



## STAFF REPORT

---

**DEPARTMENT:** Chief Administrative Officer

**CHAIR:** Councillor Glen Canning

**DATE:** April 9, 2018

**REPORT NO.:** CAO-2018-08, Community Safety Planning Considerations – 2018 Budget Implications

**RECOMMENDATION:**

**That Staff Report CAO-2018-08, dated April 9, 2018, respecting the Downtown Safety Considerations be received; and**

**That Council gives favourable consideration to the creation of an Ad-Hoc Community Safety Task Force (CSTF) under the chairmanship of Mayor McKay, with consideration given to invite membership from the following stakeholders:**

**Midland Public Library Board – 1 Member  
Downtown Midland BIA – 1 Member  
Salvation Army/Street Outreach – 1 Member  
Guesthouse – 1 Member  
Canadian Mental Health Association – 1 Member  
County of Simcoe Health and Social Services representative – 1 Member  
OPP – Municipal Contract Policing – 1 Member; and**

**That the mandate of the Community Safety Task Force would include the broad community and stakeholder consultation process for the purpose of the development of a Community Safety Plan that meets the needs of the Community and addresses the requirements of the Safe Ontario Act (Bill 175); and**

**That the current funding of \$50,000 identified for "*Community Justice and Safety Activities*" allocated from future police savings (Police Reserve) be designated for the purpose of retaining the appropriate external expertise to work in concert with the Community Safety Task Force; and**

That the Community Safety Task Force be mandate to provide its final report to Council by August 31, 2018 in order to ensure any material implications to the 2019 Budget are appropriately identified for future Council consideration; and  
That Council approves the request of the Midland Public Library of \$90,000 as a one-time commitment, net of any contributions identified by the Library Board from its 2018 Library Budget (amount to be confirmed) for the security funding; and

That the net funding (up to \$90,000) be funded from future police savings (Police Reserve) as a one-time funding source; and

That respective staffs of the Library and the Town of Midland undertake a review of the current Library facility with a view to identifying future practical security enhancement measures and incorporate same for consideration in the 2019 Budget; and

That Administration be requested to provide a copy of this report to the Midland Police Services Board for their information and feedback; and

That Administration be requested to provide a copy of this report to the OPP Southern Georgian Bay Detachment Commander for his information and feedback.

## **BACKGROUND:**

### **2014**

During the spring and summer of 2014, concerns were raised amongst a number of the downtown stakeholders, indicating that a number of acts of inappropriate public behavior were starting to have a detrimental impact upon the public's safety and enjoyment of various public amenities and commercial establishments throughout the downtown area.

In the fall of 2014, Council had become formally engaged by way of a "Downtown Safety Discussion" paper presented by Mayor McKay (see Attachment #1). That paper detailed a number of safety related issues and concluded "there is clearly a wide range and frequency of behaviours that cause safety concerns." Council having considered the attached Downtown Safety Discussion paper, adopted the following motion:

Moved by.                    B. Jeffery  
Seconded by                M. Ross

***That an ad hoc committee be established to consider the recommended long term actions set out in the report of Mayor McKay on downtown safety and to coordinate efforts with the various social agencies concerned for their implementation;***

***And that the Committee membership shall be as follows:***

- ***A majority of social agencies to be determined from stakeholder agencies through a public process;***

***And further that staff shall propose terms of reference for the committee.  
CARRIED.***

## **2015**

Subsequently, in January 2015, the attached Ad-Hoc Downtown Safety Committee Terms of Reference was presented to Council and adopted (see Attachment #2). Council will note that the Ad-Hoc Committee was intended to wind down within a two-year timeframe.

The mandate of this Committee was “to meaningfully increase the safety within the downtown for residents, businesses and visitors.” The Ad-Hoc Committee was requested to assess the long-term actions arising from the Mayor’s Downtown Safety Discussion Paper, with the view to develop a plan of action, and then coordinate the implementation of the actions identified in the plan with the member agencies.

The proposed representation on this committee included:

Waypoint	Downtown Midland BIA
Salvation Army	Street Outreach
Community Reach	Guesthouse
Midland Cultural Centre	Midland Library
Midland Police Service	Mayor of Midland
Canadian Mental Health Assn	Central North Correctional Facility

By August of 2015, the first of several Council presentations was made by the Ad-Hoc Committee. The presentation by the group suggested that a number of advances were made including a common understanding of “safety incidents”, a review of practices in other jurisdictions, and acceptance of the “WIT” System; a customized, confidential, on-line database system allowing social service agencies to exchange information about individuals involved in certain situations. During that presentation (see Attachment #3), a draft safety model was presented, setting out proposed hierarchy of response to safety concerns. (1 - Critical Calls; 2 - Urgent Calls; 3 - Prevention & Improvement Calls). Having considered the presentation, the following excerpt is noted in the Council Minutes reflecting that presentation:

## **DEPUTATIONS**

### *a) Downtown Safety*

*Ms. R. Cameron, on behalf of the Downtown Safety Committee, provided a PowerPoint presentation highlighting the Committee's mandate and composition, accomplishments to date, proposed safety model, and next steps to be undertaken to increase safety within the downtown for residents, businesses and visitors.*

## **2016**

As the efforts of the Committee continued, further refinements of the safety plan were developed resulting in a second presentation to Council in February of 2016. The details of that presentation are attached to this report (see Attachment #4). There was general agreement amongst the stakeholders of the ad-hoc Downtown Safety Committee to work collaboratively in making the new model work.

