the following framework was established:

- **Oversight Committee** - An oversight committee with multi-sectoral representation and reflective of the community to guide campaigns and initiatives, and address four identified priority areas of action through providing expertise and knowledge and sharing information.
- **Municipal Working Group** – A working group consisting of designates of all 9 lower-tier municipalities in Huron County, the Working Group guides and directs key tasks required to complete the generic County wide Plan. The Working Group provides guidance to the Oversight Committee and operates as liaisons to their respective municipalities and Councils.
- **Municipal Implementation Team or Coordinator** – Appointed staff or coordinator responsible for the implementation of the Plan based on recommendations from the Oversight Committee and their own municipality's needs and goals.

Huron East Council appointed the CAO as the Municipality of Huron East's representative to the Huron County Community Safety and Well-Being Oversight Committee.

Oversight Committee Meeting Summary for 2023

Over the course of 2023, the Oversight Committee met four (4) times. Detailed descriptions of the meetings are described below in **Table 1**.

Table 1: Summary of 2023 Oversight Committee Meetings

Meeting Date	Meeting Overview
March 22, 2023 (Inaugural meeting)	<ul style="list-style-type: none"> • Committee orientation • Committee appointments
May 24, 2023	<ul style="list-style-type: none"> • Mapping high level discussion of actions/initiatives currently being undertaken and in which communities (participating lower-tiers) that relate to our 4 priority areas. • Discussion on future work of committee and next steps.
September 25, 2023	<ul style="list-style-type: none"> • Educational session discussions related to priority areas • Committee membership discussion • CSWB media statement • 2023 projects and initiatives discussion • Priority area mapping review

Meeting Date	Meeting Overview
November 28, 2023	<ul style="list-style-type: none"> • Committee Re-orientation (for new members and committee direction) • Ontario Municipal Social Services Association (OMSSA) CSWB Update • Action plan for Oversight Committee (campaigns related to priority areas, indicators) • Review of proposed 2024 budget

Working Group Meeting Summary for 2023

Over the course of 2023, the Working Group met four (4) times. Detailed descriptions of the meetings are described below in **Table 2**.

Table 2: Summary of 2023 Working Group Meetings

Meeting Date	Meeting Overview
December 5, 2022	<ul style="list-style-type: none"> • Oversight Committee composition. • Oversight Committee Terms of Reference. • Social Media Schedule preparations.
February 6, 2023	<ul style="list-style-type: none"> • Municipal and Sector appointments to Oversight Committee. • Municipal by-laws. • Oversight Committee Inaugural meeting discussion • Shared drive determined for resource sharing.
June 1, 2023	<ul style="list-style-type: none"> • Review of Oversight Committee minutes and priority mapping task. • CSWB funds for 2023.
October 3, 2023	<ul style="list-style-type: none"> • Review of Oversight Committee minutes. • Review of framework and roles for the Oversight Committee, Working Group and Implementation teams at municipal level.

Meeting Date	Meeting Overview
	<ul style="list-style-type: none"> • Discussion on CSWB collective website for participating municipalities to house resources, campaigns and indicator reporting. • CSWB Budget discussion for 2024.
November 30, 2023	<ul style="list-style-type: none"> • Review of CSWB website and selection of creator and host. • Campaign considerations regarding ensuring collective approach. • Discussion on proposed CSWB budget for 2024 (held by municipalities).

Social Media Communication Schedule

In 2023, a Social Media Communication Schedule was established by the Working Group to identify information messaging as related to the four priority areas that can be actioned by participating lower-tier municipal staff.

The Social Media Communication Schedule outlines the 2023 items and is presented in Attachment 2.

Priority Area Mapping

In 2023, the Oversight Committee undertook a priority area mapping exercise for the four priority areas identified within the CSWB Plan.

The purpose of the priority area mapping exercise was to identify initiatives, campaigns and programs that exist county-wide related to the four priority areas. The exercise also identified redundancies and gaps across the county that exist within the priority areas.

Priority Area Mapping (Attachment 3) provides the updated list as determined by the Oversight Committee members, as of October 12, 2023.

2024 Action Plan

At the November 28, 2023 meeting, the Oversight Committee identified four campaigns for 2024, each prioritizing one of the Priority Areas. Each municipality is expected to participate in all four campaigns so that shared messaging and information is distributed to all Huron County residents during the same time period in order to make the greatest impact. It should be noted that municipalities are not limited to these four campaigns

and may create or participate in additional campaigns as their own municipality's needs and abilities dictate.

The campaign for the first quarter of 2024 relates to Mental Health and Addictions; the campaign for the second quarter relates to Domestic and Family Violence; the campaign for the third quarter relates to Community Security; and the final campaign relates to Housing and Homelessness.

Ad Hoc Committees have been created to gather messaging and information to be distributed to each municipality through the Oversight Committee and Working Group during each campaign. This will ensure that consistent and appropriate messaging is delivered across the County.

In addition to these campaigns, a general information campaign regarding the Community Safety and Well Being Plan (what it is, where to find information) will be undertaken throughout the year. A generic template identifying all 9 lower-tier municipalities has been drafted, which will allow for branded cohesive messaging to be distributed throughout the County by individual municipalities much in the same way as the election materials were prepared.

At the moment, there is no 'one-stop-shop' for information regarding the Community Safety and Well Being Plan or the Priority Areas. The Oversight Committee recommended that a stand-alone website similar to websites created by other municipalities be established (see <https://cswbp-brucegrey.ca/>). This website would provide information on what the Plan is, how it was established, what the four priority areas are, who the members are, provide links to services and organizations relating to the four priority areas (as set out in the Priority Area Mapping Task), and provide updates as well as copies of any reports generated.

Proposed 2024 CSWB Plan Budget for Huron East

The Working Group reviewed the recommendations from the Oversight Committee at their November 30, 2023 meeting. Included in the budget is the cost of the creation of a website through Lakeside Web which includes the creation and one year of running the website. At the November 30, 2023 meeting, the Working Group reviewed three (3) estimates received in relation to the creation and hosting of a website for the Huron County Community Safety Well Being Plan. After review, the following motion was made:

MOVED by: Stacey Jeffery

SECONDED by: Brad McRoberts

That the proposal from Lakeside Web with respect to the creation and hosting of a Community Safety and Well Being website, be recommended by the members of the Working Group to their respective Councils.

CARRIED

A copy of the estimate received from Lakeside Web is attached (Attachment 4).

In addition to the funds requested in the proposed budget, it is staff's recommendation that Council also approve the sum of \$3,550 to be allocated to the Huron East's share of the Community Safety and Well Being budget for 2024.

2024 Reports to Council

The Oversight Committee will be meeting at least quarterly during 2024. These meetings will allow the various Ad Hoc Committees to provide the Oversight Committee with the package of materials and messaging for upcoming campaign(s) and to provide an opportunity to have a debrief following each campaign. A memo to Council will be prepared following each Oversight Committee meeting to provide updates and information regarding upcoming campaigns.

Others Consulted:

Community Safety & Well Being Advisory Committee and Community Safety & Well Being Working Group.

Financial Impacts:

For 2024 the CSWB Oversight Committee and Working Group will be recommending an allocation of \$3,550 per municipality.

Item	Notes:	Huron East Allocated Budget Amount
1. CSWB Website (creation and hosting)	Lakeside Web was recommended by the Working Group at the November 30, 2023 meeting.	\$530
2. CSWB Website (updates, as required)	Related to above; updates that may be required to website in 2024.	\$225
3. Priority Area Campaigns (4 campaigns)	Pamphlets and print promotional materials related to 4 priority area campaigns	\$600
4. Joint CSWB Project(s)	As recommended by the Working Group as collective CSWB project(s). The Oversight Committee may recommend project(s) of priority to the Working Group.	\$500
5. Magnets (Mental Health Crisis Line)	Discussion related to this item at November 2023 Oversight Committee and Working Group meetings.	\$225
6. CSWB Newspaper Ads	Collective newspaper ads related to CSWB and priority area campaigns (county-wide).	\$1335
7. Promotional Items – CSWB Plan Specific	CSWB specific promotional items (postcards, branded items) linking the public to the CSWB website.	\$335
	Proposed Huron East Share of Budget Total:	\$3,550.00

Signatures:*Brad McRoberts (Original signed)*

Brad McRoberts, MPA, P. Eng., CAO

Jessica Rudy (Original Signed)

Jessica Rudy, AMP, Clerk

Attachments:[Attachment 1](#) - Community Safety and Well Being Plan[Attachment 2](#) – Social Media Communication Schedule[Attachment 3](#) – Priority Area Mapping (as of October 12, 2023)[Attachment 4](#) – Estimate received from Lakeside Web

Community Safety and Well-Being

for **HURON COUNTY**



Community Partners



Avon Maitland District
School Board
Betamarsh
Big Brothers Big Sisters
Children's Aid Society
Choices for Change
CMHA
Community Living
Domestic Assault Response
Team (DART)
Emergency Medical Services
Equity, Diversity and Inclusion
Working Group
Faith Community
Gateway Centre of Excellence
in Rural Health
Huron Community Family
Health Team
Huron County Economic
Development

Huron County Food
Distribution Centre
Huron County Immigration
Partnership
Huron County Social Services
Huron Perth Addictions and
Mental Health Alliance
Huron-Perth Catholic District
School Board
Huron Perth Centre
Huron Perth Children's
Aid Society
Huron Perth Community
Support Services
Huron-Perth Healthcare
Alliance
Huron Perth Human and
Justice Coordinating
Committee
Huron Perth Public Health

Huron Respite Network
Indigenous Issues
Working Group
ONE CARE
Ontario Provincial Police
Poverty to Prosperity
Probation and Parole
REACH Fanshawe College
Rural Response for Healthy
Children
Safe Homes for Youth
Tanner Steffler Foundation
United Way Perth Huron
Victim Services
VON
Women Shelter and
Second Stage Housing
YMCA

“

Community safety
and well-being... is a
shared responsibility
by all members of the
community and requires
an integrated approach.



“The Ontario Provincial Police – Huron Detachment supports a collaborative approach to addressing local priorities where everyone is safe, has a sense of belonging, access to services and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.

Community safety and well-being cannot rest solely on the shoulders of the police. It is a shared responsibility by all members of the community and requires an integrated approach. The Huron OPP are committed to fighting crime, victimization and violence on every front with a vision of a safe community and secure Ontario.”

Inspector Jason Younan, Detachment Commander,
Huron Ontario Provincial Police

Messages from the Municipalities

The Township of Ashfield-Colborne-Wawanosh

The Township of Ashfield-Colborne-Wawanosh is a rural community of small villages and hamlets with strong ties to agriculture that make the community a place our residents are proud to call home. In ACW, we are passionate about the safety and well-being of our community and our residents. We are eager to move forward initiatives on access to health care services, community security and safety, adequate and affordable housing, food security, and recreational opportunities. We are committed to working together with our neighbouring municipalities in Huron County to make sure our community is protected and healthy through the Community Safety and Well-being Plan. The events of 2020 have proven that we care about our most vulnerable residents and are stronger when we act together.



Glen McNeil

Mayor of the Township of
Ashfield-Colborne-Wawanosh

The Municipality of Bluewater

In Bluewater, our vision is to build communities that are proactive, inclusive, responsive, respectful, and forward-looking. To ensure the safety and longevity of our communities, it is important for us to come together with our partner municipalities and social agency partners to create a plan for how we can continue to provide services and resources that keep our residents safe, well, active and happy. The Community Safety and Well-Being Plan will help us to not only meet the needs of our residents but surpass what we have done before. The Municipality of Bluewater is committed to putting the safety and well-being of our communities first by ensuring that the resources needed for our residents to prosper are accessible, available, and affordable so that we all benefit.



Paul Klopp

Mayor of the Municipality
of Bluewater



The Municipality of Central Huron

As we continue to address the impact that COVID-19 has had on our communities, it is important that we facilitate partnerships with all levels of government, health & education sectors as well as our community based organizations to ensure that local plans are as efficient and effective as possible in making communities safer and healthier places. With a collaborative effort, this Community Safety & Well-being Plan can support and enhance partnerships while dedicating our precious human and financial resources where they are needed most.



Jim Ginn

Mayor of the Municipality
of Central Huron



The Town of Goderich

Safety and well-being of the residents of Goderich is Council's top priority. Our Community Safety and Well-Being Plan has been developed collaboratively with our neighbouring municipalities. This Plan allows municipalities in Huron County to work with one another on social problems facing our respective communities. A coordinated effort will be made with social agencies across Huron County communities in order to move forward with initiatives addressing the priorities identified in the Plan. Goderich looks forward to enhancing and strengthening these partnerships in order to improve the safety and well-being of our community and our residents.



John Grace

Mayor of the Town of Goderich

The Township of Howick

Howick Township is the most northeasterly of Huron County. All lower tier municipalities of Huron County worked collaboratively to develop a Community Safety and Well-Being Plan in partnership with police services and other various sectors, including health/mental health, education, community/social services and children/youth services to identify and achieve community safety and well-being objectives in each municipality. Many of the preliminary issues (i.e. affordable housing, transportation, mental health, substance misuse) are interdependent and multi-jurisdictional.



Doug Harding

Reeve of the Township
of Howick

The Municipality of Huron East

Over the past year, with its unprecedented trials and tribulations, Huron East residents have shown great resiliency, compassion, and caring for their community. Together with the other municipalities within Huron County, Huron East has further committed to advancing community safety and inclusivity through the development and maintenance of a Community Safety and Well Being Plan. Working as a collective will ensure that not only Huron East, but Huron County as a whole, will become a safer and more inclusive community for its residents.



Bernie MacLellan

Mayor of the Municipality
of Huron East

The Municipality of Morris-Turnberry

Everyone has a role to play in the Safety and Well-being of a community, and for the Municipality of Morris-Turnberry the safety and well-being of our residents is the highest priority. This Community Safety and Well-Being Plan will provide us with a roadmap for how to approach some of the tough issues that our residents face.



Jamie Heffer

Mayor of the Municipality
of Morris-Turnberry



The Township of North Huron

The Township of North Huron is a community of communities and the safety and well-being of our residents is and will forever be, a top priority. We recognize that efficient and effective local planning is crucial to ensuring that our communities are safe and healthy, and that is why North Huron Council and staff have been eagerly engaged in the development of the Community Safety and Well-Being Plan to address the root causes of social issues and crime by developing crime prevention methods that will improve the quality of life for all. The Township of North Huron strives for a safe, secure and thriving community.



Bernie Bailey

Reeve of the Township
of North Huron

The Municipality of South Huron

Building this plan together with the input of our residents and support of neighbouring municipalities demonstrates our collective will to foster an inclusive community for all. As a retired OPP Constable with 30 years of policing experience, I know that this level of collaboration is absolutely vital to address inequities in access to basic social needs and make our communities safer across the region.



George Finch

Mayor of the Municipality
of South Huron



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Acknowledgements

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Kim Johnston - Municipality of Morris-Turnberry
Kristin Crane - Huron County Immigration Partnership, Economic Development
Laura Marotta - Avon Maitland District School Board
Lynn McNichol - Ontario Provincial Police
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SECTION 1: Introduction



Community safety and well-being are priorities in every Ontario community. Changes made to the Ontario *Police Services Act* in 2019 require municipalities to develop and adopt plans that address root causes of crime and complex social issues by focusing holistically on social development, prevention, and risk prevention. These plans – referred to as Community Safety and Well-Being (CSWB) plans – recognize that complex issues cannot be addressed in isolation or solely on an incident response basis. As such, municipalities must work on CSWB plans in partnership with multi-sectoral advisory committees that include representatives from social and community organizations, school boards, boards of health, the police service, and any other local service providers working to protect or enhance safety and well-being.

The broad goal of a CSWB plan is to establish a roadmap for how partners can collaborate across different sectors to make Ontario communities safer, more inclusive, more resilient, and places where all residents thrive. It is in the spirit that Huron County has approached the development of its CSWB Plan, which involved all nine municipalities: the Township of Ashfield-Colborne-Wawanosh; Municipality of Bluewater; Municipality of Central Huron; Town of Goderich; Township of Howick; Municipality of Huron East; Municipality of Morris-Turnberry; Township of North Huron; and, Municipality of South Huron. Myriad other organizations contributed to the development of this Plan by participating on working groups and committees, providing input through surveys and interviews, and by working on-the-ground to address safety and well-being in Huron every day.

Preventing crime and enhancing safety requires addressing issues before they arise or incidents occur. That is why this Plan is based on a collective impact approach that strives to bring people together to work towards a common agenda based on equity. This Plan also applies a social determinants of health lens that recognizes that the social, economic, and environmental conditions affect health, safety, and well-being. As well, the plan takes a place-based approach to focusing resources and attention on geographic areas and groups in the population most in need.

Partnerships and community lie at the heart of a strong and enduring risk and crime prevention system that can build and sustain capacity to promote well-being and safety.¹ Partnerships should strive to deliver place-based,

evidence-informed preventative actions that respond to the Huron context. To create local circumstances where everyone feels safe, has a sense of belonging, has timely access to services and opportunities, and can have their needs met across Huron County, we must all work together.

What is in this Plan?

To advance Community Safety and Well-Being in Huron County, this Plan:

- Examines population data and other statistics for municipalities in Huron County to understand the context within which we are working, where resources are distributed and to identify potential risks and challenges to be addressed;
- Provides an overview of the legislative framework guiding the development of this Plan and the process taken by the nine Huron County municipalities to understand risk and needs;
- Establishes an approach to community safety and well-being in Huron based on collective impact, equity, and social determinants of health to ensure risk and needs are understood holistically;
- Identifies Priority Areas for action to be addressed through this plan;
- Presents an Evaluation Matrix to help us measure progress; and,
- Discusses next steps for Plan implementation.

Impact of COVID-19 Pandemic

The COVID-19 pandemic has upended most aspects of daily life in Huron County—not to mention globally. A state of emergency was first declared in March 2020 to combat what would soon become a global pandemic. COVID-19 had an immediate and resounding impact in our community. More than one year later, we continue to feel the effects—and will for many years to come.

The COVID-19 pandemic has placed unprecedented restrictions on everyday life. Loneliness and feelings of isolation are being felt by many. As the pandemic has unfolded, only some of the potential impacts on community safety and well-being have been realized—including crime, health, public safety, security, and risk prevention.² The COVID-19 pandemic and accompanying economic disruption will have large-scale effects in areas of social and health determinants, highlighting inequalities in labour markets that have disproportionately affected individuals from vulnerable and marginalized backgrounds.

The COVID-19 pandemic has revealed inequities in access across the County including lack of access to decent work and experiences of discrimination. Many vulnerable populations in the region have more acutely experienced the economic impacts of the pandemic. Huron County has had to endure a ‘shockwave’ created by the pandemic that has cast new light on many long-standing challenges. Social and economic recovery from the pandemic requires a new tethering of police services to the broader economic logic of social investment. Through proactive harm reduction and social inclusion, Huron County’s CSWB Plan can help to advance our recovery.



SECTION 2: Huron County in Context



Huron County—known as Ontario’s West Coast—is located along the shores of Lake Huron. The County is one of the most agriculturally productive areas in Ontario and is an innovator in applying agricultural technologies in new ways. The County is a unique blend of rural and urban, creating a vibrant landscape on which urban amenities are united with rural benefits—providing the right fit across our nine municipalities for families and businesses.

Like many primarily rural Ontario counties, Huron must manage with several demographic and socio-economic challenges and considerations, including (see [Appendix A](#) for more detail):

- **An older—and aging—population than the Ontario average.** With a growing senior and elder population, Huron communities must be cognizant of providing appropriate services and policies to support healthy aging-in-place.
- **Population growth and outmigration.** Since at least 2009, Huron County has had more outmigration than in-migration. However, natural population growth has outpaced outmigration. As such, the County’s population is projected to exceed 72,000 in the next 25 years. A notable trend is that most outmigration is occurring within the County’s young adult cohorts. This trend, over time, will likely lead to older adults making up a greater proportion of the County’s total population.
- **Lower individual after-tax and median household incomes.** Compared to Ontario overall, individual annual after-tax incomes for individuals in Huron County is approximately \$16,000 lower.
- **Lower ethnic and cultural diversity than more urban communities.** Less than 8% of Huron residents identify immigrants and only 1.5% of residents identify as being a visible minority—compared to nearly 30% on average for both Ontario-wide. Attracting newcomers to rural regions has been a historic challenge across Canada.



- **External pressures on the real estate market challenge affordability.**

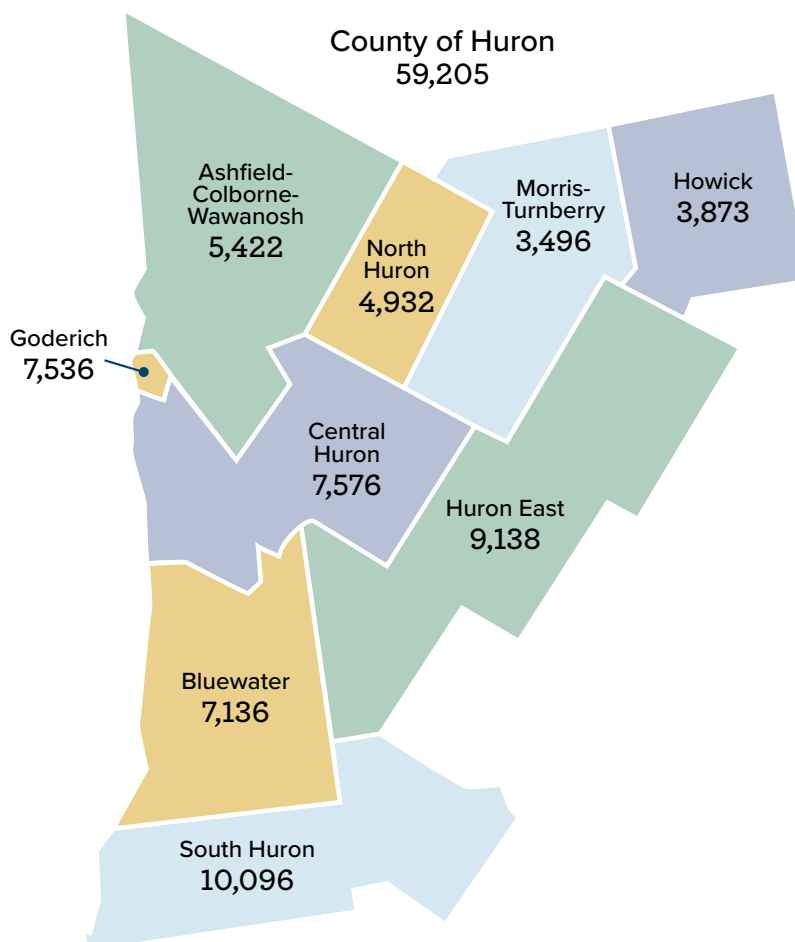
The impacts of COVID-19 on Huron's real estate market have been felt in terms of new residents with higher purchasing power moving to the County from major urban centres. The average home price in the County has increased from around \$350,000 in 2020 to nearly \$500,000 as of March 2021. This has created a situation in which many Huron residents—particularly those on fixed incomes—must grapple with higher assessed property values.

- **Housing Availability and over housing trend.**

Housing vacancy rates are at an all time low of 0% occupancy rates in the region³ on average. As the population continues to age and the availability of housing options in the region we are seeing larger homes with fewer occupancy creating an over housed scenario.

Statistical Overview

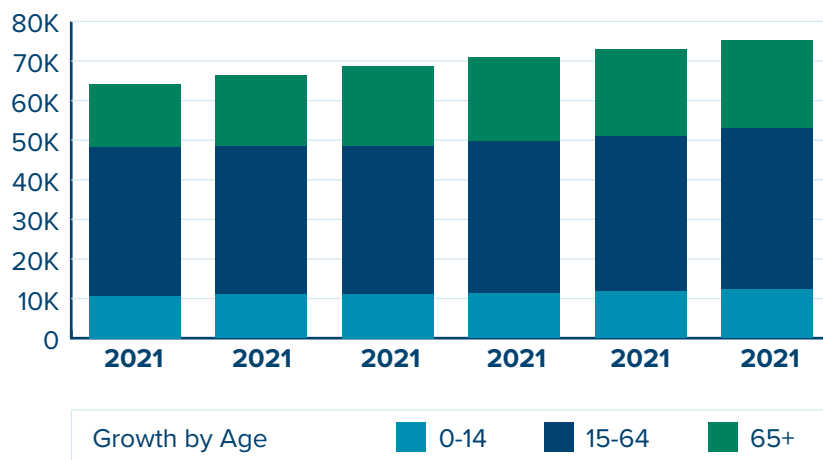
2016 POPULATION DISTRIBUTION BY MUNICIPALITY⁴



AGE BREAKDOWN

Population	Huron County	Ontario
Aged 0 to 14	9,985 (16.8%)	2,207,970 (16.4%)
Aged 15 to 64	35,855 (60.5%)	8,988,865 (66.8%)
Aged 65+	13,455 (22.7%)	2,251,655 (16.7%)
Aged 85+	1,780 (3.0%)	301,075 (2.2%)
Total	59,295	13,448,490
Average Age	43.6	41.0

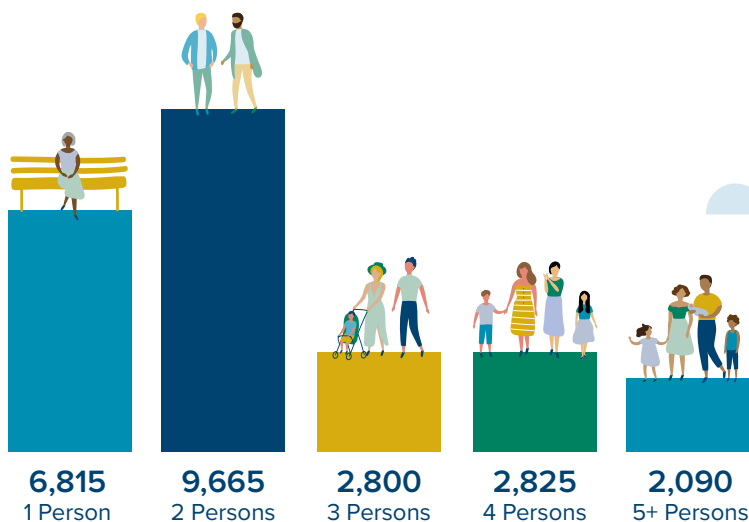
POPULATION GROWTH IN HURON 2021–2045



Population projections⁵ shows a continued steady population growth. These projections, prepared by the Ontario Ministry of Finance, do not take into consideration pandemic trends.



By 2045, Huron County's population is expected to **increase by 11,197** residents (17.46%).

HOUSEHOLD COMPOSITION⁶

2.4 persons is the average household size in Huron.

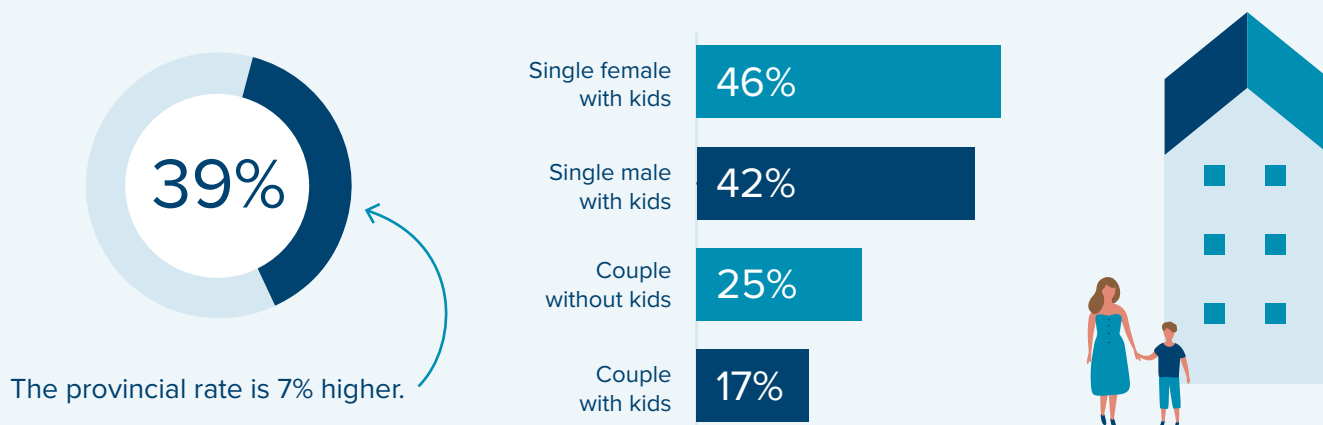
Compared to Ontario with a 2.6 average, Huron is likely somewhat overhoused when considering the average number of bedrooms in houses and household size.

