



Committee Agenda

Hanover – Owen Sound Task Force

February 28, 2022 – 9:30 AM

Electronic Participation, Grey County Administration Building

1. **Call to Order**
2. **Declaration of Interest**
3. **Report**
 - a. PDR-HOSTF-08-22 Final Report and Workplan of the Hanover Owen Sound Task Force Report

That Report PDR-HOSTF-08-22 regarding the Final Report and Workplan for the Hanover-Owen Sound Task Force be received; and

That the workplan and actions identified in the report be supported; and

That upon County Council’s endorsement of the report and workplan the Task Force be dissolved
4. **Other Business**
5. **Adjournment**



Executive Summary

The Hanover and Owen Sound Task Force was established by Council to examine the challenges that Hanover and Owen Sound experience and to identify opportunities to address the challenges. Owen Sound and Hanover represent the two largest settlement areas in the County both in terms of size and population. The Town of Hanover and the City of Owen Sound are facing both opportunities and challenges that require attention to ensure the health of these communities as well as Grey County as a whole, and to ensure the goals of the County Official Plan are met.

Throughout the Fall of 2020 and into the Spring of 2021, the Hanover and Owen Sound Task Force heard presentations from a variety of community partner organizations, as well as County and municipal staff on a variety of themes and topics identified below:

- Housing
- Poverty and Community Safety and Wellbeing
- Mental Health and Addictions
- Social Services
- Labour and Employment
- Youth and Senior Supports
- Policing
- Planning and Development
- Community Transportation

Data and information regarding each of the themes was provided to the Task Force to understand the current situation. Throughout the presentations, it became quite apparent that many of the challenges within each of the themes were interconnected and that a multi-pronged approach will be required to address them. There was also a strong correlation with many of the themes related to the social determinants of health. Social determinants of health are non-medical factors that influence health outcomes.



1 - Image from Data Report: Exploring Patterns of Substance Use and Related Harms in Bruce and Grey Counties, Community Drug and Alcohol Strategy

Many of the challenges that were discussed with the Task Force are not unique to Hanover and Owen Sound as similar challenges are also being experienced by other local municipalities within Grey County to varying degrees. Because of this understanding, many of the opportunities identified through the discussions and highlighted in the work plan attached to this report will not only benefit Hanover and Owen Sound but will also benefit the County as a whole.

There have been several changes and new initiatives that have started since we had the initial discussions with the Task Force and these have been highlighted in the report and have been reflected in the proposed workplan/action items. Some of the opportunities identified through the discussions have already commenced and some of the challenges have changed or in some cases have been exacerbated by the impacts resulting from the pandemic, the continuing rise of housing prices, the rise of inflation, and the increased labour shortage.

A number of challenges and opportunities identified within each of the themes align with what we heard through the community consultations as part of Recolour Grey – County’s Official Plan. The Official Plan was broken out into five main themes including Cultivate Grey, Develop Grey, Natural Grey, Live Grey, and Move Grey. Policies and objectives have been identified under each of these themes to address the opportunities we heard from the community. The Recolour Grey themes align well with the themes discussed with the Hanover and Owen Sound Task Force and therefore continued implementation of the policies within Recolour Grey will go a long way to addressing some of the challenges discussed with the Task Force. Implementation of Recolour Grey is already underway, and we will highlight relevant sections of this policy document in the report and the workplan.

The Workplan attached to this Report identifies the various opportunities/actions to address the various challenges highlighted under each theme discussed with the Task Force. The Workplan identifies the lead agency/department that is recommended for each action/opportunity, lists key partners/stakeholders to be involved, outlines next steps, identifies the proposed method/timeframe for completing each action/opportunity, and identified performance measurements to track progress. The following is a summary of the various opportunities identified under each theme in the report.

1. Housing

Housing challenges were mentioned within each theme/topic discussed with the Task Force which reinforces the importance of addressing the housing challenges that are currently faced throughout the County. This is consistent with what we heard through the Recolour Grey community consultations. A number of these opportunities are captured in the Housing policies contained in Recolour Grey, including:

- Creating a diversity of housing options in both style and cost (affordable and attainable housing)
- Increasing housing supply for both ownership and rental through future County and non-profit housing builds, as well as by offering incentives to encourage private affordable and attainable housing builds and retrofits.
- Encouraging infill development in order maximize utilization of services.

The following are some opportunities/actions identified by the Task Force to address some of the housing challenges being faced in Owen Sound, Hanover, as well as other local municipalities within Grey County.

Housing Opportunities

- a) Continue Implementing the Housing Action Plan which includes utilizing the Affordable Housing Fund established by Council, implementing the Housing Surplus Land Bank, promoting the Community Improvement Plan incentives to encourage more affordable/attainable housing, promote Development Charge Exemptions and Deferrals, and implementing Recolour Grey policies in municipal official plans and zoning by-laws, to just name a few.
- b) Connect with Tenant services on an on-going basis to understand tenant needs
- c) Explore the Rent Safe Initiative data and recommendations completed by the Health Unit and Queen's University
- d) Identify grant opportunities and other financial incentive resources for retrofit programs
- e) Carry-out educational campaigns outlining building code compliance
- f) Explore challenges & opportunities of landlords and companies who maintain and operate rental housing stock
- g) Identify opportunities to further engage and connect w/ local indigenous populations
- h) Explore short-term housing and transitional housing opportunities

2. Poverty and Community Safety and Wellbeing

People that have insufficient income are often faced with difficult choices every single day. Basic needs such as housing, access to food, paying for utilities, access to transportation, and access to employment are increasingly beyond reach for people living on low-income. The Task Force identified the importance of implementing the recommendations contained in the Community and Safety Well-Being Plan (CSWBP) to address some of these challenges. The overarching goal of the CSWBP is to achieve sustainable communities where everyone is safe, has a sense of belonging and opportunities to participate, and where individuals and families can meet their needs when it comes to education, health care, food, housing, income, and social and cultural expression.

The Bruce Grey Poverty Task Force works in partnership with 52 community organizations to eliminate poverty in our region, to enhance the understanding of poverty issues through solution-based research knowledge development and information sharing, and to create opportunities for community stakeholders to become involved in poverty elimination efforts. Therefore, supporting the Bruce Grey Poverty Task Force through further resources and through Council awareness/support is also critical in helping to reduce poverty in our communities.

Poverty and Community Safety and Wellbeing Opportunities

- a) Increase affordable housing supply
- b) Support community service providers through the Bruce Grey Data and Information Sharing Collaborative (BGDISC)
- c) Implement the Community Safety and Wellbeing Plan
- d) Support the Bruce Grey Poverty Task Force through further resources and Council awareness/support

3. Mental Health and Addictions

As part of Warden Hick's Inaugural Address to Council made on December 7, 2021, the Warden asked County Council to direct its attention and act boldly on an issue that requires urgent response, being mental health and addictions. The Warden indicated that this call-to-action came from community service professionals and, most important, people with lived experience. People with a mental health illness are twice as likely to have a substance use problem. Similarly, people with substance use problems are up to three time more likely to have a mental illness. The challenges and opportunities that were discussed with the Task Force regarding mental health and addictions aligns well with the Warden's call-to-action and aligns with the matters that will be considered by the newly formed Mental Health and Addictions Task Force.

Mental Health and Addiction Opportunities

- a) Continue to refine the newly adopted protocol by Grey County Paramedic Services to track opioid incidents to establish a baseline and monitor trend analysis
- b) Map out existing mental health and addictions services offered throughout Grey Bruce Communities & identify service delivery gaps and collaboration opportunities
- c) Further explore urban design concepts that prioritizes creating healthy and happy communities
- d) Implement the Community Safety and Wellbeing Plan
- e) Explore funding & resource avenues to implement additional pediatric beds at Grey Bruce Health Services
- f) Identify resource sharing opportunities to support non-for-profits in program implementation and service delivery
- g) Move forward with the Calls to Action identified in [Report SSR-CW-02-22](#) by positioning Grey County programs and services within the larger provincial and federal policy context.

4. Social Services

Grey County Social Services provides a variety of programs and supports for vulnerable residents, including Ontario Works, Children's Services and EarlyOn Centres. Like other themes discussed throughout this report, some of the barriers of offering comprehensive support to clients include accessible transportation, available local addiction and mental health services, lack of affordable and attainable housing, and the reduction and/or end of federal emergency assistance programs offered for COVID-19. The Task Force identified the following opportunities to help better support the vulnerable population in our communities.

Social Services Opportunities

- a) Enhance recruitment/retention and public awareness for registered early childcare educator employment and training opportunities
- b) Improve frequency of data collection pertaining to client needs
- c) Support food literacy programming and opportunities to support food programs
- d) Explore the viability/sustainability of a living wage/guaranteed income
- e) Establish donation programs for old phones, computers, and tablets
- f) Create Community Hubs that allow residents to access services offered by the Province, County, local municipalities, and other community organizations through a 'one-stop-shop'

5. Labour and Employment

The unemployment rate for Grey County continues to be low compared to the province-wide unemployment rate. Over half of the employers surveyed through the Employer One Survey indicated difficulties in filling positions and approximately ½ the employers indicated that retaining staff was a concern. A low unemployment rate, paired with a high participation rate, reinforces that there are not enough people in the labour pool. This is why employers continue to struggle to fill current positions and plan for growth. The importance of retaining and recruiting a skilled workforce is key to continue to support economic growth and development within our communities.

Labour and Employment Opportunities

- a) Identify employment resources that may be helpful for employers
- b) Connect w/ businesses, focus efforts on business retention
- c) Understand where people are moving from when relocating to Grey
- d) Review commuting patterns
- e) Work w/ local school boards to provide students with information about local job opportunities and local training and education opportunities

6. Youth and Senior Supports

Grey County, like much of the rest of Canada and the world, is seeing its population getting older: in Canada, the number of seniors now exceeds the number of children. According to 2016 census data, 54% of Grey County residents were 50 years or older, and by 2046 the proportion of the population 80 years old and above is projected to double. Achieving an age-friendly community involves addressing the eight dimensions of community life which include issues related to the physical environment (transportation, outdoor spaces and buildings, housing), personal wellbeing (communication and information, community support and health services), and the social environment (social participation, respect and inclusion, and civic participation and

employment). These eight dimensions of community life align with the social determinants of health. One of the key recommendations identified by the Task Force is implementing the Age-Friendly Community Strategy and Action Plan which is currently being developed in consultation with local municipalities.

Youth and Senior Supports Opportunities

- a) Need more local services for addiction and mental health for all ages
- b) Coordinate public transportation providers to align with the needs of those most vulnerable
- c) Enhance data sharing between the County, School Boards, local community organizations, and local municipalities to better anticipate community needs and monitor trends to tailor service delivery to respond to needs
- d) Encourage local councilors to connect with local senior advisory committees
- e) Identify recreational opportunities for those with enhanced mobility needs
- f) Promote good new stories on local media channels
- g) Implement the Age-Friendly Community Strategy and Action Plan

7. Policing

Within Hanover and Owen Sound, police call volumes and the overall crime severity index have increased over the past few years. Both Police Chiefs noted that there is a concentration of social services and support agencies located in Owen Sound and Hanover which brings more marginalized residents to the area including those that need support with mental health, addictions, poverty, food security and homelessness. Both Police Services noted an increase in mental health calls. The Task Force indicated the need to explore options for better responding to mental health calls and directing appropriate resources to respond to provide the supports necessary for those dealing with a mental health crisis.

Policing Opportunities

- a) Review funding model for provision of court security at the Superior Court located in Owen Sound to find solutions that are equitable.
- b) Further examine and develop more effective/efficient responses to mental health calls, including continuing and enhancing the Mobile Mental Health Addictions Response Team
- c) Consider adoption of best practices from surrounding jurisdictions that have a low crime severity index (resource sharing, other support services, etc.)
- d) Seek continued support to enhance road safety for all users/modes of transportation (buggies, cyclists, pedestrians, and vehicles)
- e) Further develop or support crime prevention initiatives versus reactive care (i.e. Community Safety and Wellbeing, social determinants of health).

8. Planning and Development

Supporting the sustainable growth and development of our settlement areas is important for the overall economic health of our region. Planning for this growth by having an adequate land supply as well as infrastructure to support this growth is key. Collaboration between all levels of government and municipalities will be necessary to ensure our communities continue to sustainably grow and thrive.

Planning and Development Opportunities

- a) Continue to explore and implement efficiencies within the overall planning process to create more development to support the needs of the community (e.g. affordable/attainable housing, commercial and industrial uses)
- b) Better integrate growth analysis into land use planning and infrastructure planning
- c) Continue updating planning documents and special studies to respond to the needs of the community
- d) Maintaining community character by considering new policies or design guidelines
- e) Collaboration between all levels of government and municipalities to ensure there is a sufficient supply of designated lands within settlement areas to address projected growth
- f) Collaborate to ensure there is a sufficient supply of Industrial and employment lands that are 'shovel-ready'
- g) Continue to build relationships between the County, local municipalities and Indigenous communities through Truth and Reconciliation

9. Community Transportation

Transportation and the need for more transportation options came up at many of the community conversations through Recolour Grey. Improving access to safe and affordable transportation options for all residents is critical and is a key social determinant of health as it provides access to employment, training opportunities, getting to medical appointments and other health services, as well as access to groceries, pharmacies, and other retail stores. Continuing to support the Grey Transit Route, exploring opportunities for resource sharing amongst all transit providers, and identifying gaps in public transit service delivery, will be key to ensuring that safe and affordable transit options are provided for our residents.

Community Transportation Opportunities

- a) Connect all transit providers through Grey/Bruce & explore opportunities for resource sharing
- b) Identify opportunities for not-for-profit programs to connect with existing public transit services for service delivery
- c) Identify gaps in public transit service delivery
- d) Collect additional ridership data
- e) Explore alternative service delivery models through OS Transit System Review (2021) (e.g., on-demand service models, connect w/ local taxi companies, free public transit to high-school students)
- f) Publicize and market public transit services
- g) Work with employers and refine scheduling

Background and Discussion

In Fall 2020, Council established the Hanover and Owen Sound Task Force to examine the challenges that Hanover and Owen Sound experience and to identify opportunities to address the challenges. The guiding terms of reference for the Task Force were to:

1. Assess available social & economic data for Hanover & Owen Sound including trend analysis & forecasting
2. Develop a report including **recommendations and a workplan** for Council's consideration to address **opportunities and areas of concern**, for the benefit of both the two municipalities and the County as a whole

As the only two wholly designated primary settlement areas in Grey County, the Town of Hanover and the City of Owen Sound have some unique circumstances that require attention to ensure the health of Grey County and the goals of the Official Plan are met. Primary settlement areas are intended to be the primary target for residential and non-residential growth. Owen Sound and Hanover represent the two largest settlement areas in the County both in terms of size and population.

Recolour Grey, the County's Official Plan, describes Primary Settlement Areas as larger settlements with full municipal servicing, and a wide range of uses, services, and amenities which are intended to be the primary target for residential and non-residential growth. The development of high-quality urban form and open public spaces within these areas is encouraged through site design, and urban design standards, to create attractive and vibrant places that support walking and cycling for everyday activities and are transit supportive. In addition to Hanover and Owen Sound, other Primary Settlement Areas identified in the County Official Plan include Cobble Beach, Meaford, Thornbury/Clarksburg, Durham, Neustadt, Markdale, and Dundalk.