Of particular note was the support and adoption of the Situation Table for North Simcoe. The Situation Table is best described as a strategic alliance of organizations (mostly affiliated with human services), with a focus on the use of some common principles and processes in order to mitigate risk situations in a timely manner. The concept entails bringing together those who would regularly interact with "at risk" individuals (i.e. police and other human service professionals representing a variety of social services organizations), to review situations of acutely elevated risk (AER). They would determine if an individual is at imminent risk of harm and victimization, and then coordinate their efforts to reduce the potential risk of harm. The intent is that this collaborative approach will reduce multiple risk factors and should decrease the likelihood that someone within a community will experience harm and/or victimization.

As noted in the accompanying press releases (see Attachments #5 and #6), the Situation Table Terms of Reference (see Attachment #7) launched in the community in the fall of 2016. The process involved a four-filter exercise to determine if situations met the acutely elevated risk threshold and what level of confidential and private information sharing and decision making could be shared. The four-filter screening approach entails:

- Filter 1: Internal Agency Screening
- Filter 2: De-identified Information
- Filter 3: Limited Identified information
- Filter 4: Planned Intervention

The following excerpt is taken from the February 22, 2016 Council Minutes:

**DEPUTATIONS**

*a) Ad Hoc Downtown Safety Committee*

*Chief Osborne provided an overview of the mandate of the Ad Hoc Downtown Safety Committee, its key accomplishments, the Safety Model developed by the Committee, and next steps to be undertaken to implement the downtown safety model. Chief Osborne noted that the Committee can now be disbanded.*

We can confirm that the following action was taken via Council Resolution No. 2016-204, on April 25, 2016:

Moved by: J. Contin  
Seconded by: M. Ross

***“That the Ad Hoc Downtown Safety Committee be dissolved, as their mandate is complete.”  
CARRIED.***

**ANALYSIS:**

**2017**

Since the disbandment of the Ad-Hoc Committee, there was a brief period where the previous grievances which fostered the formation of the Downtown Safety Committee appeared to diminish. However, several new factors appeared on the horizon that seemed to fuel new concerns within the downtown, which suggested the need to re-engage key stakeholders. With mounting public concerns fielded by the Mayor’s Office, Mayor McKay re-engaged with the parties who were raising concern about downtown safety to determine if there were new or unresolved issues that needed to be considered and addressed.

Of note, by the start of the second quarter of 2017, the following observations and issues were once again brought to the forefront as concerns within the downtown by various stakeholders:

- Aggressive pan handling;
- Increased open drug use and paraphernalia left in open and accessible places;
- Public consumption of alcohol;
- Public urination/defecation;
- Physical and verbal harassment of public;

- Damage to property (private and public);
- Location of various offending activities throughout the downtown (especially within laneways and areas less visible to the public);
- Public rest rooms contamination – used as shower facilities, drug use, needles left in open view;
- Prostitution activity noted in public places;
- Guesthouse daytime closures and subsequent re-opening;
- Challenge for the Situation Table to deal effectively with certain “known” individuals;
- MPS challenged to meet the street issues – could be resource matter;
- The WIT system appears to have stalled and no longer meeting the needs;
- Medical attention at GBGH is for acute care, and not to address the underlying issues of individuals on the street;
- Guesthouse to examine long-term stay considerations which appear to perpetuate some of the concerns;
- Need for code of conduct and implications for not following same (Guesthouse stay);
- Need to “trespass” individuals who fail to adhere to proper conduct and threaten the safety of others.

As a result of the identified concerns, Administration sought to bring to Council’s attention that implications to the operations of the Midland Public Library were becoming negatively impacted. A Special Council Meeting was convened on October 23, 2017, wherein Confidential Staff Report CAO-2017-28, dated October 23, 2017, was considered along with presentations by the Midland Public Library and the Midland Police Service.

Council will recall that the outcome of those deliberations was a decision to provide temporary funding for the provision of security services for the Midland Public Library, with the clear understanding that a number of key factors would be unfolding over the coming months which could have a favourable impact on these challenges. Administration, through the Council deliberations, noted that there were implications associated with maintaining a safe work environment within the Library.

### **Occupational Health & Safety**

The Library CEO, in consultation with the Board, has conducted workplace violence hazard and risk assessment(s). including a number of the above listed downtown issues and behaviors.

As per the Occupational Health and Safety Act, the Library has an established workplace violence program to:

- Control risks – remove the benches from the front of the Library; locking all bathroom doors; installing hand dryers; security cameras (inside and outside); removing large covered garbage; providing hepatitis shots to all Library staff; training

- for staff on first-aid and disposal of needles; no working alone; panic alarms; moving the staff parking area; working with Street Outreach; hiring a Social Worker, etc.;
- Report incidents of workplace violence;
  - Summoning immediate assistance, and
  - How the employer will investigate and deal with incidents or complaints.

Council shall understand, the [Occupational Health and Safety Act](#) (OHSa) sets out the general duties for an employer under Section 25. However, the OHSa further defines the duties of corporate officers and directors as *“Every officer and director of a corporation must take all reasonable care to ensure that the corporation complies with the Act and regulations as well as with any orders and requirements of Ministry of Labour inspectors, directors and the Minister”*, Section 32.

The general duties under section 32.0.5 of the OHSa apply to workplace violence and workplace harassment. Violence or harassment in the workplace may originate from anyone the worker comes into contact with in a workplace, such as a client, a customer, a student, a patient, a co-worker, an employer, or a supervisor. Or the person may be someone with no formal connection to the workplace, such as a stranger or a domestic/intimate partner, who brings violence or harassment into the workplace.