RENTER HOUSEHOLD INCOME

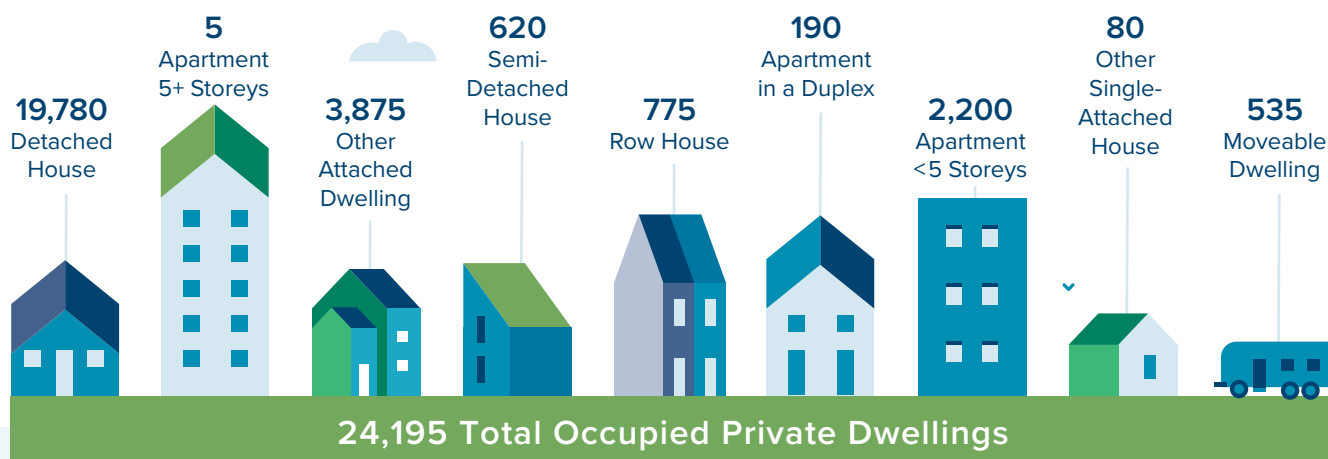
Income	Huron	Ontario
Average	\$45,082	\$53,691
Median	\$36,064	\$41,750

\$815

The average monthly cost of rent and utilities in Huron. The Ontario average is just over \$1,109.⁸

HOUSEHOLDS SPENDING 30%+ OF INCOME ON RENT AND UTILITIES⁷

HOUSEHOLD AND DWELLING CHARACTERISTICS

AFTER-TAX INCOME (POPULATION AGES 15+)⁹

2016 Income	Huron	Ontario
Individual median income in private households	\$30,303	\$46,260
Median income of economic families	\$72,501	\$79,531
Lone parent in low-income households (based on LIM-AT*)	\$24,540 (29% of persons)	\$28,890
Couples in low-income households (based on LIM-AT*)	\$35,330 (5.6% of persons)	\$35,572

ETHNICITY AND CULTURAL DIVERSITY

Identify As	Huron	Ontario
Indigenous	1.4%	2.8%
Immigrant	7.2%	29.1%
Visible Minority	1.5%	29.3%



⁹The Low Income Measure (LIM), after tax, refers to a fixed percentage (50%) of median adjusted after-tax income of private households. The household after-tax income is adjusted for different household sizes and reflects the fact that a household's needs increase, but at a decreasing rate, as the number of members increases.

EDUCATION AND EMPLOYMENT

Overall, the region is well educated, and unemployment rates are low. Employers in some Huron communities have experienced labour shortages, with an identified need to attract more workers to the community.



83% of Huron's population aged 25 years or over having earned a high school diploma or above (post-secondary certificate, diploma or degree)

61.0% Employment Rate

4.0% Unemployment Rate

62.7% Participation Rate

21.9% of the population were employed part-time — that's higher than the provincial average of 18.6%.¹⁰

Factors Impacting Community Safety and Well-Being in Huron

The conditions in which we live, grow, work, and age contribute to community safety and well-being. Improving the social determinants of health and working toward system change are central features to improving safety and well-being for Huron residents. It is first important to determine what community safety and well-being means to Huron residents. For a more detailed overview of each of the factors identified here, please see [Appendix B](#).



What is Community Well-being?

Community well-being is the combination of social, economic, environmental, cultural, and political conditions identified by individuals and their communities as essential for everyone to thrive and fulfill their potential.

What is Community Safety?

Community safety is about helping communities to be and feel safe. It is important that people feel safe where they grow, live, work, and spend leisure time. There are ways that people can get involved to help improve safety in their own communities.

Economic Stability

- Economic stability underpins many social determinants of health, including education, employment, and income.
- Huron residents feel that the pandemic has increased financial stress due to job loss and job uncertainty.
- Economic elements have both protective and adverse effects on community safety and well-being and should be recognized as a critical foundation upon which safety and well-being depends.

Employment

- Precarious employment has become a much more significant issue in the County in the context of the COVID-19 pandemic. Ensuring residents can earn a living wage¹¹ is critical to economic stability.

Mental Health and Well-Being

- Police data suggests that there has been an increase in service calls during the pandemic, particularly for wellness checks and mental health calls.
- Huron (and Perth) residents have reported poor rates of mental health and are vulnerable to COVID-19 mental health impacts because of unique characteristics associated with living in a rural area.

Housing

- Huron has become a retreat for those looking to avoid the challenges associated with urban density. As such, housing prices have increased significantly since the start of the pandemic. The average house price in Huron has increased from around \$350,000 in January 2020 to nearly \$500,000 in March 2021.
- Increased demand for housing has lowered vacancy rates and has challenged affordability, with affordable housing nearly impossible for some residents to obtain. The “Housing First” model advocates for housing stability as the starting point for community safety and well-being and significant work is needed in this area.

Crime and Safety

- There have been year-over-year increases in incidences of violent crime (up 7%), mental health act calls (21%), and highway traffic act occurrences (3%). There have been slight declines in domestic disturbances (7%), and thefts (27%).
- With more Huron residents at home than normal, it is possible that domestic disturbances are being under-reported due to challenges related to social distancing, public health restrictions, and lack of alternative housing options. Thefts are likely also down because of people being at home more often.



SECTION 3:

Planning Framework & Process



As was discussed in the Introduction, legislative changes to the Ontario *Police Services Act* came into effect in 2019 that require Ontario municipalities to develop Community Safety and Well-Being (CSWB) Plans.

Under this new legislation, municipalities developing CSWB Plans are required to:¹²

- Establish a multi-sector advisory committee to guide Plan development;
- Conduct consultations with the advisory committee, members of the public including youth, members of racialized groups, First Nations, Métis and Inuit communities, as well as community organizations that represent these groups;
- Create a Plan that identifies priority risk factors (e.g. systemic discrimination and other social factors that contribute to crime, victimization, addiction, drug overdose and suicide);
- Identify strategies to reduce the prioritized risk factors (e.g. new services, changing/ coordinating existing services); and
- Establish measures to monitor Plan implementation.

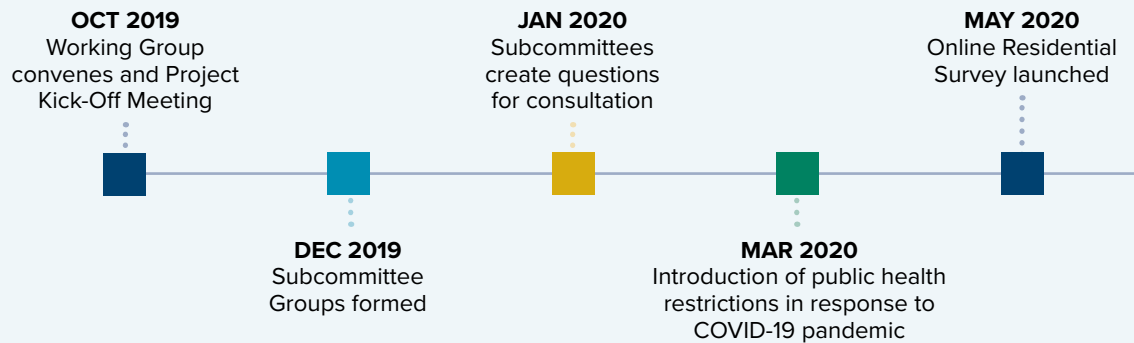
How This Plan Was Developed

In 2019, the nine lower-tier municipalities in Huron County joined forces with police, boards of education, health, child welfare, social services, community organizations, and other committees to initiate CSWB planning processes. One aspect of this planning work included conducting an online survey of residents to identify needs and challenges, which commenced in January 2020. Planning work was disrupted by the COVID-19 pandemic in 2020, with the nine municipalities deciding to place Plan development on hold to respond to emerging needs of Huron County residents. However, the resident survey remained open over the initial stages of the pandemic.



Timelines

This Plan was developed over four phases which are described in brief on the following pages.



Plan Development Process

Phase One: Working Group

Phase One of plan development involved establishing a Working Group of representatives from the nine member municipalities. The Working Group was tasked to then establish an organizing structure, gather community resources, and develop a residential survey with the Canadian Municipal Network on Crime Prevention.

Advisory Committee

Education Rep

Seniors/Adults with Disabilities Rep

Poverty/Housing Rep

Crime Rep

Medical Rep

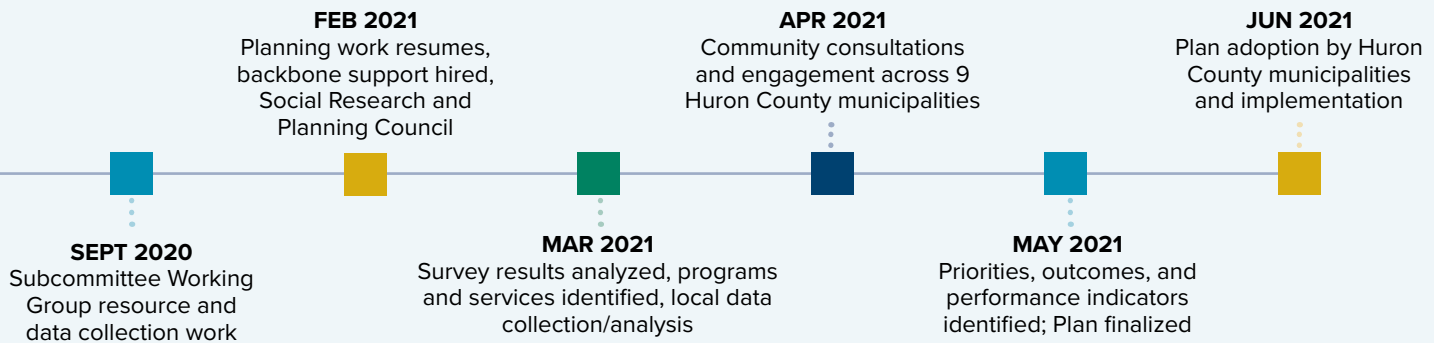
Children/Youth Rep

Mental Health Rep

Under 30 Advisory Rep

Evaluation Advisory Rep

Working Group
(Lower Tier Municipality Reps)



Sub-Committees (Reports directly to the Working Group)

Education

- Avon Maitland District School Board
- Huron Perth Catholic District School Board
- Private Schools
- School Services Advisory Council
- Fanshawe
- REACH

Seniors/Adults with Disabilities

- ONE CARE
- Alzheimer's Society
- H/P Community Support Services Network
- Community Living

Poverty/Housing

- United Way Perth Huron
- Huron County Food Banks
- Huron Out of the Cold
- Huron's Women's Shelter
- Ontario Works/Pathways
- Huron County Social Services
- Housing/Homelessness Committee
- Poverty to Prosperity

Crime

- Victim Services Huron
- Probation and Parole
- OPP
- H/P Human Services Justice Coordinating Committee
- DART
- Huron Perth Situation Table
- Betamarsh

Medical

- Huron County Health Unit
- AMGH
- Exeter, Clinton, Wingham Hospitals
- Medical Clinics
- EMS
- Home and Community Care
- VON
- Family Health Team

Children/Youth

- Rural Response for Healthy Children
- Salvation Army – Youth/Restorative Justice
- H/P Centre for Children and Youth
- Children's Aid Society
- Huron County Social Services
- Safe Homes for Youth

Mental Health

- CMHA Huron Perth
- United Way - Mental Health
- AMGH - Psych Dept.
- H/P Addiction and Mental Health Alliance
- Choices for Change

Under 30 Advisory

- Community representatives under the age of 30

Evaluation Advisory

- Huron Perth Public Health
- Papineau Consulting
- Municipal Council Members
- Municipal Staff
- Economic Development

Phase Two: Subcommittees

During Phase Two, several Subcommittees were struck and tasked with taking a deep dive into specific risk areas of focus. These Subcommittees/risk areas included:

- **Education**
- **Seniors/Adults with Disabilities**
- **Poverty and Housing**
- **Crime**
- **Medical and Physical Health**
- **Children and Youth**
- **Mental Health**
- **Addictions**

Two additional Subcommittees were established: an Evaluation Action Team and an Under 30 Advisory Committee. The Evaluation Action Team was tasked with identifying local data sources and potential indicators to measure implementation. The Under 30 Advisory Committee was established to ensure that Huron County youth needs and perspectives were of particular focus.



Phase Three: Advisory Committee

The Huron CSWB Advisory Committee had a broad mandate to apply a cross-sector, interdisciplinary lens to known, emergent, and anticipated community and system-level issues. This diverse Advisory Committee came together with cross-sector representation to identify and reduce risk factors that can contribute to individuals engaging in or becoming victims of crime. Working together is not a new approach for the nine municipalities in Huron; however, the CSWB planning process expanded on collective impact, cross-sector structures, and processes in place to leverage the best possible outcomes in improving safety and well-being of all residents.

The Advisory Committee identified that the Huron CSWB Plan should focus its actions in the areas of prevention and social development, while ensuring greater coordination, collaboration, and resource sharing.

Representatives included leaders from the following sectors:

- Economic Development and Immigration Partnership Network
- Social Services
- Housing and Homelessness
- Poverty and Income
- Huron Perth Public Health
- Mental Health
- Addictions/Substance Use
- Medical
- Emergency Services
- Police
- Education and Employment
- Healthy Child Development
- Domestic and Family Violence
- Seniors
- Disabilities and Neurodivergent
- Physical Health

Phase Four: Public Consultations and Stakeholder Interviews

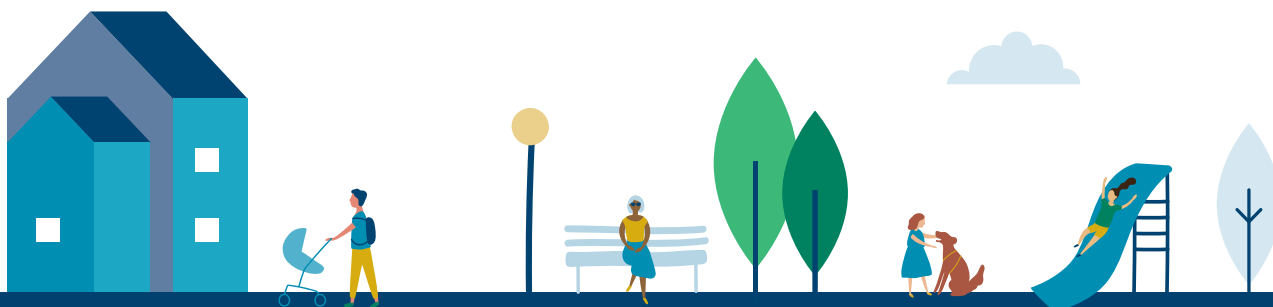
To help identify local risks, partners involved in the development of the CSWB Plan in Huron conducted wide-ranging public consultations seeking perspectives on experiences, priority areas, challenges, and strategies for solutions. Service providers, youth, families, and other stakeholders were engaged through this process. In total, more than 1,500 survey responses, consultations, and discussions were analyzed to identify perceptions and feelings of community safety and well-being in Huron. Consultation work also sought to identify work already underway in Huron to address specific issues, to avoid duplication, identify strengths, resources, best practices, and capture opportunities for future action. The following is an overview of consultations.

Online Residential Survey: the CSWB Advisory Committee partnered with the Canadian Municipal Network on Crime to create an Online Residential Survey to understand Huron residents' current feelings of safety and well-being. The aim of the survey was to both understand perceptions and subsequently focus on local actions that may improve quality-of-life-for all. The survey included questions about day-to-day life, health, education, employment, safety, recreation, and leisure activities, as well as thoughts on living, working, and playing in Huron. Through this survey, Huron residents were able to share experiences that help shape daily life, identify community priorities, and indicate where changes may be most needed to support community safety and well-being.

Community Consultations: four engagement tactics were employed for local community consultations.

- Libraries across Huron conducted a three-month long **community narrative project** in 2019. This project involved conducting street interviews with community members that discussed aspirations, concerns, and specific issues identified by participants. This information was informative for verifying / ground-truthing survey data and literature reviewed.
- Several **virtual online public consultations** were hosted via digital platforms.
- Virtual **focus group discussions** with service organizations, community committees, youth, and one-on-one interviews were conducted on an ongoing basis during Plan development to identify priority areas, strategies, and outcomes.
- Finally, an **Under 30 Advisory Committee** was developed to ensure a youth voice was reflected in the Huron CSWB Plan. Through the Committee, additional efforts were made to engage youth to identify priority areas and review potential outcomes.

In the section that follows, Huron's approach to community safety and well-being is discussed. This approach is based on the Ontario CSWB Framework and focuses primarily on social development and prevention and provides a conceptual lens for addressing risk in Huron based on collective action, social determinants of health, and collective impact.



SECTION 4:

Huron's Approach to Community Safety and Well-Being



Ontario Community Safety and Well-Being Framework

The Ministry of the Solicitor General developed the Ontario Community Safety and Well-Being Planning Framework that was utilized by the Huron CSWB Plan Advisory Committee to advance a comprehensive approach for mitigating harm and promoting community safety and well-being.¹³ This Framework is based on the definition of CSWB as being: “a sustainable state where everyone in the community is safe, feels a sense of belonging, has opportunities to engage and participate, and where individuals and families are able to meet their needs for education, healthcare, food, housing, income, and social and cultural expression.”¹⁴ Long-term collaborative efforts are needed to realize this definition of CSWB and the Ontario CSWB Framework and its four nested rings illustrate the interconnectedness of safety and well-being.





While planning work should focus on all four of these category rings, particular attention should be focused on the two outer rings: social development and prevention.

These two rings, in addition with risk intervention, have the greatest potential to reduce risk 'upstream' in communities and reduce potential for harms occurring in the first place.

Social Development

Promoting and maintaining community safety and well-being, where a wide range of sectors, agencies and organizations bring different perspectives and expertise to the table to address complex social issues, like poverty, from every angle, ensuring all community members are aware of services available to them and can access those resources with ease.

Risk Intervention

Mitigating situations of elevated risk, where multiple sectors work together to prevent an incident, whether it is a crime, victimization or harm, from occurring, while reducing the need for, and systemic reliance on, incident response in order to increase access to and confidence in social supports, and decrease victimization rates and the number of emergency room visits.

Prevention

Proactively reducing identified risks and implementing evidence-based situational measures, policies or programs to reduce locally-identified priority risks to community safety and well-being before they result in crime, victimization and/or harm, where people participate more in risk-based programs, feel safe and less fearful, and are more confident in their own abilities to prevent harm.

Incident Response

Critical and non-critical incident response, or what is traditionally thought of when referring to crime and safety, including service responses such as police, fire, emergency medical services, child welfare organizations removing a child from their home, a person being apprehended under the Mental Health Act, or a school principal expelling a student.

The Huron CSWB Plan focuses primarily on social development and prevention, but also recognizes the importance of risk intervention work and the need for incident response resources.

- **Social Development** is about protecting and maintaining community safety and well-being. Long-term, sustained, upstream investments are measures to improve social determinants of health. A range of sectors, agencies, and groups work collaboratively to address complex issues to reduce risk.
- **Prevention** is about taking proactive steps to reduce risks that have been identified. Policies, programs, and other supports should be implemented to address local risks *before* they result in crime, victimization, and/or harm.
- **Risk Intervention** is about mitigating situations where there is an elevated risk of harm that may occur and intervening/preventing is just before it occurs.
- **Incident Response** is about responding to critical and non-critical incidences and situations that arise, such as crimes committed. Incident response efforts most closely fall within the scope of policing and first line responder duties.

By focusing on social development and prevention in Huron, it is envisioned that the need for risk intervention and, ultimately, incidence response, will be reduced.

A Systems Approach to Enhancing Community Safety and Well-Being in Huron

In addition to utilizing the Ontario CSWB Framework discussed above, the Huron CSWB Plan utilizes several concepts and lenses to ensure that we are working together as effectively, transparently, and productively as possible to support community safety and well-being in the region.

Each of the nine municipalities and sub-regions in Huron have unique qualities and bring diverse strengths and resources. As the CSWB plan was being developed, it was found that there are shared concerns and risks emerging in communities, including homelessness, mental health, and addiction issues that require a collective approach to effectively address, as no one community would be able to solve emerging issues on their own.



Our approach to working together is based upon the following:

Collective Impact

Partners of the Huron CSWB Plan are committed to utilizing a collective impact approach, which brings people together in a structured way to work towards a common agenda and plan of action to address complex social problems.¹⁵ The collective impact approach is characterized by five core elements that facilitate effective cross-sector collaboration:

1. **Common Agenda:** All participants have a shared vision for change that includes a common understanding of the problem and joint approach to problem solving through agreed-upon actions.
2. **Shared Measurement Systems:** All participants agree on how to measure and report on progress, with a short list of common indicators identified to drive learning and improvement.
3. **Mutually Reinforcing Activities:** A diverse set of stakeholders, typically across sectors, coordinate a set of differential and mutually reinforcing activities.
4. **Continuous Communication:** All participants are engaged in frequent, structured communication to build trust, assure mutual objectives, and create common motivation.
5. **Backbone Support:** Dedicated staff provide support and key functions for the sustained operation of the collective impact initiative.

Equity

Equity refers to fair, just, and respectful treatment of all, recognizing the need to treat people differently depending on their needs and circumstances. Equity means putting in place policies and allocating resources so that people with fewer resources and those who face exclusion and discrimination (e.g. on the grounds of race, sex, gender, age, disability, or income) realize improvements in their health and living conditions. Equity also involves removing barriers for people who experience historic and current disadvantages and for under-represented and marginalized groups.¹⁶ Systemic barriers and historic disadvantages hinder the ability of marginalized populations to feel safe and live to their full potential. As part of our approach to Plan development, the Huron CSWB Advisory Committee has considered how we can integrate anti-racist,¹⁷ anti-oppressive,¹⁸ and culturally safe¹⁹ approaches into all our work.^{20, 21}

Social Determinants of Health

The conditions in which people are born, grow, work, live, and age influence their overall health and well-being. These conditions, known as the social determinants of health, include social and economic factors that can positively or negatively influence health outcomes.²² The social determinants of health include income and income distribution, education, employment, job security and working conditions, early childhood development, food security, housing, social inclusion, social safety network, health services, Aboriginal status/ Indigeneity, gender, sexual orientation, race, immigration status, and disability. Factors beyond the control of individuals can influence their well-being, impacting the types of preventive and upstream measures that are needed to influence and improve population health.

Place-Based

A place-based approach means focusing resources and attention on particular geographic areas or sub-groups of the population where there are concentrations of issues to be addressed. Such an approach compliments existing universal programs or strategies.²³ For example, focusing on a specific neighbourhood or community to better understand the local context and design programs with community members. This approach recognizes that community safety and well-being is not a 'one size fits all' issue and emphasizes assets and strengths of a local community. A place-based approach will be applied to certain strategies and implementation considerations of the Huron CSWB Plan when relevant.

Issues impacting community safety and well-being in Huron are top of mind for community partners. These issues are often complex, systemic, and require collaborative efforts and action across multiple stakeholders at the same time to effectively address concerns. By taking a collective impact approach, we can better understand issues by working together and collaboratively planning and actioning processes to respond to a wide range of community and system level issues.



The key elements and functions of this approach include:

- Focusing on social development and prevention actions while also ensuring greater coordination, collaboration, and sharing of resources within the risk mitigation and incident response rings (upstream interventions);
- Focusing on emergent and anticipated community and system level issues/gaps that negatively impact vulnerable people and result in an increased demand on emergency and crisis-driven services (downstream interventions);
- Convening leaders from organizations in the region;
- Anticipating and identifying issues and services by exploring opportunities to enhance data collection and knowledge sharing;
- Ensuring that Huron is response-ready when emergent issues are identified;
- Working to achieve greater coordination between existing issue and planning tables and support consolidation where appropriate;
- Strengthening how the community plans and deploys resources to address priority issues; and,
- Creating opportunities to align resources and efforts to achieve collective impact for the identified community safety and well-being priorities.

This Plan emphasizes social development and prevention priorities to address issues in a proactive, upstream manner that may in turn mitigate increased demand for emergency and crisis-driven services downstream. This collective action approach is also flexible and open to responding to all issues and/or risk factors that impact community safety and well-being, particularly emergent issues. Collective action is about mobilizing resources and expertise and pivoting when needed to meet the needs of vulnerable Huron residents. Another important tenet of this approach is transparency in how issues are identified and actioned.

Collective Action: How Do We Identify Issues?

There are several steps involved in identifying issues related to community safety and well-being within a collective action approach. These steps and how they were followed in the Huron CSWB Plan development process are outlined below.

1 Listen: community safety and well-being issues were identified initially through the various Subcommittees established, ongoing engagement with community groups, other levels of government, and the Advisory Committee. Local partners are often most aware of on-the-ground issues and realities and it is important to listen to concerns and lived experiences.

2 Follow the Evidence: it is important that emerging research, reports, data, and statistics are reviewed and analyzed in relation to information learned through consultations. A wide-ranging environmental scan was conducted as part of Plan development that further substantiates priority areas identified.

3 Validate: with potential issues identified and supporting evidence gathered, the next step is to examine these issues in the context of the Huron region more broadly. Several criteria were considered:

- Is the issue supported by data/evidence?
- Does achieving a desired outcome require a collaborative or multi-sector approach?
- If the issue is not addressed, is there a risk to community safety or well-being?
- Has input been sought from people with lived experience of the issue under consideration?
- Is a group or organization well-positioned to successfully address the issue within its current capacity or resources?
- Does the issue require a broader community or system-level response? (i.e. the issue must be beyond the scale of an individual or family).
- Is the issue of a size and scope that is actionable by community partners?

4 Prioritize and Consult: with issues identified and validated, the next step is to prioritize issues and themes, as well as to consult with the public and other stakeholders to establish goals, strategies, and outcomes to address risks and issues related to community safety and well-being in Huron.

Through the Online Residential Survey and community consultations that occurred throughout the planning process, several key themes emerged that would form the basis of Priority Areas that have been established.

SECTION 5: Priority Areas For Action



Utilizing survey and consultation findings to identify key themes ([Appendix C](#)), supplemented by a review of the literature and focus group discussions, four Priority Areas have been established to address community safety and well-being in Huron County: Mental Health and Addictions; Housing and Homelessness; Domestic and Family Violence; and Community Safety and Security.

This section begins by providing an overview of key themes identified through public consultations that informed Priority Areas identified. The four Priority Areas are then discussed, each presenting research highlights and Huron community perceptions as identified through the survey and consultation. The section concludes by discussing priority populations in Huron and the importance of shared decision-making that reflects our diversity in terms of achieving long-term success.

Key Themes from Public Consultations

Interconnectedness

The interconnectedness of issues like poverty and income directly impact housing, mental health, and domestic violence is recognized by Huron residents and service providers. It is important that systems, too, are interconnected to ensure coordination and integration for improved access to services and programs in the region.

Integration

Entry pathways into services and navigation within systems and programs in the region should be simplified. Better integration is needed to minimize victimization and to enable story-telling once services are accessed by residents.



Youth

Many planning and development decisions in Huron are made without youth participation. Existing youth communities should be empowered by creating safe spaces for dialogue to address stigmas associated with priority areas. Diverse experiences of Huron youth inform how they connect to safety and well-being issues and underscores the need to engage youth to co-create messages and understand how to adjust messages for different audiences.

Prevention

It is generally acknowledged by Huron residents and service providers that prevention is the most cost-effective approach for minimizing risk and issues related to community safety and well-being. Addressing risk before issues emerge is key for healthier communities and residents.

Advocacy

The chronic underfunding of rural community mental health, addiction, homelessness, and other social issues has created a situation in which there are few support options available for Huron residents. Options that are available often have lengthy wait times that impact emergency room visit numbers, police responses, lost workdays impacting income, and so forth. Collective advocacy for greater awareness of issues and for adequate funding will help increase community capacity to meet existing and growing demands/needs.



Holism

To address the complexity and interconnectedness of issues identified, a holistic community approach is needed that enables continuous learning and knowledge development about current and emergent issues. More voices need to be brought to the table more often to ensure supports developed meet needs and that stigmas are decreased.

Communication

Continuous communication, engagement, and management is needed. Dialogue amongst community partners is essential to address community safety and well-being issues in Huron. Strategic partnerships are critical for a successful future.