Throughout the Fall of 2020 and into the Spring of 2021, the Hanover and Owen Sound Task Force heard presentations from a variety of community partner organizations, as well as County and municipal staff on a variety of themes and topics identified below:

- Housing
- Poverty and Community Safety and Wellbeing
- Mental Health and Addictions
- Social Services
- Labour and Employment
- Youth and Senior Supports
- Policing
- Planning and Development
- Community Transportation

Data and information regarding each of the themes was provided to the Task Force to understand the current situation. Throughout these presentations, it became quite apparent early on that many of the challenges within each of the themes were interconnected and that a multi-pronged approach will be required to address them. There was also a strong correlation with many of the themes regarding the social determinants of health which can have a positive and negative influence on mental health and overall wellbeing. Research shows that the social determinants of health can be more important than health care or lifestyle choices in influencing

health (WHO, 2021). Social determinants of health are non-medical factors that influence health outcomes. These include:

- Income and social protection
- Education
- Unemployment and job insecurity
- Working life conditions
- Food insecurity
- Housing, basic amenities and the environment
- Early childhood development
- Social inclusion and non-discrimination
- Structural conflict
- Access to affordable health services of decent quality

Many of the challenges that were discussed with the Task Force are not unique to Hanover and Owen Sound in that some of the challenges are also being experienced by other local municipalities within Grey County. Some challenges are unique to Hanover and Owen Sound and some challenges are experienced with greater intensity compared to other local municipalities within Grey County. Given that many of the challenges are being experienced throughout Grey County, many of the opportunities identified through the discussions and highlighted in the work plan attached to this report will not only benefit Hanover and Owen Sound but will also benefit the County as a whole.

There have been several changes and new initiatives that have started since we had the initial discussions with the Task Force and these have been highlighted in the report and have been reflected in the proposed workplan/action items. Some of the opportunities identified through the discussions have already commenced and some of the challenges have changed or in some cases have been exacerbated by the impacts resulting from the pandemic, the continuing rise of housing prices, the rise of inflation, and the increased labour shortage.

A number of challenges and opportunities identified within each of the themes align with what we heard through the community consultations as part of Recolour Grey – County's Official Plan. Some of the key opportunities we heard through the Recolour Grey community consultations included:

- Developing an age-friendly approach to development, community design, and decision-making
- Supporting young families, youth, older adults, and newcomers
- Maintain and improve road infrastructure and support active and public transportation
- Support traditional economic sectors and explore new economic opportunities
- Prioritize housing affordability by creating opportunities to increase the supply of affordable and attainable housing throughout Grey County
- Considering climate change when planning for the future and promoting development that is environmentally sustainable
- Protecting our natural and cultural environments to benefit future generations

Recolour Grey was broken out into five main themes including Cultivate Grey, Develop Grey, Natural Grey, Live Grey, and Move Grey. Policies and objectives have been identified under each of these themes to address the opportunities we heard from the community. The Recolour Grey themes align well with the themes discussed with the Hanover and Owen Sound Task

Force and therefore continued implementation of the policies within Recolour Grey will go a long way to addressing some of the challenges discussed with the Task Force. Implementation of Recolour Grey is already underway, and we will highlight these in the report and the workplan.

The report provides a summary of the items discussed under the each of the themes including the challenges and the opportunities.

Discussion of the Hanover and Owen Sound Task Force Meeting Themes – Challenges and Opportunities

September 18th, 2020 – Housing

Presentations by:

- Grey County Housing – Anne Marie, Director Housing
- Grey County Planning – Randy Scherzer, Director Planning

Housing Discussion Overview and Challenges

The Task Force analyzed demographic and household data to better understand the overall need for affordable housing within Hanover and Owen Sound, as well as throughout the County. The data reviewed clearly shows the need for both affordable and attainable housing throughout the County, including within Owen Sound and Hanover. Average housing prices continue to be at an all-time high and vacancy rate for rental housing remains low making it very difficult for residents to access housing.

For housing to be considered affordable the housing costs must be 30% or less of a household's gross income.

- A single person on Ontario Works receives \$733 monthly so an affordable rent would be \$219 a month,
- a single person on Ontario Disability Support Program receives \$1,154 a month so affordable rent would be \$364 a month,
- a senior earning \$2,000 on a fixed income can afford \$600 a month.

Rents such as these do not exist in the private market so affordable, or community housing is an important part of our community. Grey County is tasked with providing affordable rents through community housing, non-profit housing, and rents supplements.

According to Canadian Mortgage and Housing Corporation, the average market rent in Grey County for a one bedroom is \$817 a month. Across Grey County a one-bedroom ranges from \$800-\$1250 a month, often without the inclusion of utilities.

Since 2014 Grey County's vacancy rate has continued to decline. In 2014 the vacancy rate was 4.3% and has steadily declined to 1% in 2020. A healthy vacancy rate is considered 4% where rents are lower and there is supply to meet demand.

There are 819 Grey County residents on the Grey County Housing Waitlist and 352 residents from outside Grey County.

Grey County provided subsidy to 1,611 units of housing and assisted 66 more households with Provincial rent subsidies.

- 996 units Grey County Housing
- 522 units Non-Profit Housing
- 72 rent supplements at \$168,000 annually
- 20 rent supplements for transitional housing at \$30,000 annually

- 66 Provincial portable housing Benefits approximately \$250 a unit for approximately \$200,000 annually

In 2020, 70 people were housed off the waitlist of those 17 were victims of domestic violence. The average wait time for a unit is 2 to 5 years depending on the location in Grey County. Approximately 158 private units were funded through a rent subsidy.

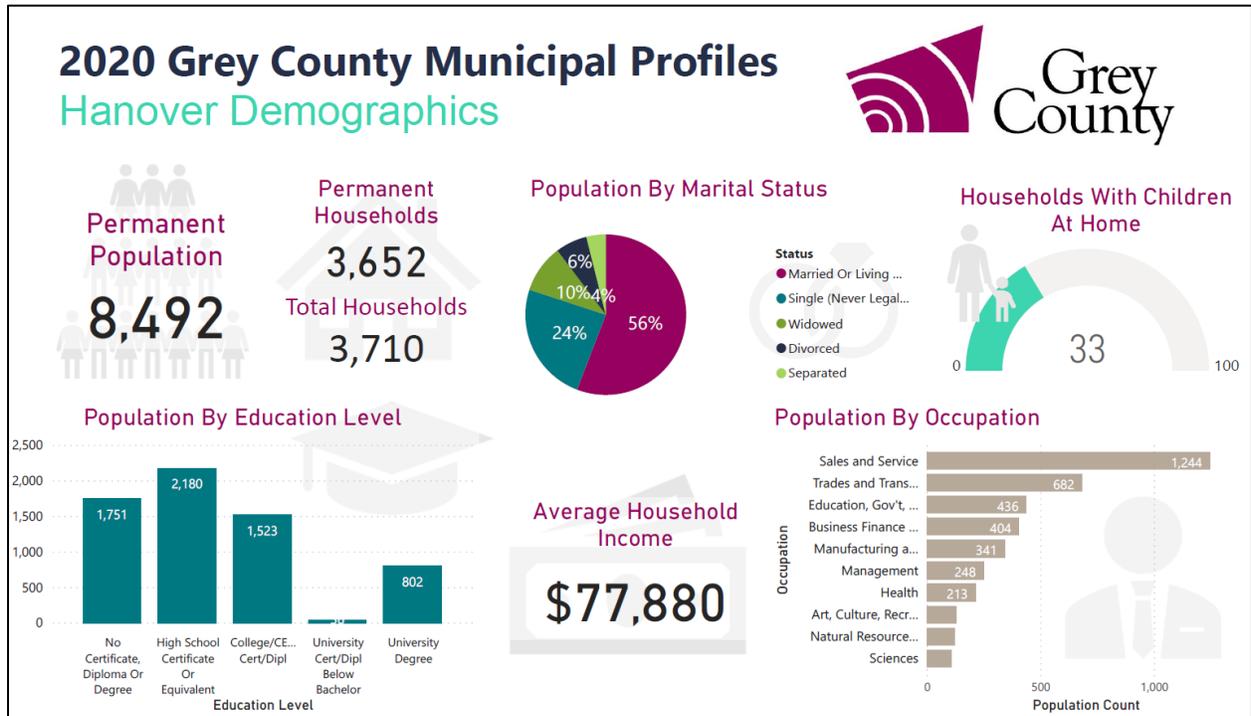
The following are some other key highlights of the housing and population statistics for Hanover and Owen Sound as well as some of the other local municipalities within Grey County:

- Owen Sound and Hanover has the largest portion of 1-person households (37% & 34% respectively); while Southgate has the largest portion of 5+ person households (12.5%).
- Owen Sound and Hanover has the highest portion of renters in Grey County (43% & 39% respectively). Georgian Bluffs has the lowest portion of renters (8%) and the highest portion of home ownership (92%).
- Owen Sound has the oldest housing stock with 45% of all homes constructed before 1961. The Town of The Blue Mountains has only 24% of the housing stock constructed before 1961.
- Owen Sound and Hanover have a lower percent of their housing types being single-detached houses compared to other local municipalities, and a higher percent housing types when it comes to row housing, semi-detached units, and apartment housing types compared to other local municipalities in Grey.
- A stark contrast in average household income exists in Grey County with the greatest income in The Town of The Blue Mountains (144K) and the lowest in Owen Sound (77K).
- Hanover and Owen Sound Occupations – highest percent population in the sale and service occupations, lowest in management occupations, Owen Sound – highest percent in education, government, religion and social occupations, lower percentage for trades and transport, Owen Sound – 2nd highest percentage in Health occupations, and Owen Sound and Hanover have the lowest percentage in Natural Resources and Agriculture.
- Owen Sound has the highest percent population that are visible minority with Meaford being the next highest.
- Hanover and Owen Sound – lowest population that drives a car to commute to their destination (work or to school) and highest percent when it comes to walking, being a passenger in a car (or carpooling), and highest in Owen Sound that uses public transit. Southgate is the highest percent population that bikes or walks to work or school, Hanover is second in this category, and Owen Sound being third highest.
- Owen Sound and Hanover have the highest percentage age of maintainer (primary person responsible in the household for paying rent/mortgage, taxes, or utility bills) in the 15-to-34-year age range compared to other municipalities in Grey County and

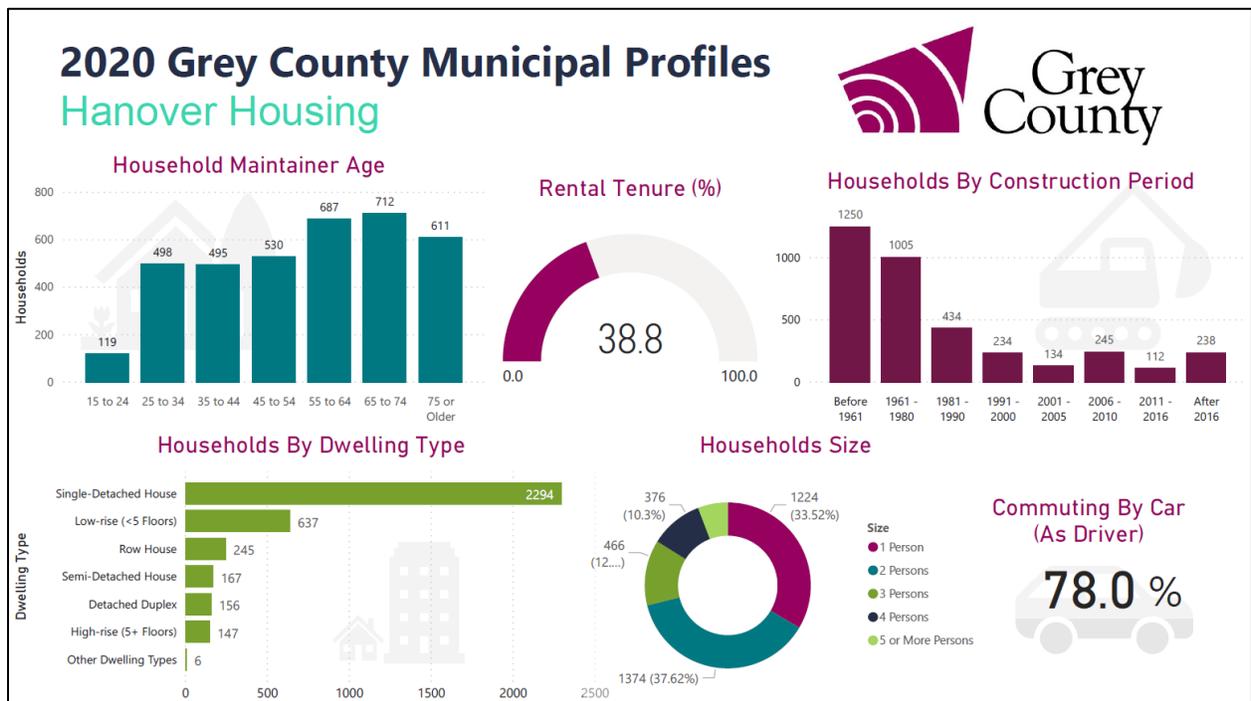
are second and 3rd in the 35-to-44-year age range, lower percent of population in the 55 to 74 percent age range but then climbs back up again in the 75 or older age range. This shows that there are younger residents residing in Owen Sound and Hanover, and people within the 45-to-74-year age range are living in higher percentages in other municipalities such as the Town of The Blue Mountains, Southgate, and Georgian Bluffs

- Hanover and Owen Sound has the lowest total family households on a percent of household basis compared to others and therefore the highest percent of non-family households compared to others
- Affordability is the key issue throughout Grey County when it comes to core housing need standards for all three of these categories, with below adequacy also being an issue and below suitability being less of an issue. A household is said to be in Core Housing Need if its housing falls below at least one of the adequacy, affordability, or suitability standards and it would have to spend 30% or more of its total before tax income to pay the median rent of alternative local housing that is acceptable (i.e. housing that meets all 3 housing standards).
 - Affordable housing costs less than 30% of before-tax household income
 - Adequate housing does not require any major repairs, according to residents
 - Suitable housing has enough bedrooms for the size and make-up of resident households, according to National Occupancy Standard requirements.
- Majority of housing needs are for non-senior households, however there is a definite need for seniors housing (1/3 of overall core housing need). In terms of minors' present, majority of the core housing need do not have a child less than 18 years old but again not losing sight of the fact that there are approximately 300 households in core housing need that have a child less than 18 years of age.
- There are over 600 female one-person households in core housing need in Owen Sound, half of which are seniors (65+).
- Majority of the people on the Grey County Housing waitlist have requested to live in Owen Sound and Hanover being the next highest. Half are singles with an equal percentage being family and seniors. We may see the senior housing waitlist continue to increase as our overall population continues to increase in age.