There are clear obligations placed upon employers and persons in positions of authority under the provisions of this legislation to ensure a safe workplace. Additional information respecting those obligations and the repercussions associated with failing to do so can be identified at the following web site:

<https://www.ontario.ca/page/understand-law-workplace-violence-and-harassment>

As Council will also recall, in the fall of 2017, the Guesthouse was in the process of welcoming a new Executive Director into their operations, as well the Town and the Midland Police Services Board were in the process of preparing for the disbandment of the local municipal police service in favour of an OPP municipal contract service. With the clear understanding that the OPP contracted services was providing for additional uniformed personnel (above the level of the MPS), there was an expectation that we would allow some time to permit the new policing model to materialize before drawing any immediate conclusions respecting downtown safety issues.

## **2018**

As Council is aware, former uniformed members of the MPS who transitioned to the OPP have just over a month ago returned from their experienced officer training with the OPP to commence their service of this community. As such, we have not had the opportunity for the current Midland Police Services Board and the Detachment Commander to become fully engaged in establishing a proper formal working relationship. The first formal meeting of the MPS Board under the Section 10 provisions of the new contract policing model is

scheduled for April 16, 2018. It is not to suggest that the Board has not been busy, as both the Board Chair and Vice Chair have been extremely busy with the required disbandment discussions/negotiations with the various MPS Associations and others over these past several months. Given this understanding, Administration suggests that this report be shared with the Midland Police Services Board and the OPP Detachment Commander for their respective input as to assisting with the scoping of an appropriate process to launch into a community safety planning exercise.

Council will also recall that during recent budget deliberations staff identified the fact that the “Safer Ontario Act”, Bill 175, has created a new mandate for municipalities to work with police services and local service providers in health care, social services and education to develop community safety and well-being plans. This initiative is intended to be a more proactive approach at identifying and addressing local community risks.

In addition, the legislation also places an onus on municipal police services boards to participate in that planning program and to ultimately incorporate the safety plan into their strategic plans. Clearly there is a strong correlation with these new responsibilities and the fundamental challenges we are facing today vis-a-vis downtown safety.

As part of the process we would recommend seeking the immediate engagement of both the Midland Police Services Board along with the OPP Detachment Commander. The intention would be to ensure that as part of our efforts to find sustainable solutions that we have a solid program and the right mix of community advocates and interest at the table for the purpose of developing a robust and inclusive community safety plan.

Council will recall that as part of the recent budget deliberations the following motion was considered by Council. Resolution No. 2017-504 was passed on November 27, 2017:

Moved By: Councillor File  
Seconded by: Councillor Contin

***“That Council allocate an amount of \$50,000 in the pre-budget for 2018 for “Community Justice and Safety activities” to be debated when Council deals with the budget.”***

***CARRIED.***

Administration recommends that subject to Council confirming the allocation of the \$50,000 in the 2018 budget (to be drawn from the Police Reserve – arising from future OPP savings), that these funds be directed toward this broader Community Safety Initiative, which will necessitate support from external experts given the tight timeframe and the need to ensure the work meets the requirements under the Safer Ontario Act.

Administration and Council will recognize that there are a number of key stakeholders who would need to be consulted in a broader community safety planning initiative. Some of those groups include but are not limited to:

- Waypoint/Chigamik
- Midland Police Services Board
- Indigenous Communities
- Simcoe County District School Board
- Simcoe Muskoka Catholic District School Board
- Seniors Council
- Broader Business Community
- Tourism Sector
- 

The Task Force would be mandated to ensure that the broadest possible feedback would be solicited to encompass the full range of community considerations respecting public safety. As noted above, the final community safety plan becomes a critical component for the Police Services Board's consideration in the development of their strategic plan.

### **CONCLUSIONS:**

Community safety, specifically within the downtown area, has, and continues to be, an ongoing concern for a variety of community stakeholders. For our community, a strong healthy and vibrant downtown is an essential key to a long-term sustainable future. There are numerous special events, festivals and cruise ship visits to Midland that converge upon the downtown and the waterfront area. Our efforts to encourage residents and visitors alike to participate in these activities are negated when issues of personal and property safety and security are diminished through certain inappropriate actions and activities.

A resolution to this ongoing lingering matter is a concerted community effort encompassing a variety of stakeholders. We have had enough starts and stops in an effort to find sustainable solutions, only to see the plans fall apart without a sustainable commitment. The time is right to put community safety on the front burner to find workable solutions for the future prosperity of the community.

### **COUNCIL'S STRATEGIC PLAN:**

This recommendation is consistent with the broader directions outlined in the Council Strategic Planning Priorities for the creation of a *Healthy and Sustainable Community* and the development of *Community Partnerships and Collaboration*.

## **FINANCIAL IMPACT:**

It should also be noted for the benefit of Council and the Community that in preliminary budget-related discussions between the Midland Library Board Chair, the Library CEO and the Town's CAO and Director of Finance/Treasurer, we explored the question of the need for the funding from a temporary vs. permanent perspective.

It is evident, that the emerging trend of libraries, within most urban (especially in downtown) settings is a need for some form of security measures. These libraries are growing increasingly challenged by the issue of public and employee safety. The number of municipal libraries who now provide on-site security services for the benefit of their clients and employees has grown significantly across the province (and the country). The reasons are quite obvious – beyond those who attend the library for legitimate reasons, the library provides a warm, welcoming sanctuary for persons who have little means and no place to become meaningfully engaged. As a result of the factual evidence your administration suggested that the request be made as permanent funding until such time as the root problems can be appropriately resolved.