Data

Data, indicators, and measurement are key to monitor progress and measure success. Working together to identify and collect local data and identifying shared metrics will help Huron community partners to avoid duplication and build greater data literacy within the region.



Priority Populations in Huron

There are many different groups within Huron that experience a disproportionate burden of inequities, leading to differences in socio-economic outcomes. These inequities are not due to personal fault or responsibility; rather, many are largely avoidable. Social inequality and social disadvantage occur when resources are unevenly distributed. Equality means that all people can reach their full potential without disadvantage due to social position or other socially determined circumstance, such as ability, age, culture, ethnicity, family status, gender, language, race, religion, sex, social class, or socio-economic status. Many differences among people and groups are socially produced, unfair, and/or unjust because opportunities for safety, well-being, and health are limited due to systemic/social barriers.



Individuals and/or groups in Huron identified as more vulnerable to social, economic and/or health related risk factors are:

- Seniors
- People experiencing mental health and/or addiction challenges
- Lesbian, gay, bisexual, trans/transgender, queer or questioning people and other sexuality and gender diverse people and/or intersex people (LGBTQ2+)
- People of low socio-economic status
- People who are homeless or precariously housed
- Newcomer, minority populations, culturally and linguistically diverse
- People with disability
- Children and youth
- People who are more isolated or limited social networks
- Women and children in abusive situations

The needs of each individual and group are diverse. There is no one-size-fits-all approach to improving community safety and well-being. Goals, strategies, and outcomes need to be inclusive and reflective of such diversity. Shared decision-making, strategic partnerships, and involving people with lived experience at the heart of policy development and implementation are key to creating meaningful change.

Priority Area 1: Mental Health and Addictions



Mental health is a state of well-being, in which an individual realizes one's potential. Mental health is about *thriving*—enjoying life, having a sense of purpose, strong relationships, feeling connected to others, and managing life's highs and lows. 'Good' mental health might look different from one person to another. Achieving and maintaining good mental health is not a one-person journey. The settings and situations that individuals find themselves in, as well as people interacted with, can impact mental health and well-being. To ensure individual well-being, mental health must be a common theme and priority in every workplace, school, and neighbourhood in Huron. Good mental health is the lifeblood running through the veins of communities that enables resilience, confidence, and connections.

Individual family environments and social and economic circumstances influence the prevalence of poor mental health, as well as substance use disorders and/or addictions. Intersecting factors can include childhood trauma and other social determinants of health. Mental health and addiction are interrelated issues for many in Huron and it is important to recognize this.

Research Highlights

The Mental Health Commission of Canada estimates that the economic cost of mental illness nationally is around **\$51 billion** per year, which includes health care costs, low productivity, and impacts on health-related quality of life.^{24, 25}

In Ontario, the annual cost of alcohol-related health care, law enforcement, corrections, lost productivity, and other problems is estimated to be at least **\$5 billion**.²⁶

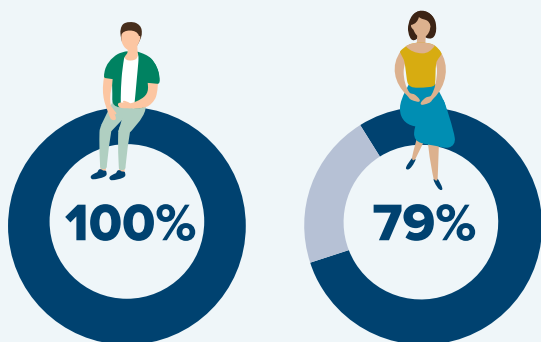
By the time Canadians reach 40 years of age, **1 in 2** have—or have had—a mental illness.²⁷

24,000 people in Huron Perth²⁸ could benefit from some level of mental health and addiction services.

Police data for Huron shows **an increase in alcohol and drug occurrences** in 2020 from previous years.



There has been a **26% increase of reportable mental health occurrences** dealt with by front line officers in Huron year-over-year (2020 to 2021).



A 2020 Huron Perth Residential Survey reported a **100% increase in males** and **79% increase in females** aged 18-29 who reported poor mental health.²⁹

Police data shows a reported **increase in overall mental health acts** in 2020 compared to previous years.

Mental health and addiction services are in high demand for residents and long wait times for services increases usage of hospitals and law enforcement.

There were **66 emergency department visits for opioid overdose** in Huron in 2019, an increase from 40 in 2018.³⁰

Community Perception

- Mental Health and addiction ranked the highest priority area across the region.
- There is a lack of coordination and it is hard to find services and supports.
- Residential treatment needed for addictions.
- Mental health should be integrated into schools and educate children younger.
- Open dialogue and transparency is needed to reduce stigmas.
- Streamline and coordinate services.
- Advocate for increased funding.
- Infrastructure resources are needed.
- Move from incident response and crisis to prevention.
- Proper diagnosis and faster sustained treatment required.
- Mental health and addictions are often the symptom not the cause.
- Lifespan model of services would be beneficial. (i.e. post-treatment supports and services)
- Specialized services for addictions and mental health needed.
- Have more social services available for those that cannot pay privately.

Actions

MENTAL HEALTH AND ADDICTIONS

Intervention	Goal	Strategies
Social Development	Improve access to mental health and addiction services in Huron County.	Transform pathways for timely and appropriate mental health and addiction supports for those who need them (System Navigation, one door approach: all services within a sector are aware of one another and agree to share data).
		Improve service coordination amongst diverse stakeholders to support and simplify pathways utilizing a navigator. A navigator is assigned to each participant who follows them through the process of care, and there is also a team of experts to help collaborate on that care. They have wide knowledge about the types of resources available and how best to access them.
Social Development	Support the work of implementing initiatives in the Roadmap to Wellness to reduce barriers to access.	Adopt standardized processes for referrals. Utilize collaborative care plans, coordinated discharge plans, and support improved communications between service providers, Emergency Department/Hospital diversion, and digital health records.
		Explore feasibility of the following services: <ul style="list-style-type: none"> • Centralized intake • Digital health and virtual care offerings • Co-locating services, community hubs, and satellite locations in smaller population centres • Mobile and outreach service delivery
Prevention	Increase Mental Health and Addictions literacy/awareness.	Create effective, efficient, and digital training tools for implementation to prevent the need for Mental Health and Addiction services.
		Expand overall health literacy including Mental Health and Addictions training provided by the Human Services & Justice Coordinating Committee to include other emergency responders, as well as primary care, judicial system, long-term care, home, and community care providers.
Incident Response	Optimize emergency response by enhancing supports for mental health.	Support Mobile Crisis Rapid Response where ongoing monitoring of needs and challenges are identified.
		Utilize mental health and addiction professionals to defuse and de-escalate crisis situations.
		Provide responses to Mental Health and Addictions issues in a timely manner with specialized services that meet immediate needs.

See [Appendix D](#): List of Community Activities addressing Mental Health and Addictions.

Priority Area 2: Housing Stability and Homelessness



Housing is a fundamental element in the social determinants of health and includes access, availability, affordability, quality, and homelessness. Recently, housing prices in Huron have rapidly increased—in many cases prices have doubled. At the same time, housing supply, especially affordable housing for both rental and ownership, is almost non-existent. Many Huron residents, including young families, low-income earners, and seniors are now potentially unable to afford to keep living in the community.

Canada's first *National Housing Strategy Act*³¹ declares that adequate housing is a fundamental human right affirmed in international law. It recognizes that adequate housing is essential to a person's inherent dignity and well-being and to building healthy, sustainable communities for all.³²

Housing is considered "affordable" if it costs less than 30% of a household's before-tax income (shelter cost-income ratio). The ratio applies to housing provided by the private, public, and non-profit sectors and includes all forms of housing tenure: rental, ownership, and co-operative ownership, as well as temporary and permanent housing. Given the current context in Huron with housing affordability and shifting demographics, it is important that we continue to approach housing through the lens of a continuum that is based on providing adequate, affordable, and accessible housing for all.

Homelessness is not a choice – it's about a lack of choice. It's about not having access to the resources to prevent falling into the current of homelessness, a current so powerful that it cannot be escaped alone.³³

HOUSING SPECTRUM





\$504,000

is the estimated median house price in Huron as of early 2021 and are rising.³⁴



A national housing deficit and low vacancy rates have caused rents to jump.⁴⁰ The average **two-bedroom rent** across major Canadian CMAs **increased by 3.6%** to \$1,165—making average rents unaffordable.

Research Highlights

Huron County has a Long-Term Affordable Housing and Homelessness Plan. Recently a 5-year review³⁵ was completed that looks at ending homelessness, system coordination, and expanding access to affordable housing, including housing with supports.

An individual accessing Ontario Works would need to **spend 85% of their monthly income on shelter** in Huron County.^{36, 37}

Costs of living (e.g. hydro, taxes, and groceries) are increasing and fewer than half of Huron residents make a living wage. A recent report **estimates the living wage for Huron County to be \$17.55 per hour**. With such a sizable population not earning a living wage, many young families and low-income earners are unable to afford housing.³⁸

During a one-day point-in-time-count in 2018, it was **identified that approximately 100 people in Huron were homeless**; this number does not account for those who remain hidden in their homelessness such as couch surfing or those who have left the community to seek emergency shelter in urban communities. Additionally, others who were not counted include people that are precariously housed, or facing other circumstances that place them at-risk of becoming homeless or being evicted.

Canada spends more than **\$30 billion annually on social service programs for the homeless**.³⁹ Homelessness is often caused by traumatic experiences, crises, violent situations and/or other related mental health, mental illness, drug, and alcohol addictions.

Community Perceptions

- More diverse housing options are needed.
- Sense of stagnation in housing market—stronger market regulation required.
- Innovation in housing development, partnerships, and collaboration with developers needed for collective impact.
- Engaging developers and private land sale opportunities for public use where possible.
- Increased subsidies to improve affordability are needed.
- Feeling that Huron County Official Plan Review will help to provide greater options for homeowners.



Action

HOUSING STABILITY AND HOMELESSNESS

Intervention	Goal	Strategies
Prevention	Coordinate efforts to reduce homelessness and prevent eviction.	Establish a bridge of supports to tenants and landlords to decrease evictions.
		Improve data collection, management, and reporting practices for non-market housing and supports.
Risk Intervention	Public awareness of the housing spectrum and importance of housing for all is increased.	Develop a communications strategy and public awareness campaign to educate Huron residents about the value of supportive / social housing to build local consensus.

See [Appendix D](#): List of Community Activities addressing Housing Stability and Homelessness.

Priority Area 3: Domestic and Family Violence



Domestic violence is identified as violence in intimate relationships, including those between the opposite-sex and same-sex partners. Relationships vary in duration and legal formality and encompass current and former dating partners, common-law, and married couples. Although both women and men can be victims of domestic violence, the overwhelming majority of domestic violence involves men abusing women.⁴¹

Domestic violence crimes are often committed in a context where there is a pattern of assaultive and controlling behaviour. This violence can involve physical assault, and emotional, psychological, and sexual abuse. It can also include threats to harm past or present partners, children, other family members, pets, and property. Violence is used to intimidate, humiliate, or frighten victims, or to make them feel powerless. Domestic violence may include a single act of abuse or several acts, which may appear minor or trivial when viewed in isolation, but collectively form a pattern that amounts to abuse.⁴²

Family violence is defined as any form of abuse or neglect that a child or adult experiences from a family member, or from someone with whom they have an intimate relationship.⁴³ Exposure to violence and experiences of abuse can lead to poor physical and mental health outcomes and potentially lead to injury or even death.⁴⁴

An intersection of individual, family, community, and societal factors can influence whether an individual experiences family violence.⁴⁵ For example, a history of child abuse or neglect, substance use, family conflict, poverty, and gender norms can all contribute to the risk of family violence.

An intersection of individual, family, community, and societal factors can influence whether an individual experiences family violence.

Research Highlights

Trauma and adverse childhood experiences (such as abuse and neglect) can be both a risk factor and outcome. Children exposed to intimate partner violence are more likely to perpetrate or be victims of intimate partner violence as adults.⁴⁶

Community Safety and Well-Being Community survey results suggest there are significant differences between sense of safety and security in Huron by gender and age, with **women feeling less safe than men** and youth under the age of 24 feeling less safe than those over 25.

Survey results also indicate that many respondents feel multiple sectors play a role in keeping Huron safe — not just police (e.g. mental health services, social services, schools, community services, employment services, and hospitals).

Crisis supports are offered by Victim Services, Huron-Perth Centre and Huron Women's Shelter 1049.⁴⁷

Trends identified include increases in domestic violence concerns as a result of COVID-19 measures, isolation contributing to increased elder abuse; and longer shelter stays due to increased risk of violence.⁴⁸



918 calls
made in 2019 to
the Children's
Aid Society

Children's Aid Society
Data had 1,127 calls in 2019
and 918 calls in 2020 from
concerned citizens about
children who might need
protection.

Youth in and from child
welfare care also have
greater involvement in the
youth justice system and
are more likely to become
homeless.⁴⁹

Community Perceptions

- Extended training needed for emergency services to respond to domestic and family violence incidences.
- Education on family violence should be delivered earlier in schools.
- A culture shift needed to imbue a greater sense of gender equity into communities.
- More training for police and the judicial system (e.g. lawyers, judges, etc.) is needed to support victims of domestic and family violence.
- Awareness and education should look at the whole family and remove the oneness on the gender roles specifically.

Action

DOMESTIC AND FAMILY VIOLENCE

Intervention	Goal	Strategies
Social Development	Increase the understanding and awareness of domestic and family violence as an issue.	<p>Develop educational on-line tools that are accessible, appropriate, timely, and regularly updated and supported.</p> <p>Develop education and awareness campaign on family and intimate partner violence, for:</p> <ul style="list-style-type: none"> • Public use in workplace training; and, • A youth friendly educational program for school aged Huron residents.
Prevention	The vision for Child Welfare in Ontario is widely accepted in Huron County.	<p>Develop a made-in-Huron approach to enhance lifelong supports provided to youth exiting care and enhance local community collaboration to prevent and support children, youth, and families from accessing child welfare services.</p> <p>Support the new vision for Child Welfare in Ontario focussing on prevention, early intervention, and supporting children, youth, and families from marginalized communities.</p>
Risk Intervention	Learn from and support domestic and family violence responses during times of disruption, particularly during pandemic and recovery.	Develop a Huron resiliency strategy to better prepare for disruption (i.e. pandemic) to ensure continued services are not interrupted.

See [Appendix D](#): List of Community Activities addressing Domestic and Family Violence.



Priority Area 4: Community Security



This priority area includes the ability to meet basic needs, ability to enjoy life and participate in leisure activities, accessibility to transportation, having a sense of belonging, and being free from crime such as human trafficking, theft, assaults, and break and enter, and drug trafficking, as discussed by community stakeholders.

Security measures can include things like observation and monitoring (i.e. ‘eyes on the street’) and strategies such as Crime Prevention through Environmental Design (CPTED) that seeks to understand how the built environment can better promote a sense of safety and security. For extended periods during the COVID-19 pandemic, public health measures have restricted the ability of individuals to be outside of their residences. Beyond the sense of isolation that can come from such restrictions, they have also limited people’s ability to gather in public spaces or frequent other popular areas.

Over time, perception of a formerly ‘safe’ place or space can shift due to having a different ‘feel’. Lack of safety and security, whether risk is real or perceived, can affect economic growth and investment in communities. An important component of this Priority Area is to build the capacity of existing systems, services, and initiatives to effectively engage the community and to ensure that community members feel ‘free from fear’ in Huron.

When we consider the diversity of our community—ancestry, ability, age, country of origin, culture, gender, income, language, race, and sexual orientation—perception of safety and security can vary quite significantly, as can the feeling of belonging. Huron County must



recognize our diversity that exists, examine the accessibility of services, and ensure inclusion in our systems to ensure safety and security for everyone.

However, community security can also focus on changing the underlying social conditions of children and youth through initiatives such as nurse visits to “at risk” families with infants, parenting classes, availability of recreational programs, and a focus on social competency skills in school, to name just a few. All of these initiatives have been found to decrease crime.⁵⁰

A report by the National Council on Welfare on the cost of poverty identified incarceration of low-income offenders as a major cost to society. Low-income people are more likely to be arrested, detained without bail, jailed, and given the harshest sentences.⁵¹ Improving family incomes can have a positive effect on reducing crime. A Canadian Council on Social Development study showed that a child’s risk of poor outcomes dramatically diminished as family income reached \$30,000, and the risk diminished even further as family income reached \$40,000.⁵²

During times of economic distress, people have heightened awareness of and sensitivity to crime and the perception of rising crime in their community. During the COVID-19 pandemic, individuals have spent much more time within their neighbourhoods and at the community level. With many at home, preventative measures

to protect homes and neighbourhoods are required. While no community is immune to crime, working with neighbours, family members, and others to create a sense of community and safety can be key for combating crime—both real and perceived.

Research Highlights

Top 10 reasons the Ontario Provincial Police were called:⁵³

1. Traffic complaint/hazard, enforcement
2. No voice contact/unintentional calls
3. Motor vehicle collision
4. Request for OPP assistance
5. Alarm
6. Domestic dispute
7. Theft
8. Mental health
9. Family dispute
10. Suspicious person



95% of the 2.1 million calls to OPP PCCs were answered in 12 seconds of less.

Crime Prevention through Environmental Design (CPTED) is based on the principle that the built environment can and does influence people's behavior and that effective design can reduce the incidence and fear of crime. Building design, landscaping, lighting, access control, and creating a sense of ownership are all elements of design that can affect behavior and incidences/sense of crime.⁵⁴

Isolation and lack of connectedness in one's older adult years can have economic, social, physical, and mental health impacts. As Huron's older adult population continues to grow, it is important to take steps to build aging-friendly communities that foster a strong sense of belonging, and to support those who are most at-risk of poor outcomes due to a lack of social support.

There were **21,141 food bank and mobile food bank visits** in 2020.⁵⁵

Over 600 people in Huron Perth completed the **Discrimination Survey**⁵⁶ in 2021. The respondents experienced the following types of discrimination or mistreatment in the past three years:

- Inappropriate jokes
- Derogatory language
- Verbal threat
- Verbal abuse
- Physical threat
- Physical abuse
- Damaged property



Inappropriate jokes is the most common type of discrimination/mistreatment. **56% of those who self identified as Indigenous and 67% of those who identified as a visible minority** experienced it in Huron Perth.

The second highest ranking form of discrimination/mistreatment is derogatory language.

Community Perceptions

- Homelessness and mental health incidences seem to be more prevalent (unpredictable behaviours, wandering).
- More instances drug activity, drug abuse, addiction problems.
- Lack of community engagement and sense of belonging.
- Increased feeling of isolation, lack of social networks (access to ‘third spaces’/transformation of public spaces).
- Greater sense of feeling unsafe walking down the street.
- Being female, young, senior, single changes experiences of places and spaces in Huron.
- Access and wait times for health services need to be improved.
- Huron residents reporting a strong sense of community belonging also report better mental health compared to those who did not have a strong sense of belonging.



Action

COMMUNITY SECURITY

Intervention	Goal	Strategies
Social Development	Create welcoming and inclusive communities in Huron County.	Develop a Diversity, Equity, and Inclusion Strategy for Huron County*. All nine lower-tier municipalities work together to enhance welcomeness of communities (Appendix E). *Consider utilizing the City of Ottawa’s Equity and Inclusion Lens.
Prevention	Community cohesion and feelings of belonging are increased among those that are isolated and/or new to community.	Engage seniors, youth, those with disabilities, language barriers, and other priority populations to address isolation and build greater community connectedness.
Prevention	Increase understanding and awareness of Diversity, Equity, and Inclusion. ⁵⁷	Develop awareness and educational tools both virtually and in-person for public use in the workplace. Consider beginning with all leadership and management staff to create more positive and respectful environments and improve delivery of services.

See [Appendix D](#): List of Community Activities addressing Community Security.

SECTION 6: Evaluation Matrix



Through development of this Plan, local surveys, research, data, and reports were collected from across the region. An Evaluation Action Team was also established to collectively determine what success looks like, what measurements are needed, and what data is available to monitor potential impacts of plan implementation.

Two themes emerged out of Evaluation Action Team discussions:

- 1) that local data is important and data gaps should be addressed where possible; and
- 2) the Plan should focus on process indicators over outcome indicators at this time to best support implementation.



Over the long-term and as this Plan evolves, outcome indicators will become more important to measuring the success of goals and strategies. A major difference between process and outcome indicators is that process indicators are action-oriented and tend to be yes/no evaluations as to whether a process has been initiated or not. In contrast, outcome indicators are used to evaluate whether processes are having the desired impact at the community and regional scale. Outcome indicators are effective for measuring success of processes when observed over longer time periods. As the Huron CSWB Plan is a new initiative in the region, process indicators will be important during the first phases of Plan implementation. Over time, and as processes and initiatives are developed based on this Plan, tracking outcome indicators will become more important. As part of Plan development, a list of potential outcome measures has been compiled across several thematic areas and can be found in [Appendix F](#).

To support Plan implementation, an evaluation matrix template has been developed (see [Appendix G](#)). It is envisioned that working groups, Action Tables, committees, or other organizations working to implement this Plan will work together to populate matrices for goals and strategies. A sample evaluation matrix is presented on the opposite page to illustrate how evaluation can be integrated into Plan implementation. There are several questions that should also be engaged with during the development of an evaluation matrix:

- Is the goal of the intervention clear?
- Does the strategy clearly connect to the goal? Is there a clear action identified? Does the strategy have a temporal dimension? (i.e., should be complete within 6 months).
- Who is providing backbone support? Who is leading?
- Who should be involved with this strategy? (i.e., partner mapping).
- What resources are needed for strategy success? What gaps might exist? (i.e., knowledge, funding).
- What data do we need to make informed decisions or to track long-term outcomes?
- What happens after the strategy or action has been accomplished / implemented? (i.e., wind down).

Transitioning from Process to Outcome Indicators

As this Plan is implemented and strategies are put into action, a shift in focus from process indicators (i.e. are we doing what we said we would?) to outcome indicators is recommended (i.e., is what we did/are doing having the community impact we would like?). For example, a goal may be to reduce homelessness in the region and a strategy could be to provide wrap-around services to those vulnerable to eviction or other dimensions of housing instability. A process indicator would be to establish a working group to identify services that should be provided or available. Once these services and approaches to providing them more holistically are determined, outcome indicators should be identified. For example, indicators such as number of evictions in the region or number of individuals accessing new wrap-around services could be selected. In some cases, data may not be available to track these indicators and strategies to address data gaps may be required. Evaluating the long-term impact of the wrap-around services initiative requires outcome indicators to be tracked over many months and, likely, years.



Sample Evaluation Matrix

PRIORITY AREA: COMMUNITY SECURITY

Intervention	Social Development
Goal	Create welcoming communities in Huron County
Strategy	Develop a Diversity, Equity, and Inclusion Strategy for Huron County to increase a sense of inclusion, belonging, and connectedness
Process Indicators	<ul style="list-style-type: none"> • Organization responsible for strategy development is identified (e.g., Action Table with all nine lower-tier municipalities represented) • Potential partners are identified, and roles defined • Action Plan developed that establishes specific goals, objectives, timelines, and work plan for strategy • Gaps and opportunities to be addressed through the strategy are identified • Input from priority populations is gathered (e.g., survey and interviews) • Draft strategy is reviewed by January 2022 • Strategy implemented by May 2023
Data Source(s)	<ul style="list-style-type: none"> • Community survey and interview data • Partner input
Key Themes Addressed	<ul style="list-style-type: none"> • Integration • Holism • Communication

SECTION 7:

Moving Forward Together 2021–2025



Advancing Community Safety and Well-Being Across Huron

Huron's Community Safety and Well-Being (CSWB) Plan takes a comprehensive and holistic approach to planning that intersects with many sectors. Across Huron, organizations are committed to improving community safety and well-being, and this Plan establishes a foundation and approach that organizations can embed in their own work.



With issues identified and prioritized, the next steps of the Huron CSWB Plan will be to determine how best to action and implement strategies to achieve outcomes that have been identified to date. Accountability of the Community Safety and Well-being Plan rests with the nine municipalities and potential implementation tactics may include:

- 1 Appoint an Oversight Committee** with representation from each municipality, police, health care, social services and 25% comprised of other key stakeholders (e.g. School Boards, Children and Youth Services, United Way, Violence Against Women, Immigration Partnership Network, Mental Health and Addiction Services, etc.) and to oversee and guidance of the Huron Community Safety and Well-Being Plan.



Committee responsibilities could include:

- Developing an implementation plan, monitoring and evaluating the Plan, and guiding efforts for collaboration and action as the overarching governing body for community safety and well-being planning occurring locally.
- Building an alliance among people and organizations from multiple sectors for a common purpose and provide opportunities for partners to share their opinions and experiences, and influence the direction of prevention, intervention, and capacity building activities.
- Helping to coordinate and mobilize key community groups, agencies, and initiatives through effective communication channels and undertake a problem-solving approach to identify risk factors and gaps that, left unchecked, have the potential to compromise the safety and wellbeing of vulnerable community members.
- Identifying and prioritize community safety and well-being issues for potential responses, which could include identifying existing or establishing new Action Tables.
- Measuring and reporting on Plan implementation, progress, and achievements.

The Oversight Committee will have in place the following core features to enable members to achieve collective impact:

- A common agenda among partners.
- Clearly articulated roles, responsibilities, and timelines.
- Continuous communication processes among stakeholders to maintain trust and alignment.
- A backbone organization that provides supports required to coordinate and convene partners.
- Mutually reinforcing activities aligned with priority objectives.
- Shared measurements to assess impacts.

2 Utilize Action Tables (new or existing) to operationalize goals and strategies to achieve stated outcomes for identified and emergent Priority Areas.

- Action Tables led by an appointed chair could recruit community partners or individuals best positioned to address issues and implement strategies. If an existing group is well-positioned to address the issue, the group could be asked to assume the de-facto role of an Action Table.
- Action Tables are accountable to the Oversight Committee and could be tasked with:
 - Address risks and other issues related to community safety and well-being, both those identified in this Plan and those that emerge over time.
 - Deliver on the Action Plan goals and outcomes to be achieved, identify timelines, establish measurable objectives, and resources required.
 - Deliver on the identified evaluation matrix template that outlines goals, strategies, and processes align with or address key themes identified within this Plan.
 - Action Tables would then provide regular updates to the Oversight Committee as progress is made on implementation of key activities of the Action Plan.

Next Steps

Moving the Community Safety and Well-Being Plan forward the following phases of work is extremely important and recommended:

1. Establish the Oversight Committee

(as described previously) and identify municipal staff that will provide administrative support to the Committee including:

- a. Drafting internal and external communications.
- b. Preparing and circulating meeting agendas and minutes.
- c. Preparing Committee documents (e.g., proposals, briefing notes) as directed by the Chairperson / Co-chairs.

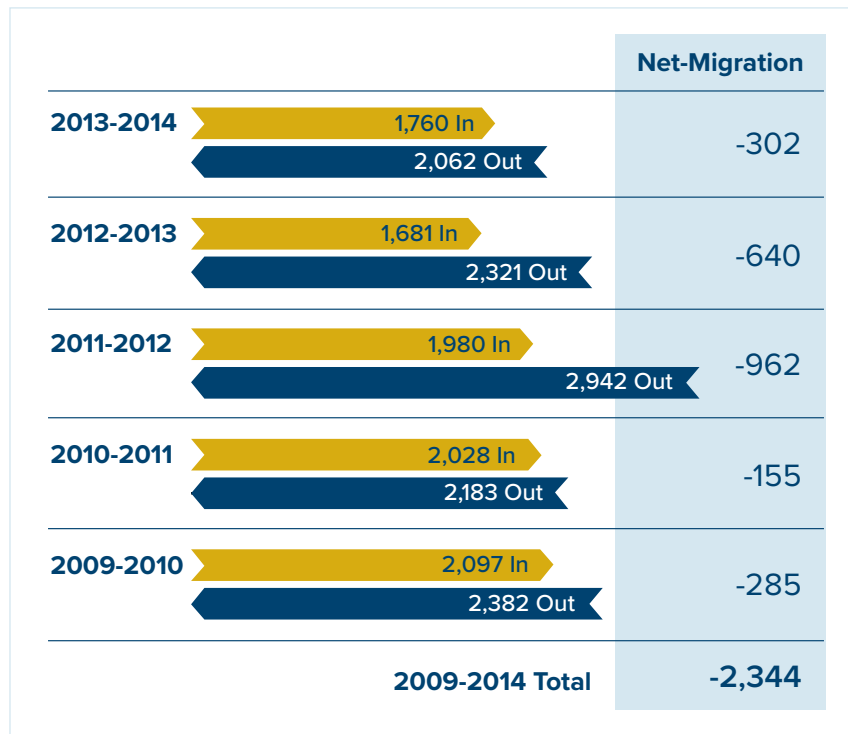
2. Develop an implementation plan.