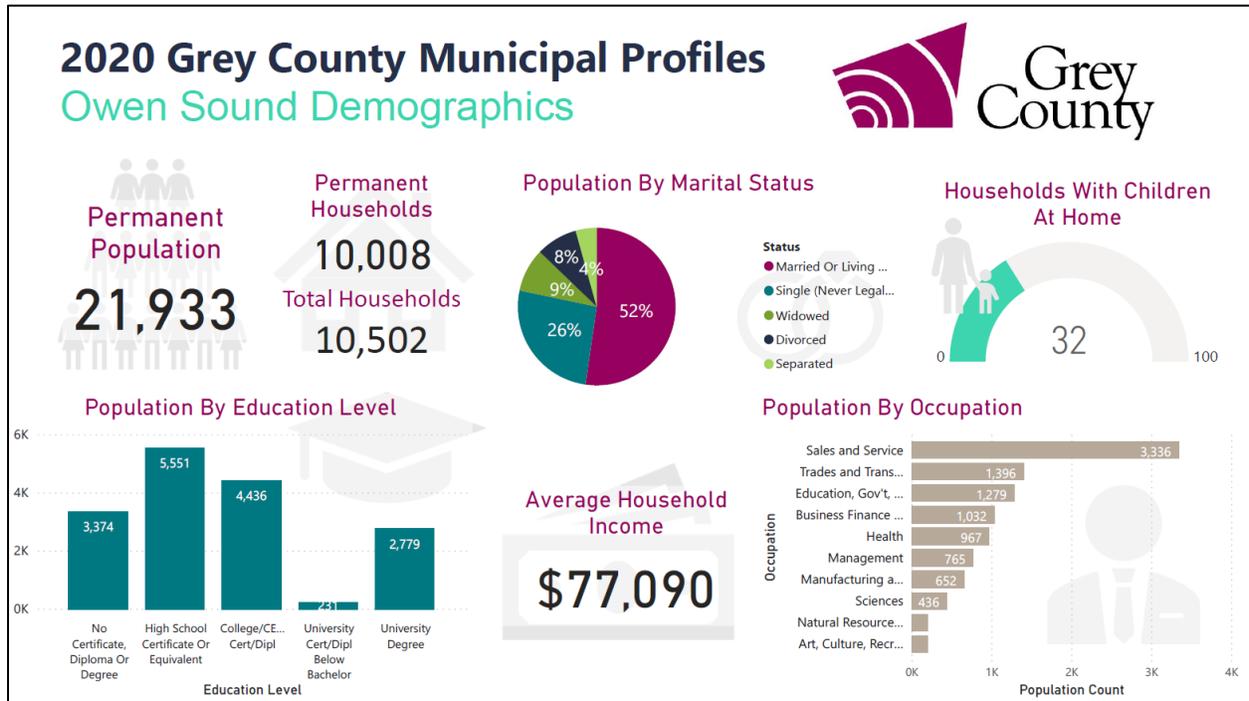
Hanover Demographic Profile - 2020



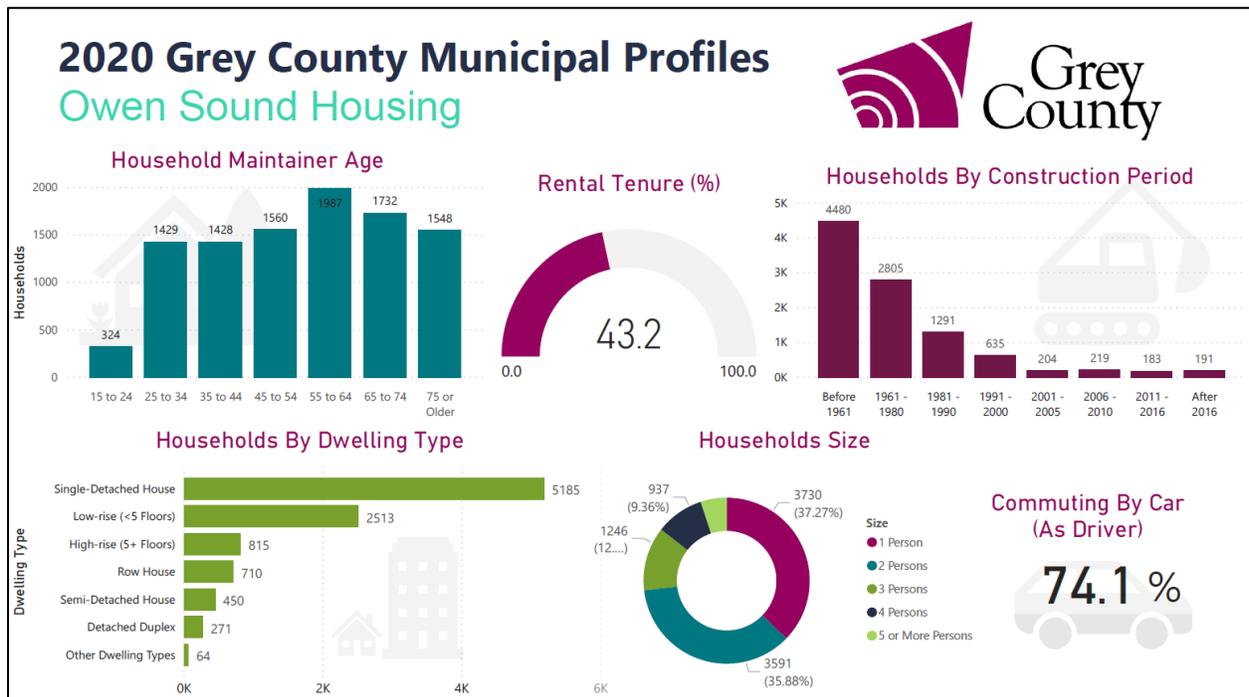
Hanover Housing Profile - 2020



Owen Sound Demographic Profile - 2020



Owen Sound Housing Profile - 2020



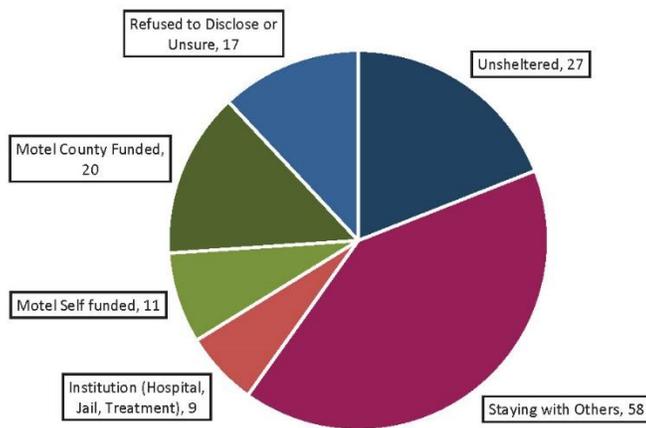
An overview of the 10-year Housing and Homelessness Plan was provided to the Task Force. The Plan provides recommendations to create more affordable housing in Grey County, to preserve the existing housing stock, to reduce chronic homelessness and the need to increase

supportive housing. Since the discussion with the Task Force, a homelessness survey was completed in October 2021 to better understand the current scope of homelessness in the area. This information will be used to inform further decisions around needed supports and services. The enumeration results were 142 respondents indicating they are experiencing homelessness. Of the 142 responses, 58 are staying with others, 27 are unsheltered, 20 staying in motel (County funded), 17 did not disclose, 11 staying in motel (self-funded) and 9 in institution (hospital, jail, treatment) – see Figure below showing further details on the 2021 Homelessness Enumeration results.

In July 2021, Council supported in principle the updated Growth Management Strategy projections which includes population and housing forecasts to the year 2046. Below are tables showing the population and household forecasts for each local municipality within Grey County. Owen Sound is expected to increase in population by 2,400 over the next 25 years with the 2046 population estimated to be 24,910 people. Hanover is expected to grow by 3,420 within that same time period to a total population of 11,870 by 2046. For households, Owen Sound is expected to see an increase of 1,130 households over the next 25 years and Hanover is expected to see a total increase of 1,700 households. With respect to households by unit type, Owen Sound is expected to grow by 810 apartment units over the next 25 years which is the highest across the County. Hanover is expected to add an additional 390 apartment units by 2046.

HOUSING ENUMERATION

SLEEPING ARRANGEMENTS ON OCTOBER 18, 2021



TOTAL RESPONSES:
142

CHRONIC: 74

NON-CHRONIC: 66

Numbers reflect a snapshot in time and do not capture all individuals experiencing homelessness in Grey County.

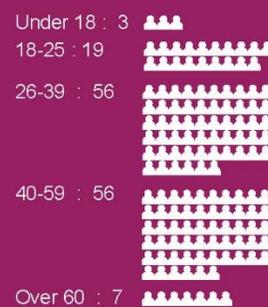
CONTRIBUTING FACTORS

Contributing factors that increase vulnerability and need when experiencing homelessness:

- **39%** of respondents Identified as having a Medical Illness or Condition
- **37%** of respondents Identified as having a Physical Limitation
- **44%** of respondents Identified as having a Learning or Cognitive Limitation
- **58%** of respondents Identified as having a Mental Health Concern
- **50%** of respondents Identified as having a Substance Misuse/Use concern



AGE OF RESPONDENT



Population Forecast by Local Municipality to 2046

Grey County - Updated Population Forecast by Local Municipality to 2046				
Year	2021	2046	Growth	Share
Town of the Blue Mountains	9,550	16,300	6,750	28.3%
Township of Chatsworth	7,240	7,980	740	3.1%
Township of Georgian Bluffs	11,210	12,780	1,570	6.6%
Municipality of Grey Highlands	10,590	11,920	1,330	5.6%
Town of Hanover	8,450	11,870	3,420	14.4%
Municipality of Meaford	11,800	13,480	1,680	7.1%
Township of Southgate	8,610	12,780	4,170	17.5%
Municipality of West Grey	13,360	15,110	1,750	7.3%
City of Owen Sound	22,510	24,910	2,400	10.1%
Grey County	103,320	127,130	23,810	100.0%

Source: Hemson Consulting Ltd.

Household Forecast by Local Municipality to 2046

Grey County - Updated Households Forecast by Local Municipality to 2046				
Year	2021	2046	Growth	Share
Town of the Blue Mountains	4,400	7,990	3,590	29.8%
Township of Chatsworth	2,770	3,070	300	2.5%
Township of Georgian Bluffs	4,540	5,240	700	5.8%
Municipality of Grey Highlands	4,190	4,810	620	5.1%
Town of Hanover	3,650	5,350	1,700	14.1%
Municipality of Meaford	5,150	6,270	1,120	9.3%
Township of Southgate	3,280	5,320	2,040	16.9%
Municipality of West Grey	5,410	6,250	840	7.0%
City of Owen Sound	10,140	11,270	1,130	9.4%
Grey County	43,540	55,570	12,040	100.0%

Source: Hemson Consulting Ltd.

Household Forecast by Local Municipality to 2046

Grey County Household Forecast by Unit Type to 2046 by Local Municipality						
Census Year	2021			2046		
Unit Type	Single/Semi	Row	Apartment	Single/Semi	Row	Apartment
Town of the Blue Mountains	3,610	520	270	6,090	1,010	890
Township of Chatsworth	2,710	0	60	3,000	0	70
Township of Georgian Bluffs	4,380	30	130	4,930	60	250
Municipality of Grey Highlands	3,900	80	210	4,400	110	300
Town of Hanover	2,490	300	860	3,480	620	1,250
Municipality of Meaford	4,300	310	540	4,870	440	960
Township of Southgate	3,120	30	130	4,540	110	670
Municipality of West Grey	4,940	130	340	5,590	210	450
City of Owen Sound	5,610	750	3,780	5,700	980	4,590
Grey County	35,060	2,150	6,320	42,600	3,540	9,430

Source: Hemson Consulting Ltd.

In October 2020, the Homelessness Response Table commenced. This is a community partner hub in Owen Sound with six offices to be shared by all to coordinate services with Canadian Mental Health Association, Grey Bruce Health Services and Keystone among others to provide a coordinated approach to serving those in need. If this model is successful, expansion into other areas will be reviewed.

The need for transitional supportive housing was also discussed with the Task Force and at that time funding was being sought from the Province to continue to help those that have a need for a high level of support.

Ms. Shaw provided further information on rent supplements. There is still a need for rent supplements, but it is one tool that could assist with perhaps 25% of the waitlist while the other 75% need actual housing because they are currently without a home.

It was noted that clients come with many needs including mental health along with housing related concerns and a multi-prong approach needs to be taken with many clients. Ms. Shaw noted that Community Relations Workers are in place to provide referrals to various community agencies including employment, mental health, and food banks. Staff work together with tenants to put together a work plan that will support the tenant's specific needs. She noted that from a planning perspective, the best-case scenario is to ensure that there is a certain amount of affordable or attainable housing to fulfill the overall need of housing. Future housing builds are generally a mix of affordable and market rent units that help to address the housing situation. Ms. Shaw noted that there are a multitude of people needing supportive housing with a multitude of needs.

Discussion occurred on the length tenants use community housing. Ms. Shaw noted that while there are those that only need it for a short period of time, 45% of the current tenants are seniors who tend to stay for a long time. She noted that families do move on while others, due to financial reasons, will stay for a longer period of time. She did note that there is a large population of ODSP clients who also have a longer tenure. She highlighted the differences between Owen Sound and Hanover being the availability or demand for rental properties with a higher demand in Owen Sound due to the abundance of amenities such as doctors, and other

supportive services. The highest demand is for one-bedroom units in both Hanover and Owen Sound with a greater opportunity in Owen Sound due to a larger land mass.

The Housing Action Plan that has been created by the Affordable Housing Task Force was presented to the Hanover Owen Sound Task Force. Since the initial discussion with the Hanover Owen Sound Task Force, the Housing Action Plan has been updated and work is underway on implementing the action items identified in the Plan. The following is a link to the latest report presented to the Affordable Housing Task Force regarding the Housing Action Plan - [Addendum to PDR-AF-01-20 Updated Housing Action Plan and Next Steps](#)

Housing Opportunities



Housing challenges were mentioned within each theme/topic discussed with the Task Force which reinforces the importance of addressing the housing challenges that are currently faced throughout the County. This is consistent with what we heard through the Recolour Grey community consultations. Throughout the various presentations and discussions with the Task Force, there were a number of opportunities identified to address the housing challenges being experienced in Hanover and Owen Sound as well as throughout the County. A number of these opportunities are captured in the Housing policies contained in Recolour Grey, including:

1. Creating a diversity of housing options in both style and cost (affordable and attainable housing)
2. Increasing housing supply for both ownership and rental through future County and non-profit housing builds, as well as by offering incentives to encourage private affordable and attainable housing builds and retrofits.
3. Encouraging infill development in order maximize utilization of services.

To address these matters, a summary of some of the major opportunities within housing has been outlined below and are highlighted in the graphic above:

1. **Continue Implementing the Housing Action Plan** – since the initial discussion with the Task Force, several initiatives identified in the Housing Action Plan have either been fully implemented or work is currently underway. The following are the key actions identified in the Housing Action Plan and the status of the various housing initiatives:

- a. **Affordable Housing Fund (Status = Implemented)** – on December 15, 2020, the Affordable Housing Task Force recommended that an affordable housing development fund be created to fund future affordable housing builds, purchase surplus lands or properties to support builds, and to provide rent supplements. The Affordable Housing Task Force supported the report and recommended that a total of \$1.1 million be earmarked for the Affordable Housing Fund as part of the 2021 Budget and that a 1% tax increase be implemented on a go forward basis each year to put towards the Fund. County Council approved the 2021 Budget on February 11th with the 1% funding for the Affordable Housing Fund to come from the one-time funding reserve for 2021. The intent for future budgets would be that the 1% funding for the Affordable Housing Fund would be funded from the levy which has been included in the 2022 Budget.

This funding will have a significant impact on helping to address the current housing waitlist. The funding can be used to help leverage additional funds from provincial and federal programs. Any funds from the divesture of County property or through savings from end of mortgage payments for non-profits can also be put towards the Affordable Housing Fund. The intent will be to grow the Affordable Housing Fund over time which will lead to the development and construction of affordable housing builds. Most affordable housing builds will contain a mixture of affordable and attainable housing to make a build project viable and therefore by funding the creation of affordable housing, additional attainable housing units will also be created.

- b. **Housing Land Bank (Status = Work Underway)** – One of the action items supported by the Affordable Housing Task Force is to establish a ‘land bank’ to support future affordable and attainable housing builds. Lands that are currently owned by the County, local municipalities, or the Province are being explored to see if they are suitable to support future housing builds. This reflects the County’s Housing First policy, whereby any surplus land that the County owns must first be considered for affordable housing where it is deemed to be suitable to support such a build.