The \$50,000 currently identified in this report would be drawn from the Police Reserve (Future Police Savings), and therefore would not have an impact upon the 2018 Tax Rate.

Likewise, should Council wish to consider the allocation of the one-time security related costs for the Midland Public Library (net of any contribution from the existing 2018 Midland Public Library Budget), a similar draw could be made against the anticipated future savings for the one-time security costs in 2018, negating any 2018 tax rate impact. The recommendation reflects this approach.

Prepared by:

L. Yourkin, Director of Human Resources/Health and Safety  
J. Skorobohacz, Chief Administrative Officer

### **Attachments:**

1. Downtown Safety Discussion Paper
2. Ad-Hoc Downtown Safety Committee Terms of Reference January 2015
3. Downtown Safety Presentation August 2015
4. Downtown Safety Presentation February 2016
5. Press Release – North Simcoe Situation Table October 26, 2016
6. Press Release – North Simcoe Situation Table October 27, 2016
7. Terms of Reference – North Simcoe situation Table (Draft 2015)

## Downtown Safety Discussion

### Background and Request for Direction

#### Request

That Council provide direction on how to proceed with the recommendations made in this report.

#### Background

On July 7<sup>th</sup> and August 7<sup>th</sup>, the mayor convened two meetings to review the general situation in the downtown area of Midland with respect to safety. The meetings were called in response to a number of recent concerns expressed by downtown shop-owners and other individuals.

The meetings were public and not sponsored by the Town of Midland. Some 25 individuals attended the first meeting while approximately 15 individuals attended the second. Most of the input at the meetings came from service organizations who dealt with safety and social interventions in the area. These included representatives from:

- Waypoint
- BIA
- Salvation Army
- Street Outreach
- Midland Police
- CMHA
- CNCC
- Guesthouse
- Community Reach
- MCC
- Midland Library
- Members of Midland Council

The main purposes of these meetings was to review the nature of the downtown safety challenges and have a broad cross-section stakeholders involved in developing potential solutions. The meeting looked at both short term “fixes” as well as measures that would improve the underlying issues affecting safety in the downtown.

During the two meetings, the group examined the following topics:

#### **1. What is meant by the term “safety”**

Key observations included:

- I feel safe when the vulnerable people on the street are looked after
- I feel unsafe when being confronted by “frightening” individuals
- Each person has their own “safety threshold”. What feels unsafe to one person may not feel unsafe to another.

- King Street merchants have likely become used to the current level of safety. They may not feel unsafe when a particular event occurs – but their customer may feel unsafe. If customers are affected it is not good for business. Every incident damages our businesses.
- Safety is about the potential for physical harm. It is impacted by street occurrences, poor lighting, poor street design, our understanding/practices of how to stay safe.

There is no common definition of what safety in the downtown means. It will depend upon the person, the situation and the environment. “If you feel uncomfortable you are feeling unsafe.”

## **2. The nature of un-safe activities in the downtown**

Examples of “safety incidents” include:

- Aggressive panhandling
- An individual yelling in the street for no apparent reason
- The “gang” that hangs around the Tim Horton’s (Bourgeois laneway) in the morning
- People who have been released from hospital, waiting in the street for something to happen
- At 4:00 am, watched a man with his hand in his pants, observing a late night cleaner in a building
- A woman lying on the pavement in front of my store
- A man came into my store who had soiled himself, used the bathroom and proceeded to trash the place
- A fight in the parking lot off of Borsa Lane. After the fight one of the combatants tried to hit on me
- Needles on the steps in the morning
- Woman comes into the store and shoots up in the toilet
- Certain individuals stake out areas in the library and intimidate other library patrons from using “their area”
- Regular confrontations with certain individuals involving swearing and threats
- Small quick incidents cause me a lot of distress:
  - o A person comes in with a bag of potatoes demanding the shop owner clean the potatoes
  - o A person comes in claiming they have diabetes and will die in the store
- A shopkeeper has been groped on a number of occasions
- Men coming into the store without purpose. There was no attack but shopkeeper was terrified

There are clearly a wide range and frequency of behaviors that cause safety concerns.

## **3. Actions – Short Term**

Following from these discussions, the meeting agreed to assign a number of “short-term” actions to specific groups for their consideration and potential implementation.

- 1) Street Outreach to start at 7:00 am to relieve concerns of those few merchants open at that time – D. Laurin, Street Outreach.
- 2) CNCC to assess certain discharge situations to determine if there is a gap in their discharge practice. – Peter Lalonde, CNCC (Issue identified by the Guesthouse)

- 3) GBGH will be asked to review/better coordinate their discharge practices to assist Street Outreach – G. McKay to set up meeting
- 4) GBGH will be asked to assist Street Outreach better understand their crisis admissions practices – G. McKay to set up meeting
- 5) Midland Police Service will review its pre-trial diversion practices to ensure that it is operating in a manner to reduce King Street issues. – Chief Osborne, MPS
- 6) Improved access to public washrooms – G. McKay of discuss with staff/council

#### **4. Actions – Long Term**

The meeting also agreed on a number of actions that would require further development and organization. These actions (or a combination thereof) were considered important to make a significant improvement in the number and types of safety incidents in the downtown.