Given the complexity and interconnectedness of factors that impact community safety and well-being in Huron, Plan implementation should be based on building on existing collaborations, initiatives, and system plans.

There are many efforts occurring in Huron that contribute to making the region feel safe and equitable for all. As an iterative and evolving Plan, we encourage service providers, residents, and local organizations to stay connected, share their work, and collaborate on new initiatives that contribute to community safety and well-being in Huron. We all have a role to play in making Huron a safe, inclusive, and connected community where all residents thrive.

Appendix A: Statistics and Data

MIGRATION CHARACTERISTICS: HURON COUNTY, 2009-2014



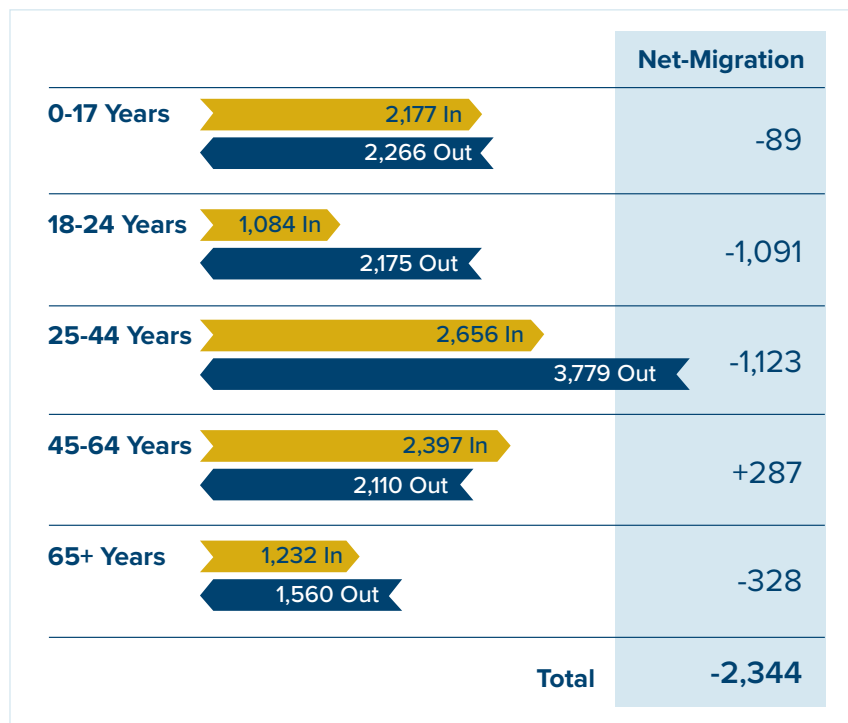
Migration Rates in Huron⁵⁸

Between 2009 and 2014, Huron County attracted 9,546 persons through in-migration and lost 11,890 to out-migration, with net-migration resulting in a decrease of 2,344 persons.

Migration by Age Cohorts⁵⁹

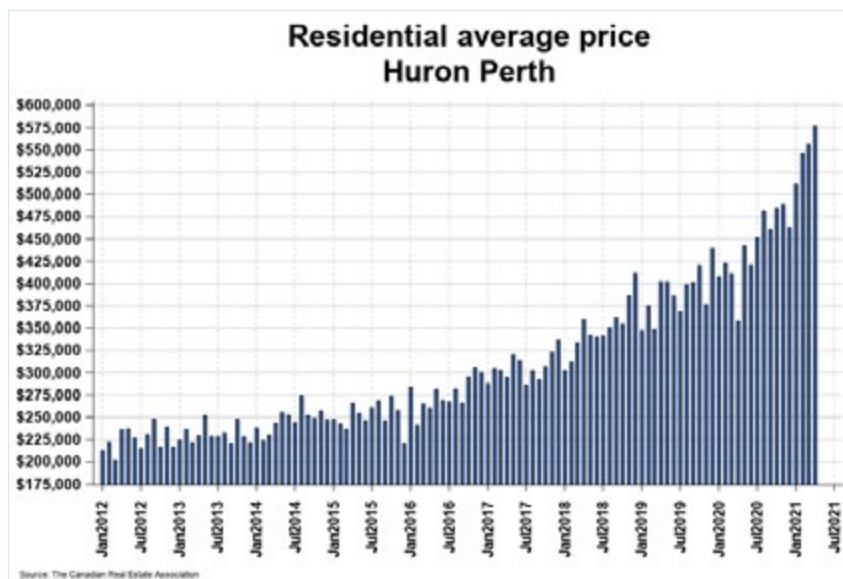
In addition to looking at the total number of people who moved into or out of Huron County, the images above show migration by age cohort over the 2009 to 2014 period. The data reveals that the 25 to 44 age cohort accounts for most migrants moving into and out of Huron, at 2,656 and 3,779 persons, respectively. The 45 to 64 age cohort accounted for the only net gain of persons, at 287, while the 25 to 44 cohort accounted for the greatest net loss of people.

MIGRATION BY AGE COHORT: HURON COUNTY, 2009-2014



Housing Market⁶⁰

The number of homes sold through the MLS® System of the Huron Perth Association of REALTORS® totaled 232 units in April 2021. This was more than double the levels from a year earlier, increasing 197.4% from April 2020. Competition among buyers for a record low supply of listings has now driven year-over-year benchmark price growth into the neighbourhood of 40%.



The MLS® Home Price Index (HPI) tracks price trends far more accurately than is possible using average or median price measures. The overall MLS® HPI composite benchmark price was \$505,800 in April 2021, a substantial gain of 39.3% compared to April 2020.

The average price of homes sold in April 2021 was a record \$576,514, a jump of 61% from April 2020. The dollar value of all home sales in April 2021 was \$133.8 million, more than double the levels from a year earlier, surging 379% from the same month in 2020.

Household Spending on Rent

Household Type	Average Renter Household Income	Median Renter Household Income	Average Household Rent and Utilities
Couple with kids	\$66,104	\$59,222	\$947
Couple without kids	\$55,883	\$50,179	\$891
Single male with kids	\$40,995	\$44,005	\$799
Single female with kids	\$35,992	\$30,580	\$843

Appendix B: Factors Impacting Community Safety and Well-Being in Huron

Across the municipalities of Huron, economic stability converges on social determinants of health and is an influential factor affecting overall community safety and well-being. These economic elements include education, employment and occupation, and income.⁶¹ Along with social factors, these elements may influence an individual's socio-economic position in society and are interrelated with all priority areas in Huron.⁶²

In the “How Much is Enough”⁶³ report prepared by the Social Research and Planning Council individuals in Perth and Huron Counties with lived experience talked about the impacts of not

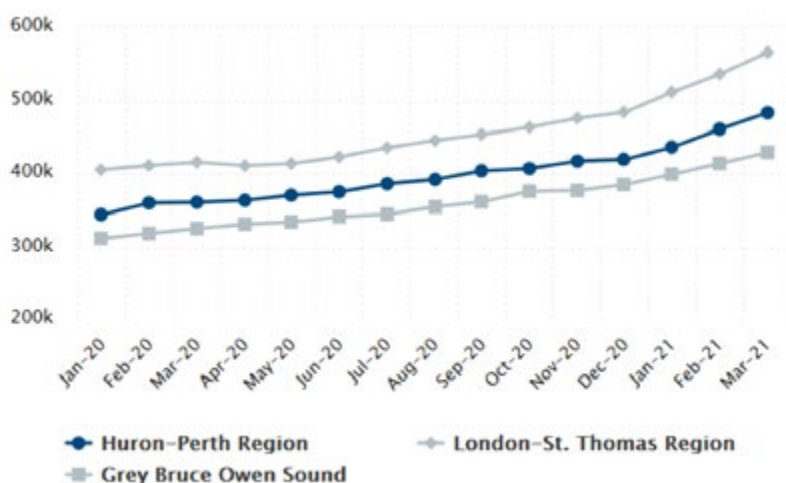
earning enough, which includes food insecurity, poor physical and mental health, limited transportation options, lack of stable housing, and lack of access to programming (e.g., childcare). Individuals mentioned that the pandemic has created increased financial stress due to job loss/layoffs and/or job uncertainty.

Economic elements and identified protective and adverse factors that affect economic stability for individuals and communities. Many of these factors are closely related to or underpin risks or issues that adversely affect community safety and well-being in Huron.

Economic Element	Protective Factors	Adverse Factors
Education ⁶⁴	<ul style="list-style-type: none"> • Higher skilled/labour jobs • Higher and stable income • Increased school connectedness • Sense of Community belonging • Access to nutritional food, exercise and physical health and healthcare⁶⁵ 	<ul style="list-style-type: none"> • Childhood trauma • Greater disadvantage leading to higher mortality rates amongst poorly educated • Poverty trap • Health issues
Employment and Occupation ^{66, 67, 68, 69}	<ul style="list-style-type: none"> • Sense of purpose • Job security • Financial security • Social status • Personal development 	<ul style="list-style-type: none"> • Unemployment Reduced income • Underemployment • Delinquency/Crime
Income ^{70, 71, 72}	<ul style="list-style-type: none"> • Higher standard of living • Greater choice in food availability and quality, housing, physical activity, social participation, and health care 	<ul style="list-style-type: none"> • Loss of income • Poor health (mental and physical health) Psychosocial stressors on family amongst lower income earners (Risks of Violence) • Social inequality

Housing and Homelessness

This region has become a retreat from the urban density concerns of the pandemic, housing prices are on a steady upward trajectory, which has contributed to the low vacancy rates in the region, making affordable housing nearly impossible to obtain.



Housing is one of the best-researched social determinants of health, and selected housing interventions for low-income people have been found to improve health outcomes and decrease health care costs. Improved housing conditions can save lives, prevent disease, increase quality of life, and reduce poverty. Housing has become increasingly important to health considering urban growth, ageing populations, and climate change.

A “Housing First” model⁷³ involves moving people experiencing homelessness—particularly people experiencing chronic homelessness—rapidly from the street or emergency shelters into stable and long-term housing, with supports. Stable housing provides a platform to deliver services to address issues frequently faced among the chronically and episodically homeless. The goal is to encourage housing stability and improved quality of life for persons served by Housing First and, to the extent possible, foster self-sufficiency.

Homelessness is associated with crime victimisation, which is a leading cause of death, exacerbates health problems, and increases the risk of violence. During the COVID-19 pandemic there has been a heightened law enforcement response to homelessness and homeless encampments locally and nationally. There is a culture of criminalization of poverty in the time of COVID-19. A National Youth Homelessness Survey⁷⁴ found that 59.6% of youth who are homeless experience violent victimization,

including high rates of sexual assault, compared to 7.6% of the general public.⁷⁵ This violence on the streets is often preceded by violence or neglect within the home, with many youth being kicked out or forced to leave home due to instances of abuse, destructive family relationships, or alienation due to gender-diverse or sexual identity disclosure. As a result, there are extremely high rates of school dropouts, involvement in crime, and incidences of human trafficking. Homelessness can have a lifelong impact on mental and physical health.

Homelessness can be attributed to historical trauma, discrimination, and racism, which translates to limited opportunities. Extreme poverty and lack of adequate housing and supports also put individuals at higher risk for homelessness. Women who are experiencing poverty and homelessness⁷⁶ is on the rise. 27% of shelter users are women, 16% are seniors living in poverty, and 1.9 million+ women are living on low income and are dangerously close to homelessness.⁷⁷

Homelessness is a complex problem that demands a response from governments, service providers, service recipients and the community

at large. We need to support every person that is on a journey out of homelessness. Whether it is providing safe and affordable housing units, addressing issues around mental health and addiction, or connecting individuals and families to other support services, we are there to provide tangible solutions that lead to positive outcomes.

Employment

From 2016 to 2019 the Four County Area witnessed significant job growth and very low unemployment rates.⁷⁸ Even under these desirable labour market conditions, however, lurked the challenge of precarious employment and its implications. Amidst the COVID-19 pandemic, precarious employment has become much more of an issue in Huron County. Precarious employment has serious impacts on workers and their families. Some of the more significant issues associated with precarious employment are:⁷⁹

- Harmful effect on worker's physical and mental well-being;
- Limited access and support for workplace training and educational upgrading;
- Inability to meet basic financial needs such as housing, transportation, and/or childcare;
- Increased health and safety concerns on and off the job;
- Work-life imbalance created by difficult schedules, multiple jobs;
- Lack of benefits or wage coverage during times of illness or family emergencies;
- Inability of multiple job holders to qualify for employment insurance if an income or wage are lost;
- Inability to access the supports and services available to the unemployed; and
- Income disparity with significant loss of income during the pandemic.

It is important to recognize the significant influence that economic stability has on overall community safety and well-being. With precarious employment becoming a larger issue in Huron within the context of the COVID-19 pandemic, many of the Priority Areas identified will inevitably intersect with or be affected by economic stability in the months and years that follow and as this Plan is actioned and implemented.

Mental Health and Well-Being

Police perform many duties, including responding to events that are directly related to public safety and well-being, even if they are not criminal in nature. These events are referred to as calls for service. In a selected police-reported crime and calls for service during the COVID-19 pandemic, March to August 2020,⁸⁰ the number of calls for service rose 8%, particularly wellness checks, mental health calls, and calls to attend domestic disturbances. Most notably, police services that were able to report data on calls for service responded to more calls related to general well-being checks (+12%), domestic disturbances (+10%) and mental health-related calls such as responses to a person in emotional crisis or apprehensions under the *Mental Health Act* (+10%).

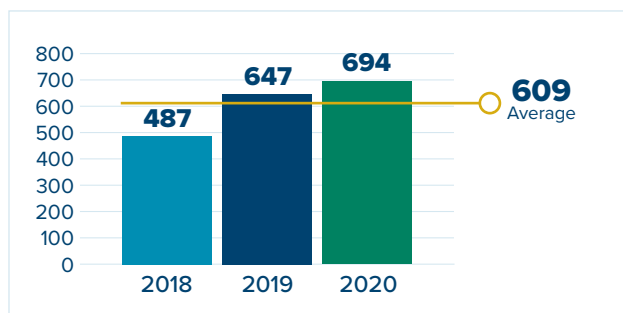
In a qualitative Rural Response to COVID-19 Residential Survey conducted by Dr. Leith Deacon,⁸¹ University of Guelph, in August 2020 in Huron and Perth found a 79% increase in females reporting poor mental health and a 100% increase in males aged 18-29. Rural communities are highly vulnerable to the impacts of COVID-19 due to their unique characteristics, including demographics (i.e., increased percentage of older residents) and insufficient service access (i.e., digital, social, and medical).

Crime and Safety Issues

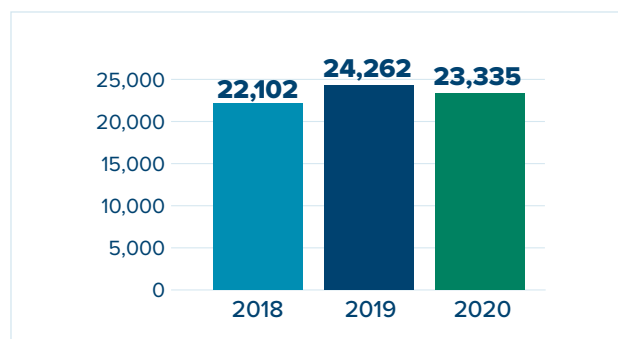
Violent Crime

Huron is served by the Ontario Provincial Police (OPP) Huron County detachment. From 2019 to 2020, there has been a 7% increase in actual violent incidents in Huron County. Comparably to Ontario statistics where there has been a slight decrease 3% in violent crime incidents in 2020.

VIOLENT INCIDENTS IN HURON COUNTY, 2018-2020



VIOLENT INCIDENTS IN ONTARIO, 2018-2020

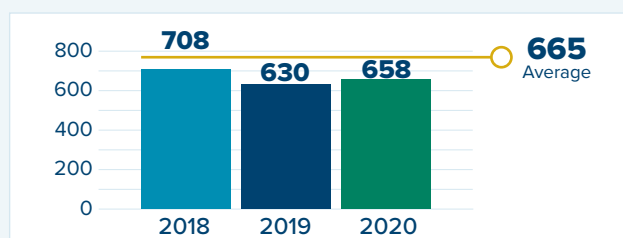


Domestic Disturbances

There have been 1996 domestic disturbances in Huron between 2018 to 2020, with 2019 and 2020 showing lower numbers than 2018, with an average of 665 and 2020 was just below the yearly average. 2020 showed a 7% decrease compared to 2018.

While OPP data provides some indication of family and intimate partner violence in the community, incidences are significantly underreported and the true extent of family violence in Huron is unknown, adding complexity of unreported incidences during the conditions of the pandemic.

DOMESTIC DISTURBANCES IN HURON COUNTY, 2018-2020



A domestic relationship* was one aspect associated to 4,500 victims in violent crime occurrences.

Of these 4,500 victims:



82.6% were or were previously involved in an intimate relationship with the offender

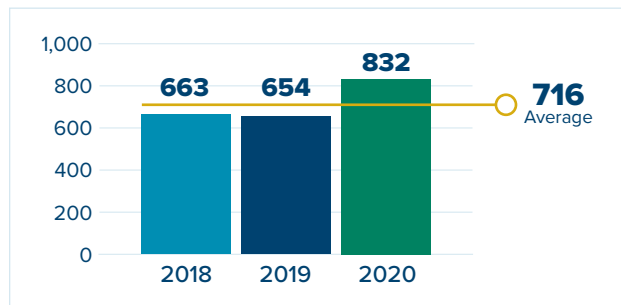


62.4% were female

Less than 1% of offenders were **strangers** to the victims

*For this reporting the relationship to the victim included boyfriend, girlfriend, ex-boyfriend, ex-girlfriend, other intimate relationship, casual acquaintance, spouse, separated or divorced.

MENTAL HEALTH ACT CALLS IN HURON COUNTY, 2018-2020



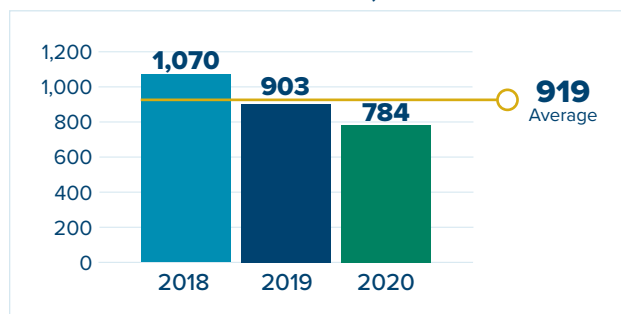
Mental Health Acts

Police responded to an average of 716 calls over the past three years related to mental health acts. In 2020 there was a sharp increase of 21% mental health related requests for assistance from the OPP Huron detachment.

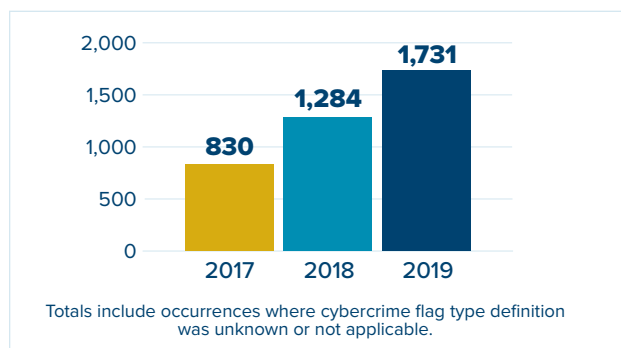
Thefts

The number of thefts per year in Huron has been decreasing steadily from 2018 to 2020, with 2020 showing 27% fewer occurrences compared to 2018 (784 occurrences in 2020 vs 1070 in 2018). Ontario reported a total of 22,136 theft offences. These thefts include over/under \$5,000, shoplifting, theft of mail, theft of/from motor vehicle, etc.).

THEFTS IN HURON COUNTY, 2018-2020



CYBERCRIME OCCURRENCES IN ONTARIO, 2017-2019



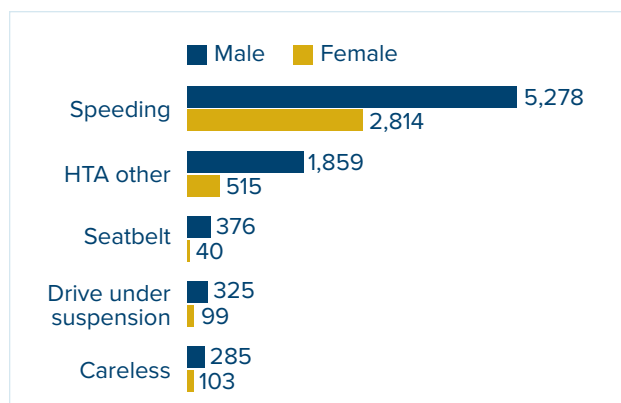
Cybercrimes

In total, there have been 108 cybercrime occurrences in Huron between 2018 to 2020. In 2020, there were 38 occurrences, just above the 3-year average of 36 in Huron. In Ontario in 2018 there were 1,284 offences and in 2019 there were 1,731 and climbing.

Highway Traffic Act Occurrences

In 2020, there were 4,353 Highway Traffic Act occurrences, 3% more than the 3-year average of 4,250 in Huron. Speeding and seatbelt charges were the most common Highway Traffic Act offences. In total, males showed more than double the figures of females and accounted for 8,793 charges, while females accounted for 3,900 charges.

TOP 5 DRIVING OFFENCES BY GENDER, HURON COUNTY 2018-2020



Liquor License Act Occurrences

In total, there have been 526 Liquor License Act occurrences in Huron between 2018 to 2020. In 2020, there were 194 occurrences, 11% more than the 3-year average of 175.

Appendix C:

Priority Area Selection Process

This process was community led and tested over months of knowledge gathering, surveying, and ongoing community consultations. The Priority Area selection process included:

1. Community Survey

The process began with the distribution of the Canadian Municipal Network on Crime Prevention Survey and the results of the consolidation of all regions.

Survey Results: Question—Which issues require improvement or attention to improve safety and well-being?

- Traffic controls
- Affordable housing
- Mental health and addiction (education and programs)
- Health care services
- Accessibility
- Public transportation
- By law enforcement
- Cleaner public spaces
- Homelessness, poverty
- Road safety

2. Literature Review and Trend Analysis

A collection of academic sources (such as books, reports, and research articles) on various community issues, specific topics, and geographical information was developed. These sources were existing knowledge and were reviewed. Trends were analyzed in a widespread practice of collecting information and attempting to spot patterns. Some sources included:

- [How Much Is Enough Report](#)
- [Living Wage Report](#)
- [Mental Health and Addictions Report](#)
- [Racism Survey](#), Huron County Immigration Partnership
- [Housing and Homelessness Plan](#) and 5 Year Review
- [Residential Survey Huron Perth 2020](#)
- [Supportive Housing Report](#)
- [Feasibility Studies](#)
- [Community Renewal Company](#)
- [Transformative Resiliency Framework](#)
- [Basic Income Report](#)
- Community Safety and Well-Being Plan review: Grey Bruce, Cornwall, Durham, Halton, Peel and Perth.
- [Health Studies](#)
- [COVID-19 Impact Report](#)
- [Understanding the Prevalence of Precarious Employment in Four County Area](#)
- [Post pandemic Economic Scenarios](#)
- [Ontario Provincial Police Annual Report 2019](#)

3. Subcommittee Discussions

Subcommittees on Crime, Education, Medical, Children and Youth, Seniors/Adults with Disabilities, Mental Health, Addictions, Poverty and Housing utilized knowledge from the Provincial Risk Driven Tracking Database, existing reports, strategies, data, and key indicators to identify areas of elevated risk. Based on this work, the following risk factors were identified:

Homelessness/Housing

- Lack of housing options and support
- Leads to, increase in service from police to remove from private property but does not solve the problem permanently for those facing homelessness

Drug Addiction / Alcohol Abuse

- Increase in addiction issues in the community
- Extended waitlists for addiction support
- Impaired/distracted driving
 - High risk to public safety, potential loss of life
- Increase in criminal involvement
 - Increase in motor vehicle thefts
- Lack of appropriate and effective treatments and harm reduction strategies for addictions and substance abuse
- Overdose, chronic health conditions, increased accidental death

Sexual Violence / Domestic Violence / Family Violence

- Challenges of getting sexual domestic violence resources/education to the community
- Limited awareness of the resources available and how to recognize warning signs
- Limited available services during the pandemic
- Limited social safety nets for child, youth during the pandemic (i.e. online school)

Mental Health

- Increase in drug and alcohol for coping mechanisms
- Lack of access to timely and effective mental health and medical services
- Misdiagnosis and limited professional services in the area

Physical Health

- Lack of activities
- Affordability of activities
- Access to activities (transportation, guardians working multiple jobs)
- High obesity rates

Transportation

- Limitations on transportation for those in need to access resources
- Lack of transportation can further impact criminal behaviour and public safety as a means to meet basic needs
- Lack of transportation between towns in the region and beyond, limiting accessibility to appointments and work

Public Security

- Sense of feeling safe in community, walking down the street without changing direction
- Safety concerns for women walking alone after dark
- Sense of theft increasing
- Insecurity of community safety with public outbursts and unpredictable mental health concerns
- Drug and alcohol activities are visible in community
- Increase in nuisance crime and vandalism
- Lack of activities for youth engagement
- Impaired/distracted driving

Poverty Reduction & Economic Stability

- Income Inequity
- Job Insecurity
- Systemic discrimination
- Gig workforce (Gig Economy)
- Skills Training

Emerging trends identified include: access to services; timely and professional services in the region; education and awareness; systems planning and integration; affordable, accessible, and suitable housing.

4. Public Consultations and Stakeholder Feedback and Existing Committee Tables

To test and further explore emerging and identified community concerns further exploration and knowledge gathering amongst community participants, organizations, and service providers, through:

- Public consultations (and under 30 public consultations)
- Stakeholder interviews (i.e. Huron Perth Centre; Choices For Change; Rural Response for Healthy Children; Huron Safe Homes for Youth; Faith Community Leaders, etc.)
- Existing Community Committee discussions (i.e. P2P; Equity, Diversity and Inclusion; Indigenous Working Group; Tanner Steffler Foundation Youth Advisory Committee, etc.)
- Evaluation Advisory Committee, Community Safety and Well-Being Advisory Committee
- Under 30 Advisory Committee, Community Safety and Well-Being Advisory Committee

Mental Health and Addictions

- Consideration for services to be provided within the home. (12 responses)
- Use language around 'care navigation'. (4)
- Navigation services exist in other regions, potential examples to learn from. (20)
- Increased communications between mental health and physical healthcare providers. (15)
- Services are effective when rapport with participants are in place, this can be achieved through more onboarding processes and time. Consider utilizing service providers who already have existing relationship where appropriate. (3)
- 'Social Prescribing' - peer referral or mentor system can assist with long wait times. (7)
- Local services do not have the resources to educate the public, this will need to be funded and carried out by branches of government. (20)
- Health literacy is lower in rural communities. (6)
- Police and courts need to understand the cognitive function is reduced or not there for individuals with addictions. Courts specifically for opioid offences could help alleviate this gap. (5)
- Understand addictions as a disease. (7)
- Take a proactive approach and educate at a younger age. (26)

- Services need to be local, or an affordable, consistent transportation option needs to be available. (23)
- ‘One Door Approach’, connections and information are shared amongst all services. (26)
- Understand housing is intrinsically linked. (24)
- Explore a new framework for collaboration amongst services. (7)

Housing Stability and Homelessness

- Often, young adults need space, while older adults have too much space. A program to pair the two could benefit both parties. (8)
- Services need to improve response time for those experiencing housing instability and eviction in rural communities. (26)
- A sense that an individual basic needs are going to be met. Safety at all levels (Maslow hierarchy of needs) and supported if your needs are not met. (6)
- More options available to homeless youth, with less requirements for entry (both long term and short term). (17)
- Consider gender and LGBTQ+ issues when approaching homelessness. (9)
- Services and housing options need to be local, without the need for people to travel long distances. (12)
- Greater awareness and reducing stigmas. (24)
- Funding for supportive housing from all levels of government. (16)
- Transitional services are available to help adjust to living in the home. (9)
- Consider and investigate people’s views and cultures before settling on an approach. (11)
- More subsidized housing available. (22)
- Stronger market regulations on rent prices. (15)
- Change laws and regulations around foreign home ownership. (7)
- Change laws and regulations around land development and housing. (12)
- Support is equal across all demographics. (14)

Domestic Violence

- It is incredibly important to not let the issue ‘go underground’ due to COVID 19. (16)
- Culture needs to be a consideration for newcomer families, even offering a grace period leniency to provide more opportunity for correcting what used to be normative behaviour. (3)
- Education should focus on prevention and breaking cycles, as most instances are not a first time offence. (23)
- Resources need to be available to teach children how to deal with negative emotions, especially those from violent households. (12)
- Online learning from home have compounded instances of child abuse. (7)
- Services need to increase response times for rural communities. (21)
- Increasing cyber security training for services to avoid lost time and resources to hacking and viruses.
- Basic needs being met does not directly reduce issues such as poverty, but does allow individuals to focus on corrective behaviours, personal goals and making right decisions. (22)
- Cultural shift toward equity (12)
- COVID-19 causing increases in isolation means approach needs to be different from prior years. (18)
- Providing safe spaces for children, women and men (3)

Community Security

- Providing basic needs should extend past just food, as toiletries are arguably in greater need to low-income families. (19)
- Municipalities should be more involved in providing multiple transportation options. (22)
- A shortage of nurses, PSWs and social workers needs to be addressed at the local and provincial levels. (6)
- Focus on shared values and characteristics when two parties are learning about one another for the first time. (1)
- A greater push for families to have a primary healthcare provider. Communities do well when the largest percentage of individuals have a family doctor. (11)
- Greater education on situations involving elder abuse. (17)
- A standardized process needs to be in place to regularly identify silent or overlooked groups. (4)
- Nonverbal individuals remain one of the most isolated groups, with most services having no way to provide same level of care they would with participants who are verbal.
- Expectations are different than what is actually happening - blurring of lines to provide service delivery - overall security of the community but should not be the supplier....911 is an easier call than the person that can actually help you....so they can be the beginning, but police are not the service providers and nor should they be. (9)
- Significant cultural shift is needed for all communities. (16)



- Vulnerable populations...multi dimensions (disabilities and Mental Health issues) those that we put into a box but they don't fit in one box...makes them more vulnerable... they are hidden because they get social assistance and live in a house but are very vulnerable - systems don't fit. (1)
- Ability to walk around community alone at night and feel safe. (26)
- Replacing the traditional 'colonial system' with an effective multicultural system in all sectors. (18)
- Understand that transportation is interconnected to accessibility or services, groceries and employment. (24)
- Adequate caregiver support. (10)

5. Community Narrative Library Community Consultations

Over 50 one-to-one interviews and 9 community conversations were held. These interviews/conversations reflected the aspirations, main concerns, and specific issues that were shared by the participants.