Staff are developing criteria to assess the suitability of sites including properties within settlement areas, sites that can be readily serviced, sites near schools, hospitals, medical clinics, and other public facilities. County staff will work with local municipal staff on developing the preferred site criteria and to identify preferred sites. We will then work towards getting the lands shovel ready by pre-zoning the lands to support affordable and attainable housing builds.

If there is an insufficient supply of available publicly owned lands within certain settlement areas, there may be a need to purchase lands using the Affordable Housing Fund to support future builds. Lands within the Housing Land Bank will then be offered to either non-profit housing organizations or through a request for proposal (RFP) process whereby developers can submit a development proposal that would need to meet certain conditions including minimum housing

targets, etc. This would be similar to the RFP process completed for the lands in Durham that resulted in the construction of a 15-unit apartment building with 11 affordable units and 4 attainable units (see picture below).



Image: Apartment built in Durham

- c. **Community Improvement Plan incentives (Status = County CIP Program in place and most local municipalities have implemented)** – Through [Report PDR-CW-30-19](#) the County supported a Community Improvement Plan (CIP) Program, which amongst other things will help incent new affordable and attainable housing to be built. The CIP enables municipalities access to programs such as the development charge deferral/exemption, surplus land grant, and the tax increment equivalent grant. Municipalities can offer these programs in their CIPs to increase attainable housing stock, including secondary suites, multi-unit housing, purpose built rental housing, rooming house developments and apartment dormitory style developments. Most local municipalities have either approved, or are in the process of approving, a new CIP using the County’s CIP Program template.

Next steps are to work with the local municipalities to promote these incentive programs through brochures, websites, social media, through pre-submission consultation meetings with developers, etc. We will also work with municipal staff to monitor the progress of the CIP Program, share success stories, and make any adjustments to the incentives to ensure that they are being as effective as possible

- d. **County Development Charge Exemptions and Deferrals (Status = Implemented)** – On January 14th, 2021, County Council approved changes to the Development Charges By-laws which has helped to encourage more rental housing, non-profit housing, and additional dwelling units by conditionally exempting these developments from a County Development Charge. Other changes included alignment with some of the recent changes to the Development Charges Act including exemptions for additional residential units, supporting incentives related to the Community Improvement Plan Program, and Development Charge credits for qualifying redevelopment projects (for example conversion of commercial buildings to residential uses).

On January 28th, 2021, County Council approved the Deferral and Conditional Exemption Policy which implements and provides further administrative details regarding the deferrals and conditional development charge exemptions that Council approved on January 14th, 2021. In addition to the development charge exemptions, the policy outlines when the County would consider deferral of development charges beyond the deferrals required under the DC Act. Developments that qualify for development charge deferrals include:

- i. Housing units that meet the Accessibility for Ontarian Disabilities Act standards. Any housing units that meet the AODA standards would be eligible for a County DC deferral until time of occupancy.
- ii. Other rental developments that would not be eligible for a conditional exemption under the County's Development Charge By-laws or the DC Act.
- iii. Any new condominium apartment developments or life lease/land lease developments.

The development charge deferral and conditional exemptions are an additional incentive that has helped to encourage more affordable and attainable housing. The DC deferral and conditional exemptions allow non-profit housing providers and developers to reduce their overall development costs which could make a rental project more viable and may allow developers/homeowners to proceed with rental projects earlier than originally anticipated. It also frees up capital costs which could be invested in more rental housing builds. If there were more rental housing options throughout the County, some people may sell their existing homes and move into a rental unit to either downsize or to free up equity in their house which would free up more housing supply options for others to enter the housing market.

As of December 2021, the County has entered into 5 DC Deferral and Conditional Exemption Agreements with developers, resulting in over 160 new rental units which are currently being constructed. There are 2 pending agreements as well which would see an additional 188 rental apartment units. Most of the new apartment builds are occurring in Owen Sound and the City also offers conditional exemptions for City DC's. One new apartment build is occurring in Dundalk and there are 2 pending in Hanover. Staff will continue to monitor the vacancy rates and if they return to 3 to 4% (healthy levels) then Council could consider lifting these incentives in the future.

- e. **Recolour Grey implementation and Local Official Plan/Zoning updates – (Status = Recolour Grey in effect and work underway to implement in local official plans/zoning by-laws)** – In June 2019, the Province approved Recolour Grey, the County's new Official Plan. Recolour Grey contains new direction on housing, going far beyond what was in the previous Official Plan. Section 4.1 of Recolour Grey highlights policies on;
 - residential intensification,
 - affordable housing (both rental and ownership),
 - social and special needs housing,
 - tiny homes,

- second units/additional residential units (ARU's),
- garden suites,
- seniors housing, and
- short term accommodations.

Recolour Grey provides favourable development conditions for affordable housing and requires a wide variety of housing types and densities to be built, including both home ownership and rental opportunities. For example, the County Plan allows for secondary suites/ARU's (or second units) in a wide variety of land use designations and has also removed minimum unit sizes for new dwellings, such that tiny homes can be permitted. More information on Recolour Grey can be found at [this link](#).

As our communities continue to grow and evolve, the County and member municipalities will need to ensure our planning evolves as well. Just as traditional employment has shifted over time, so too will the need for other uses including housing. Whether it be opportunities for co-living or multi-generational homes, we will need to ensure our official plans and zoning by-laws evolve alongside the needs of residents. Residential neighbourhoods may continue to change, as will downtowns, and opportunities to explore residential infill developments, whether as a secondary unit in a dwelling, or a small apartment complex in or near downtown should be promoted where appropriate.

A County housekeeping amendment is currently underway and there are some housing policy recommendations being recommended to help further encourage additional residential units as well as different forms of housing. County staff will also continue to work with our member municipalities to update their zoning by-laws and official plans, to ensure favourable development conditions at the community level. Most municipalities have permissive secondary suite policies, and some have also removed minimum residential unit sizes from their zoning by-laws. County staff recommend that these policy updates not just extend to secondary suites/ARU's and tiny homes, but that municipal documents also consider increasing unit densities and decreasing parking standards, which can also impact the overall housing price. Pre-zoning lands that are identified as part of the Housing Land Bank or where we want to encourage higher density housing will also be important when zoning by-laws are being updated.

The Province's Affordable Housing Task Force recently released a [report](#) that identifies a number of recommendations in order to increase the overall housing supply throughout the Province. It will be important to continue to monitor and review any policy and legislative changes that the Province may consider in order to respond to these recommendations and to implement any changes brought forward.

- f. **Rockwood Terrace Campus of Care and Markdale Campus of Care (Status = Feasibility Study Completed and Options Being Investigated)** – In June 2021, SHS Consulting presented the Durham Campus of Care Feasibility Study to the Long-Term Care Redevelopment Task Force - [Rockwood Terrace Campus of Care Feasibility Study](#). The purpose of the feasibility study was to assess the feasibility of building a campus of care community when the existing

Rockwood Terrace Long-Term Care home is redeveloped into a new 128 bed facility. A campus of care community provides a variety of care and housing options for seniors at a single location. This often includes independent living with some supports, to assisted living as well as long-term care. The County owns approximately 32 acres in Durham where the new Rockwood Terrace is to be built and therefore the availability of this land gives the County a unique opportunity to potentially develop a full campus of care community. The feasibility study recommends that the new Rockwood Terrace campus of care include 40 seniors assisted living units, 15 units of affordable rental, and 45 market rental units, in addition to the 128 beds on long-term care. SHS notes that this mix creates a mixed income approach that allows for the market units to offset the reduced revenues of the affordable units, and a mixed community where residents can move between independent and supportive living as their needs change over time.

The County has hired a Project Manager (Colliers) and a Prime Consultant (Kasian) for the new long-term care home. The County has asked Kasian to provide two concepts for the overall master plan for the campus of care to determine how best the long-term care home can be integrated into the overall campus concept. The first concept will be based on the campus of care prepared by SHS consulting and the second concept will be an alternative concept. The County has also asked Colliers to review the work completed to date regarding the campus of care and to evaluate the impact of phased construction of the campus (i.e. continue with phased construction or consider construction of overall campus at the same time) and to explore procurement options for the overall campus (e.g. Design/Bid/Build option or Public Private Partnership opportunities). This work will be completed in March/April 2022 and depending upon the results will determine whether the overall campus of care concept will proceed at the same time as the long-term care home redevelopment or to proceed in phases as currently proposed.

In December 2021, SHS Consulting presented the Grey Gables Campus of Care Feasibility Study to the Long Term Care Redevelopment Task Force - [Grey Gables Campus of Care Feasibility Study](#). The purpose of the study was to assess the feasibility of building a campus of care community when the existing Grey Gables long term care home is redeveloped into a new 128 bed facility. Council has put a pause on the redevelopment of the new Grey Gables for the time being; however, the information contained in the Campus of Care Feasibility Study can be utilized to plan for the redevelopment of Grey Gables should Council decide to proceed with the redevelopment in the future. SHS Consulting and Salter Pilon prepared a concept plan for the Campus of Care which proposes to include:

- Converting the existing Grey Gables to 33 residential units (18 independent living units (with 13 being market rent and 5 affordable units) and 15 assisted living units). The existing Grey Gables would also include a wellness space, café and small retail space, small bookable space, community garden, retaining common dining areas, staff storage, washrooms, and retaining the legion tree commemoration.

- New 3 storey, 128 bed long term care home that would be connected to the existing Grey Gables building.
 - Main level proposed to have staff office space, multi-purpose room, beauty/barber salon, amenity and leasable space, and new parking spaces.
 - 2nd and 3rd levels are proposed to contain 64 long-term care beds on each level (both private and semi-private) activity and dining space, staff and resident care spaces, outdoor activity, and courtyard area within walking path on the 2nd level built on top of the main floor.

Long-term Care Redevelopment Task Force recommended that staff review the financial details and assumptions made in the Feasibility Study and to bring back a report that reflects County specific financial details and financial implications should Council decide to proceed with the Grey Gables Campus of Care project in the future.

- a. **Climate Change Action Plan (Status = consultation complete and final draft CCAP to be presented to Council in early 2022)** – a draft Climate Change Action Plan was presented to the Climate Change Task Force in July 2021. The Climate Change Task Force supported the draft Plan in principle and directed staff to move forward with further consultation. Consultation has been completed and staff have prepared a [‘What we Heard’ summary report](#) which will be presented to the Climate Change Task Force in December 2021. Following the discussion with the Task Force, Staff will work with ICLEI (consultant retained to assist with the County’s CCAP) to prepare a final version of the Climate Change Action Plan for Council’s consideration in early 2022. Following the approval of the CCAP, staff will work with internal departments, local municipalities, and other community partners to implement the Plan. Work is already underway with internal departments and the local municipalities to put the pieces in place to begin implementing the Plan, including funds to be included in the proposed 2022 County Budget. From a housing affordability perspective, the Climate Change work will be important as one of the community objectives identified in the draft CCAP is to prioritize energy conservation by building cleaner more efficient buildings, retrofitting existing structures, creating indoor spaces that are more comfortable for residents while ensuring policies are equitable and reduce energy poverty across our communities.

2. **Connect w/ tenant services on an ongoing basis to understand tenant needs (Status = Work Underway)** – It is important to continuously connect with tenant services to understand the main needs of tenants. This will ensure that current perspectives are understood that will help to inform if any adjustments need to be made to service delivery and programs. **(Community Partners - Grey Bruce Public Health, CMHC, CMHA, Food Banks, Grey County Housing)**
3. **Create a Housing Response Table serving all Grey County (Status = Group Established and Work Underway)** – Through the initial discussion with the Task Force, it was noted that a Housing Response Table pilot had been established in Owen Sound to provide a coordinated approach to serving individuals experiencing chronic

homelessness as they need a high level of support to obtain and sustain housing. It was noted that if this model was successful that expansion into other areas will be considered which the Task Force recommended as an opportunity. Since the discussion with the Task Force, Grey County has now established a Housing Response Table (HRT) serving all of Grey County and Bruce County.

The HRT is a multi-agency, coordinated response to homelessness by supporting people with a housing first approach to finding and maintaining housing. (Community Partners - CMHA, GBHS, Y Housing, Safe n Sound, M'Wikwedong, Women's Centre, SOAHAC).

The County is funding two positions, a Coordinator and Outreach Worker through Canadian Mental Health Association to support those identified as experiencing chronic homelessness. Referrals come from community agencies, hospital, police, and other community partners. Once identified participants are placed on a by names list. A By-Names List is a real time list of prioritized individuals experiencing chronic homelessness. Participants are assisted with finding housing and wrap around supports to assist them in maintaining their housing. People receive supports while waiting for housing.

Currently 120 people have identified as being homeless through the by names list. Since May 2021, 20 people have been housed and 13 more supportive housing spaces will be available in early 2022.

The County is supporting the renovation of 10 to 12 transitional/supportive units through Social Services Relief funding. All units will be completed by March 2023.

- 4. Explore the Rent Safe Initiative data and recommendations completed by the Health Unit and Queen's University – RentSafe** in an initiative led by the Canadian Partnership for Children's Health and Environment (CPCHE) which aims to address unhealthy living conditions affecting tenants living on a low income in various communities in Ontario. RentSafe aims to build awareness and capacity across various sectors so that when tenants are facing unhealthy housing conditions that they can get the necessary supports required. The aim is to support the right to healthy and safe homes for all.

The [RentSafe Owen Sound Collaborative](#) was formed in 2019 which was formed based on the research that was done through the local [RentSafe EquiP project](#). The RentSafe Owen Sound Collaborative includes representatives from multiple sectors including Grey County Housing, Grey Bruce Health Unit, Bruce County Housing, Bruce Grey Poverty Task Force, M'Wikwedong Indigenous Friendship Centre, Owen Sound Fire and Emergency Services, United Way Grey Bruce, YMCA, etc. just to name a few.

The Task Force identified an opportunity to learn from the survey findings and work is being done through the RentSafe EquiP Project and the Owen Sound Collaborative to see if these findings and best practices can be applied in Hanover and other communities throughout Grey County (**Community Partners – Bruce Grey Poverty Task Force, Grey Bruce Health Unit, Y Housing, M'Wikwedong, Fire Departments, United Way Grey Bruce, etc.**)

- 5. Identify grant opportunities and other financial incentive resources for retrofit programs (Status = Future Initiative once CCAP Approved) – As part of the**

discussions held with the Task Force and various community partners, we heard that part of the affordable housing challenge also includes maintaining the costs of the housing such as rising utility costs. A large part of the County's oldest housing stock is in both the Town of Hanover and the City of Owen Sound, respectively and older housing stock generally means that the houses are less energy efficient and therefore utility costs would typically be higher on average. The Task Force identified that it would be worth exploring further grant opportunities and other financial incentive resources that can be put toward housing retrofit programs, resulting in home energy cost savings. This type of program could be scalable Countywide and would tie into the strategic interests of the Climate Change Action Plan (CCAP) **(Federal & Provincial Governments, Building Officials)**.