- 1) Need to share client information amongst the agencies. Includes:
  - a. A common approach to protect privacy
  - b. A system for storage and interchange
  - c. Consent from the clients
  - d. A coordinated usage plan among the participating agencies
- 2) Need for a coordinated response and follow-up protocol for the participating agencies.
  - a. Suggest a common “intervention matrix” based upon best practices
  - b. System has to allow for different levels of interest/expertise by the different users
  - c. System has to be robust – able to deal with the unexpected
- 3) Make greater/better use of pre-charge diversion to help those who might otherwise become unnecessarily entangled in the social justice system.
- 4) Street Outreach is critical.
  - a. Should increase level of street outreach
  - b. Requires long term funding commitment
  - c. Street Outreach may be the nerve centre of the new “system”
  - d. Should have a clear link to policing to ensure safety for all
  - e. Should have a role/link for by-law
- 5) Need an “oversight body” to guide and adjust the “system” as needed. For example if the Guesthouse is experiencing an unexpectedly high number of clients from CNCC, there needs to be a feed-back mechanism to asses/fix problem.
- 6) The system must be able to perceive the problem from those who are affected by the social problems on the street – the merchants, the visitors, the residents.
  - a. What is their role in the system?
  - b. How do we establish the right “level of comfort” balancing individual rights/feelings, safety and limited resources
  - c. How do we educate the stakeholders and the public about the street support system
- 7) Need a safe place for the clients to go during the day. They will be on the street if there is no other place for them to go.

- 8) Need a universal street incident tracking system. Street Outreach currently keeps some information. Need to define what really needs to be retained and how to make that information available to meet the stakeholder needs.
- 9) Need to ensure that stakeholder resources are adequate and organized to meet the system needs. For example, if Street Outreach takes a client to GBGH but they cannot be seen for hours, (keeping the Street Outreach worker from his/her duties) then the system is not working well.
- 10) North Simcoe is home to some agencies who are regional in scale and others who are municipal in scale. If a regional system is feeding clients to a municipal system, the municipality may not be able to cope with the volume and complexity. The system must be in balance in terms of resources and capacity to make sure that it works effectively

The meeting recommends to Midland Council

- 1) That the above report be received as information
- 2) That an ad-hoc committee of the Town be established to consider the recommended long term actions and coordinate efforts with the agencies concerned for their implementation. The ad-hoc committee would include a majority of social agencies.

## **AD-HOC DOWNTOWN SAFETY COMMITTEE TERMS OF REFERENCE**

### **Mandate**

The overall objective of the Ad-Hoc Downtown Safety Committee is to meaningfully increase the safety within the downtown for residents, businesses and visitors alike.

The Ad-Hoc Downtown Safety Committee shall consider the recommended long terms actions as brought forward by the initial downtown safety discussions held in July and August, 2014. The Committee shall assess those recommendations, develop a plan of action and then co-ordinate the implementation of the actions identified in the plan with the member agencies.

### **Committee Composition**

The Committee shall be comprised of 12 members which includes representatives from the following agencies:

- Waypoint
- Downtown Midland BIA
- Salvation Army
- Street Outreach
- Canadian Mental Health Association
- Central North Correctional Facility
- Community Reach
- Guesthouse
- Midland Cultural Centre
- Midland Library
- Midland Police Service
- Mayor

Quorum to be determined in accordance with the Town of Midland Procedural By-law.

### **Term**

The Committee is established for a period of two years from the date it is authorized by Council. Its term may be extended at the direction of Council.

### **Appointments**

Committee members shall be appointed by Council for a term of two years.

### **Meeting Schedule**

The Committee shall meeting monthly during the day. The meeting schedule shall be determined at the first meeting of the Committee.

### **Minutes**

Minutes from the meetings shall be approved by the Downtown Safety Committee and circulated to Council as information. Any recommendations to Council from the Committee will be brought forward through the related minutes.

## **Duties**

The following items are the recommendations that will be considered by the Committee. The recommendations are intended to guide the Committee in effecting measures to make a significant improvement to overall downtown safety.

1. Sharing of client information amongst the agencies:
  - common approach to protect privacy,
  - system for storage and interchange,
  - consent from clients,
  - coordinated usage plan among the agencies.
2. Coordinated response and follow-up protocol amongst the agencies:
  - common “intervention matrix” based upon best practices,
  - allow for different levels of interest/expertise by various users,
  - robust to deal with the unexpected.
3. Utilize pre-charge diversion to assist those that may become entangled in the social justice system.
4. Street outreach component is critical:
  - increase level of street outreach with long term funding commitment,
  - may be nerve centre of the new “system”,
  - clear link to policing to ensure safety,
  - link for by-law.
5. “Oversight body” to guide and adjust the “system” as required.
6. Perceive problems from merchants, visitors and residents:
  - determine their role in the system,
  - establish level of comfort by balancing individuals rights, feelings, safety and limited resources,
  - education of stakeholders and the public of the system.
7. Safe place for clients to go during the day.
8. Universal street incident tracking system.
9. Ensure stakeholder resources are adequate and organized to meet the system’s needs.
10. Regional agencies must be aware of the resources and capacity in the municipal system.