Highlights:

- People want a safe, healthy, and friendly community that has a self-sufficient, small-town feel.
- People want a community that is supportive, barrier-free, and inclusive with opportunities and activities for all.
- Overall feeling of pride and love for the communities in which they live.



Concerns:

- Identification of the communities lacking progress.
- Lack of openness to new ideas and people.
- Division among groups seems to be widening.
- Trend toward the inability to work together that is affecting community engagement, participation, and communications.
- People are feeling discouraged and un-welcomed.
- There was an overall concern that basic needs in community are not being met equally such as housing and transportation.
- Communities are divided into cliques and silos which creates barriers to new events, ideas, and people.
- Concerns with the lack of social space, effective communication of community events, and services and scarcity of entertainment.
- Lack of collaboration in community.
- Services are often hard to find and difficult to navigate.
- Youth are overlooked and lack opportunities in community, housing options, transportation, addictions, and mental health.
- Community is becoming less affordable, welcoming, and safe (e.g. housing, transportation, etc.). People are being left behind.
- Building better infrastructure and support for everything from basic needs, housing, recreation, culture, and growth.
- Community vitality is a concern.

Appendix D: Community Activities

Mental Health and Addictions

Alcoholics Anonymous - Central West

Fellowship group offering support to anyone with a desire to stop drinking. Group meetings follow the Alcoholics Anonymous twelve steps to recovery.

Alexandra Marine & General Hospital

The Alexandra Marine and General Hospital (AMGH) has been providing quality health care services to the residents of the Town of Goderich and surrounding municipalities for over 100 years.

- **Inpatient Mental Health:** Alexandra Marine and General Hospital is a Schedule 1 facility which serves the broader region with our unique mental health programs that provides care and treatment to adults 16 years and older experiencing acute and chronic mental health and addiction illness.
 - **Psychiatry Services:** The 20 bed inpatient program services adults experiencing acute mental health and addictions issues and concerns. In partnership with Choices for Change, three of these beds are available to individuals requiring withdrawal management and three addiction services.
 - **Social Work:** The Social Work Department provide the following services to inpatients utilizing a case management approach: Consultation and assessment with multidisciplinary treatment teams, both in our hospital and the community. Discharge planning, which involves assessment of the patient and his/her social situation to determine appropriate post hospital care and facilitate placement, where needed. Facilitating connections for

financial assistance, legal representation, educational upgrading and vocational rehabilitation, as necessary.

- **Outpatient Mental Health:** The Hospital offers full-time Community Psychiatric Services located in Clinton, Exeter, Goderich, Seaforth, and Wingham.
 - **Huron Community Psychiatric Services:** offers outpatient mental health psychosocial rehabilitation both group and individual counselling. Our services are supported by psychiatrists and regulated health care professionals (serving adults 16 years and over) dedicated in providing you with high quality care.
 - **Huron Outreach Eating Disorders Program:** offer Outreach Counselling to individuals diagnosed with an eating disorder, or engaging in eating disordered behaviours.
 - **Huron Perth Regional Intensive Case Management Program:** Intensive Case Management services provide time limited goal specific in home community treatment. The program focusses on relapse prevention and stabilization in the community utilizing psychological education, medication management, liaising with partner agencies and advocacy.

Alzheimer Society of Huron County

The Alzheimer Society of Huron County is a non-profit charitable organization dedicated to helping people living with Alzheimer's disease and other dementias, their families, and their caregivers. We provide programs, services, and education to persons with Alzheimer's disease

and other dementias and their care partners. The Alzheimer Society of Huron County serves residents of Huron County, with an office located in Clinton and satellite offices located in Zurich and Wingham.

Avon Maitland District School Board

At Avon Maitland District School Board, we use a tiered approach to mental health and well-being: Tier 1 – Mental Health Promotion for all students, Tier 2 – Preventative Interventions for students at risk, and Tier 3 – Pathways and Circles of Support for students and families with complex needs. During the month of January, the focus is on mental health and well-being and includes Bell Let's Talk day.

Betamarsh

Betamarsh is a therapeutic agency that provides residential and foster care for children, adolescents, and young adults in a variety of programs, with individualized and group therapy as essential components of treatment. Betamarsh provides residents with long-term and short-term placements, in a safe and nurturing milieu. Betamarsh's continuity of care provides residents with support throughout all stages of their lives: from stabilization, to treatment, to semi-independence and full independence. The goal of these specialized programs is to provide the opportunity for the client to develop skills which will enable them to reach their own unique potential.

Choices for Change: Alcohol, Drug & Gambling Counselling Centre

Choices for Change: Alcohol, Drug and Gambling Counselling Centre is an incorporated, charitable organization governed by a volunteer Board of Directors. The Board of Directors represents the communities in which we provide service and are responsible for the overall operation of the agency.

Canadian Mental Health Association Elgin-Middlesex

Canadian Mental Health Association (CMHA) Middlesex is here to encourage you along your mental health journey. Our goals are to promote good mental health, prevent further illness, offer treatment, support recovery, and provide mental health education. Our vision is an inclusive community with mental health and well-being for all.

- [Exeter Office](#)
- [Goderich Office](#)
- [Bounce Back Ontario](#) is a free skill-building program managed by the CMHA. It is designed to help adults and youth 15+ manage low mood, mild to moderate depression and anxiety, stress or worry.

Canadian Mental Health Association Huron Perth

Canadian Mental Health Association Huron Perth (CMHA) is one of the smaller branches of CMHA in Ontario. We are very proud of the range of important and innovative services that we provide. Huron Perth has a rich history of mental health and addiction agencies coordinating services together since a working committee was first created in 1975. This history and spirit of cooperation continues today in our work as the Huron Perth Addictions and Mental Health Alliance. We take pride also in having a single point of access for people seeking support.

- *Goderich Office:* 52 Newgate Street, Goderich, ON N7A 1P1
- *Seaforth Office:* 92 Goderich Street West, Seaforth, ON N0K 1W0

Huron Perth Helpline & Crisis Response Team

The Huron Perth Helpline & Crisis Response Team is available to all residents of Huron and Perth Counties. This service is available for individuals who are experiencing a mental health crisis.

- The *Helpline* is a 24 hour / 7 Days a week, crisis phone service with crisis assessments, brief crisis therapy and education regarding mental health and addiction services. The phone number for the Huron Perth Helpline & Crisis Response Team is 1-888-829-7484.
- Crisis also offers face-to-face assessments in the hospital Emergency Departments, homes and communities with police (*Mobile Crisis Rapid Response Team*), schools and doctors' offices in Huron and Perth counties.

Huron Perth Addiction and Mental Health Alliance

The Huron Perth Addiction and Mental Health Alliance is a collaborative service model, established in 2012 to serve the addiction and mental health population in Huron and Perth Counties. The objectives of the Alliance are to: provide easier access to mental health and addiction services in Huron Perth; ensure optimal use of resources; and create stronger working relationships to improve client experience. The members of the Alliance include: Alexandra Marine and General Hospital; Canadian Mental Health Association Huron Perth; Canadian Mental Health Association Elgin Middlesex; Choices for Change: Alcohol, Drug & Gambling Counselling Centre; Huron Perth Centre for Children and Youth; and, Huron Perth Healthcare Alliance – Mental Health Services. The Huron Perth Addiction and Mental Health Alliance (the Alliance) is a collaborative service model, to serve the addiction and mental health population in Huron and Perth Counties. Better service to clients is the primary goal for the Alliance. Alliance members have a vision of Huron Perth as a community where every person enjoys good mental health and well-being throughout their

lifetime, and where people with mental illness or addictions can recover and participate in a welcoming supportive community.

Huron Perth and Area Ontario Health Team

The Huron Perth and Area Ontario Health Team is one of the provincial teams implementing a new model of organizing and delivering health care that better connects patients and providers in their communities to improve patient outcomes. With approximately 60 partners, the team will integrate a full suite of health care services across Huron Perth and the surrounding area. Through the Ontario Health Team (OHT), patients will experience easier transitions from one provider to another, including, for example, between hospitals and home care providers, with one patient story, one patient record and one care plan.

Huron-Perth Catholic District School Board

A tiered approach to mental health and wellness for our students is key to the development and implementation of programs and supports that enhance mental health and academic achievement. Mental Health and well-being supports for our students are provided by Board employed social workers, Social-Emotional Learning Skills Coaches and several community partners.

Huron Perth Centre for Children and Youth

The Huron Perth Centre for Children and Youth is an accredited community-based children's mental health centre. It provides assessment and treatment services for a wide range of mental health concerns for children and youth up to their 18th birthdays. The Centre has partnerships with education, child welfare, health, youth justice/adult justice, violence against women, and fire services.

Huron Perth Healthcare Alliance

The Huron Perth Healthcare Alliance (HPHA) was established in 2003 and is a voluntary collective of four hospitals (Clinton Public Hospital, St. Marys Memorial Hospital, Seaforth Community

Hospital and Stratford General Hospital) that provides care across the continuum of acute and community-based services. HPHA is an organization born out of change; one that embraces the potential of partnerships; harnesses the power of performance and values the skills and guidance of our people – patients, families and caregivers included. That is how we remain at the forefront of care – thriving in a changing environment, pushing the envelope, and committed to the well-being of our patients.

- **Outpatient Mental Health**

Several Outpatient Mental Health Services are provided by the Huron Perth Healthcare Alliance (HPHA). Individual and group therapy services are offered in our offices in Listowel, Stratford, and Seaforth. In-home treatment is available for those individuals unable to participate in office-based services. Our services are supported by Psychiatrists and consultation is available to individuals registered with these services. These services are available for adults, 16 years and over, experiencing moderate to severe mental health challenges.

- **Clinical Intensive Case Management:**

The Huron Perth Clinical Intensive Case Management Program provides time-limited, goal specific in-home community treatment for individuals 16 years of age and over with serious mental health issues. The program focuses on relapse prevention and stabilization in the community. Services are provided by Registered Nurses, Social Workers, and a Consulting Psychiatrist. This program is a partnership between Alexandra Marine & General Hospital, the Huron Perth Healthcare Alliance, Canadian Mental Health Association and Huron-Perth & Middlesex.

- **Seniors Mental Health:** The Huron Perth Seniors Mental Health Program provides assessment and treatment for older adults experiencing responsive behaviours associated with complex and challenging mental health, addictions, dementia or other neurological conditions in the home, community, or long-term care.
- **Sexual Abuse Treatment:** The Sexual Abuse Treatment Program provides treatment to individuals who have experienced recent sexual assault or childhood sexual abuse. The program also promotes community awareness and provides education regarding the impact of sexual abuse issues.

Huron Perth Situation Table, Child and Youth Mental Health Network

Service coordination group of police and other human service agencies which meets regularly to provide service coordination for individuals/groups/situations of Acute Elevated Risk due to mental health, addictions, life circumstances, involvement with the law, etc. Acute Elevated Risk addresses situations where significant harm can result without a coordinated and targeted response as soon as possible.

Mobile Crisis Response Teams (MCRRT) OPP

Crisis Workers team up with a specially trained police officer to respond to situations involving individuals experiencing a mental health or situational crisis. This Crisis Worker attends the scene and works hand in hand with the police. A primary goal of the MCRRT is to provide an on-site assessment of the client, referring that person when appropriate to community-based services rather than transporting them to an Emergency Department.

Tanner Steffler Foundation

TSF aims to enhance and improve mental health and addiction resources and support networks for youth between the ages of 12-24 within Huron County.

thehealthline.ca

thehealthline.ca is a website for Ontario patients, doctors, and health care providers to get accurate and up-to-date information about health services in their communities. thehealthline.ca platform is a provincially integrated database and asset that can be leveraged by health service providers and planners to help make healthcare better together.

Housing and Homelessness

Canadian Mental Health Association

Elgin-Middlesex

Manages affordable rental units throughout Huron and Perth Counties, includes owned buildings and sublet units from local landlords. Tenants with limited income and evidence of a mental illness may qualify for a rental subsidy based on income.

- **Supportive Housing:** Rent-subsidized apartments provide independent living for tenants. We manage rent-subsidized apartments and work with local landlords to provide quality supportive housing options. We also work closely with local service providers to assist you in gaining helpful community connections for greater well-being.
- **Permanent Housing:** Four residences in Exeter (four tenants in each) provide safe, affordable housing where rent is geared to income. Tenants receive on-going support as they gain greater independence.

Cheshire Independent Living Services, Clinton

Cheshire has been a non-profit, government funded organization that works to enable adults with significant physical disabilities and frail seniors to live actively, independently and with dignity in their own community.

Habitat for Humanity

We bring communities together to help families build strength, stability, and independence through affordable homeownership. With the help of volunteers, donors and Habitat homeowners, local Habitats in every province and territory across Canada help build and rehabilitate decent and affordable homes, from single-family houses to multi-unit developments. We do not give away free homes - the people who partner with us pay an affordable mortgage geared to their income and volunteer 500 hours with us. Our model of affordable homeownership bridges a gap for low-income, working families, by providing them with the opportunity to purchase their own home.

Homelessness Task Force – County of Huron

County of Huron and its partner agencies are dedicated to taking both immediate and long-term actions to improve the quality of life for all residents. These actions encompass inclusivity and awareness of the differences and complexities for every individual in need of support.

Huron County Housing Services

The County of Huron's Social Housing Program provides a range of administrative, support, and funding services to provide affordable housing options in the County of Huron. Available programs allow seniors to stay in their home communities, offer affordable homes to low-income families and give disabled people independence in a safe and secure environment.

[Huron County Official Plan 5 Year Review,](#) **Huron County Planning Department**

The Huron County Official Plan 5-year Review includes the vision, goals, and policy directions of the County, as established by the community. It provides guidance for land use planning decisions in the County including locations for new housing, industry, offices and shops; what services like roads, water mains, sewers, parks and schools will be needed; when and in what order parts of our communities will grow; and protection for agricultural, mineral, and environmental resources.

[Huron County Social Services Homelessness Strategy](#)

2019 County of Huron developed a Long-Term Housing and Homelessness Plan. A 5-year review of 2014-2019 was required for all Consolidated Municipal Service Managers. This report summarizes the findings from this research, identifies priorities and objectives for action to improve access to affordable housing and end homelessness within the County, and sets out recommended actions for the County to consider as it moves forward with the implementation of the Plan.

[Huron County Social Services: Ontario Works and Ontario Disability Support Program](#)

Ontario Works is an Ontario-wide program that provides income and employment support to people in temporary financial need. The program combines income support with employment services and has two main components: Employment Assistance and Financial Assistance.

- **Pathways** is an emergency program that can assist families and individuals living with low incomes in Huron County when they are most in need. The aim of the program is to prevent homelessness and to provide access to financial supports for families and individuals. Emergency program that can assist families and individuals living with low incomes in Huron County to reduce child

poverty, promote attachment to the work force and prevent homelessness.

- **WILOW:** The County of Huron provides eligible Ontario Works clients and their family members with a free, confidential, short-term counselling support program for personal, family, and work-related problems. Wellness in Life for Ontario Works (WILOW) is operated by an external provider, Shepell. It is available 24 hours, 7 days a week, 365 days a year to provide immediate access to qualified professionals.

[Huron Out of the Cold – Heart to Home](#)

Emergency overnight shelter offering warmth from the cold. Operated by Huron County Staff in the Lakeshore United Church in Goderich.

[Huron Safe Homes for Youth](#)

Provides voluntary, confidential services for youth (16 years of age to their 18th birthday) and their families in Huron County. Adolescence is a period of transition where youth and their families face many challenges. Unresolved difficulties may contribute to a breakdown of the family unit. The purpose of Safe Homes is to respond to a crisis or emergency situation involving adolescents and their families in an attempt to resolve difficulties, and where possible, restore the family unit.

[Turning Point for Men, South Huron](#)

Operating a transitional program and homelessness shelter, Turning Point Inc. is a recovery home that provides a temporary home like residence for recovering alcohol and drug dependent people. Services such as individual and group counseling, basic life skills, social and recreational activities are available to our residents. It includes a holistic approach and time development of skills and values in areas such as emotional, spiritual, physical, and basic life skills necessary for coping with stresses of life.

Walker Place, Exeter

28 bed (23 HSC (Homes for Special Care) and 5 private) adult assisted living facility for people with a mental health diagnosis. Services include housekeeping, assistance with daily living activities, cooking, laundry, and medical transportation.

Huron Women's Shelter, Second Stage Housing & Counselling Services of Huron

Shelter services offer residential support to women at high risk because of gender based violence, as well as the 24-hour help line available to anyone in need. All intakes, risk assessment, safety planning, advocacy and transitional support will be offered via telephone, video conferencing or email. Counseling, groups, and children's programming are currently offered via telephone or video conferencing and are facilitated by staff working from home.

Domestic and Family Violence

Domestic Assault Response Team

The Domestic Assault Response Team (DART) is a cross-sector committee working together to improve community response to victims of domestic and sexual violence.

Huron Youth Justice Committee

The Youth Justice Committee of Huron County oversees the development and implementation of alternatives to the court-based system to handle low risk offences committed by young persons. In recent years, the Committee's scope has been expanded to promote and address youth issues that are relevant to Huron County.

Kids First Huron Perth

Huron Perth Public Health works with Kids First Huron Perth to provide resources to assist service providers with "No Wrong Door" early identification and intervention support for children ages 0 to 6.

Ontario Provincial Police

Ontario Provincial Police (OPP) provides essential services that ensure the safety and security of the people of the Province of Ontario. The OPP is a division of the Ministry of the Solicitor General, the largest operational ministry in the province, with a presence in every community across Ontario.

- Domestic Violence
- Huron Detachment

Rural Response for Healthy Children

Rural Response for Healthy Children is a non-profit charity that serves Huron County families. Our work contributes to fostering a healthy community of trusted adults where children and youth thrive. Our team offers education and support groups, activities and workshops for parents / caregivers who are experiencing life transitions (pregnancy, new parents, starting school), managing relationships between parent / child / school / community, and coping with vulnerable situations (addictions, disabilities, domestic violence, financial challenges, illness, single parenting). The team also educates children and youth with a focus on personal safety at home (in the community and online), disability awareness, and social and emotional learning, including self-regulation and social skills.

Victim Services of Huron County

Victim Services of Huron County is dedicated to providing short term emotional support, practical assistance, and community referrals to victims of crime, trauma and tragic circumstance in partnership with community and emergency services.

Victim/Witness Assistance Program: Ministry of the Attorney General, Goderich

Services begin once police have laid charges and continue until the court case is over. Services are available to victims and witnesses of intimate partner abuse/domestic violence, child physical and sexual abuse, sexual assault

(including historical sexual assault and human trafficking), families of homicide victims, families of motor vehicle fatalities, elderly victims, victims with disabilities, and victims of hate crime.

Community Security

211

211 is Canada's primary source of information for government and community-based, non-clinical health and social services. The free and confidential service can be accessed 24 hours a day, in more than 150 languages, by phone, chat, text, and web. 211 helps connect people to the right information and services, making their pathway to care and resources a guided and trusted one. 211 is available by phone, chat, website, and text in different regions – dial 2-1-1 to connect to community services.

[Big Brothers Big Sisters of South Huron](#) Many children and youth in Canada struggle with societal barriers and face adversities in their lives like detrimental living conditions, family violence, risk factors for mental health, school issues and identity challenges. Each Big Brother Big Sister agency provides direct service to children by matching volunteers and youths in quality mentoring relationships. Our agency staff members are experts at screening volunteers and matching them with a mentee having similar interests. The national organization provides services and programs to our member agencies to assist them with their work with parents, mentees, and volunteers.

[Community Living – Central Huron](#)

Our role as an association is to enhance the dignity and value of all people. It is to assist people to regain power and control over their own lives. It is to listen and respond. When we embrace the richness of diversity, recognize the gifts we each possess and respect each others' contributions, we will, indeed, have a competent, caring community that includes all its citizens. People live in dignity and share in all aspects of living in their community.

[Community Living – South Huron](#)

We are a community organization dedicated to providing support to people with intellectual challenges through education, advocacy, and innovation.

[Community Living – Wingham and District](#)

Committed to assist people with developmental needs to live, work, and participate fully in the community as valued partners. We support our members to create and achieve life plans in their own community and advocate for inclusion of persons with intellectual disabilities in recreation, social, religious, educational, economic, employment, and health services.

[Community Futures Huron](#)

Community Futures Huron has been helping entrepreneurs make their futures in Huron County since 1993. This goal is achieved by providing management counselling, business loans, and support for community projects that strengthen the local economy. Every year, we at CFH help new businesses get off the ground. Key emerging business opportunities include agriculture, renewable energy, manufacturing, tourism, retail services, and the creative economy.

[Huron Community Family Health Teams](#)

- [Bluewater Area Family Health Team](#)
6 Goshen St. South, Zurich, ON N0M 2T0
- [Clinton Family Health Team](#)
105 Shipley St., Clinton, ON N0M 1L0
- [Huron County Community Health Team](#) - 32B
Centennial Drive, Seaforth, ON N0K 1W0
- [Grand Bend Area Community Health Centre](#)
69 Main Street East, Grand Bend,
ON N0M 1T0
- [Maitland Valley Family Health Team](#)
180 Cambria Road North Goderich,
ON N7A 4N8
- [North Huron Family Health Team](#)
271 Frances Street, Wingham, ON N0G 2W0

Family Services Perth-Huron

Family Services Perth-Huron is dedicated to supporting, strengthening, and enriching the lives of individuals, couples and families through individualized counselling, support services, advocacy and education to meet the needs of the community. We work closely with other services within the community on your behalf to create a plan best suited to your situation. We can also, with your consent, provide information and referrals to other local community services.

Gateway Centre of Excellence in Rural Health

Gateway Centre of Excellence in Rural Health is a not-for-profit corporation located in Goderich, Ontario, that aims to improve the health and quality of life of rural residents. Since its inception, Gateway has been governed by community-based volunteers who aim to advance rural health teaching and community-based research across four rural counties. Current research that is underway at Gateway center around four main research areas: healthy aging, mental health, addictions, healthy communities, and lung health.

Huron Hospice

Huron Hospice has provided compassionate care, emotional support, and practical assistance to individuals and families who are facing a life-limiting illness, extending through to the bereavement process. Care can be provided in a home, a hospital, a long-term care setting, or our hospice residence. Support is also provided to caregivers and families who are grieving the loss of their loved one.

Huron County Food Distribution Centre

The Distribution Centre's purpose is to support the existing food banks. We channel large food donations in a free-flowing fashion to the local community food banks. The Distribution Centre helps with the extras such as fresh produce, dairy, and meat as well as dry goods. The local food banks continue to count on individual donations for their basic needs.

Huron Food Banks

- [Bayfield Area Food Bank](#)
Trinity St James Anglican Church,
10 Keith Cres., Bayfield, ON N0M 1G0
- [Blessings Community Store - Food Bank](#)
45 Main St. W, Zurich, ON N0M 2T0
- [Exeter Community Food Bank](#)
249 Andrew St., Box 93, Exeter,
ON N0M 1S6
- [Friends of the Community Food Bank and Resource Centre](#), 9 Rattenbury St. E block
1565, Clinton, ON N0M 1L0
- [North Huron Community Food Share](#)
405 Josephine St., Wingham, ON N0G 2W0
- [Ontario Student Nutrition Program](#) -
Southwest Region - Huron Perth
36165 Huron Rd., RR 2, Goderich,
ON N7A 3X8
- [Salvation Army - Clinton](#)
32 Albert St., Clinton, ON N7A 4C6
- [Salvation Army - Goderich](#)
309 Suncoast Dr. E, PO Box 397, Goderich,
ON N7A 4C6
- [Salvation Army - Wingham](#)
205 Josephine St., Wingham, ON N0G 2W0
- [Seaforth and District Food Bank](#)
72 Main St. (entrance at back of building),
Seaforth, ON N0K 1W0
- [Society of Saint Vincent de Paul](#)
441 MacEwan St., Box 382, Goderich,
ON N7A 4C6
- [Vanastra Community Christian Reformed Church - Food Bank Truck](#)
50 Fifth Ave., Vanastra, ON N0M 1L0

[Huron Perth Children's Aid Society](#)

Huron Perth Children's Aid Society advocates for and protects children's rights, supports, and strengthens families; and is a leader for change in our community. The Society serves approximately 375 families each month and conducts more than 1600 abuse investigations each year. It also helps more than 130 children who are in the Society's care.

[Huron Perth Community Legal Clinic](#)

The Huron Perth Community Legal clinic staff have been committed to providing free legal services to residents. We are funded by Legal Aid Ontario. We give people living on a low-income free legal services for certain problems. The Clinic is a non-profit corporation staffed by lawyers, community legal workers, and administrative staff, and directed by a volunteer Board of Directors drawn from the community.

[Huron Perth Public Health](#)

Huron Perth Public Health (HPPH) works with our community to promote and protect health and prevent illness, based on community need, evidence and law. We are dedicated to delivering public health programs, classes and services in our community that are accessible for everyone. Our public health nurses, health inspectors, health promoters, dietitians, epidemiologists, and many other professionals promote and protect the health of our community. We are governed by the Board of Health and mandated by the Health Protection and Promotion Act.

- [Lived Experience Expert Panel](#)

The Lived Experience Expert Panel (LEEP) is a volunteer panel for Huron and Perth residents who have current or past involvement with systems such as: the welfare system, court system (family, civil, criminal, youth), child welfare, healthcare (mental health, addictions, disability), immigration, the Indian Act, and other systems that can regulate someone's life to a great degree.

[Huron Perth Situation Table](#)

The Huron Perth Situation Table is a proactive tool used to mitigate risks of individuals and families through the collaboration of multiple agencies. The table is hosted by the Ontario Provincial Police and Stratford Police. Membership of the Table consists of representatives from a variety of health, mental health, and social service and justice agencies that work together to create a rapid response that prevents the occurrence of crisis and promotes stability for vulnerable individuals and families. The Table is used when all other resources have been exhausted and still nothing is working to reduce the risks for the individual or family. Two working groups have been established – Homelessness and Wraparound Services and Supports – comprised of multisector service providers and community members.

[Info Huron Perth](#)

This website contains listings for all the community, social, and government services available to residents of Huron and Perth Counties.

[Jessica's House](#)

Jessica's House is a Residential Hospice in Exeter, Ontario. We provide end-of-life care for residents living with a life limiting disease.

[John Howard Society of London & District](#)

The John Howard Society of London and District is an organization of citizens who accept responsibility for understanding and dealing with the problems of crime and the criminal justice system. The John Howard Society is a not-for-profit, charitable organization providing a broad range of evidence-based and outcome-driven community services in London and District. Our organization has a strong history of helping individuals and families who are at risk of, or who have come into conflict with the law.

[MADD Canada - Huron-Bruce County Chapter](#)

National network of concerned citizens committed to stopping the crime of impaired driving and supporting victims by providing victim assistance programs, lobbying government, and operating school outreach and public awareness campaigns.