- 6. Carry-out educational campaigns outlining building code compliance (Status = Future Initiative)** – It is important to ensure that the housing in Grey County is not only affordable but is also safe for residents. The Task Force identified that there is an opportunity to create targeted educational campaigns that outline building code compliance requirements, enhancing tenant and landlord awareness of the required standards to maintain safe and acceptable housing. This ties back to the RentSafe initiative and sharing and implementing any learnings and best practices **(Public Health, Grey County Housing, Rent Safe Owen Sound Collaborative, Building Officials)**.
- 7. Explore challenges & opportunities of landlords and companies who maintain and operate rental housing stock (Status = Initial Consultation Completed)** – Both the Affordable Housing Task Force and the Hanover and Owen Sound Task Force noted the importance of understanding the challenges that landlords and rental housing developers face in terms of building or maintaining rental housing. Based on this feedback, County staff conducted interviews with large scale rental housing owners and developers within Grey County. The feedback received was summarized in [Report PDR-AF-19-21](#) that was presented to the Affordable Housing Task Force. Based on the feedback received, the following action items were identified:
 - Work with municipalities on municipal development charge updates related to rental housing.
 - Ensure CIP programs are up to date and in place across Grey. Currently most, but not all, of Grey's municipalities have a recently passed CIP in place. County staff can assist those remaining municipalities on getting their CIP approved.
 - Explore refinements to the planning process at both the County and municipal levels to streamline approvals. This may include recommending some staff delegated approvals, updated official plans or zoning by-laws, and refinements to the County/municipal peer review process.
 - Consideration of pre-zoning land at the municipal level for density and rental housing.
 - Explore surplus County/municipal lands to offer up for new affordable and market rate rental housing.
 - Explore potential for new green rental developments and partnerships. Staff note that this would fit nicely with the draft recommendations of the Climate

Change Action Plan.

- Consider 'pitching' communities within Grey as an ideal location for new rental developments.
- Demonstrate leadership at the Council and staff levels on the need for rental housing.
- Promote funding sources, such as CMHC funding, where applicable.

The above action items have now been incorporated into the overall Housing Action Plan and staff will be moving forward with these actions in partnership with local municipalities and other community partners.

- 8. Identify opportunities to further engage and connect w/ local indigenous populations (Status = Work Underway)** – One of the recommendations identified by the Hanover Owen Sound Task Force was to further engage and connect with local Indigenous populations to further explore opportunities for collaboration including opportunities to create affordable and safe housing. The M'Wikwedong Indigenous Friendship Centre was established in 2001 to address the social, spiritual, mental, and physical needs of the urban indigenous population of Owen Sound and surrounding area. In 2018, the Giiwe Project was started by the M'Wikwedong Indigenous Friendship Centre which creates a space to have meaningful conversations and collaboration between indigenous and non-indigenous agencies and organizations. Grey County, Bruce County and the Grey Bruce Public Health Unit are supporting partners with the Giiwe Project. The Indigenous Supporting Housing Project (ISHP) was developed out of the Giiwe Project and is designed to assist indigenous individuals and families in securing safe and affordable housing. There are opportunities to learn from the Giiwe Project and to apply these learnings and best practices to Hanover and other communities throughout Grey County.

In addition to the collaboration with the M'Wikwedong Indigenous Friendship Centre, staff are recommending the creation of a Community Relations position to strategically focus on community building with underrepresented groups in Grey County, including Indigenous populations. Grey Roots staff are also in the process of bringing together an Indigenous Advisory Circle to provide guidance in the development of new Indigenous-focused exhibits and programming. The group will be made up of a cross section of community members including elders, knowledge keepers, artists, historians, educators, and youth. We will also aim to engage representatives from the Saugeen First Nation, Chippewas of the Nawash Unceded First Nation, the Metis community, and the urban Indigenous community through organizations like M'Wikwedong Indigenous Friendship Centre. **(Grey County Housing and Social Services, M'Wikwedong Indigenous Friendship Centre, Saugeen First Nation, Chippewas of the Nawash Unceded First Nation, the Metis community, and other local Indigenous organizations)**

- 9. Explore short-term housing and transitional housing opportunities (Status = Work Underway)** – The County needs safe and stable temporary housing for those experiencing homelessness in our community. The County's By-Name List currently has 36 people experiencing chronic homelessness, meaning they have been homeless for more than six months of the year, that are waiting for housing and services.

Community partners such as Grey Bruce Health Services and Canadian Mental Health Association have people on their waitlists in need of supportive housing.

A partnership in which the County provides the bricks and mortar housing, and community partners provide onsite supportive services, would provide badly needed safe and secure alternate housing. Based on this need, County staff undertook a search for suitable properties and have recommended the purchase and renovation of a building located at 396 14th Street West in Owen Sound as a candidate for supportive housing. Council has supported the purchase of this building in principle and site investigations are underway at the time of writing this report to finalize the due diligence on the property.

The location is ideal as it is close to the Salvation Army and Grey County Housing buildings. The layout provides a blank space in which to convert into supporting housing units and provide common area space and a hub/program area for residents of the supportive housing to gather and to receive on-going support. The proposed renovations to the building would be completed in March 2023 and therefore occupancy of the supportive housing units would commence in Spring 2023.

In addition to the supportive housing project being proposed by the County, Grey Bruce Health Services is proposing a wellness and treatment centre in the former Bayview School in Owen Sound. This proposed treatment centre would provide temporary beds for residents dealing with complex needs including addictions, mental health, and physical health.

County staff will continue to explore further opportunities for creating supportive housing to support those in need in our communities. **(Grey County Housing, Grey Bruce Health Services, Canadian Mental Health Association, and other local agencies).**

October 2nd, 2020 – Hanover and Owen Sound (Discussions throughout the various presentations)

Presentations by:

- Town of Hanover - Brian Tocheri, CAO
- Town of Hanover – Don Tedford, Director of Development and Chief Building Official
- Owen Sound – Presentations provided by various Owen Sound staff throughout the various topic themes (e.g. Planning, Policing, Transportation)

Hanover and Owen Sound Discussion Overview and Challenges

Hanover

Mr. Brian Tocheri welcomed everyone to Hanover and provided an overview of Hanover as an urban area in Grey County. He noted that boundary issues are impacting employment, assessment, and housing opportunities. Commercial lands are needed to accommodate future development over the next 25 years.

April Marshall provided some quick facts about Hanover including population, business numbers and land mass area. Ms. Marshall highlighted some of the economic development areas of Hanover including the Hanover Casino, P&H Centre, Launch Pad and MacLean's Brewery.

Mr. Tocheri identified the boundary areas of the Town and provided a historical review. He spoke about the urban fringe designation as outlined in Grey County's 1998 Official Plan and the amalgamation results coming out of the 2001 municipal amalgamations. Mr. Tocheri spoke to Grey County's Official Plan Amendment 80 and the challenges this provided relative to growth development, housing, and social services issues. He noted that Hanover has the smallest assessment in Grey County and spoke to the challenges of 2020 related to COVID-19 and the unavailability of the OLG Casino capital investment in Hanover. He highlighted that Hanover is in Phase Two of its Growth Plan review.

Mr. Tedford spoke to the current subdivision growth and general development occurring within Hanover. He noted that Hanover has eliminated the height requirement in certain zones to permit more development within the boundaries of Hanover. Broadband was highlighted as an opportunity for residents of Hanover to allow for the availability to work remotely and provide support for businesses in Hanover. Mr. Tedford highlighted the efficient water and sewer services within Hanover.

Mr. Tedford spoke to recent issues related to housing and social issues. He spoke about the recent issues at the Forum, a housing complex that recently suffered a fire and the impacts it had on the residents. He noted the vulnerable residents that were impacted by this fire. Mr. Tedford also stated that temporary solutions have been put in place to assist with the safety of the residents.

Barb Fedy spoke to the situation from the County's perspective. She noted that the Ontario Works staff at the Hanover satellite office quickly provided partner support for the residents. Mr. Tedford noted the follow up being completed by various organizations. Mr. Tocheri thanked Barb Fedy, Anne Marie Shaw, and County staff for their efforts in assisting the residents following the fire.

Barb Fedy spoke to the historical formation of the Community Drug and Alcohol Strategy to deal with the growing drug crisis occurring in Hanover and surrounding areas. She noted that various agencies throughout both Grey and Bruce Counties are part of this Strategy.

Owen Sound

A similar meeting and tour was originally planned to occur in Owen Sound in April 2021; however, given pandemic restrictions the tour was cancelled. In reviewing the discussions that occurred throughout the various themes, the challenges that Owen Sound is experiencing were identified. Some of these challenges are unique to Owen Sound (e.g. courthouse costs), while others are common to both Hanover and Owen Sound (e.g. shortage of affordable and attainable housing, influx of daytime population, policing challenges based on high number of police calls and crime severity index which is partially linked due to the concentration of service and treatment facilities in Owen Sound and Hanover).

Hanover and Owen Sound Opportunities



1. All Opportunities outlined in the various themes throughout this Report apply to both Hanover and Owen Sound (as well as other municipalities in Grey County)
2. October 2nd, 2020 – Hanover Tour/Meeting
 - a. **Shortage of land to accommodate growth (Status: Work Underway).** Continue to work with the Town and neighbouring municipalities/County on potential solutions - One of the key constraints highlighted by Hanover was their land supply issue. Hanover has been working to engage their neighbours to rectify their land shortage. There are also some possible areas for collaboration between Owen Sound and some

of its neighbours that could serve to strengthen the City, surrounding municipalities, and the County as a whole. County Council have directed County staff to further investigate win-win opportunities between municipalities through staff report [Addendum to PDR-CW-17 Municipal and Growth Boundaries](#). Now that the County's GMS has been updated, County staff are seeking to discuss this matter further with municipalities. The County is also in the process of organizing a workshop for municipal staff and councils to discuss these opportunities further in Spring 2022. **(Grey County, All Local Municipalities, MMAH).**

3. Owen Sound (Tour/Meeting Cancelled due to Lock Down) – one specific challenge identified through the Themed discussions that is unique to Owen Sound is security costs associated with the Courthouse located in Owen Sound (please see Policing Section for further information and potential opportunities to address this challenge).

4. Unique Challenges to both Hanover and Owen Sound

- a. **Concentration of service and treatment facilities** (Refer to Mental Health and Addictions Section and Policing Section for further information).
- b. **Pros/cons of eliminating 'non-residential fees'** - Explore the pros and cons of eliminating 'non-residential fees' for those that live outside the City limits and who utilize the City's recreation facilities. The Town of Hanover recently completed an extensive review of the 'user pays' service delivery model and opted to remove the 'non-residential fees' based on report findings. There may be an opportunity to assess the benefit of attracting non-residents to the City. Further input could be shared should the City be interested **(Grey County Economic Development)**.
- c. **Significant increase in daytime population/daytime service calls** – refer to Policing Section for further information.

October 30th, 2020 – Poverty & Community Safety & Wellbeing

Presentations by:

- Poverty Task Force – Jill Umbach, Planning Network Coordinator
- Community Safety & Well-Being Plan Grey/Bruce – Sarah Cowley, Coordinator

Poverty and Community Safety & Wellbeing Overview and Challenges

Poverty Task Force

The HOSTF was host to Ms. Jill Umbach, the Planning Network Coordinator for the Bruce Grey Poverty Task Force (BGPTF). She spoke to how the BGPTF works in partnership with 52 community-based agencies, planning tables, community groups, universities, institutes, and policymakers. The business community has been conventionally missing from the discussion table, but this is beginning to change. BGPTF was formed in 2013, with the initial priorities to develop a common understanding of poverty and a “common agenda” on poverty reduction in Bruce Grey. As part of their service delivery, they realize and acknowledge that the inclusion of diverse voices across sectors, including those with “grounded expertise”, is key to reducing and eliminating poverty. These are the people that have a deep understanding of the realities of poverty.

As per the 2016 census statistics, there were 2,565 low-income households in Owen Sound (under 30k), followed by West Grey with 915, Meaford with 855, and Hanover with 755. As a percentage of the overall municipal population, 33% of households in Owen Sound are classified as low income.

Much of their work focuses on programing related to food security, housing, health equity, income and employment security, and transportation. She emphasized the importance of sustainable cities and communities, along with safe home and neighborhoods. This aligns with one of the main objectives of Recolour Grey which is to design and build our communities as ‘complete communities’. Complete communities are about providing a mix or employment opportunities, local services, a full range of housing options, access to public transportation and active transportation opportunities, and community infrastructure such as affordable housing, schools, recreation, and open space for our residents. Housing is one of the main key pillars to being able to live a quality life. Individuals should be able to live and work in their communities, rather than having to locate where transportation becomes a challenge. Other areas of concern that were raised by Ms. Umbach include the lack of emergency housing in urban areas, the amount of payday loan businesses, and the lack of drug and dental coverage.

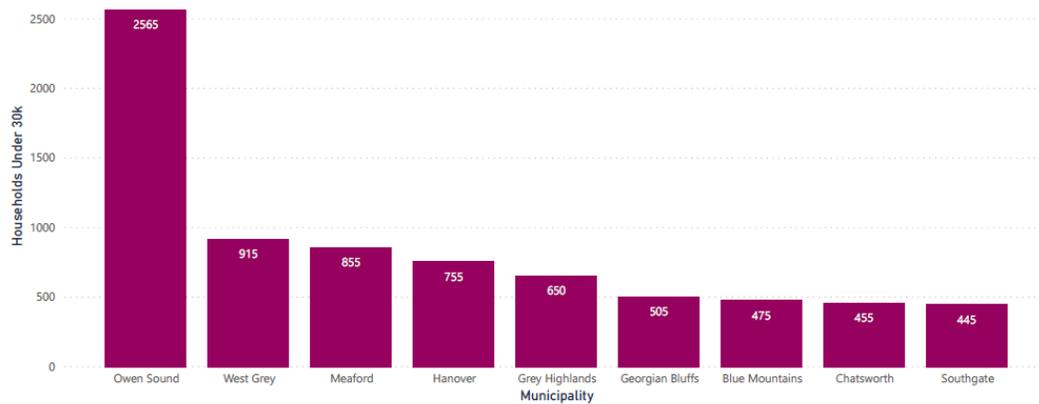
A recent RentSafe report was completed in partnership with Queen’s University titled [We Are All Neighbours, Final Report on RentSafe Research on Equity-focused Intersectoral Practice \(EqIP\) for Housing and Health Equity in Owen Sound, ON.](#) This report has identified proactive solutions to enhance access to healthy and affordable housing (further details discussed in housing section). Ms. Umbach also spoke to the Giiwe project, an Indigenous led, inter-agency collaboration by staff at M’Wikwedong Indigenous Friendship Centre. It aims to reduce off-reserve Indigenous homelessness. The BGPTF has been working alongside M’Wikwedong for

this project, all while continuing to strengthen relationships and promoting trust between Indigenous and non-Indigenous partners (see Housing section for further details).