## **Staff Support**

Secretary/Resource Person – C. LeMesurier, Executive Assistant or designate  
K:\Clerk\Clerk\Reports\Terms of Reference - Downtown Safety Committee.docx

# Downtown Safety

Presentation to Council

August 2015

# Committee Mandate

- Committee of Council
- Established in 2015 with a two year term
  - “to meaningfully increase the safety within the downtown for residents, businesses and visitors”

# Committee Members

- Waypoint
  - Salvation Army
  - Community Reach
  - Midland Cultural Centre
  - Midland Police Service
  - Canadian Mental Health Association
  - Central North Correctional Facility
  - Wendat
- Downtown Midland BIA  
Street Outreach  
Guesthouse  
Midland Library  
Mayor

# Accomplishments to Date

- Monthly meetings
- Member survey of safety incidents affecting downtown
- Defined “Safety Incidents” – events or situations where someone feels threatened or significantly discomforted by another’s actions/presence
- Acceptance of WIT information system
- Review of practices in other jurisdictions
- Development of the “Safety Model”

# Safety Model (in draft)

- Describes how we will organize to improve downtown safety
- Three levels
  1. Critical response – 5 minutes/Police
  2. Urgent response – 15 minutes/Police and Street Outreach
  3. Prevention and Improvement – WIT/social agency collaboration

# Safety Model – 1. Critical Response

- Incidents involving criminality, life safety or significant property damage
- Police will respond in downtown within 5 minutes
- Need a common point of contact for community (eg 911)
- Link to WIT system

## Safety Model – 2. Urgent Response

- Incidents with no criminality and unlikely to cause injury or property loss
- Police will organize response in downtown within 15 minutes
- Need a common point of contact for community (eg 911)
- Link to WIT system
- Requires new funding (enhanced service level)

# Safety Model – 3. Prevention and Improvement

## Situation Table

- Agencies meet on short notice at Situation Table to resolve incidents

## WIT System

- Involves all agencies providing social supports for a coordinated solution
- Allows any social service point of contact to link individuals to the support network

# Key Requirements and Asks

- Cooperation agreement amongst the participating agencies
- Service lead to be provided by the Guesthouse
- Use of the WIT system (no charge)
- Development of the Situation Table facility
- Expansion and financing of the Street Outreach service

# Next Steps

- Complete the model with presentation to the public and Council (fall 2015)
- Obtain sustainable funding for Street Outreach (coming to Council)
- Establish service agreements
- Launch service (January 2016)

Questions?

19/02/2016

# Downtown Safety Model

Presentation to Council

February 2016

## Committee Mandate

- Committee of Council
- Established in 2015 with a two year term
  - “to meaningfully increase the safety within the downtown for residents, businesses and visitors”
- Committee comprised 13 stakeholder organizations that are engaged in ensuring safety for citizens
- Have now fulfilled the mandate and ready to make the new Downtown Safety Model operational

## Midland Downtown Safety Model

- The three level model provides for:
  1. Critical Response – 5 minutes/Police
  2. Urgent Response – 15 minutes/Police and Street Outreach
  3. Prevention and Improvement – social agency collaboration at the Situation Table
- The model focuses safety resources so that the right resource is at the right place at the right time

## Safety Model – 1. Critical Response

- Incidents involving criminality, life safety or significant property damage
- Police will respond in downtown within 5 minutes
- Will use the public 911 system for community contact
  
- Analysis reveals that Critical Response level calls are responded to in 3:40 on average for the entire Town of Midland

## Safety Model – 2. Urgent Response

- Incidents with no criminality and unlikely to cause injury or property loss
- Police will organize response in downtown within 15 minutes
- Will use the public 911 system for community contact

## Safety Model – 3. Prevention and Improvement

### Situation Table

- The Situation Table is a structured meeting of social agencies called together to organize a comprehensive intervention
- The meetings are called as needed with the skills that are needed
- Assisting individual and families utilizing the most appropriate resources in the most expeditious manner possible.

### WIT System

- A customized online database system that allows social agencies to exchange information about individuals involved in situations
- Ensures safe confidential exchange of sensitive data

## Key Accomplishments

- Agreement amongst all parties to work with the model
- Signed cooperation agreements amongst the social agencies to:
  - Participate in the Situation Table
  - Exchange information on the WIT system
- WIT software provided at no charge
- Street Outreach requires no additional funding from municipality
- Solution reflects “best practices” in rest of province

## Next Steps

- Training for Situation Table Members, March 2016
- Situation Table and WIT to be operational April 2016
- Full model in place by May 2016, followed by
- Media launch and promotion, and
- Annual follow-up to assess results of model

The new Committee will address the underlying causes of the concerns in the downtown and therefore it is recommended that Council disband the Downtown Safety Committee

Questions?



## North Simcoe Situation Table helps those in need

Posted on 10/26/2016

It may be a maybe a high school student headed down a dangerous path, a person struggling with addiction, or an individual dealing with mental health issues, people who may have fallen through the cracks, that the new North Simcoe Situation Table is aiming to help.

Set to launch on October 28, the Situation Table is modeled after similar programs across the province, including Collaborate Barrie and North Bay Gateway Hub, and is a collaborative, integrated multiagency team that will mobilize resources to address individuals and families with elevated levels of risk.

The Canadian Mental Health Association (Ontario) champions situation tables as an integrated approach for reducing emergency department visits, calls for service, and crime.

"This situation table brings services together in a new, innovative and integrated way," said David Jeffery, Situation Table Co-Chair and Executive Director at CHIGAMIK Community Health Centre. "The individual and their family can count on a decisive, wrap around approach to bring stability to the situation and then a robust plan for care."