[ONE CARE Home & Community Support Services](#)

ONE CARE Home & Community Support Services provides a range of supportive care services that enable seniors and people with disabilities to enjoy better quality of life as they age at home. ONE CARE is a community based, charitable, not-for-profit health organisation providing supportive care to families in Huron and Perth Counties and surrounding area. We are respected and known for friendly, quality, and accessible community services that support people in their home and enable them to benefit from a wide range of health services.

[Poverty to Prosperity](#)

Poverty to Prosperity is a collaborative and action-based group that brings people together from across sectors to improve the lives of individuals living in poverty. The group undertakes participatory research, advocacy, education and awareness activities and community development projects.

[Project Lifesaver Huron](#)

Project Lifesaver Huron provides equipment for individuals who may wander and become lost. Individuals living with Alzheimer's, Dementia, Autism, Acquired Brain Injury, Downs syndrome or other cognitive disorders. These individuals wear a lightweight transmitter which emits a radio signal that can be located up to 2 km away by specially trained OPP officers using mobile locating equipment. This transmitter can be worn while swimming, bathing or showering. This program is offered in co-operation with the Huron Detachment of the OPP. Monthly payment plans are available and the cost may be waived.

[Social Research and Planning Council](#)

Social Research and Planning Council (SRPC) is operated by United Way Perth-Huron and is comprised of community representatives who are dedicated to the collection, analysis, and distribution of information relating to social trends and issues in Perth and Huron County. This research enables the United Way to discover and understand the root causes of issues affecting Perth-Huron and in turn helps to mobilize the community. SRPC, United Way, and Computer Systems Group at the University of Waterloo also partner to operate myPerthHuron, an online resource to help track the wellbeing of our communities.

- [myPerthHuron](#) is an online resource to help track the wellbeing of our communities, where we are doing well, and where our communities may be facing challenges. The website provides information on eight domains borrowed from the Canadian Index of Wellbeing that address economic, environmental, social, and cultural issues.

[South Huron Hospital Association](#)

19-bed hospital with 24-hour emergency department. Inpatient services include medicine, acute care, palliative care, complex continuing care, and rehabilitation. Outpatient rehabilitation services include physiotherapy, social work, speech-language pathology, and diabetes education.

[South Huron Medical Centre](#)

[South West Local Health Integration Network Home and Community Care Services](#)

The South West Local Health Integration Network helps people get the care and support they need in their homes and communities. The South West LHIN is a crown agency which plans, funds, and delivers healthcare from Lake Erie to the Bruce Peninsula. South West LHIN Home and Community Care provides healthcare services at home and in the community and can assist

those considering supported living programs or long-term care options or requiring home and community care services.

United Way Perth Huron

Our vision is a better life for everyone. An altruistic and philanthropic attitude helps achieve that vision. Helping others is at the heart of the United Way. Many individuals face challenges and barriers beyond their control. United Way asks those who can donate and help ensure programs are available for those that need them. Moreover, economic stability and growth are closely linked to community well-being. Investing in United Way helps build the social structure for a healthy community. Everyone benefits when people have the support they need.

- [Individual Urgent Needs Fund](#) is available to individuals and families who need help. Whether it is paying rent arrears to prevent homelessness, buying groceries to feed a family, or enabling repairs on a car so that someone can get to work, the Urgent Needs Fund is available to give our community members a hand up. Strengthening the resilience of our most vulnerable will help to make sure everyone in our community can enjoy health, safety, and a high sense of well-being.



Appendix E: Equity and Inclusion Lens

Apply to Your Work



After asking yourself three questions about inclusion,

Who is not included in the work you do?

What could contribute to this exclusion?

What can you do differently to ensure inclusion?

start to apply these answers to your work.

- **Communications** (pp. 24)
- **Engaging Community and Staff** (pp. 26)
- **Gathering Information / Research** (pp. 28)
- **Leading and Supervising** (pp. 30)
- **Monitoring and Evaluation** (pp. 32)
- **Planning: Services, Projects, Events** (pp. 34)
- **Policy Development** (pp. 36)
- **Recruiting and Hiring** (pp. 38)
- **Strategic Planning** (pp. 40)
- **Training** (pp. 42)
- **Working with People** (pp. 44)

When diversity, equity and inclusion is reflected throughout the organization, we benefit from a diversity of insights and are better prepared to address the needs of the populations we serve. From strategic planning to managing human resources to direct service, equity and inclusion matters.

Select the area or areas of work that best relate to the work you are doing now. This includes both internal and external work.

one

Read through the questions to consider which ones can inform your work.

two

Consult the Promising Practices provided to learn from the experience of others.

three

Consider what you are already doing and what you can do differently to ensure inclusion. Note your ideas on the [worksheet](#) pp.23.

RECRUITING AND HIRING Staff and Volunteers



When we integrate equity and inclusion in our hiring practices and policies, we take action to increase diverse skills and perspectives in the workplace.

1. Do staff and volunteers in our work area reflect the diversity of the community we serve? Who is under-represented?
2. What knowledge, skills, experience and diversity would enhance our team's capacity to serve the diversity of clients?
3. Do job requirements and selection criteria unnecessarily limit who would qualify?
4. Are we open to considering what new perspectives people from different backgrounds could bring to the position?
5. Have we considered where best to post this employment opportunity to ensure that the widest diversity of people are able to access it? Do we encourage agencies and community partners to access the City's career site so that we can broaden the applicant pool from the diversity groups?
6. Are interview panels composed of individuals who bring diverse backgrounds and experiences relevant to the position?
7. Have we considered ways to reduce barriers in the interview process so as to make it more welcoming and friendly (i.e. physically accessible, provide a copy of the questions)?
8. Are candidates given the choice to be interviewed in French or English?
9. Do we consider that people from specific backgrounds may present interview behaviours that are different from what we expect, but still have the skills to do the job?
10. If a candidate's references are from abroad, what strategies can we use? (e.g., if an English speaking reference is not available then seek translation support)

ASK ABOUT INCLUSION

Who is not included in the work you do?

What could contribute to this exclusion?

What can you do differently to ensure inclusion?

Promising Practice

Recruiting and Hiring

SUMMER STUDENT EMPLOYMENT

The City of Ottawa's Summer Student Employment Program makes possible a large number of external hires each year. The Recruitment and Staffing Unit, that coordinates the program, is mindful of the City's goal of building a diverse and talented workforce reflective of the population when planning recruitment. Since applicants may also progress to future employment with the City, it is important to attract a diverse candidate pool, with a special focus on groups that are under-represented.

With awareness of the guiding principles in the Equity and Inclusion Lens, possible barriers to diversity in recruiting were identified, including awareness of the opportunity, knowledge of the application process, and access to a personal computer.

To address these potential barriers the following steps were taken:

- Extended posting period to provide more time to promote the program and accept applications
- Distributed bilingual posters to organizations serving youth
- Shared information about the program with community organizations via groups such as the Aboriginal Working Committee and the Employment Access Resource Network (EARN)
- Promoted the program at career events such as fairs, networking and information sessions at local post-secondary schools.
- Held information sessions for students in English and French.
- Provided information about publicly available computers

These targeted outreach practices increased general awareness of the City's employment opportunities for those who are traditionally under-represented in the workforce, removing potential obstacles to broader participation.

WHAT ABOUT THIS IS AN EQUITY AND INCLUSION PRACTICE?

- ✓ Took note of who is under-represented
- ✓ Identified potential barriers
- ✓ Reached out to community organizations to promote
- ✓ Went to where the target group would be
- ✓ Provided information to overcome barriers

Appendix F: Sample Indicators

Adapted from Peel's Community Safety and Well-Being Plan Health

Reflects mental and physical well-being, health behaviours and access to healthcare services in the community.

Sub-Domain	Indicator Title	Indicator(s)	Data Sources
General health	Life expectancy	Life expectancy at birth	Ontario Mortality Database
	Premature death	Rate (per 100,000) of potential years of life lost*	Ontario Mortality Database
	Self-rated health	Proportion (%) of Huron population who rated their physical health as “excellent”, “very good” or “good”	Canadian Community Health Survey
Mental health & well-being	Self-rated mental health	% of Huron population who rated their mental health as “excellent”, “very good” or “good”	Canadian Community Health Survey
	Emergency department (ED) visits for mental health disorders	Rate of ED visits for mental health disorders (includes substance-related disorders, anxiety and mood disorders, personality disorders, etc.)*	National Ambulatory Care Reporting System
	Ever considered or attempted suicide	% of Huron population who had considered suicide before % of Huron population who had ever considered suicide who had attempted suicide	Canadian Community Health Survey
Access to mental health and addiction services	Not receiving care prior to mental health/addiction-related ED visit	% of Huron adults who did not receive care from a physician prior to a mental health/addiction-related ED visit	ICES
	Wait time for a mental health/addiction specialist	Median wait time for patients referred to a mental health/addiction specialist	ICES
Access to health services	Access to a regular healthcare provider	% of Huron population who reported having access to a regular healthcare provider	Canadian Community Health Survey
	Unmet healthcare needs	% of Huron population who felt that they needed healthcare but did not receive it in the prior 12 months	Canadian Community Health Survey
Health Behaviours	Physical activity	% of Huron adults who were physically active based on Canadian Physical Activity Guidelines	Canadian Community Health Survey
	Sedentary behaviour	% of Huron population who spent on average 15 hours or more per week engaging in sedentary activities over the prior three months	Canadian Community Health Survey
	Harmful alcohol use	% of Huron adults who exceeded Canada's Low-Risk Alcohol Drinking Guidelines	Canadian Community Health Survey
	Problem drug use among secondary students	% of Huron secondary students classified as having a potential drug use problem	Ontario Student Drug Use and Health Survey
	Up-to-date childhood immunization	% of children in Huron with up-to-date immunization coverage, by immunization type (e.g., Measles, Mumps, Rubella, etc.)	Public Health Ontario

*Rates to be calculated using population estimates/projections

Safety

Reflects the right for community members to live without fear or risk of physical, psychological, or social harm.

Sub-Domain	Indicator Title	Indicator(s)	Data Sources
Crime	Crime Severity Index	Crime Severity Index (OPP)	Uniform Crime Reporting Survey
	Total crime	Rate reported actual incidents of total crime in Huron*	
	Total violent crime	Rate reported actual incidents of total violent crime in Huron*	
Perceptions of safety	Sense of safety	% of Huron respondents who reported a “very strong” or “somewhat strong” sense of safety in their local community	Focus GTA Survey, Environics
	Change in violence or public safety risks in neighbourhood	% of Huron respondents who believed that violence/ public safety risk across Huron has increased in the prior 6 month	
	Students feeling safe at school	% of Huron students in grades 7 to 12 who reported feeling safe at school	Ontario Student Drug Use and Health Survey
Road safety	Collisions resulting in injury/fatality	Rate of annual collisions resulting in injury/fatality on regional and municipal roads in Huron*	Ontario Provincial Police (OPP)
Discrimination	Experiences of discrimination	% of Huron population who reported experiencing discrimination in the past 5 years, by type of discrimination (e.g., based on sex, ethnicity/ culture, race, age, religion, sexual orientation, etc.)	Community Life dataset, Environics
		% of Huron population who reported experiencing discrimination in the past 5 years, by type of situation (e.g., in bank/store/restaurant, work environment, dealing with police, etc.)	

*Rates to be calculated using population estimates/projections

Education

Reflects learning through formal schooling or training that allows individuals to develop and grow.

Sub-Domain	Indicator Title	Indicator(s)	Data Sources
Educational achievement – Elementary school	Readiness to learn	% of senior kindergarten children who were considered “vulnerable” in at least one of the five Early Development Instrument domains	Early Development Instrument
Educational achievement – Secondary school	Youth not in education, training or employment	% of youth not in education, training or employment	Census
	High school graduation rate	% of students from a grade 9 cohort who graduated in 4 or 5 years	Public/Catholic District School Board
Educational attainment	Highest level of education	% of population (aged 25-64 years), by educational attainment (e.g., less than high school, high school certificate, apprenticeship/ trades certificate, etc.)	Census

Community Life

Reflects individuals feeling included and connected and being engaged within their community.

Sub-Domain	Indicator Title	Indicator(s)	Data Sources
Community Belonging	Sense of community belonging	% of Huron population who reported a “very strong” or “somewhat strong” sense of community belonging	Canadian Community Health Survey
Community Engagement	Voting in municipal election	% of registered electors who voted in most recent municipal election	Association of Municipalities Ontario
	Volunteerism	% of respondents who reported doing volunteer work in the previous year	Community Life dataset, Environics
	Donation	% of Huron tax-filers who are charitable donors Income Statistics Division, Statistics Canada Proximity to community meeting places	Income Statistics Division, Statistics Canada
	Proximity to community meeting places	% of Huron population within a 10 minute (800 metre) walk of libraries, community/recreation centres and places of worship	Municipalities of Huron; Census
	Municipal recreation program usage	% of Huron population registered or a member of one or more recreation programs in their municipality in the previous year	Municipalities of Huron

Living Standards

Reflects the ability of a community to support the basic needs of community members.

Sub-Domain	Indicator Title	Indicator(s)	Data Sources
Income	Low income measure - after tax (LIM-AT)	% of Huron population in private households living in low-income based on the LIM-AT	Census
	Private household median income	Private household median income	
Employment	Unemployment rate	% of Huron population (aged ≥15 years) who are unemployed	Labour Force Survey
	Temporary employment	% of Huron population (aged ≥15 years) who are temporary employees (e.g., seasonal jobs, term or contract jobs, casual jobs, other temporary employees)	
Housing & homelessness	Persons visiting shelters or transitional housing	Number of persons that visited emergency shelters	Housing Services
	Unaffordable housing	% of tenant and owner households in Huron spending 30% or more of total household income on shelter costs	Census
	Occupied dwellings requiring major repair	% of occupied private dwellings requiring major repair	
	Inadequate housing (suitability)	% dwellings in Huron considered “not suitable” (i.e., based on required number of bedrooms)	
Food security	Household food insecurity	% of Huron households with moderate or severe food insecurity in the prior 12 months	Canadian Community Health Survey
Access to internet & technology	No access to internet at home	% of Huron population who reported not having access to internet at home	Environics

Personal Relationships

Reflects the presence of strong, consistent and supportive relationships with family and peers.

Sub-Domain	Indicator Title	Indicator(s)	Data Sources
Supportive relationships	Perceived social support	% of Huron population who reported a high level of perceived social support	Canadian Community Health Survey
	Not having close relatives or friends	% of Huron population who reported not having a relative that they feel close to	Community Life dataset, Environics
		% of Huron population who reported not having any close friends	
	Students who talk to their parents about problems/feelings	% of Huron students in grades 7 to 12 who reported talking to their parent(s) about their feelings or problems	Ontario Student Drug Use and Health Survey
Harmful or violent relationships	Police-reported family disputes	Rate of reported family disputes (OPP)*	OPP
	Police-reported intimate partner disputes	Rate of reported intimate partner disputes (OPP)*	
	Students victim to bullying at school	% of Huron students in grades 7 to 12 who reported being a victim of bullying at school at least once during the school year	Ontario Student Drug Use and Health Survey
	Students victim to cyber bullying	% of Huron students in grades 7 to 12 who reported experiencing cyber bullying in the previous 12 months	

*Rates to be calculated using population estimates/projections

Environment

Reflects the conditions in which we live that impact community well-being.

Sub-Domain	Indicator Title	Indicator(s)	Data Sources
Air quality	Level of air pollutants	Mean annual level of air pollutants (i.e., nitrogen dioxide, ozone, fine particulate matter)	Ministry of Environment and Climate Change
	Exposure to secondhand smoke	% of non-smoking Huron population who reported being exposed to second-hand smoke inside their home daily or almost daily	Canadian Community Health Survey
Built environment	Parks, open green space or natural features per 1,000 residents	Hectares (per 1,000 residents) of park, open green space or natural feature with a trail or path running through it	Municipalities; Conservation; Census
	Active recreation per 1,000 residents	Active recreation amenities per 1,000 residents	Active Recreation Amenities, Municipalities in Huron; Census
	Street connectivity	Average intersection density	Municipal, Planning, Economic Development
	Proximity to transit	% of Huron population with access to cars, duration of commute to work	General Transit Feed Specification, Municipal Employment Surveys, Four County Labour Market Board; Pedestrian Network, Municipalities of Huron
Food security	Household food insecurity	% of Huron households with moderate or severe food insecurity in the prior 12 months	Canadian Community Health Survey

Appendix G: Evaluation Matrix Template

Priority Area: Which of the four priority areas does this intervention fall within?

Intervention

What Ontario CSWB Framework area does this intervention fall within? (social development, prevention, risk intervention, or incident response)

Goal

What is the goal of this intervention? What does the intervention set out to do or accomplish?

Strategy

What will be done to accomplish this goal?

Indicator(s)

How will you know whether the strategy is working or achieving what is desired? Indicators can be process oriented (did we do what we said we would?) or outcome oriented (by doing this, did we have a measurable impact in the community?). Process indicators are more effective measures of success during early stages of implementation or for more short-term initiatives, whereas outcome indicators are important for measuring long-term success.

Data Source(s)

Where will you get the data you need to measure the success of the strategy and whether the goal has been accomplished?

Does data exist? What data gaps may prevent or hinder measurement?

Key Themes Addressed

What key themes identified in this Plan through community outreach area addressed or engaged with through this goal and strategy?

Key Questions:

- Is the goal of the intervention clear?
- Does the strategy clearly connect to the goal? Is there a clear action identified? Does the strategy have a temporal dimension? (i.e., should be complete within 6 months).
- Who should be involved with this strategy? (i.e., partner mapping).
- What resources are needed for strategy success? What gaps might exist? (i.e., knowledge, funding).
- What data do we need to make informed decisions or to track long-term outcomes?
- What happens after the strategy or action has been accomplished / implemented? (i.e., wind down).

Endnotes

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Social Media Messages 2023

Hashtags:

#CSWB #CSWBHuronCounty #LocalCSWB

Reminder of Priority Areas for Action:

Priority Area #1: Mental Health and Addictions

Social Development

- Improve Access to mental health and addiction services in Huron County
- Support the work of implementing initiatives in the Roadmap to Wellness to reduce barriers to access

Prevention

- Increase Mental Health and Addictions literacy/awareness.

Priority Area #2: Housing Stability and Homelessness

Risk Intervention

- Public awareness of the housing spectrum and importance of housing for all is increased.

Priority Area #3: Domestic and Family Violence

Social Development

- Increase the understanding and awareness of domestic and family violence as an issue.

Priority Area #4: Community Security

Social Development

- Create welcoming and inclusive communities in Huron County

Prevention

- Increase understanding and awareness of Diversity, Equity, and Inclusion.

Schedule:

Week	Dates	Awareness Day/Topic	Local Group/Activity	Priority Area	Information / Message	Image
1	December 17, 2022	Anti-Bullying Day				
2	January 26, 2023	Bell Let’s Talk Day				
3	January 27, 2023	International Holocaust Remembrance Day				
4	February 2023	Black History Month				
5	February 17, 2023	Random Acts of Kindness Day				



Week	Dates	Awareness Day/Topic	Local Group/Activity	Priority Area	Information / Message	Image
6	February 22, 2023	Pink Shirt Day				
	February 22, 2023	National Human Trafficking Awareness Day				



Week	Dates	Awareness Day/Topic	Local Group/Activity	Priority Area	Information / Message	Image
	March 1, 2023	World Teen Mental Wellness Day				
10	March 8, 2023	International Women’s Day				



Week	Dates	Awareness Day/Topic	Local Group/Activity	Priority Area	Information / Message	Image
11	April 2, 2023	Autism Awareness Day				

Week	Dates	Awareness Day/Topic	Local Group/Activity	Priority Area	Information / Message	Image
	April 7, 2023	World Health Day				

Huron County Community Safety and Well-Being Plan - Priority Area Mapping

Priority Area #1: Mental Health and Addictions		Priority Area #2: Housing and Homelessness		Priority Area #3: Domestic and Family Violence		Priority Area #4: Community Safety and Security	
Organization	Initiative/Campaign/Program	Organization	Initiative/Campaign/Program	Organization	Initiative/Campaign/Program	Organization	Initiative/Campaign/Program
Fanshawe College	Internal Counsellor – The Counsellor may then direct individuals to community services	Huron County Housing and Property Services	County has approved the go ahead of building 39 units in Goderich which will provide affordable, attainable and supportive housing.	Renaissance Huron-Perth Centre for Children and Youth	Group and individual support for women who have been victims of intimate partner violence.	OPP	SafeGuard Ontario program – Providing commercial and residential assessments for design to individuals and organizations in relation to domestic/family violence; making banks more secure/safe, etc.
Fanshawe College	Staff Training – All staff have training in Mental Health First Aid. Staff have seen an increase in the need for assistance by students.	Huron Heart to Home (County-wide)	<p>Staff connect people to community, local organizations, and resources that can help a person access long term housing (housing stability work).</p> <p>With community partners it manages the Out of the Cold emergency shelter and are working on developing a Housing First strategy to eliminate or greatly reduce the dependency on costly emergency solutions in the future.</p>	<p>Women’s Shelter (Goderich) and Second Stage Housing (Clinton, Goderich, Exeter)</p> <p>*no housing in Northern Huron</p>	<p>Provides housing and shelter for domestic violence survivors</p> <p>GAP – North Huron</p>	OPP	<p>Raw data for speed on roads that present problems for community. The County has one which moves around the County.</p> <p>Goderich has one (Armadillo Traffic Collector).</p> <p>Huron East is looking at getting one.</p> <p>Municipalities can gather and analyze data and solve issues at a municipal level ie. speed bumps or community safety zones.</p>
Ontario Health Team (OHT) – Mental Health Working Group (Catherine Hardman is lead)	Working Group for OHT – Mental Health has been established. It is composed of individuals representing the following sectors: Education; EMS; family physicians, psychiatry, MHA providers, including hospitals, Family Health	United Way in partnership with CMHA	<p>Connection Centres are being developed in Huron County. At these locations, individuals can access several services ie. laundry</p> <p>Fundraising based – community identifies it as a need them undertakes fundraising efforts</p>	Victim Services of Huron County	<p>Provides counselling for victims of crime and tragedy including family and domestic violence.</p> <p>They can provide locks for homes and also small repairs – budget is capped.</p>	OPP	Auxiliary program – supports community safety issues. Volunteer members.

Priority Area #1: Mental Health and Addictions		Priority Area #2: Housing and Homelessness		Priority Area #3: Domestic and Family Violence		Priority Area #4: Community Safety and Security	
	<p>Teams, Public Health, One Care.</p> <p>The OHT-MH Group has performed an inventory of mental health services in Huron-Perth. They are looking at implementing a step-care model based on inventory taken. This will hopefully result in a better way for navigating the system.</p> <p>They are also looking at how to standardize screening.</p> <p>A one-phone line coordinated access is being developed.</p> <p>Conducting a review re capacity of various programs, i.e. case management.</p>		<p>Locations: Wingham and Exeter have fully operational Connection Centres.</p> <p>Possible locations:</p> <p>Clinton – has need especially with students.</p> <p>Vanastra – has a start towards a Connection Centre.</p> <p>Goderich – a drop-in centre is operating under CMHA and is open 3-4 hours per day. Committee has recently been formed to look at a Connection Centre.</p> <p>Blyth – Kids Club has been set up</p>		<p>Provides safety planning and emergency exiting planning.</p> <p>They work closely with police and help individuals make a connection with the police. They build relationships with stakeholders for soft handoff.</p> <p>It is noted there is much work to be done to soften the relationship between victims and police.</p>		
United Way Perth Huron	<p>Assisting with mapping of mental health services.</p> <p>Bringing health care navigators together and looking to implement common definitions.</p> <p>Looking to better understand capacity of system.</p>	Centre for Employment and Learning	Provides assistance with employment.	Rural Response for Healthy Children	<p>Provide drop-in hours every week at each site; individual or group support is available.</p> <p>Provides classroom programming for primary grades across Huron and Perth Counties. Themes relate to disability awareness, self-regulation, personal safety and social skills.</p>	OPP	<p>Collision review reduction strategy – putting officers in right places at right time.</p> <p>Giving warnings – education</p>

Priority Area #1: Mental Health and Addictions		Priority Area #2: Housing and Homelessness		Priority Area #3: Domestic and Family Violence		Priority Area #4: Community Safety and Security	
					Nobody’s Perfect – participant-centered approach to supporting parents in learning and building upon positive parenting skills.		
Human Services Justice Coordinating Committee (Lynn Higgs AMGH)	Looking at therapeutic court in Huron-Perth. This model has been developed and is used in other Counties. There is much interest in implementing it in Huron County. UPDATE re meetings with Crown??	Huron County Public Libraries	Provides many activities for children and youth. Provides a safe spot during business hours.	Victim Services of Huron County	Public Education – Provides continual community education in schools regarding issues such as sextortion to intervene before domestic violence comes into their life.	OPP	Focused patrols – very high resource and intense deployment of police for specific purpose
Seniors Mental Health Team	Frail Seniors Strategy in London – create coordinated access service	Enumeration and By Name List	Data collection, including identifying who and how many individuals and families are experiencing homelessness in our community, enables Huron County social service staff to monitor progress and make informed decisions. There is an official and a ‘known’ list.	Partner Assault Response (PAR) Programs – John Howard Society	This is a psycho-educational group counselling program offered by the John Howard Society. It is available to men in conflict with the law that are mandated to attend in response to Domestic Violence or Intimate Parnter Violence related charges or convictions. You can self-refer but you have to pay (GAP). This program is available only Online at the moment due to the issue of geographical spread.	OPP	Working with schools – trying to leverage municipal support; speed bumps;
Canadian Mental Health	Offers various services for those ages 12+ regarding	Coordinated Access System	Utilizing the data collected from the Enumeration Project and By-Name List,	Huron DART (Domestic Assault Review Team)	This is a cross-sector committee which works together to improve	OPP	Working with victim services; educational component for County

Priority Area #1: Mental Health and Addictions		Priority Area #2: Housing and Homelessness		Priority Area #3: Domestic and Family Violence		Priority Area #4: Community Safety and Security	
Association (CMHA)	addictions, and 16+ in relation to mental health.		County of Huron staff lead a Huron County Homelessness Coordinated Access System. This system ensures that local organizations can better work together to effectively address the specific needs of those experiencing homelessness within the community.		community response to victims of domestic and sexual violence. The committee can bring case review to the table. Public education is provided re domestic and family violence. Webinars, social media posts and other learning tools are available on the website.		
Huron Perth Healthcare Alliance (HPHA)	Provides Child and Youth psychiatric services. The rest of their services are offered for ages 16+.	HPHA	Transition House. 24 hour staffed home; Support provided to get connected to housing. Referral is how online and can just call the house; not only through the hospital. Can self-refer. There are 5 beds. Not a hard 5 day limit on stay.	Huron Area Risk Review Team (HARRT)	Committee reviews known perpetrators in our area and keeps a finger on the pulse of known individuals. Members include court services, police, probation.	OPP	Naloxone – administer; working with municipalities re public washrooms and other issue areas
Huron-Perth Centre for Children and Youth	Child and Youth mental health centre serving children, youth and families/caregivers (Birth to 18 years). Provide individual, group and family counselling, assessments, brief service, service coordination, service area planning.	CMHA	Transitional housing is available. Provide support for individuals in both agency owned and rented permanent accommodations.	Huron County Youth Justice Steering Committee	Provides advocacy and public education in schools. Committee talks about gaps they see. A brochure is being produced to be distributed in all Huron County committees which outlines work that can be done in the schools.	OPP	Project Life Saver – aging population – bracelet – if go missing can locate them quickly; cost is associated with program but can be offset
Home and Community Care Support Services	Provides mental health services for school aged children.	Huron County Housing and Property Services	Non-Profit Housing – available in Wroxeter, Goderich, Clinton and Exeter. Provides units which are	DAP (Direct Accountability Program) – run by	An alternative to formal prosecution for adult individuals charged with eligible criminal offences	United Way	YMCA at Risk Youth Initiative – program for at risk youth (Goderich)

Priority Area #1: Mental Health and Addictions		Priority Area #2: Housing and Homelessness		Priority Area #3: Domestic and Family Violence		Priority Area #4: Community Safety and Security	
			rent-geared-to-income and market rent housing for singles, families or seniors.	the Salvation Army	who have been referred by the Courts. An Adult Counsellor works with each offender. This program is court-referral for now however, there are talks of pre-diversion implementation. Kitchener implemented pre-diversion a couple years ago and it is going very well.		
School Boards	HPCDSB and AMDSB provide mental health services available in elementary and secondary schools.	Women’s Shelter (Goderich) and Second Stage Housing (Clinton, Goderich, Exeter) *nothing in Northern Huron	Provides housing and shelter for domestic violence survivors GAP – North Huron	Leadership table	County-wide committee that is looking at breaking down silos in community based organizations in first phase. Also looking at creating County wide tools to be used ie. risk assessment tools across organizations.	GAPS	GAPS: Swimming lessons; lifeguard shortages; GAPS: inclusivity and diversity
OPP	Mobile Crisis Response Team (MCRT) in partnership with HPHA. A police officer and crisis worker respond together to calls involving a person in crisis. Police focus on safety, while the crisis worker can help de-escalate situations and support individuals in crisis.	Huron County Housing and Property Services	There are several hundred rent-geared-to-income (RGI) apartments and houses located throughout the County. County of Huron owns and manages 415 rent-geared-to-income units and has additional units available through Rent Supplement agreements with private landlords. Other units are owned and managed by various Non-Profit and Co-operative groups.	OPP	Program – Uniform Frontline Interview Program (UFIP) Enhanced training of OPP officers relative to interviewing. Assists with interviewing victims of intimate partner violence and family violence.	AMDSB	reporting system implemented – lots of racism driven problems; discrimination against LGBTQ

Priority Area #1: Mental Health and Addictions		Priority Area #2: Housing and Homelessness		Priority Area #3: Domestic and Family Violence		Priority Area #4: Community Safety and Security	
			A full list of units is available on the County of Huron website.				
Rural Response for Healthy Children	<p>Sibshops – peer support group for siblings of children who have a disability, autism or mental health concern.</p> <p>Caregiver Connections – support group for caregivers raising children with disabilities, autism, or mental health concerns.</p>	Huron County Housing and Property Services	Stability Team – works directly with individuals in crisis.			MCRT / Hospital	Mental health work and referrals; primary work is de-escalation work with policy – 5 days a week in Huron; want to get sustainable funding from Province
Gaps identified	<p>*Developmental considerations not always taken into consideration</p> <p>CMHA is forming stronger connections with these service providers.</p>	Huron County Housing and Property Services	<p>Financial Support – administration of multiple funding programs including:</p> <ul style="list-style-type: none">- Ontario Works- Pathways to Self-Sufficiency- Canada Housing Benefits- Urgent Relief Funds (in partnership with United Way)- And more			OPP	Annual Provincial Traffic Safety Initiatives – focus on Big 4 leading causes of death or injury on OPP roads (Speed-Related Driving, Alcohol-Related Driving, Lack of Seatbelt Use, and Distracted Driving)
		Huron County Housing and Property Services	Future – exploring supportive housing requirements that align with the County’s Long-Term Affordable Housing and Homelessness Plan			OPP	Addition of a OPP Vessel to Huron Detachment – enhances waterway safety and education. Vessel docked in Goderich.
		County of Huron	<p>Homelessness Prevention Programs.</p> <p>The County of Huron manages and/or financially aids many homelessness prevention initiatives in</p>			Rural Response for Healthy Children	Parking Lot Conversations – parent support staff drive around with the Mobile Food Bank to answer questions, provide resources, or assist with

Priority Area #1: Mental Health and Addictions		Priority Area #2: Housing and Homelessness		Priority Area #3: Domestic and Family Violence		Priority Area #4: Community Safety and Security	
			<p>Huron County. Some of these programs include:</p> <p>Addiction Supportive Housing (ASH): ASH is a transitional housing program for eight individuals working directly with CMHA Huron Perth.</p> <p>Pathways to Self-Sufficiency: Pathways to Self-Sufficiency provides rental and utility arrears funding to low-income households experiencing potential eviction and/or utility disconnection.</p> <p>Safe Homes for Youth: Funding was provided to Safe Homes for Youth to assist in the supports and shelter for youth facing homelessness. Check with Vicki</p> <p>Yes I Can: Yes I Can is a youth homelessness prevention program offering employment and education supports.</p> <p>Housing Allowances: This long-term support provides \$250 each month directly to low-income</p>				community support navigation.