Hanover Owen Sound Task Force Low Income Households



Low Income Households (Under 30k) By Municipality

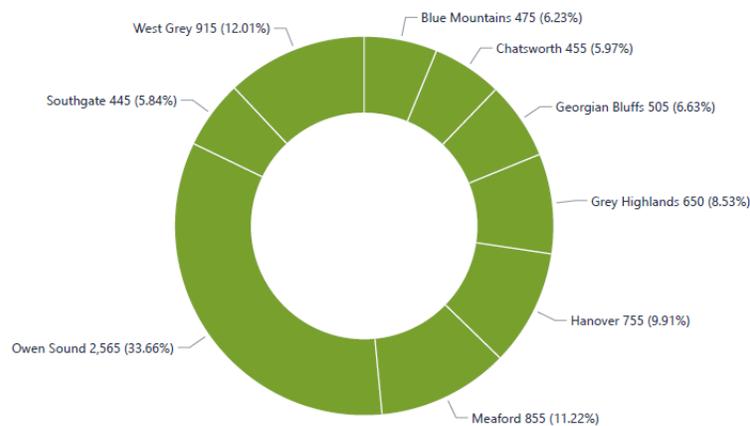


Source: Statistics Canada 2016 Census of Population

Hanover Owen Sound Task Force Household Income Below 30K



Grey County Households With Under \$30K Income By Municipality



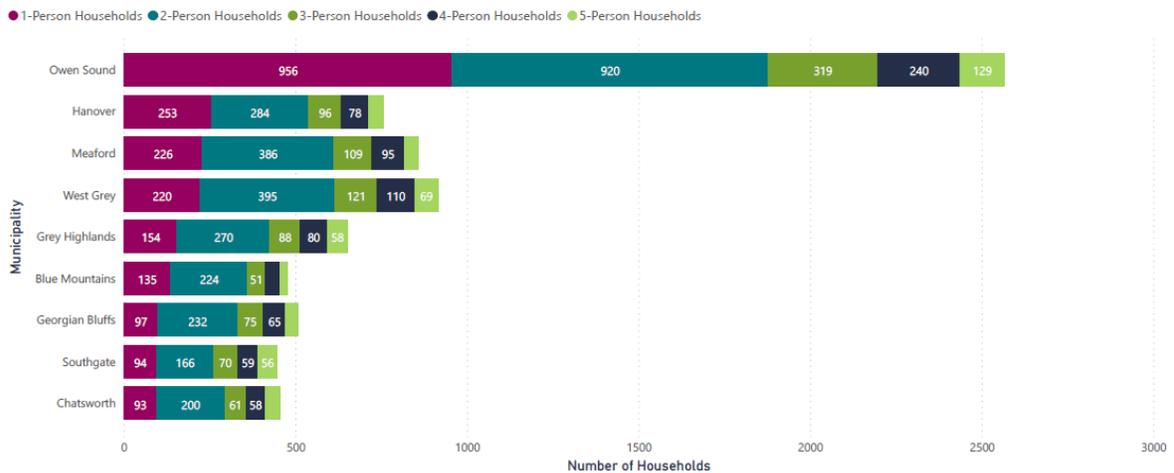
Source: Statistics Canada 2016 Census of Population

Hanover Owen Sound Task Force

Estimated Low Income Households By Size



Estimated Grey County Low Income Households By Household Size



Source: Statistics Canada 2016 Census of Population

Community Safety and Well-Being Plan

The Grey Bruce Community Safety and Well-Being Plan was initiated to meet the new legislative amendments outlined under the Police Services Act. This requires every municipal council to prepare and adopt a Community Safety and Well-Being Plan (CSWBP). Within Grey Bruce, most municipalities, as well as the organizations who serve them came together to create one regional, collaborative plan. Ms. Sarah Cowley, formerly the coordinator of the CSWBP presented to the task force, sharing the status of the plan, and highlighting priority areas of risk.

Key components to the CSWBP include social development – promoting and maintaining community safety and well-being, prevention – proactively reducing identified risks and implementing evidence-based situational measures, policies or programs, risk intervention – mitigating situations of elevated risk, incident response – critical and non-critical incident response.

Significant community participation led to the successful creation of this Plan, with almost 2000 residents from across Bruce and Grey who took part in the public consultation process, financial support from the Counties and sixteen participating municipalities, and advice and support from other agencies, such as the Grey Bruce Health Unit, and the Canadian Municipal Network on Crime Prevention. There is a recognized need for this plan, as local criminal court data indicates trends are increasing over time for most offences (2017 vs 2019-20 – 17% to 27% increase). There has also been a stable increase in calls for police services across Bruce and Grey related to violent crime, property crime, and emotional violence, harassment, and bullying as well as an increase in mental health calls.

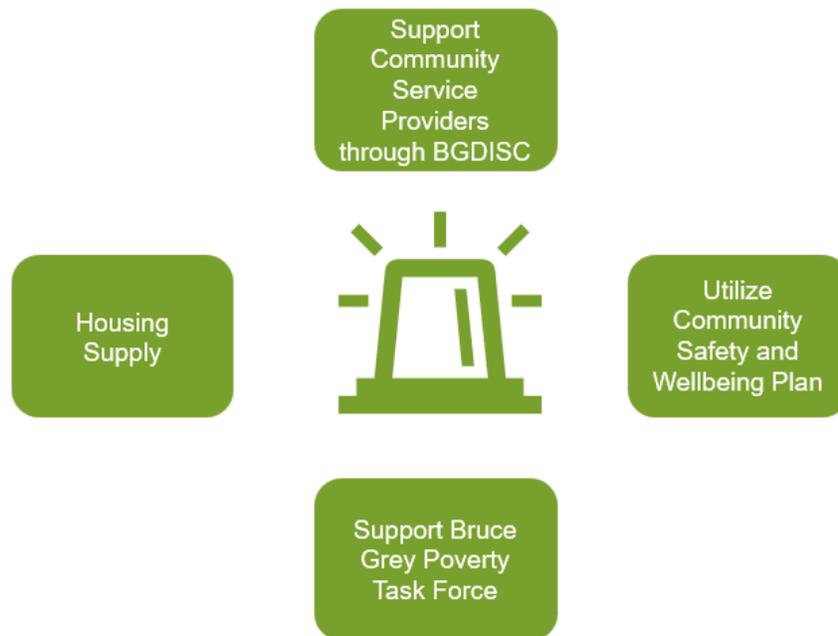
As per the Plan, the top five priorities of risk include:

- Addiction/Substance abuse,

- Mental health,
- Crime prevention,
- Housing and homelessness,
- Poverty and income.

Since this presentation to the HOSTF, an indicator report was completed for the CSWBP, pulling key crime prevention indicators gathered from local organizations that Action Tables could use to monitor progress/improvements. The next steps in the Plan include action planning, implementation of the action plan, and evaluation and outcomes. Ms. Cowley indicated that the Plan intends to provide for a long-term investment in communities.

Poverty and Community Safety & Wellbeing Opportunities



1. **Increase Affordable Housing supply** - (see Housing opportunities described previously).
2. **Support community service providers through the Bruce Grey Data and Information Sharing Collaborative (BGDISC) (Status: Work Underway)** - explore opportunities to support community service providers through the Bruce Grey Data and Information Sharing Collaborative (BGDISC) or Grey County Open Data - <https://maps.grey.ca/pages/open-data>. An example would be to assist organizations identify and equitably distribute non-perishable foods. There are extensive networks of service providers that could benefit from pooling resources to find efficiencies, technology solutions, and enhance service delivery (**Grey County Social Services, Grey County Housing, Grey County PDAC, Grey County IT, CMHA, Food Banks, Grey Bruce Health Unit, etc.**).
3. **Community Safety and Wellbeing Plan Implementation (Status: Plan completed and Work Underway to Implement)** – (see Mental Health and Addictions Section for

further details) - utilize the findings and data collected as part of the Community Safety and Wellbeing Plan and align recommendations/opportunities in the HOSTF Report with the CSWP recommendations **(Grey County Social Services, Community Safety and Wellbeing Plan Coordinator)**.

- 4. Support the Bruce Grey Poverty Task Force through further resources and Council awareness/support (Status: Future Initiative)** – the [Bruce Grey Poverty Task Force \(BGPTF\)](#) was formed in 2013. There are [6 Action Groups](#) that have been established by the BGPTF to carry out collaborative projects on community voices, food security, housing, income and employment security, housing, health equity, and transportation. The actions being tackled by the BGPTF directly connect to social determinants of health described throughout this Report. As part of the BGPTF service delivery, they realize and acknowledge that the inclusion of diverse voices across sectors, including those with “grounded expertise”, is key to reducing and eliminating poverty. These are the people that have a deep understanding of the realities of poverty. There may be opportunities to provide additional support through additional resources (financial and/or staff) as well as having Council involved to help implement the recommendations from the various Action Groups. This could include having a Council representative be part of the Poverty Task Force and having reports provided directly to Council to make them aware of the great work the BGPTF is doing and to help support and implement any recommendations from the 6 Action Groups. Further discussions with the BGPTF will be required to understand how best the County can continue support and to help implement the various actions **(Grey County Housing, Grey County Social Services, Grey County Planning, Grey County Economic Development, Bruce Grey Poverty Task Force)**.

November 16th, 2020 – Mental Health & Addictions

Presentations by:

- Community Drug & Alcohol Strategy – Alison Govier
- Canadian Mental Health Association (CMHA) – Clark MacFarlane
- Grey Bruce Health Services (GBHS) – Naomi Vodden
- Grey County Paramedics – Kevin McNab, Director Paramedics

Mental Health and Addictions Discussion Overview and Challenges

A presentation was provided to the Task Force by Ms. Govier from the Community Drug and Alcohol Strategy. Ms. Govier spoke about the importance of having a community plan to minimize the harmful effects of licit and illicit drug use and to improve the overall health and wellbeing of residents in Grey County. Tobacco and alcohol are considered licit drugs and need to be included in the community plan. The Community Drug and Alcohol Strategy has laid the groundwork by connecting community assets and strengthening the understanding around harm reduction interventions. The foundation for a community plan should be rooted in the principles and interventions of harm reduction. These include needle exchanges and naloxone programs as well as other areas that assist in maintaining a person's basic human rights, social justice, and overall quality of life.

Mr. MacFarlane provided an overview of Canadian Mental Health Association (CMHA) services which includes mental health and addiction counselling to both youth and adults, court supports, a range of housing services, outreach programs, rent supplements, establishing by-names list for housing, social recreational programs, and opportunities for employment. The program also provides for community gardens, catering services and mental health awareness programs in the schools. There is an urgent response team embedded in each police service across Grey and Bruce counties to intercept and divert those in mental health crisis to a more appropriate service as well as a 15-bed recovery home for men recovering from addictions.

Trends and concerns of addictions and substance abuse were highlighted to the Task Force. Addiction doesn't happen in a vacuum and loneliness, stress, mental illness, and lack of supports and networks are contributing factors to the increase in use. There has been an increase in toxic illicit drug supply with six known deaths so far in 2020 in Grey and Bruce Counties compared to 16 in 2019. The use of stimulants and other drugs is related to affordability and availability and noted that illicit drugs are becoming increasingly toxic. One of the documents shared with the Task Force was a report titled '[Data Report: Exploring Patterns of Substance Use and Related Harms in Bruce and Grey Counties](#)' which was prepared by the Community Drug and Alcohol Strategy with contributions from Grey Bruce Public Health. The following are some key stats that are identified in the Data Report:

- 23% of Grey Bruce Residents report regular heavy drinking which is comparable to other rural areas in Ontario, but higher than the provincial average
- Alcohol accounts for over half of all substance related emergency department visits in Grey Bruce

- Rates of cannabis use among the general population in Grey Bruce are comparable to provincial rates with an estimated 7.5% of adults in Ontario experiencing cannabis use problems
- Compared to other regions in Ontario, Grey Bruce ranks in the low-to-mid range for opioid-related deaths.
- Among adults, men are more likely than women to report regular heavy drinking, cannabis use problems and illicit drug use.
- Rates of self-reported heavy drinking are highest among 20- to 34-year-olds compared to other age groups. However, hospitalizations caused by alcohol are most prevalent among middle aged adults.
- Individuals aged 29 and under are more likely to report cannabis problems than those over 30.
- Low income is associated with lower rates of heavy drinking, daily drinking, and hazardous/harmful drinking.
- Alcohol and cannabis are the most used substances among youth, both nationally and regionally. Looking at trends over time, rates of use have significantly declined over the last two decades.
- More than 50% of those seeking help for addiction also have a mental health problem

GBHS, CMHA and Paramedic Services have seen an increase in use and overdoses in injection drugs, especially during the pandemic. Below is a figure which identifies the mental health and overdose calls that Grey County Paramedic Services responded to between 2018 to 2020 in Owen Sound and Hanover. There is also an increase in complexity of individuals coming into service with more people being referred to local services that are from outside of Grey and Bruce. There has also been an increase in young males with addiction issues and GBHS has a substance youth worker to assist with these cases. There has also been an increasing reliance on police services for safe transport of patients to the correct locations for treatment and follow-up. Community working groups are an important part to address these challenges, and these include membership of the Drug and Alcohol Strategy Task Force, Opioid Working Group, notification of Canadian Mental Health Urgent Response Team for behavioral/psychiatric emergencies, electronic notification of opioid overdoses, referrals to several agencies and a phone follow-up with 911 high-use callers.

Mental Health – Overdose Calls 2018-2020

Owen Sound 2020

Opioid Overdose – 39
 Drug/Alcohol – 39
 Behaviour/Psychiatric – 175

Owen Sound 2019

Opioid Overdose – 58
 Drug/Alcohol – 60
 Behaviour/Psychiatric – 243

Owen Sound 2018

Opioid Overdose – 30
 Drug/Alcohol – 45
 Behaviour/Psychiatric – 250

Hanover 2020

Opioid Overdose – 6
 Drug/Alcohol – 8
 Behaviour/Psychiatric – 42

Hanover 2019

Opioid Overdose – 6
 Drug/Alcohol – 8
 Behaviour/Psychiatric – 44

Hanover 2018

Opioid Overdose – 9
 Drug/Alcohol – 9
 Behaviour/Psychiatric – 67



Figure 2 – Mental Health and Overdose Calls from 2018 to 2020, Grey County Paramedic Services

The lack of affordable housing was noted as a large factor in the ability of maintaining a high quality of life and the necessity to provide a stable place to live to assist in substance abuse recovery or for those dealing with mental health challenges. Mr. MacFarlane from CMHA also noted an increased need for safe and affordable housing with 25 on the waitlist for supportive housing 4 years ago and over 120 on the waitlist back in November 2020 and this number has continued to increase. There is a large hidden homeless population who often couch surf but are categorically homeless.

Ms. Vodden from GBHS noted that they have 45 in-patient beds and two pediatric beds with many patients using the beds because they have no housing with proper supports. Some diagnosed individuals are in need of supportive housing while some patients have a plan but require other community supports and a small number that have other issues such as an acquired brain injury. GBHS also noted that 50% of the beds are being used while waiting for long-term care beds. Rural hospital sites do provide a challenge in getting patients to the correct areas and required services. There is an in-patient program for three weeks to allow residents to participate in a recovery program as well as a rapid addiction clinic offered in Owen Sound and satellite areas within Grey and Bruce. GBHS also highlighted the need for health options served by transportation integration such as discounts on local bus systems to provide social supports and recreational services.

Having access to safe and affordable housing, access to affordable transportation, as well as access to affordable health services of decent quality, are key social determinants of health which is a key thread that connects all the themes discussed with the Task Force.



3 - Image from Data Report: Exploring Patterns of Substance Use and Related Harms in Bruce and Grey Counties, Community Drug and Alcohol Strategy

The sexual assault program has seen an increase in cases recently. Sexual assaults are three times as high in Grey Bruce area than other areas but provincially these numbers are all higher than historical numbers and the work needs to start with children to assist in laying the groundwork for success later in life. There is a need for a hub locally rather than sending youth to the London area.

Mental health and addiction support and organizations are often fragmented and underfunded. It was noted that the integration of the Ontario Health Teams and the integration of mental health supports into this program will hopefully provide a more integrated model for service delivery. There is a growing recognition that substance abuse is a health issue and community agencies are embracing harm reduction strategies and looking at an overall framework to minimize the harmful effects rather than condemning those who use. There is a need to continue to stay engaged with the Ontario Health Team being established in this area and ensuring that the matters related to mental health issues and substance abuse issues are being addressed locally.

There are important partnerships within the community working together, such as the opioid working group, to meet clients where they are and provide much needed supports. There is a growing trend to engage persons with addictions in the development of programs related to substance abuse and highlighted the [Peterborough model](#) as an example of such a program. There is an opportunity to build on the current community assets and develop and provide low barrier interventions.

CMHA noted that there is a need for safe supply of drugs through a physician as this has shown to contribute to a decrease in petty theft, among other things. This type of program would allow for a conversation around life choices. It was noted that the safe supply of drugs offered through a physician but must be done in a logical way with perhaps larger centres offering this program first before smaller centres so those in a larger centre can access these supports close to them and not turn to smaller, more remote/rural locations. Area doctors want to see gaps in services filled before moving on to a safe supply program.