A total of 21 local health, social service and police agencies are working together toward the vision that "Children, youth, adults and families will grow and thrive in a safe and healthy community as a result of agencies working collaboratively and implementing integrated services." As the meetings begin this fall, the group will look for short-term interventions to address immediate risk, and assist individuals and families in moving to long-term solutions.

The agencies use a "Four Filter Approach" to determine if the situation is of acutely elevated risk and to minimize the identifiable personal information that is disclosed. The first filter is completed by the agency itself and referrals do not come forward until the agency has attempted to use all its resources to mitigate the risk.

"I am eager to participate in any collaborative community partnership that improves access to care and advocates for individuals and families in need," notes Shauna Brady, Waypoint's Transitional Age Youth Consultation Services Coordinator and Situation Table member. "I'm most excited to share my experience and knowledge in navigating complexities of the services and systems we work with."

The official launch of the Situation Table is slated for October 28 at 10 a.m. at the Guesthouse Shelter, 522 Elizabeth Street, Midland. Please RSVP:

Laurel McConnell, Project Implementation Manager

(705) 528-1096 x 206

[info@nssituationtable.ca](mailto:info@nssituationtable.ca)

## North Simcoe Situation Table launching Friday in Midland

Community Oct 27, 2016 **Midland Mirror**

NORTH SIMCOE – A new initiative called the North Simcoe Situation Table is designed to help individuals and families at risk of falling prey to mental-health issues.

Set to launch Friday, it is described as a collaborative, integrated, multi-agency team able to mobilize resources where and when needed.

“This situation table brings services together in a new, innovative and integrated way,” co-chair David Jeffery stated in a press release. “The individual and their family can count on a decisive, wrap-around approach to bring stability to the situation, and then a robust plan for care.”

There are 21 health, social-service and police agencies working together on the project.

The official launch is slated for 10 a.m. at The Guesthouse homeless shelter (522 Elizabeth St., Midland). RSVP to Laurel McConnell at 705-528-1096, ext. 206, or [info@nssituationtable.ca](mailto:info@nssituationtable.ca) (<mailto:info@nssituationtable.ca>).



## **NORTH SIMCOE SITUATION TABLE**

### **TERMS OF REFERENCE:**

#### **VISION:**

Children, youth, adults and families will grow and thrive in a safe and healthy community as a result of agencies working collaboratively and implementing integrated services.

#### **MISSION:**

The North Simcoe Situation Table will be a collaborative, integrated multi-agency team striving to build safer and healthier communities through mobilization of resources to address individuals/families with acutely elevated levels of risk. (see attached "Glossary of Risk Factors")

#### **PURPOSE:**

- Provide opportunities for integrated service delivery in situations of acutely elevated risk through early identification and rapid deployment of real-time interventions.
- Provide risk and need based, collaborative, short-term interventions to address acutely elevated risk and assist community members in moving to long-term solutions

#### **PRINCIPLES:**

- Respect and support the right to individual privacy and maintain confidentiality in regards to Table discussions (see attached "Situation Table Participant Non-disclosure Agreement")
- Share information that is relevant and within the provisions of information sharing and privacy regulations where there is an operational purpose and need to do so to mitigate risks and in the interests of community safety and wellness.
- Apply the "Four Filter Approach" at all Table meetings (see attached "Four Filter Approach")
- Focus on meaningful and cooperative actions
- Collaboratively develop and implement integrated, multi-agency, evidence-based solutions
- Remain culturally sensitive and respectful of diversity
- Ensure that our work remains coordinated, aligned and inter-connected across the agencies and services we represent
- Ensure our work is evidence-based with an emphasis on predictive and forward thinking solutions
- Efficiently and effectively target efforts to the highest need clients and situations
- Establish trusting relationships with Table stakeholders that allow for cross sectorial and collective approaches which will guide interventions and supports

#### **NORTH SIMCOE SITUATION TABLE MEMBERSHIP:** (see attached "Situation Table Membership Form")

##### **PRIMARY MEMBERSHIP:**

The Table will include the North Simcoe Situation Table Mobilization Manager and representation from a cross section of human service, social service and acute-care providers in the Midland and surrounding area. Primary members will have significant, frequent contributions to interventions at the North Simcoe Situation Table on an ongoing basis.

1. Canadian Mental Health Association
2. Chigamik Community Health Centre
3. Children's Aid Society of Simcoe County or Kinark Child and Family Services
4. Community Reach
5. Midland Police Service
6. Ontario Provincial Police – Southern Georgian Bay Detachment
7. The Guesthouse Shelter
8. The Salvation Army Street Outreach Team
9. Waypoint Centre for Mental Health Care
10. Wendat Community Support Programs

This membership list may change as systemic, risk-oriented gaps and needs are identified. For consistency of attendance and service continuity, **a Primary and Alternate representative will be appointed by each member agency. To keep the alternate member familiar with the table and the process, it is encouraged that the alternate attend the table periodically.**

#### **NORTH SIMCOE SITUATION TABLE TERTIARY MEMBERSHIP:**

Tertiary North Simcoe Situation Table members will be made up of representatives from community partner agencies that have a situationally specific role to play in an intervention and/or filter for discussion in order to identify risks and mobilize community resources. Agencies to be invited, without limiting others, to sit at the Table in undetermined roles are:

1. Midland Probation and Parole
2. Canadian Mental Health Association
3. Youth Haven
4. Simcoe County District School Board
5. Simcoe Muskoka Catholic District School Board
6. Huronia Transitional Homes
7. Georgian Bay Native Friendship Centre
8. Midland Fire and Emergency Services
9. Ontario Works
10. Children's Aid Society of Simcoe County
11. Midland Police Service
12. Simcoe Muskoka District Health Unit
13. Catulpa
14. Georgian Bay General Hospital
15. Waypoint Centre for Mental Health Care
16. Town of Midland
17. Community Connection/211 Central East Ontario
18. Canadian Red Cross
19. Kinark Family Services
20. The Salvation Army Street Outreach Services
21. The Central North Correctional Centre
22. Wendat Community Psychiatric Support Programs
23. YMCA of Simcoe Muskoka Employment Services
24. Ontario Early Years Centre – Simcoe North

## **STEERING COMMITTEE MEMBERSHIP:**

The Steering Committee is a task-centered, time-limited working group composed of members of the Situation Table to further develop the design and operational features of the Situation Table. Agencies to be invited, without limiting others, are:

1. **Chigamik Community Health Centre**
2. **Community Reach**
3. **Midland Police Service**
4. **Ontario Provincial Police – Southern Georgian Bay Detachment**
5. **The Guesthouse Shelter**
6. **Waypoint Centre for Mental Health Care**
7. **Wendat Community Support Programs**

## **ROLES & RESPONSIBILITIES OF MEMBERSHIP:**

### **CHAIR OF NORTH SIMCOE SITUATION Table**

The North Simcoe Situation Table Mobilization Manager will act as Chair of the Situation Table and

- Provide training to the members as required
- Chair the Table meetings applying the Four Filter Approach
- Appoint an alternate Chair from the membership for those times when the primary Chair is unavailable to attend
- Ensure Table tasks are followed up on and that discussions are closed as soon as is practical
- Promote and raise the profile of the Table as its ambassador for the project
- Conduct ongoing evaluations of the Table and its outcomes analyzed, reviewed and reported
- Report to the North Simcoe Situation Table Steering Committee and provide support to the Steering Committee
- Receive referrals to the North Simcoe Situation Table and convene meetings of the members of the Situation Table in response to those referrals in accordance with the process determined by the North Simcoe Situation Table

### **PRIMARY MEMBERS OF THE NORTH SIMCOE SITUATION TABLE:**

- Attend and be on time for **every** appropriate meeting in response to referrals
- Attend organizational meetings of the North Simcoe Situation Table
- Receive and assess referrals from own agency
- Present referrals at the North Simcoe Situation Table according to the Four Filter Approach
- Promote open discussion with partnering agencies and sharing of information under their respective agency guidelines and the Four Filter Approach
- Act as Lead Agency for those discussions and interventions when identified
- Participate in post-Table interventions (or identify a delegate) as needed
- Report to own organization
- Maintain high standards of confidentiality
- Create communication protocols between Primary and Alternate Representative so that there are no gaps in knowledge or service at the Table

- Attend training as required
- Determine representation on, and determine the membership of the North Simcoe Situation Table Steering Committee, the role of which is to recommend the processes and monitor the work of the Situation Table

**TERTIARY MEMBERS OF THE NORTH SIMCOE SITUATION TABLE:**

- Agree to attend when called to participate in post-Table discussions and interventions as needed
- Report to own organization
- Maintain high standards of confidentiality
- Attend training as required

**MEMBERS OF THE NORTH SIMCOE SITUATION TABLE STEERING COMMITTEE:**

- On behalf of the members of the Situation Table, discuss and recommend to the membership of the Situation Table further features and organizational elements for the ongoing operation of the Situation Table
- Through the Mobilization Manager, receive input from the members of the Situation Table, regarding the operation of the Situation Table
- Provide advice and direction to the Mobilization Manager during the initial implementation of the Situation Table

**MEETING SCHEDULE:**

The members of North Simcoe Situation Table will meet as required in response to referrals to the Table and for periodic organizational meetings. The Primary Members will meet at least 3 times a minimum of once every three months to review the functioning and effectiveness of the Situation Table and determine any revisions that should be considered in its operation.

The Steering Committee will meet, as determined as needed by the members to fulfill its responsibilities with the expected life of the Committee to be six months.

**DECISION MAKING/ISSUE MANAGEMENT:**

- Decisions will be based on a consensus, solution focused approach that engages team members in a collaborative process
- In the event a clear consensus cannot be reached, the matter will be taken offline to be resolved in a manner consistent with sound professional and community development practice

**CONFLICT OF INTEREST:**

- Any member with a perceived or real conflict of interest must declare this to the committee
- A member in conflict should remove themselves from the table until the matter is resolved to reduce the risk of influence in the decision making process

**ACCOUNTABILITY:**

- The members of the Table are accountable to one another for their actions, participation level and contribution to the body.
- The primary members of the Table shall have Freedom of Information/Privacy officers or departments.

**TERMS OF REFERENCE REVIEW:**

- The Terms of Reference for the Table will be reviewed by the North Simcoe Situation Table Steering Committee on an annual basis.
- Revisions can be recommended by the North Simcoe Situation Table Membership to the Table Steering Committee through the Table Chair.
- Any revisions will be incorporated and approved by the North Simcoe Situation Table Steering Committee at the next meeting of that committee.
- If no revisions are required, approval will be given at the first opportunity.

**APPROVAL:**

The members of the North Simcoe Situation Table agree through consensus to adopt these draft Terms of Reference for the North Simcoe Situation Table.

Signed,

---

Organization:

---

Position:

---

Date: \_\_\_\_\_

DD / MM / YYYY