Priority Area #1: Mental Health and Addictions		Priority Area #2: Housing and Homelessness		Priority Area #3: Domestic and Family Violence		Priority Area #4: Community Safety and Security	
			households to help with rental and/or utility costs. Rent Supplement: A monthly fee paid directly to landlords who enter into a formal agreement with the County.				
		County of Huron	Communication Team – makes sure people in Huron County have access to facts, data, and learning resources that help people understand the difference between what’s true and what’s not			OPP	Lock it or lose it! campaign - Plague of Huron County is stolen vehicles with keys.
		Huron County Immigration Partnership	Newcomer Settlement Services Support in Huron County through a Newcomer Settlement Advisor.			Goderich Free Little Pantry	Provides free food in three pantries in Town limits. (Food Security)
		Huron County Housing and Property Services	A housing project in Exeter that will add 20 affordable units to the community is receiving more than \$6.4 million in joint federal and provincial funding. Huron County council awarded the contract for the build for \$8.3 million. The new building will feature 17 affordable housing units and three deeply affordable housing units, aiming to address a growing waiting list for affordable housing in the county.			CMHA HP	Provide support to individuals with MHA concerns involved with the criminal justice system. Discharge planning from jail.
						Huron County Immigration Partnership	Newcomer Welcoming Week Campaign - Huron County Immigration

Priority Area #1: Mental Health and Addictions		Priority Area #2: Housing and Homelessness		Priority Area #3: Domestic and Family Violence		Priority Area #4: Community Safety and Security	
						(Inclusivity/Diversity was identified as a gap)	Partnership, in collaboration with Immigration, Refugees and Citizenship Canada (IRCC) and other Immigration Partnerships across Canada For Huron County, Welcoming Week is about inspiring people to think about what we can do to ensure everyone—including newcomers and immigrants—thrives and feels welcomed.
						Howick Township	Before and After School program has been established.

ALL FOUR: Situation Table – anyone that is or may be at risk.

Lakeside Web

PO Box 1262
Zurich ON N0M 2T0



Quote for Development of Safety Plan Website
for The Town of Goderich

Date	Services Performed By:	Services Performed For:
October 11th, 2023	Lakeside Web	The Town of Goderich

Scope of Work

Based on our discussion this project requires:

- Setup of a website for the Huron County Community Safety and Well Being Plan for use by municipalities of Huron County
- Design website to compliment content and help guide users through information.
- Setup of the website using WordPress to make the pages easily editable.
- Approx 15 to 20 pages of main content pages ie: Main, Priority Areas (4x), Plan, Local Data, Resources, Team, Contact
- Setup of members area to store promotional materials/content for use by individual municipalities.
- Website be developed to be mobile ready.
- SEO – optimizing pages for search engines.
- Training on how to make edits to website.

Should the project scope change I will issue a revised quote.

Assets

To begin working on this website please provide text content, menu structure, logo and images. Files can be sent electronically. Minor content changes can be made later. Major content changes will take additional time and potentially may require a revision to the pricing outlined in this proposal.

Investment

Below is a breakdown for this project.

Item Description	Cost
Designing layout of new website and individual pages	\$900
Adding individual pages and technical formatting content for 15 to 20 main pages	\$800
Setup of Members Area	\$300
Installation of Scripts on test server & Configuration, Installing and Configuration basic plugins for additional functionality	\$150
Browser & Mobile Testing	\$450
Review of website and implementing revisions	\$300
Meetings for progress/discussions of project	\$350
SEO - Optimizing pages for Google	\$250
Moving Approved Website to Production Server & Finalizations in Configuration	\$200
Virtual Training after completion of website (Training up to 2 hrs)	\$100
Premium WordPress plugins – Gravity Contact forms, Image Gallery scripts, SEO Image optimization, Caching etc value approx. \$200	\$150
Stock Photos from Envato Website (up to 30 images) – value approx. \$85	INCLUDED
RECURRING ANNUAL FEE: Website Security Monitoring and Security Upgrades for 1 year (\$150 each year after initial year)	INCLUDED for first year
RECURRING ANNUAL FEE: Website Hosting \$230/year – includes 1 premium email account	\$230
RECURRING ANNUAL FEE: Domain registration/transfer of ie huroncountysafetyplan.ca \$25/year per domain	\$25
TOTAL (before tax)	\$4,205

Total investment for this project will be \$4,205 plus hst which covers the creation and one year of running the website.

Ongoing Costs

Annual cost after initial investment will be approximately \$405/year plus hst plus any requested updates to the website at my hourly rate.

Here is a breakdown of each of the items included in your annual fees which would start approx. January 2025:

Website Security Monitoring and Security Upgrades

Because WordPress is a piece of software it requires regular software updates to ensure it runs smoothly and is secure. Updates will also need to be performed on plugins that hook into WordPress such as the scripts that run forms, social media, galleries etc. The cost is **\$150/year plus hst**.

Website Hosting

WordPress hosting service that is secure, fast and reliable for **\$230/year plus hst**.

Domain Registration

I provide domain registration for .com and .ca domains. The cost is **\$25/year per domain plus hst**.

Premium Plugins

I have developer accounts for most major plugins that will be required to run your website ie Form scripts, SEO tools etc. This means you save as I can provide them without charging additional fees after your initial investment.

Regular Updates/Maintenance (additional service)

Once the website has been created and launched any ongoing requests for content updates, extended support or additional features will be billed at my hourly rate. I charge \$75/hour plus hst in increments of 15 minutes (ie a small change taking 15 minutes or less will be billed \$18.50 plus hst).

If you require website updates at regular intervals, we can discuss an annual or monthly billing.

Approval of Quote

Upon acceptance of this quotation please contact me by email or phone and I will provide you with an invoice for the deposit (50% plus hst) or the entirety if you prefer. Invoices are payable by cheque, Interac email transfer or credit card (an additional 2.5% fee will be added for credit card payments).

Once the deposit and assets have been received, I can schedule your project and will begin working on it on the scheduled date. Upon completion the remaining 50% plus hst (unless initially paid in full) will be billed. Terms are Net 15 days.

At this time the project can be started mid December 2023 and will take roughly 4 to 6 weeks from start to finish.

Please Note: All assets must be owned by The Town of Goderich. It is The Town of Goderich's responsibility to ensure that any images or content in use on their website are not in infringement of any copyright.

Thank you for the opportunity to provide you with a quote for this project.

This quote is valid for 60 days.

Huron East Administration

To: Mayor MacLellan and Members of Council

From: Brad McRoberts, MPA, P. Eng.

Date: January 9, 2024

Subject: Regional Electric Vehicle Charger Network Funding Application

Recommendation:

That the Council of the Municipality of Huron East support staff in submitting an application to the Ministry of Transportation (MTO) Electric Vehicle ChargeOn program in partnership with Community Energy Association (CEA) and Ivy Charging Networks;

And That the Council of the Municipality of Huron East approve the proposed location at the Huron East Library, 108 Main Street South, Seaforth.

Background:

The Regional Electric Vehicle Charger Network partnership has selected Ivy Charging Networks as the third-party installation partner who will own and operate all the chargers for the network. Based on an analysis by Ivy Charging Networks, the feasibility of each location and the comments Huron East staff provided during the summer 2023, Ivy Charging Networks has selected the following location for Huron East:

- Level 3 chargers – Huron East Library, 108 Main Street South, Seaforth

Originally, the partnership was aiming to apply for the federal Natural Resource Canada Zero Emission Vehicle Infrastructure Program funding, however, the recently announced Ontario Ministry of Transportation Electric Vehicle ChargeOn program seems more beneficial for the network at this time as the funding is aimed at smaller municipalities. The partnership would like to optimize on this funding opportunity, and as municipalities receive 75% funding from Ministry of Transportation, there is a large benefit to having each local municipality apply on Ivy's behalf for the larger amount of funding. That being said, the funding application would be prepared by the partnership's consultant, Community Energy Association, and Ivy Charging Networks, making it so the municipality does minimal work. The Ministry of Transportation funding requires that each site be its own funding application and the applications are due by January 31, 2024.

Under this process, here would be the responsibilities for Huron East:

- Use or create a Transfer Payment Ontario account with the Provincial government;
- Receive and review the funding application on January 26th to ensure all the Huron East information is accurate (location, etc.);
- Copy and paste the funding application wording provided by Ivy Charging Networks into your Transfer Payment Ontario portal on January 29th, 2024;
- Provide proof that you own the properties where the chargers are proposed (title deed, most recent property tax assessment roll, or mortgage documentation could all work); and
- Have approval from someone with signing authority at Huron East to submit the application.

Please be advised that Ivy Charging Networks will be provided all the financial information for the funding application and therefore, Huron East is not required to show proof of finances or required to pay for any electric vehicle chargers as part of this process.

As a partnership, they want the least amount of responsibility placed on the local municipalities and please be aware that nothing about the funding application is binding. If the funding application(s) are successful, the final location can change and/or municipalities can still change their mind about having Ivy Charging Networks own and operate an electric vehicle charger on their properties.

If Huron East's funding application is successful, Huron East would be signing the agreement with Ministry of Transportation for the funding. In addition, Huron East and Ivy Charging Networks would enter into an agreement for the installation of electric vehicle chargers on your land and to outline the responsibilities of Ivy Charging Networks going forward (payments, reporting, etc.). This process will allow each municipality to negotiate terms and conditions for their agreement with Ivy Charging Networks. The partnership will still be involved to help ensure municipalities reduce their risk, provide consistency across the network and ensure that long-term reporting (5 years of annual reporting to the Ministry of Transportation) is created by Ivy Charging Networks so the municipality only has to submit the information through the Transfer Payment Ontario portal.

Ivy Charging Networks will be responsible for conversations with local Festival Hydro, site preparation, construction, installation, and the ongoing operation of the chargers, so the municipality will have no responsibility over the chargers.

Others Consulted:

Derry Wallis, Climate Change and Energy Specialist, Huron County.

Financial Impacts:

None. Huron East is not responsible for any financial commitments for the application or for future ownership.

Signatures:*Brad McRoberts (Original signed)*

Brad McRoberts, MPA, P. Eng., CAO

Barry Mills (Original Signed)

Barry Mills, Director of Public Works

Huron East

Community Services

To: Mayor MacLellan and Members of Council

From: Lissa Berard, Director of Community Services

Date: January 9, 2024

Subject: Vanastra Early Childhood Learning Centre (VECLC) Invoicing

Recommendation:

That the Council of the Municipality of Huron East support the invoicing of January 2024 daycare services to be issued on January 15, 2024 with payment due on January 31, 2024;

And That the February daycare services will be invoiced on February 1, 2024, with payment due on February 8, 2024;

And Further That as of March 1, 2024 all invoicing for daycare services will be issued on the first business day of each month and payment due within seven days.

Background:

In 2023, The VECLC Parent handbook was revised and one of the changes included pre-payment of services due within 7 days. This change was to come into effect for January 1, 2024.

Monthly pre-payment is a common practice among the majority of daycare centres as it ensures that there will be adequate staffing and meals planned and prepared. Monthly pre-payment will keep family accounts in good standing, and will alleviate the Municipality from taking measures to collect from families who have withdrawn or who are currently enrolled in the childcare centre.

Staff have agreed to delay the prepayment invoicing until February and allow a longer period of payment for the month of January. The Municipality is always willing to have conversations with families to arrange for payment plans, with interest, if the need arises.

As Council may or may not be aware, most VECLC families receive several subsidies from the provincial and federal governments as well as Huron County. To provide Council with a more fulsome picture of what daycare invoicing entails, staff have provided the below examples of daycare scenarios and monthly fees for families at the VECLC. Note these are just some general scenarios and there are many situations where this varies:

- A family with two children, one in Kindergarten under 6 years old enrolled in before and after school care, and one Toddler in full time care for one month (20 days of child care)

Kindergarten under 6 years qualifies for CWELCC	\$240.00
Toddler qualifies for CWELCC	<u>\$408.60</u>
Total for one month of care (20 days)	\$648.60

- A family with one Toddler and one Preschooler in full time care for one month (20 days of child care)

Toddler qualifies for CWELCC	\$408.60
Preschool qualifies for CWELCC	<u>\$379.20</u>
Total for one month of care (20 days)	\$787.80

- A family with one Preschooler in full time care, one School Age over 6 years of age for before and after school care, full time for one month (20 days of child care)

Preschool qualifies for CWELCC	\$379.20
School Age over 6 years	<u>\$420.00</u>
Total for one month of care (20 days)	\$799.20

- A family with two School Age children one under 6 years of age, one over 6 years of age, for before and after school care, full time for one month (20 days of child care)

School Age under 6 years qualifies for CWELCC	\$240.00
School Age over 6 years	<u>\$420.00</u>
Total for one month of care (20 days)	\$660.00

Scenarios above are calculated with the qualifying factors of the Canada Wide Early Learning and Child Care System (CWELCC). In addition to the CWELCC, some families are receiving subsidies from the County of Huron. Which includes the following:

- Subsidized childcare in Huron County – application process for families with children under 12 years old in a licensed childcare program or approved home child care. Subsidy can range from full subsidy to a minimal contribution per day or week.
- Huron County provided a full subsidy for all school age children ages 6 years and up for the month of December 2023. This is a savings of \$420 in relation to the scenarios above for the month of December.

Staff have completed a review of common practices and policies within area daycares and note that a seven-day invoicing return is common, and some centres even require payment upon receipt. It is also a common practice for childcare centres to have a

policy for late fee service charges, and to have the right to terminate childcare services if accounts are past due above specific tolerances. Below is a summary of the various policies from surrounding areas.

- **Clinton Co-Operative Childcare Centre Inc.**

It is extremely important that all families using the Centre's services keep their accounts in good standing in order to ensure the efficient operation of the programs. A monthly calendar must be submitted to indicate the care required and at this time also submit your payment(s) for that month. Monthly invoices will be sent out at the beginning of each month to the main account holder on each child's account; it is expected that the invoice will be paid in full each month. If the account reaches 90 days outstanding, the child(ren) will not be able to attend until the balance is paid.

- **Municipality of North Huron**

When a family enrolls in the children's programs fees will be expected to be paid in advance for child care. Payments are due the first of attendance. Payments can cover one week, two weeks or a month at a time. Monthly statements will be provided the first week of each month. The statement should indicate your previous month is paid and what amount is due for the current month. Child Care may be terminated at any time if an account is past due.

- **The Municipality of North Perth**

Families are required to prepay the monthly fees for the programs registered.

- **Seaforth Co-operative Children's Centre**

It is a requirement that all families keep their accounts in good standing. It is expected that the account balance shown on the statement will be zero balance at the end of each month since all payments are required in advance of care. Our centre reserves the right to withdraw your child(ren) if fees are outstanding for more than two weeks. A finance charge of 2% will be charged on all overdue accounts.

- **London Bridge – Exeter**

Families are required to pay fees in advance of care. Fees are to be paid in full by the 1st business day of each month. Late Fee Service Charges will be added to the family account, London Bridge reserves the right to terminate child care space if account is not kept current. If a family leaves the centre with an outstanding balance owing, any and all measures available will be used to collect the balance.

Some other common practices/policies indicate that all booked days shall be paid even in the event the child does not attend due to illness, inclement weather or other reasons. Unattended days such as vacations also require advance notice and vacation days are restricted to allotted number of days per year. Below is a summary of policies from the surrounding areas.

- **Clinton Co-Operative**

Families are required to pay the day the child is deemed ill and for two (2) days following. Fees will be credited to your account if the child has been hospitalized for more than one day. Two weeks' notice is required to cancel any days for which child is scheduled and/or to withdraw your child from the program.

- **Municipality of North Huron**

Families are required to pay for child's space when they are ill. Families may book up to three weeks vacation annually. Families must book their vacations two weeks in advance, in writing. Families may book vacations in one week blocks (Monday-Friday). Individual days away from the program will be billed.

- **Municipality of North Perth**

Sick days are required to be paid as rooms are staffed accordingly. Families are granted two weeks (10) days per calendar year. These days off need to be submitted 1 month in advance.

- **Seaforth Co-Operative**

If a child is away due to illness, 100% of the base fee on the first day of absence if the child was sent home from attending childcare is charged; 75% of the base fee if the absence is called in prior to the child attending the second day will be charged 75% of the base fee; the third day will be charged 50% of the base fee. Families are granted 10 days of vacation annually. Vacation scheduling requires 2 weeks notice.

- **London Bridge Exeter**

Families are required to pay fees for any day which your child is scheduled to be at the centre, whether they are in attendance or not. This includes all holiday closures, vacation days, any days your child is away due to illness, absences due to inclement weather, or emergency centre closures and early closure for our annual professional development evening. No rebate or reduction can be given for these absences.

Comments:

VECLC does operate with a waiting list through the Huron County Child Care Registry which currently has approximately 200 families on it, and we want to ensure that families that need care are receiving it. While Huron East is willing to have conversations with families in extenuating circumstances to assist families with a financial plan to bring accounts up to date, Huron East needs to ensure that the spaces in the centre are utilized by families that pay their invoices in a timely manner.

Upon registration at the VECLC, families are required to complete an enrollment package which includes a Parent Handbook Sign-Off stating that the Handbook has been read. The Parent Handbook clearly outlines the rate for childcare fees, method of payments and when payments are due. It is also clearly states that it is the responsibility of the payee(families) to ensure the account balance is current and if accounts are past due, a Late Fee Service Charge will be added to the account. Lastly

the Parent Handbook also explains that childcare space(s), may be terminated if accounts are not kept current.

VECLC is not unique in its operating standards and policies and does align with common practices seen through area municipalities. It is not in the best interest of the Municipality of Huron East taxpayers to subsidize families who do not pay their childcare fees. These families have received the service and need to be accountable for the service provided.

Others Consulted:

CAO, Director of Finance/Treasurer, Clerk and Manager of VECLC

Financial Implications:

Currently VECLC has 12 families that have withdrawn a from the centre with an approximate combined balance of \$6,000 owing for child care services already received. In addition to families who have withdrawn from the childcare there are also 7 currently enrolled families whose accounts have outstanding balances of 3-4 months. To ensure that VECLC continues to operate efficiently and effectively it must be done with parents who keep their accounts in good standing.

Moving forward with the advance prepay child care system, once it is in full operation, the Municipality of Huron East will have significantly reduced risk of having to write off delinquent accounts and will be able to build and maintain strong relationships with families at VECLC.

Signatures:

Lissa Berard

Lissa Berard, Director of Community Services

Brad McRoberts

Brad McRoberts, MPA, P. Eng., CAO

Huron East

Community Services

To: Mayor MacLellan and Members of Council

From: Lissa Berard, Director of Community Services

Date: January 9, 2024

Subject: Community Services Recreation Rate Calculation Changes

Recommendation:

That the Council of the Municipality of Huron East unify similar recreation user/service fees for the 2024 budget.

Background:

Throughout the Municipality of Huron East there are variable fees for same or similar levels of service. Staff are proposing that all fees of the same or relative services be brought to a more unified format. In 2023 both the Brussels, Morris & Grey Community Centre (BMGCC) and the Seaforth & District Community Centre (SDCC) consolidated the ice rental rates to be the same, moving forward rental space and programs need to be consolidated.

Currently the two auditoriums located at BMGCC and SDCC have two separate methods for calculating rental rates and different rate costs. One auditorium has a not-for-profit rental rate while the other does not. There are also different set cost rates, and rates for different purposes (i.e. auctions, funeral luncheons, sporting events, use of kitchen, and use without kitchen). Both of these spaces are similar in size, and regardless of how the space is being utilized, staff still have to prepare the space for use and clean it afterwards.

Similarly, recreation programs such as swimming lessons, court sports, should also fall into the same consolidated rate.

Staff are proposing a more simplified rental rate calculation for the use of the auditorium space. An auditorium rental will have a base rental rate and be charged by the hour, regardless of how it is being utilized or by whom.

From the base hall rental rate, there will be optional hourly add on rates for the use of the kitchen, or for an event with alcohol.

Comments:

Rates should be the same for our Municipal residents no matter which location they are receiving the service from.

Below is a break down of the different rates being unified:

- Arena floor dry pad sport hour rate
- Arena floor dry pad base hour rate
- Auditorium sport base rate
- Auditorium Base hour rate
- Small Hall or Meeting base hour rate
- School rate Auditorium
- Alcohol Event hourly rate
- Kitchen hourly rate
- Equipment hourly rate
- Pool hourly rate (includes 1 lifeguard, 25 people or less)
- Additional lifeguard
- 8 – 30 min swimming lessons
- 8 – 45 min swimming lessons
- 8 – 30 min private swimming lessons
- Leadership Development programs
- Pool Admissions (Adult, Student, Child, Family, Parent & Tot)
- Sport Court Admissions (shuffle board, pickle ball)
- Youth programs (Day camp, Babysitter and Stay Safe course)
- First Aid Training

Financial Impacts:

There will be no additional cost to the Municipality to consolidate recreation service user fees. All users will be charged equally for equal services no matter what location the service is received.

Others Consulted:

CAO, Director of Finance, Parks and Recreation Manager and Facility Supervisors

Signatures:*Lissa Berard*

Lissa Berard, Director of Community Services*Brad McRoberts*

Brad McRoberts, MPA, P. Eng., CAO

Huron East Public Works

To: Mayor MacLellan and Members of Council

From: Barry Mills, Director of Public Works

Date: January 9, 2024

Subject: Dust Control Tender HE-04-2024

Recommendation:

That the Council of the Municipality of Huron East accept tender HE-04-2024 of 552976 Ontario Limited (Clifford Holland) for Dust Control at a unit price of \$429.00 for a total contract price of \$338,910.00 (before taxes).

Background:

Huron East called for tenders for Dust Control. Three tenders were received prior to December 21st, 2023 at 12:00 Noon and opened in the presence of Councilor John Steffler, CAO Brad McRoberts, Clerk Jessica Rudy, and Director of Public Works Barry Mills. The results are as follows:

	Total	Unit Prices	
Contractor	(before taxes)	(before taxes)	Product
Clifford Holland	\$338,910.00	\$429.00	35% equivalent
Pollard Highway Products	\$341,675.00	\$432.50	35% equivalent
Da-Lee Dust Control	\$433,196.50	\$548.35	35% calcium chloride

Previous Years		Unit price (before taxes)
2023	Clifford Holland	\$383.00
2022	Clifford Holland	\$308.60
2021	Clifford Holland	\$274.00
2020	Den-Mar Brines	\$236.00

Comments:

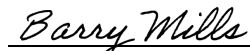
The 2024 tender unit price represents an increase of 11.33%.

Others Consulted:

CAO and Director of Finance/Treasurer

Financial Impacts:

The tender amount of \$344,875.49 (net HST) is included in the 2024 Transportation budget.

Signatures:

Barry Mills, Director of Public Works



Brad McRoberts, MPA, P.Eng, CAO

Huron East**Public Works**

To: Mayor MacLellan and Members of Council

From: Barry Mills, Director of Public Works

Date: January 9, 2024

Subject: Gravel Tender HE-01-2024 North Patrol (Kelly Pit)

Gravel Tender HE-02-2024 North Area

Gravel Tender HE-03-2024 South Patrol

Recommendation:

That the Council of the Municipality of Huron East accept tender HE-01-2024 from Joe Kerr Limited Ltd for the loading, weighing, hauling and spreading of 22,000 T of "M" gravel, for roads in the North Patrol at a tender price of \$262,900.00 (\$297,077.00 including taxes).

And That the Council of the Municipality of Huron East accept tender HE-02-2024 from Clarence Carter & Sons for the supply, crushing, loading, weighing, hauling and spreading of 28,000 T of "M" gravel for roads in the North Patrol at a tender price of \$336,000.00 (\$379,680.00 including taxes).

And Further That the Council of the Municipality of Huron East accept tender HE-03-2024 from McKenzie & Henderson Ltd. for the supply, crushing, loading, weighing, hauling and spreading of 20,000 T of "M" gravel for roads in the South Patrol at a tender price of \$254,800.00 (\$287,924.00 including taxes).

Background:

Huron East called for tenders for maintenance gravel in the North and South Patrol Areas. Tenders were received prior to December 21st, 2023 at 12:00 at Noon and opened in the presence of Councilor John Steffler, CAO Brad McRoberts, Clerk Jessica Rudy and Director of Public Works Barry Mills. The results are as follows:

**HE-01-2024 North Patrol – 22,000 T "M" Gravel -
Load/Crush/Weigh/Haul/Spread from the Kelly Pit**

	Net	Total (including taxes)
Joe Kerr Limited	\$262,900.00	\$297,077.00
Clarence Carter & Sons	\$275,000.00	\$310,750.00

Lavis Contracting	\$346,500.00	\$391,545.00
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**HE-02-2024 North Patrol – 28,000 T “M” Gravel -
Supply/Crush/Weigh/Haul/Spread**

	Net	Total (including taxes)
Clarence Carter & Sons	\$336,000.00	\$379,680.00
Joe Kerr Limited	\$369,600.00	\$417,648.00
Lavis Contracting	\$469,000.00	\$529,970.00

**HE-03-2024 South Patrol – 20,000 T “M” Gravel -
Supply/Crush/Weigh/Haul/Spread & Stockpile**

	Net	Total (including taxes)
McKenzie & Henderson	\$254,800.00	\$287,924.00
Lavis Contracting	\$266,400.00	\$301,032.00
Clarence Carter & Sons	\$285,323.00	\$322,415.00
McCann Redi Mix	\$290,000.00	\$327,700.00

Others Consulted:

CAO and Director of Finance/Treasurer

Financial Impacts:

The tender amount of \$868,726.83 (net HST) is included in the 2024 Transportation budget.