The need of urban planning and creating healthy and happy communities and the impact of these on mental health was also discussed. There is a need for temporary shelters and to look at how we design our communities to support people's well-being. Underlying everything is the need to change the attitudinal view, moving away from a morale definition and to a quality of life and health view. There was a note that more funding from other levels of government for various areas of mental health and addiction supports is required and the need to focus on the most vulnerable population.

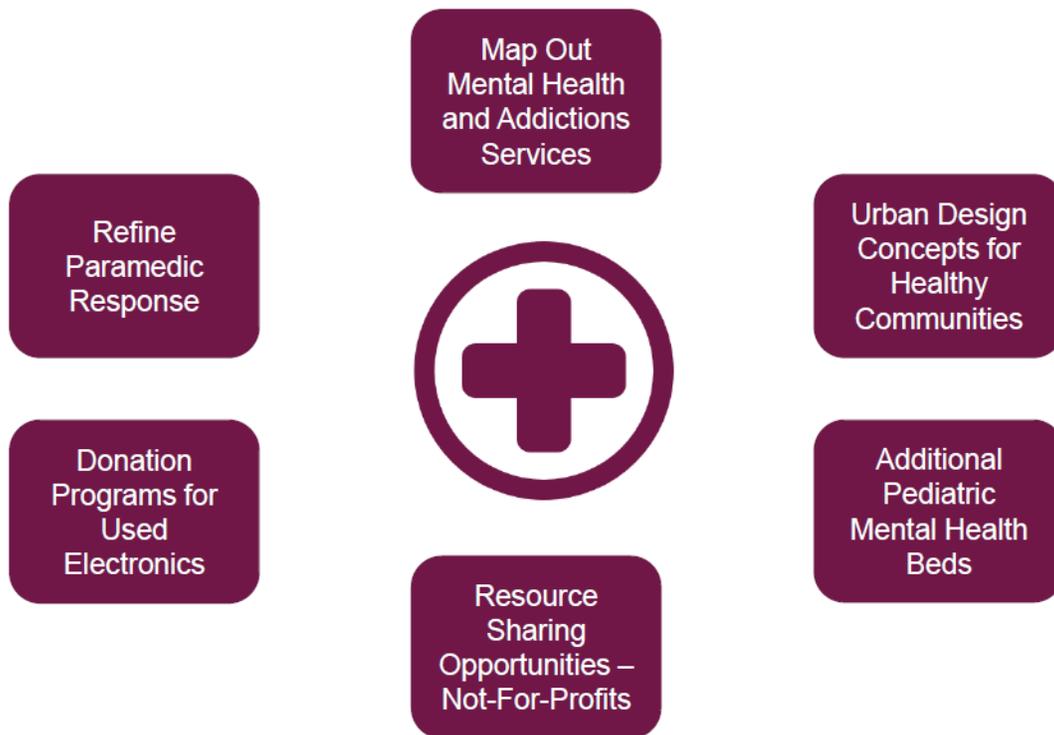
In late summer 2021, Grey County Council received a delegation of community partners outlining the current drug poisoning crisis in Grey-Bruce and Ontario. Presenters provided Council with information about public health concerns related to the drug poisoning crisis, reviewed proven and emerging interventions that are gaining traction across the province and country, and discussed the local response and what actions councils can take to support communities in Grey and Bruce counties. At that time Council endorsed a motion that staff be directed to bring back a report on County and community stakeholder involvement on substance use disorders and supports available. Based on the direction from Council, Barb Fedy – Director of Social Services, presented a report to County Committee of the Whole on January 27, 2022 entitled [Community Drug and Alcohol Strategy Presentation Summary Report](#). The report summarizes recommendations for local, provincial, and federal governments to address the crisis with the following Calls to Action:

1. Working with community partners to expand and enhance harm reduction outreach services.
2. Assessing the need for internal harm reduction education and identifying opportunities to incorporate harm reduction into current policies and practices.
3. That the Ministry of Health appoint a dedicated coordinator focused solely on the provincial response to the emergency and tasked with building partnerships between various sectors and act as a liaison between the government and the sectors.
4. That the Province undertakes an 'all of government' effort to develop a comprehensive provincial drug strategy that addresses the opioid overdose emergency, based on a public health approach that addresses the social determinants of health, and that takes a non-discriminatory approach to overdose prevention and harm reduction. This strategy should cascade down to guide local drug strategy development and implementation with accompanying resources so that municipalities in Ontario have comprehensive, multi-faceted, funded drug strategies in place led by dedicated local coordinators. Further, progress toward implementation should be measured with performance indicators and be evaluated for outcomes achieved.
5. Safer supply initiatives significantly improve individual health by transitioning people from the toxic, unregulated market to pharmaceutical-grade substances within a health care context. Safer supply initiatives can also offer participants case management and other supports to address a spectrum of health and social concerns. These health initiatives have demonstrated exceptionally high client retention rates, and significant reductions in overdose fatalities while simultaneously creating a pathway to health care services for their clients. Additional safer supply initiatives are needed in Ontario and across Canada.
6. That the Federal Minister of Health declare the drug poisoning crisis a National Public Health Emergency and that the crisis be met with the same urgency observed in the

federal response to the COVID-19 pandemic. (British Columbia has already declared a public health emergency under the Public Health Act, allowing for real time information to be collected, reported, and analyzed across the health system to identify immediately where risks are arising and take proactive action.)

7. That the Federal Government urgently adopt a comprehensive, pan-Canadian action plan that addresses the factors that both contribute to harmful substance use and obstruct recovery, such as inadequate housing and social safety nets, with the goal of eliminating overdoses and drug poisoning deaths in Canada.
8. That the Federal Minister of Health decriminalize the possession of all drugs for personal use and scale up prevention, harm reduction, and treatment services.
9. That the Federal Minister of Health and relevant regulatory College's support and fund the provision of safe supply initiatives.

Mental Health and Addictions Opportunities



As part of Warden Hick's Inaugural Address to Council made on December 7, 2021, the Warden asked County Council to direct its attention and act boldly on an issue that requires urgent response, being mental health and addictions. The Warden indicated that this call-to-action came from community service professionals and, most important, people with lived experience. In response to the Warden's call to act boldly, County Committee of the Whole approved a motion to create a Mental Health and Addictions Task Force. The Mental Health and Addictions Task Force will consider the following matters:

- Who the treatment providers are operating in Grey County, how they are funded and the treatment services they provide.

- The provider's assessments of gaps in treatment options, the waitlists for treatments that are available and how these could be addressed.
- Appropriate advocacy to different levels of government for increased access and reduction of barriers to mental health and addiction services, i.e., policy, funding, or other resources necessary to support system enhancements.
- Through stakeholder engagement and partnership involvement create a "local response" strategy that identifies immediate and longer-term priorities specifically designed to support the development of mental health supports and harm reduction strategies for Grey County residents.

The above matters to be considered by the Mental Health and Addictions Task Force aligns well with the opportunities that were discussed with the Hanover and Owen Sound Task Force which are outlined below.

- 1. Continue to refine the newly adopted protocol by Grey County Paramedic Services to track opioid incidents to establish a baseline and monitor trend analysis (Status: Work Underway)** – The Task Force identified a need to continue to refine the newly adopted protocol by Grey County Paramedic Services, created in collaboration with the Community Drug and Alcohol Strategy, to track opioid incidents to provide a baseline and monitor trend analysis. This includes collecting statistics of individuals needing mental health and addiction services supports when responding to a service call (**Grey County Paramedics, Community Drug & Alcohol Strategy**).
- 2. Map out existing mental health and addictions services offered throughout Grey Bruce Communities & identify service delivery gaps and collaboration opportunities (Status: Future Initiative)** – The Task Force identified a need to 'map' out the existing mental health and addictions services offered throughout Grey Bruce communities and identify service delivery gaps and collaboration opportunities to further expand operations and connect to people in need. There is also a need to review wait-times for these services, affordability, and funding models, and assess whether all demographics are being adequately reached (e.g. youth and children) (**Grey County Social Services, CMHA, Mental Health & Addictions Services Grey Bruce, Keystone, M'Wikwedong, Southwest Ontario Aboriginal Health Access Centre (SOAHAC), etc.**).
- 3. Further explore urban design concepts that prioritizes creating healthy and happy communities (Status: Continue to Implement Policies in Recolour Grey and Healthy Development Checklist)** – There is a need for urban planning design that prioritizes creating healthy and happy communities. Research shows a direct relationship between the environment we live in and our mental health. The Live Grey policies in the County's Official Plan (Recolour Grey) identifies the importance of creating healthy communities through design. The Grey Bruce Health Unit, Grey County and Bruce County also partnered to create the [Healthy Development Checklist](#) which is a tool to help guide healthy community development. It will be important to integrate the healthy development concepts into local official plans and to work with developers to ensure that new developments integrate these concepts into the design (**Grey County Planning, Local Municipalities, Grey Bruce Health Unit, Developers**).
- 4. Implement the Community Safety and Wellbeing Plan (Status: Work Underway)** - Work with local community partners to implement the *Community Safety and Wellbeing Plan*. A focus area, and implementation strategy in this Plan identifies the need for more 'wrap-around supportive programs' and to build outreach resources in local communities. The City

of Peterborough model for [connecting people at risk of experiencing opioid-related overdoses to community services](#) is an example of a community-based outreach program, partnering with local Police Services and local partners. This program assists those using drugs or experiencing mental health issues to be redirected from the criminal justice system to harm reduction, peer support, and health and social services. There is a need for County and local council advocacy to secure resources from other levels of government, for these initiatives. **(Grey County Social Services, CMHA, Mental Health & Addiction Services Grey Bruce, etc.)**.

5. **Explore funding & resource avenues to implement additional pediatric beds at Grey Bruce Health Services (Status: Future Initiative)** – The Task Force and GBHS noted that there is a need to explore funding and resources avenues to implement additional pediatric beds at Grey Bruce Health Services. There are currently only two mental health pediatric beds which are often being utilized. When these beds are being used then all other individuals in need are required to travel to London for support **(Grey County Social Services, Grey Bruce Health Services, Keystone)**.
6. **Identify resource sharing opportunities to support non-for-profits in program implementation and service delivery (Status: Future Initiative)** - Identify opportunities for collaboration and resources sharing to support non-for-profits in program implementation and service delivery, specifically related to administrative work. When new programs are rolled out through the Provincial and Federal governments, they are rarely accompanied with administrative support through the funding model. United Way relies on grant funding to fill the required positions. With the significant shift in operations at the County through transitioning to a more digital environment, there are resources and best practices that can be shared externally. There may be training opportunities the County could offer for tech related matters, and administrative systems that would assist these smaller organizations with their program delivery, when operating under significantly constrained budgets **(Grey County Economic Development, Grey County HR, Grey County IT, Grey County Social Services, local Non-for-Profits, etc.)**.
7. **Move forward with the Calls to Action identified in [Report SSR-CW-02-22](#) by positioning Grey County programs and services within the larger provincial and federal policy context (Community Drug and Alcohol Strategy, Grey County Social Services, Ontario Government, Federal Government, CMHA, etc.)**.

** Note: there were other opportunities identified through the discussions related to Mental Health and Addictions that are tied to the social determinants of health and these have been identified through the other Themes in this Report (e.g. Housing, Transportation, Social Services, Poverty and Community Safety & Wellbeing, etc.).*

December 1st, 2020 – Social Services

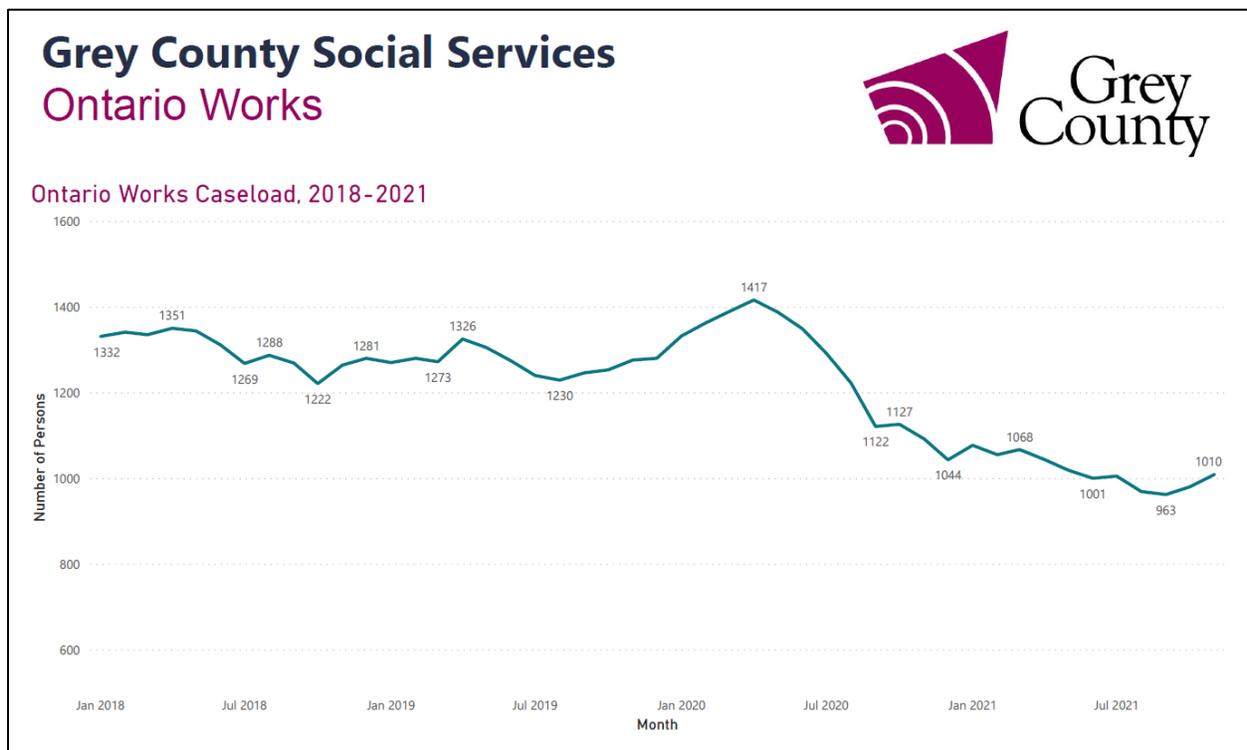
Presentations by:

- Grey Bruce Public Health – Andrea Riley, Manager
- Grey County Social Services – Barb Fedy, Director Social Services
- United Way – Francesca Dobbyn, Executive Director