Signatures:

Barry Mills

Barry Mills, Director of Public Works

Brad McRoberts

Brad McRoberts, MPA, P.Eng, CAO

Attachment 1: Summary of Gravel Net Unit Price Per Tonne**North Patrol - "M" Gravel**

	Supply, Crush, Place	Weigh, Load, Haul & Place	Weigh, Load Haul & Stockpile
2023 Joe Kerr Limited			
(HE-01-2023)	\$7.75	\$6.00	
2022 McKenzie & Henderson		\$2.83	

South Patrol - "M" Gravel

	Supply & Crush	Weigh, Load, Haul and Spread	Weigh, Load, Haul & Stockpile
2023 Lavis Contracting Co. (HE-03-2023)	\$8.40	\$5.75	\$5.75
2022 Lavis Contracting Co.	\$6.80	\$3.71	\$3.71

Other (Central/North) Patrol - "M" Gravel

	Supply & Crush	Weigh, Load, Haul & Place
2023 McCann Redi Mix (HE-02-2023)	\$8.40	\$4.55
2022 Joe Kerr Limited	\$6.25	\$5.00

Huron East Administration

To: Mayor MacLellan and Members of Council
From: Jessica Rudy, Clerk
Date: January 9, 2024
Subject: Lease Agreement with Victim Services Huron County

Recommendation:

That the Council of the Municipality of Huron East consider a By-law to renew a lease with Victim Services Huron County for space at the Seaforth and District Community Centre (SDCC).

Background:

Victim Services Huron County has been renting space at the SDCC since 2016, with approval coming forward to Council with every renewal.

Staff have been diligently working to improve the management of all lease agreements for spaces within Huron East, including providing a uniform template for agreements, which have all spaces on a January to December cycle and a clause containing an auto renewal per year, until notice of termination of the lease is provided.

Another standardized approach includes a clause stating rents will increase every year, as per the October Ontario Consumer Price Index (CPI). Not for profit groups will have a maximum increase of 5%.

For instance, the Victim Services Huron County agreement has an increase of 3.3% and will automatically renew in 2025, and every year going forward, until notice of termination is provided. Every year the rent will automatically increase based on the October CPI.

Comments:

With the standardized leases the amount of renewal coming forward to Council will lessen and only first time leases will be authorized via By-law.

Others Consulted:

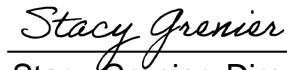
Director of Finance/Treasurer

Financial Implications:

Revenue from lease agreements are part of the annual budget.

Signatures:

Jessica Rudy, AMP, Clerk



Stacy Grenier, Director of Finance/Treasurer

The Corporation
of The
Municipality of Huron East
By-law No. 001 for 2024

Being a By-law to Authorize the Borrowing of Money to
Meet Current Expenditures of the Council of the
Municipality of Huron East (the "Municipality")

- A. In accordance with the *Municipal Act*, S.O. 2001, c. 25, as amended, s. 407 (1), (the "Act"), the Municipality considers it necessary to borrow the amount of \$3,000,000.00 to meet, until taxes are collected, the current expenditures of the Municipality for the year 2024.
- B. Pursuant to subsection 407 (2) of the Act, the total amount borrowed pursuant to this by-law together with the total of any similar borrowings is not to exceed the limits set forth in that subsection.
- C. The total amount previously borrowed by the Municipality pursuant to section 407 that has not been repaid is nil.

Therefore, the Council of the Municipality Enacts as Follows:

- 1. The Mayor and the Treasurer are authorized on behalf of the Municipality to borrow from time to time by way of promissory note or bankers' acceptance from CANADIAN IMPERIAL BANK OF COMMERCE ("CIBC") a sum or sums not exceeding in the aggregate \$3,000,000.00 to meet, until taxes are collected, the current expenditures of the Municipality for the year (including the amounts required for the purposes mentioned in subsection 407 (1) of the Act) and to give to CIBC promissory notes or bankers' acceptances, as the case may be, sealed with the corporate seal of the Municipality and signed by the Mayor and Treasurer for the sums borrowed plus interest at a rate to be agreed upon from time to time with CIBC.
- 2. All sums borrowed pursuant to this by-law, as well as all other sums borrowed pursuant to the Act in this year and in previous years from CIBC for any purpose will, with interest thereon, be a charge upon the whole of the revenues of the Municipality for the current year and for all proceeding years as and when this revenue is received.
- 3. The Treasurer is authorized and directed to apply in payment of all sums borrowed plus interest, all of the moneys collected or received on account in respect of taxes levied for the current year and preceding years or from any other source which may lawfully be applied for this purpose.
- 4. The Treasurer is authorized to furnish to CIBC a statement showing the nature and amount of the estimated revenues of the Municipality not yet collected and also showing the total of any amounts borrowed that have not been repaid.
- 5. That By-law 001-2023 and By-law 053-2023 are hereby repealed.
- 6. That this By-law shall come into force and effect on the final day of passing thereof.

Read a first and second time this 9th day of January 2024.

Read a third time and finally passed this 9th day of January 2024.

The Corporation
of The
Municipality of Huron East
By-law No. 002 for 2024

Being a By-law to Provide for the Erection of Stop Signs
at a Specific Intersections in Huron East to Repeal By-
laws 36-2002, 72-2002, 78-2002, 58-2003, 73-2003,
11-2004, 73-2004, 74-2006,62-2008, 89-2008, 89-
2009, 45-2011, 69-2012, 06-2018, 77-2018, 26-2021,
37-2021, 65-2021, and 042-2023

Whereas Section 137 (a) of the Highway Traffic Act, Chapter H.8, R.S.O. 1990, provides that the Council of a Municipality may by by-law provide for the erection of stop signs at intersections on highways under its jurisdiction;

And whereas the Corporation of the Municipality of Huron East is desirous of providing for the erection of stop signs at a specific intersections in Huron East;

Now therefore the Council of the Corporation of the Municipality of Huron east **enacts as follows:**

- 1. That Schedule ‘A’ is attached to and forms part of this By-law.
- 2. That the intersection on the highway set out in Column 1 of Schedule ‘A’ of this By-law, is designated as an intersection where a stop sign shall be erected at the location shown in Column 2.
- 3. That By-laws 6-2002, 72-2002, 78-2002, 58-2003, 73-2003, 11-2004, 73-2004, 74-2006,62-2008, 89-2008, 89-2009, 45-2011, 69-2012, 06-2018, 77-2018, 26-2021, 37-2021,65-2021, and 042-2023 are hereby appealed.
- 4. That this by-law shall come into force and take effect on the final day of passing.

Read a first and second time this 9th day of January 2024.

Read a third time and finally passed this 9th day of January 2024

Bernie MacLellan, Mayor

Jessica Rudy, Clerk

By-law 002-2024, Being a By-law to Erect Stop Signs in Huron East

Schedule ‘A’

Column 1 Intersection	Column 2 Facing Traffic
Ainley Street and McCutcheon Drive	South on Ainley Street
Albert Street and CN Road	North on Albert Street
Alexander Street and Centennial Drive	East on Alexander Street
Brandon Road and Arthur Street	North on Arthur Street
Brandon Road and Brock Street	South on Brock Street
Brandon Road and Jonston Line	South on Johnston Line
Brandon Road and Lamont Drive	North on Lamont Drive
Brandon Road and McDonald Line	North and South on McDonald Line
Brandon Road and McNabb Line	North and South on McNabb Line
Brandon Road and Mt. Pleasant Line	South on Mt. Pleasant Line
Bridge Road and Beechwood Line	East and West on Bridge Road
Bridge Road and Hensall Road	North and South on Hensall Road
Bridge Road and Manley Line	North and South on Manley Line
Bridge Road and Maple Line	North and South on Maple Line
Bridge Road and Roxboro Line	North and South on Roxboro Line
Browntown Road and Johnston Line	North and South on Johnston Line
Browntown Road and Maple Keys Line	North and South on Maple Keys Line
Browntown Road and McDonald Line	North and South on McDonald Line
Browntown Road and McNabb Line	North and South on McNabb Line
Canada Company Road and Beechwood Line	North and South on Beechwood Line
Canada Company Road and Hensall Road	North and South on Hensall Road
Canada Company Road and Manley Line	North and South on Manley Line
Canada Company Road and Maple Line	North and South on Maple Line
Canada Company Road and Roxboro Road	North and South on Roxboro Road
Cardiff Road and Johnston Line	North and South on Johnston Line
Cardiff Road and Maple Keys Line	North and South on Maple Keys Line
Cardiff Road and McDonald Line	North and South on McDonald Line

Column 1 Intersection	Column 2 Facing Traffic
Cardiff Road and McNabb Line	North and South on McNabb Line
Cardiff Road and Mt. Pleasant Line	North and South on Mt. Pleasant Line
Centennial Road and Division Line	East and West on Centennial Road
Chalk Street North and Side Street	South on Chalk Street North
Chiselhurst Road and Hensall Road	North and South on Hensall Road
Coleman Street and Gouinlock Street	North and South on Coleman Street
Cranbrook Road and Gillis Line	North and South on Gillis Line
Cranbrook Road and Kent Line	South on Kent Line
Cranbrook Road and Livingston Line	North and South on Livingston Line
Cranbrook Road and McDonald Line	North and South on McDonald Line
Cranbrook Road and Perrie Line	North on Perrie Line
Cranbrook Road and Road 173	West on Road 173
Cypress Street and Albert Street	East on Cypress Street
Cypress Street and Princess Street	West on Cypress Street
Division Line and Bridge Road	North and South on Division Line
Division Line and Hydro Line Road	North and South on Division Line
Division Line and Summerhill Road	North and South on Division Line
Division Line and Summerhill Road	East and West on Summerhill Road
Duke Street and Centennial Drive	East on Duke Street
Duke Street and Centennial Drive	North on Duke Street
Duke Street and Chalk Street North	West on Duke Street
Flora Street and Sports Drive	East on Flora Street
Front Road and Division Line	North and South on Division Line
Front Road and Hannah Line	North and South on Hannah Line
Front Road and Kinburn Line	West and East on Front Road
Front Road and Sanctuary Road	North and South on Sanctuary Road
Hydro Line Road and Hensall Road	North and South on Hensall Road
Hydro Line Road and Manley Line	North and South on Manley Line

Column 1 Intersection	Column 2 Facing Traffic
Hydro Line Road and Maple Line	North and South on Maple Line
Hullett-McKillop Road and Beechwood Line	North and South on Beechwood Line
Hullett-McKillop Road and Hensall Road	North and South on Hensall Road
Hullett-McKillop Road and Manley Line	North and South on Manley Line
Hullett-McKillop Road and Maple Line	North and South on Maple Line
Hullett-McKillop Road and Roxboro Line	North and South on Roxboro Line
Isabella Street and Lloyd Eisler Street	South on Isabella Street
Jamestown Road and Adams Line	North on Adams Line
Jamestown Road and Johnston Line	North and South on Johnston Line
Jamestown Road and Maple Keys Line	North and South on Maple Keys Line
Jamestown Road and McDonald Line	North and South on McDonald Line
Krauter Line and Acre T Road	West on Acre T Road
Mary Street North and King Street	North on Mary Street
Mary Street South and Flora Street	South on Mary Street
McDonald Line and Moncrieff Road	North and South on McDonald Line
Moncrieff Road and Gillis Line	North and South on Gillis Line
Moncrieff Road and Road 173	West on Road 173
Moncrieff Road and Turnbull Line	North on Turnbull Line
Morrison Line and Centennial Road	East and West on Centennial Road
Morrison Line and Short Horn Road	East on Short Horn Road
Morrison Line and Staffa Road	East and West on Staffa Road
Morrison Line and Walnut Road	East and West on Walnut Road
Mt. Pleasant Line and Browntown Road	North and South on Mt. Pleasant Line
Mt. Pleasant Line and Jamestown Road	North and South on Mt. Pleasant Line
Princess Street and CN Road	South on Princess Street
Princess Street and George Street	North on Princess Street
Public Lane East of Main Street	North and South on Public Lane East of Main Street
Public Lane behind Municipal Office and Gouinlock Street	North on Public Lane behind Municipal Office

Column 1 Intersection	Column 2 Facing Traffic
Quebec Road and Regina Road	East and West on Regina Road
Road 183 and Centennial Road	North on Road 183
Road 183 and Tile Road	North and South on Road 183
Roman Road and Kinburn Line	East Side on Roman Road
Roland Road and Henfryn Line	South on Henfryn Line
Roland Road and Maple Keys Line	North on Maple Keys Line
Sawmill Road and Beechwood Line	North and South on Beechwood Line
Sawmill Road and Hensall Road	North and South on Hensall Road
Sawmill Road and Roxboro Line	North and South on Roxboro Line
Sports Drive and McCutcheon Drive	West on McCutcheon Drive
St. Michaels Road and Gillis Line	North and South on Gillis Line
St. Michaels Road and Livingston Line	North and South on Livingston Line
St. Michaels Road and McDonald Line	North and South on McDonald Line
St. Michaels Road and Perrie Line	North and South on Perrie Line
St. Michaels Road and Road 173	West on Road 173
Staffa Road and Division Line	East and West on Division Line
Stone Road and Hensall Road	North and South on Hensall Road
Summerhill Road and Beechwood Line	North and South on Beechwood Line
Summerhill Road and Hensall Road	North and South on Hensall Road
Summerhill Road and Manley Line	North and South on Manley Line
Summerhill Road and Maple Line	North and South on Maple Line
Summerhill Road and Roxboro Line	North and South on Roxboro Line
Walnut Road and Chiselhurst Road	West on Chiselhurst Road
Walton Road and Gillis Line	North and South on Gillis Line
Walton Road and Livingston Line	North and South on Livingston Line
Walton Road and McDonald Line	North and South on McDonald Line
Walton Road and Road 173	West on Road 173
Walton Road and Turnbull Line	North and South on Turnbull Line

The Corporation
of the
Municipality of Huron East
By-law No. 003 for 2024

Being a By-law to Authorize the Execution of a Lease Agreement between the Corporation of the Municipality of Huron East and Victim Services Huron County and to Repeal By-law 58-2021

Whereas the Municipal Act, S.O. 2001, c.25, as amended, s. 8(1) contains broad authority to municipalities to enable municipalities to govern its affairs as it considers appropriate;

And Whereas pursuant to Section 9 of the Municipal Act, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority;

And Whereas pursuant to Section 11(2)3 and 11(2)4 of the Municipal Act, as amended, a municipality, acting within its sphere of jurisdiction may pass by-laws pertaining to the financial management of the municipality and matters pertaining to public assets of the municipality;

And Whereas the Municipality of Huron East currently leases space within the Seaforth & District Community Centre (SDCC), located at 122 Duke Street in Seaforth to Victim Services Huron County;

And Whereas the Municipality of Huron East is desirous of renewing the lease agreement with Victim Services Huron County for the space located at 122 Duke Street in Seaforth;

Now Therefore the Council of the Corporation of the Municipality of Huron East enacts as follows:

- 1. That the Mayor and Clerk are hereby authorized and instructed to enter into a lease agreement with Victim Services Huron County, attached hereto as Schedule “A”.
- 2. That By-law 58-2021 is hereby repealed.
- 3. That this By-law shall come into force and take effect on the date of final passing thereof.

Read a first and second time this 9th day of January 2024.

Read a third time and finally passed this 9th day of January 2024.

Bernie MacLellan, Mayor

Jessica Rudy, Clerk

This lease agreement is signed on _____ and is between
The Corporation of the Municipality of Huron East (hereinafter referred to as the “Landlord”) and
Victim Services of Huron County (hereinafter referred to as the ‘Tenant’)

The parties agree as follows:

- LEASED PREMISES.** The landlord leases to the Tenant the following property (hereinafter referred to as the “Premises”)

2nd Floor of Seaforth and District Community Centre (SDCC) located at 122 Duke Street, Seaforth, ON N0K 1W0

For the purposes of an office for Victim Services for Huron County to support victims of crime, trauma or tragic circumstances.
- TERM.** The term of the lease will begin on January 1, 2024 at 12:01 and will end on December 31, 2024 at 23:59.

The Tenant must notify Landlord in advance of any anticipated extended absence from the Premises.
- RENT.** The Tenant will pay to the Landlord monthly installments in the amount of \$103.30 (one hundred and three Canadian dollars and thirty cents) + HST and is payable on or before the 15th (fifteenth) of each month.

Upon renewal of the lease agreement, the rent is subject to increase based on the changes in the Ontario Consumer Price Index from year to year as determined as of October 31 prior to the lease renewal date.

Rent payments must be made to the Landlord at the following address:

Municipality of Huron East
72 Main Street South
PO Box 610
Seaforth, ON N0K 1W0

The Tenant shall be provided with the means to access the building at times when the building is not open to the public and may use the viewing area room for board meetings at no additional charge.
- SECURITY DEPOST.** The Tenant will not pay to the Landlord any security deposit at the signing of the lease. Nonetheless, the Tenant will be liable to the Landlord at the expiration or termination of this lease for all damage to the Property, except ordinary wear and tear.
- PARKING.** The Tenant will be entitled to use parking spaces available at the Premises during times of use. The Landlord shall reasonably maintain the parking lot adjacent to the building.
- STORAGE.** The Tenant will be permitted to store items of personal property at the Premises during the term of the lease. The Landlord will not be held liable for any loss or damage to these stored items.
- INSURANCE.** Throughout the term of this agreement, tenant shall obtain and maintain the coverage shown below and shall provide that the following insurance will not be cancelled or permitted to lapse unless the insurer notifies the landlord in writing at least thirty (30) days prior to the date of cancellation or expiry:

 - Commercial general liability insurance covering all claims for negligence, nuisance, property damage and bodily injury, including death, arising out of the use of the

premises by the tenant. Such policy shall include the landlord as an additional insured with respect to this Agreement and be in an amount not less than five million (\$5,000,000.00) dollars including personal injury liability, broad form property damage liability, contractual liability, owners and contractors' protective liability, non-owned automobile liability, contingent employer's liability, and shall contain a severability of interests clause and cross liability clauses.

- b. Standard all risk property insurance covering the property of tenant including leasehold improvements, in an amount not less than the full replacement cost value with a deductible of no more than \$2,500.00; such policy shall include a waiver of subrogation in favour of the landlord.
- c. Standard all risk tenants' legal liability insurance covering the Premises in an amount not less than two million (\$2,000,000.00) and such other liability insurance extensions as may be required by the landlord from time to time.
- d. Tenant shall not do, omit to do, or permit to be done or omitted to be done on or at the Premises anything that may increase premiums or void coverage under the property insurance policies carried by the landlord on the Premises described in this Agreement.
- e. The insurance described in a) through c) above will not be cancelled or permitted to lapse unless the insurer notifies the landlord in writing at least thirty (30) days prior to the date of cancellation or expiry.
- f. Evidence of such insurance shall be delivered in the form of a certificate of insurance to the landlord promptly at inception of this agreement and thereafter prior to the insurance renewal date. Failure to satisfactorily meet these conditions relating to insurance shall be deemed a breach of this agreement.
- g. The landlord reserves the right to request such higher limits of insurance or other types of policies appropriate to this agreement as the landlord may reasonably require from time to time.

8. **RENEWAL TERMS.** This lease will automatically renew for an additional period of 1 year, unless either party gives written notice of termination no later than 30 days prior to the expiration of either the initial lease term or the renewal term. The lease terms during the renewal term will be the same as those contained in this lease.

9. **MAINTENANCE** The Landlord shall maintain the Premises in a good state of repair at all times during the term of this lease.

10. **UTILITIES.** The Landlord will be responsible for paying and maintaining all utilities under this lease. If the Tenant is able to utilize internet services within the building, the parties will negotiate a monthly amount for internet usage. The Tenant agrees to such heat to maintain an ambient temperature in the unit at a reasonable level such reasonable level to be deemed to be a temperature between 18 and 22 degrees Celsius; and to use electricity, water and sewage as reasonably required.

11. **TAXES.** Taxes related to the Premises or its use shall be the responsibility of the Landlord.

- a) Real Estate Taxes. The Landlord shall pay all real estate taxed and assessments for the Premises.
- b) Personal Taxes. The Landlord shall pay all personal taxes and any other charges which may be levied against the Premises and which are attributable to the Tenant's use of the Premises, along with all sales and/or use taxed (if any) that may be due in connection with lease payments.

12. **DESTRUCTION OF CONDEMNATION OF PREMISES.** If the Premises are partially destroyed by fire or other casualty to the extent that such resulting damage prevents the Tenant's continued use of the Premises in a normal manner as intended, and if the damage is reasonable repairable within 60 days after the occurrence of the incident which caused the

damage, and if the cost of repair is less than 50% of the value of the property itself, the Landlord shall repair the Premises and a reasonable and just proportion of the lease payments shall abate during the period of the repair according to the extent to which the Premises have remained unusable. However, if the damage is not repairable within 60 days, or if the cost of repairs is greater than 50% of the value of the property, or if the Landlord is prevented from repairing the damage by forces beyond the Landlord's control given their reasonable level of effort or if the property is condemned, this lease will terminate upon 20 days' notice of such event or condition by either party and any unearned rent paid in advance by the Tenant will be apportioned and refunded. The Tenant shall give the Landlord timely notice if any damage to the Premises.

13. **DEFAULTS.** The Tenant will be in default of this lease if the Tenant fails to fulfill any lease obligation or term by which the Tenant is bound in this lease. Subject to any governing law that states otherwise, if a Tenant fails to cure any financial obligation within 30 days (or any other obligation within 60 days) after written notice of such default is provided by the Landlord to the Tenant, Landlord may take possession of the Premises without further notice (to the extent permitted by law), and without foreclosing the Landlord's ability to recoup damage. Alternatively, the Landlord may elect to cure any default themselves and the cost of such action shall be added to the Tenant's financial obligations under this lease. The Tenant shall pay all costs, damages, and expenses (including reasonable legal fees and expenses) suffered by the Landlord as a direct result of the Tenant's default. All sums of money or charges the Tenant is required to pay under this lease shall be additional rent, whether or not such sums or charges are designated as "additional rent." The rights provided in this section are cumulative in nature and are in addition to any other rights afforded by law.
14. **LATE PAYMENTS.** For any payment that is not paid within one day of its due date, the Tenant shall pay a late fee of 1.25% of the outstanding rent payment. At the latest, the Tenant shall pay the late fee with the rent of the following month.
15. **QUIET ENJOYMENT.** During the term of the lease Agreement, the Tenant has the right of quiet enjoyment of the Premises.
16. **OVERHOLDING.** If the Tenant maintains possession of the Premises for any period after the termination of this lease (hereinafter referred to as the "Over-holding Period"), the Tenant shall pay to the Landlord lease payment(s) during the Over-holding Period at a rate equal to 100% (one hundred percent) of the normal payment rate from the last rent period under this lease, prorated based on the actual number of over-holding days.
17. **LANDLORD ACCESS TO PREMISES** Subject to the Tenant's consent (which shall not be unreasonable withheld), Landlord shall have the right to enter the Premises to make inspections, or provide necessary services. However, the Landlord does not assume any liability for the care or supervision of the Premises. As provided by law, in case of an emergency, the Landlord may enter the Premises without the Tenant's prior consent. During the last three month of this lease, or any extended period of this lease, the Landlord will be allowed access to the Premises to display signs and show the Premises to prospective future Tenants.
18. **INDEMNITY REGARDING USE OF PREMISES.** To the extent allowed by law, the Tenant agrees to indemnify, hold harmless, and defend the Landlord from and against any and all losses, claims, liabilities, and expenses, including reasonable legal fees, if and, for which the Landlord may suffer or incur in connection with the Tenant's possession, use, or misuse of the Premises, except the Landlord's own act or negligence.
19. **DANGEROUS AND HAZARDOUS MATERIALS.** The Tenant may not keep or have on the Premises any article or thing of a dangerous, flammable or explosive nature that might substantially and unreasonably increase the danger of fire or explosive nature that might substantially and unreasonably increase the danger of fire or explosion on the Premises, or that might be considered hazardous by a responsible insurance business, unless the prior written consent of the Landlord is obtained and proof of adequate insurance protection is provided by the Tenant to the Landlord.

21. **DISAGREEMENTS DURING THE LEASE PERIOD.** If a disagreement arises during the lease period, the following actions will take place.

- If there is a dispute between the Landlord and the Tenant, all parties agree to attempt to come to an agreement through the use of an agreed upon mediator.
- It is agreed that the costs involved in hiring the mediator will be shared equally and that each party shall cooperate in a good faith manner to come to a resolution.
- Both parties agree that they will allow the mediator 30 (thirty) days from the first meeting to reach a compromise before going to court.
- If the parties are unable to come to an agreement with the assistance of a mediator in 30 (thirty) days, they each reserve the right to bring legal action in a court of law or before an arbitrator.
- The decision of a court or arbitrator will be legally binding upon all parties involved.

22. **LEGAL, ACCOUNTING AND ENVIRONMENTAL ADVICE.** It has been recommended that the parties obtain independent professional advice prior to signing this document, and an appropriate amount of time has been allotted to do so.

23. **EARLY TERMINATION.** The Tenant does have the option to terminate the lease period prior to the natural end of the lease term.

24. **NOTICES.** Notices under this lease will be deemed valid only when given or served in writing and forwarded by mail, prepaid postage, addressed as follows:

LANDLORD:

Municipality of Huron East
Jessica Rudy, Clerk
72 Main Street South
PO Box 610
Seaforth ON N0K 1W0
clerk@huroneast.com

TENANT:

Victim Services of Huron County
Deborah Logue, Executive Director
325 Albert Street
Clinton, ON N0M 1L0
deborah@victimserviceshuron.ca

25. **GOVERNING LAW.** This lease will be governed by and construed exclusively in accordance with the laws of the Province of Ontario, and the laws of Canada in effect in Ontario. In the event of litigation arising from this Agreement, the parties submit to the exclusive jurisdiction of the courts of Ontario, and to seek to enforce an order in any court other than the courts of Ontario.

26. **ENTIRE AGREEMENT.** This lease Agreement contains the entirety of the agreement between the parties and there are no other promises, conditions, understandings or other agreements, written or oral, relating to the subject matter of this lease. Any modification or amendment to this lease must be in writing and signed by the parties hereto.

27. **SEVERABILITY.** If any section or subsection of this Agreement is deemed invalid by court order, judgement or by operation of law, the remaining sections and subsections of this Agreement shall remain valid and enforceable to the fullest extent permitted by law.

196 **NO WAIVER.** If the Landlord fails to enforce strict performance of any section or subsection of this lease, this shall not be construed as a waiver of Landlord's right to enforce the same section or subsection later in time or to enforce and other section or subsection. **196**

29. **BINDING.** The provisions of this lease shall be binding upon and inure to the benefit of both parties and their respective legal representatives, successors and assigns.

LANDLORD

The Corporation of the Municipality of Huron East

By: _____

Bernie MacLellan, Mayor

Date: _____

By: _____

Jessica Rudy, Clerk

Date: _____

TENANT

Victim Services for Huron County

By: _____

Jo-Anne Fields, Chair

Date: _____

By: _____

Deborah Logue, Executive Director

Date: _____

The Corporation
of the
Municipality of Huron East
By-law No. 004 for 2024

Being a By-law to Confirm the Proceedings of the Regular
Council Meeting of the Corporation of the Municipality of
Huron East

Whereas, the Municipal Act, S. O. 2001, c. 25, as amended, s. 5 (3) provides municipal power, including a municipality’s capacity, rights, powers and privileges under section 8, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

And Whereas, the Municipal Act, S. O. 2001, c.25, as amended, s. 8 provides a municipality the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

And Whereas it is deemed expedient that the proceedings of the Council of the Corporation of the Municipality of Huron East at this meeting be confirmed and adopted by By-law;

Now Therefore the Council of the Corporation of the Municipality of Huron East **Enacts as Follows:**

- 1. The action of the Council of the Corporation of the Municipality of Huron East, at its Regular meeting held on the 9th day of January, 2024 in respect to each recommendation contained in the Reports of the Committees and each motion and resolution passed and other action taken by the Council of the Corporation of the Municipality of Huron East at these meetings, is hereby adopted and confirmed as if all such proceedings were expressly embodied in this by-law.
- 2. The Mayor and the proper officials of the Corporation of the Municipality of Huron East are hereby authorized and directed to do all things necessary to give effect to the action of the Council of the Corporation of the Municipality of Huron East referred to in the proceeding section hereof.
- 3. The Mayor and the Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the Seal of the Corporation of the Municipality of Huron East.

Read a first and second time this 9th day of January 2024.

Read a third time and finally passed this 9th day of January 2024.

Bernie MacLellan, Mayor

Jessica Rudy, Clerk