Social Service Discussion Overview and Challenges

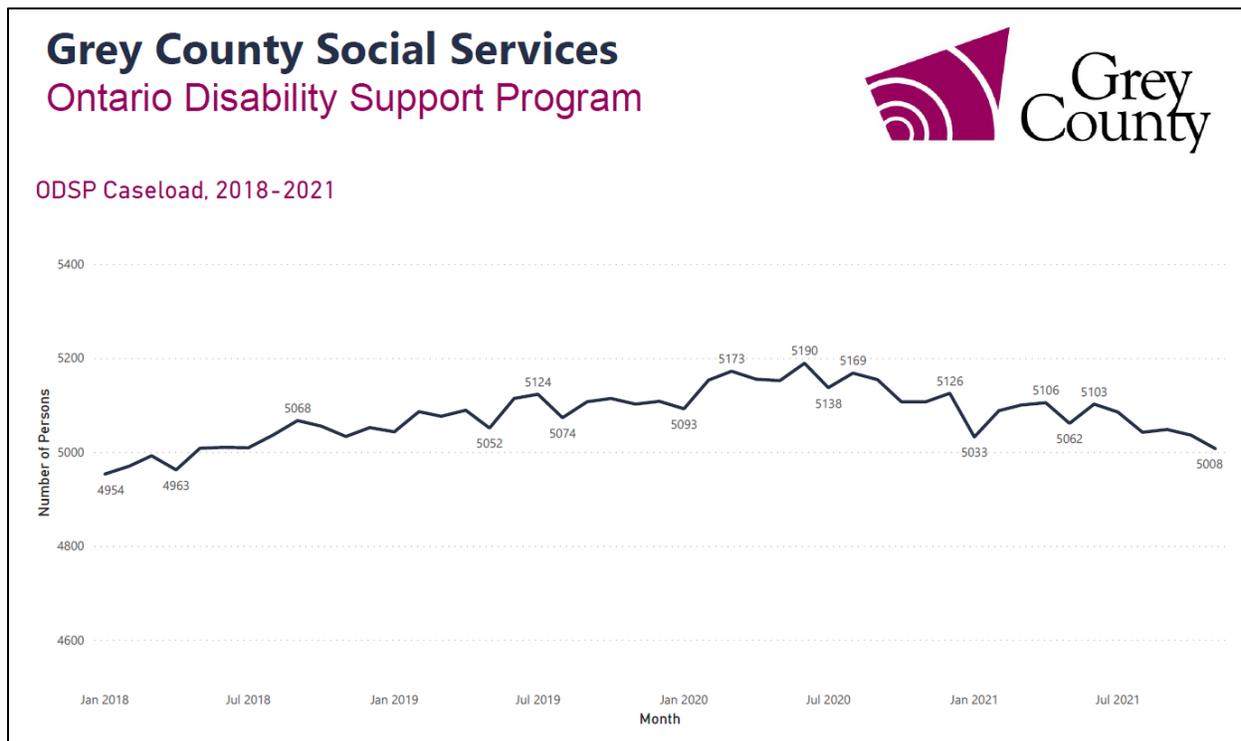
Grey County Social Services

The director of Grey County social services, Ms. Barb Fedy provided an overview to the HOSTF about their program delivery, including Ontario Works, Children’s Services and EarlyON. There has been an increase in caseloads from 2018 to 2020 for Ontario Works (OW) and Ontario Disability Support Program (ODSP) with a decline in caseloads beginning near the start of the pandemic when the Canada Emergency Response Benefit (CERB) was offered by the Federal Government to those individuals directly affected by the pandemic (see figures below). In 2020, approximately 48% of the overall OW caseloads were residents of Owen Sound (total of 659 residents) and approximately 11% in Hanover (total of 150 residents).



OW caseload trends pre COVID-19 included an increase in length of time on assistance and clients with multiple barriers, making it challenging to serve clientele. Provincially, ODSP caseloads are currently on the rise. And generally, it has been observed that more females compared to males are seeking and accessing social assistance. Ms. Fedy noted that historically, OW has been the life stabilization and employment component of social assistance. Through recent program delivery changes, the employment portion of OW is being transitioned to the provincial level, through the Employment Services Transformation Initiative. It is believed

that this will release staff time to further focus on offering core supports related to life stabilization efforts. This is viewed as a welcome transition to program and service delivery at the County.



With respect to the EarlyON and fee subsidy programs, there is low program capacity in Grey County. As of October 2021, the waitlist for a childcare centre for infants was 64, toddlers 298, preschool 204, JK/SK 60, and school age 186. There is a significant need for Registered Early Childhood Educators. The costs of childcare in the area as of 2021 are as follows:

	Average Daily	Age Group
2021	\$48.5	Infant (younger than 18 months)
2021	\$42.33	Toddler (18 – 30 months)
2021	\$37.45	Preschool (30 months – 6 years)
2021	\$35.39	School Age (44 months – 13 years)

These costs represent some of the lowest in the province.

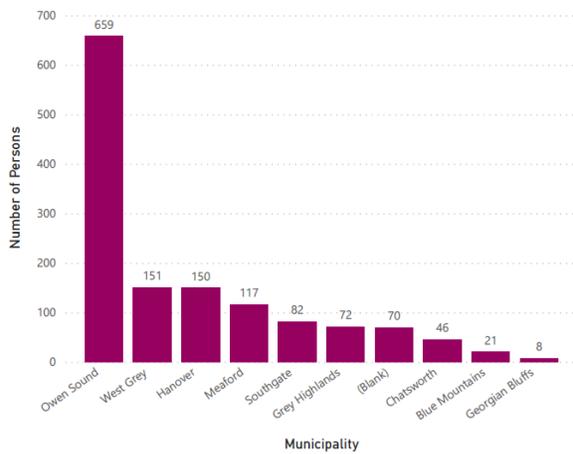
Like other themes discussed throughout this report, some of the barriers of offering comprehensive support to clients include accessible transportation, available local addiction and mental health services, lack of affordable and attainable housing, and the reduction and/or end of federal emergency assistance programs offered for COVID-19. Ms. Fedy was proud to share program enhancements that took place because of COVID-19 restrictions. These include phone call check-ins with clients, MyBenefits mobile app, virtual monitoring of home childcare providers, safe restart of childcare including an increase in required protocols supporting public health requirements.

It was described to the HOSTF that current monthly entitlements for OW is based on family size. A discussion with Ms. Fedy and the group occurred, considering the possibilities of offering a guaranteed income program. Throughout COVID-19, there was evidence to suggest the Community Emergency Response Benefit (CERB) program functioned similarly to a guaranteed income program. Although specific research has not yet been completed regarding the correlation of CERB and social assistance caseloads, there were thoughts that CERB has had a profound impact on alleviating social services offerings. Ms. Fedy also identified that it would be beneficial to have a one-stop shop at various locations for all social assistance services throughout Grey Bruce.

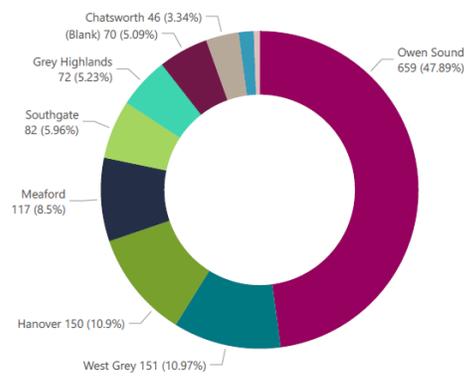
Hanover Owen Sound Task Force Ontario Works Caseload By Municipality



Ontario Works Caseload By Municipality, 2020



Ontario Works Caseload By Municipality, 2020



Source: Grey County Ontario Works Internal Data, 2020

Hanover Owen Sound Task Force Owen Sound Ontario Works



Owen Sound OW Caseload, 2020

659

Owen Sound Average Months On Assistance, 2020

38.4

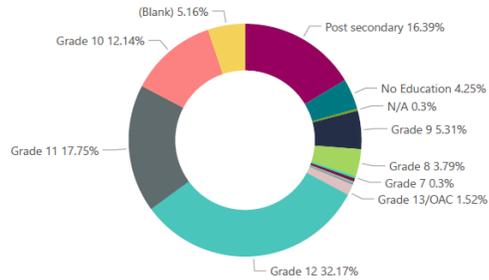
Owen Sound Median Months On Assistance, 2020

23.9

Owen Sound OW Caseload By Sex, 2020



Owen Sound OW Caseload By Education, 2020



Source: Grey County Ontario Works Internal Data, 2020

Hanover Owen Sound Task Force Hanover Ontario Works



Hanover OW Caseload, 2020

150

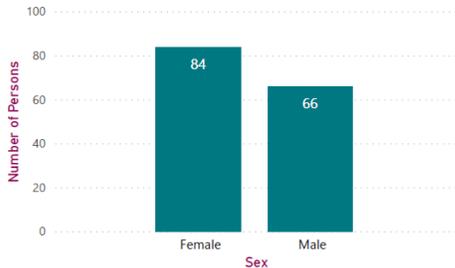
Hanover Average Months On Assistance, 2020

44.5

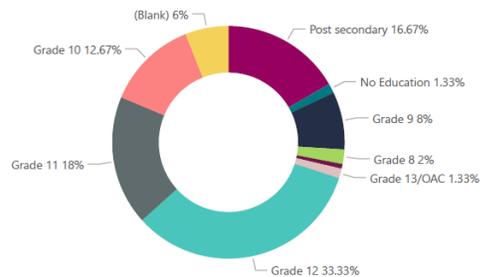
Hanover Median Months On Assistance, 2020

24.7

Hanover OW Caseload By Sex, 2020



Hanover OW Caseload By Education, 2020



Source: Grey County Ontario Works Internal Data, 2020

United Way

Ms. Dobbyn provided the Task Force with an overview of the United Way Bruce Grey. She spoke to the Breakfast Club program and provided numbers and associated costs to the members. She outlined the priorities of the organization which include: From Poverty to Possibility; Healthy People, Strong Communities and All that kids can be. She noted that 100%

of the funds donated to United Way Bruce Grey stay in the community. Ms. Dobbyn also outlined the Mission of the organization to meet the unmet needs in Grey and Bruce Counties.

The various funding streams for the United Way were then outlined. These include donations, grants for United Way projects and grants for partnered community projects. She noted that the charitable and not for profit sector are being relied on more and more to provide for people's basic needs. She provided an overview of the various food programs supported by United Way.

Ms. Dobbyn then spoke to the utility program which has assisted with more than \$2.7 million dollars of utility costs in the past 15 years. She noted that there have been policy changes over the past several years that have assisted with this program including no winter disconnections, no rural load limiters, and no Friday disconnections.

The Backpack Program was then outlined noting that for the past 16 years, 28,626 backpacks have been provided to families in need. From 2015-2019, 350+ backpacks were provided to Hanover families and 2030+ to Owen Sound families. Ms. Dobbyn also highlighted the provision of meals to homeless sheltering in local motels, the ability to be connected through the purchase of tablets and pandemic financial support.

She noted that the United Way brings people together to solve problems and create opportunities. She spoke to an example of stakeholder collaboration relative to COVID-19 situations. Ms. Dobbyn noted that the United Way of Grey Bruce is an autonomous organization who looks after the local community needs, therefore local needs can be customized. She also provided comments related to the earlier discussion surrounding a universal basic income including positive choices, housing and food securities and overall community improvement.

Anne Marie Shaw spoke to rent supplement program provisions and the benefits of such a program. Ms. Dobbyn noted the challenges related to servicing smaller communities such as Hanover with the same programs and supports provided in a larger urban area like Owen Sound.

Social Services Opportunities



- 1. Enhance recruitment/retention and public awareness for registered early childcare educator employment and training opportunities (Status: Work Underway)** - there is a critical shortage of trained individuals that can offer this support service, creating challenges for workplace participation by parents (more often females). There is an opportunity to enhance recruitment and public awareness for registered early childcare educator (RECE) employment and training/education opportunities. Grey County Children Services presented a report to County Committee of the Whole on October 14, 2021 – [SSR-CW-08-21 Child Care Sector Status Update](#). The report highlights the challenges regarding ECE shortages and outlines some initiatives that are underway to help address this challenge. A sub-committee of the Early Learning Planning Committee (ELP) has been developed to focus on recruitment and retention of qualified staff to support the Early Learning Sector. This joint Grey-Bruce ECE Recruitment and Retention Committee works with a variety of stakeholders, including colleges, childcare operators, labour boards and economic development to develop plans to find and keep the necessary staff to operate at licensed capacity.

On August 23, 2021 a [joint press release](#) with Bruce County went out to the community announcing the official launch of the [“Be an ECE”](#) website for Grey County . This website provides information on ways to access courses, grants, and other funding opportunities. The Children’s Services Department is working closely with the Communications Department to develop targeted promotions to inform the community about the importance of ECEs in our community and how to become an ECE. A [Pathways to ECE](#) document has been created to share with guidance counselors, employment services and other stakeholders to ensure ease of access. Advocating the Province for wage subsidies for ECE’s

will be important to help recruit and retain ECE's. New funding has been provided by the Province for Child Care and Early Years Workforce Allocation. The Children's Services Department has consulted with service providers and community partners to create a flexible and responsive strategy to support local needs. The activities outlined in [Report SSR-CW-01-22 – Early Years and Child Care Funding Update](#) are subject to the approval by the Ministry of Education prior to the expenditure of funding but the hope is that the strategy will help to retain and attract ECEs within Grey County. (**Grey County Economic Development, Local Municipal Economic Development, Local School Boards, Grey County Social Services**).

2. **Improve frequency of data collection pertaining to client needs (Status: Work Underway)** - Resource and data sharing will be a critical resource to help with monitoring and evaluation efforts, identifying whether there are program modifications needed to better address a critical gap in care or service delivery. There is a need to establish regular, and ongoing data collection pertaining to client needs for County and other local not-for-profit social service providers that form part of the same extensive network, to shed light on reoccurring, common underlying challenges (**Grey County Data Analyst, Grey County Social Services, Local Not-for-Profits**).
3. **Support food literacy programming and opportunities to support food programs (Status: Future Initiative)** – Need to identify ways to further support food literacy throughout Grey County communities, by way of education, supporting community gardens, local food knowledge, and nutritional education. A proposed change to the Ontario Education Act aims to address the gap in education delivery for all students K-12, related to food literacy: - <https://www.ohea.on.ca/food-literacy.html> (**Local Municipal Parks Staff, Grey County Social Services**).
4. **Explore the viability/sustainability of a living wage/guaranteed income (Status: Work Underway through BGPTF)** - There was general recognition from the Task Force that the funding for OW, non-for-profit organizations, and other social service programs is continuing to rise, with a noticeable increase throughout the pandemic (COVID). These rising costs are unsustainable, and therefore the Task Force was interested in alternative ways of program delivery, or options that could better support the people while limiting expansive/growing costs. The Task Force wanted to better understand whether the price to offer a guaranteed income program would be viable and how that could play out. Grey County Social Services staff and United Way staff both noted that this type of programming would be challenging to incorporate at a County or local level and should be administered by the Province. Based on this, there is an opportunity to advocate to the Province around the importance of establishing a living wage and to continue to keep this concern on the Province's radar. There is also an opportunity to support the BGPTF through the Income Security Action Group (**Grey County Social Services, Grey County Economic Development, United Way, Bruce Grey Poverty Task Force**).
5. **Establish donation programs for old phones, computers, and tablets (Status: Work Underway)** – **Continue to** work with local municipalities and local community service partners (health care units, social services, mental health, and addiction services, etc.) to coordinate a donation program for old phones, computers, and tablets targeted for those who are homeless, struggling with mental health or substance use, and others in need (i.e. students, seniors, etc.). The Toronto General Hospital and Toronto West Hospital recently started a similar initiative, with efforts to promote health equity: [UHN article \(2020\)](#). Since

the discussions with the Task Force, Grey County Social Services have established a partnership with ReNewed Computer Technology (RCT). Through RCT, Ontario Works staff can secure refurbished laptops with a 2-year warranty at a cost of \$165. In 2020, 107 computers were provided to social assistance recipients and an additional 37 laptops have been ordered for distribution in early 2021. The laptops are being used by clients to participate to facilitate computer literacy, for educational purposes and for job training. Client's report feeling connected to the community and able to continue to move forward with life stabilization activities, including participating in online mental health supports as they wait for in-person services and job searches. Grey County will continue to work with RCT to ensure clients remain are connected digitally. Grey County OW staff also work with clients to ensure access to the internet is possible through the Rogers Connected for Success Internet Plan. This plan provides Social Assistance recipients with high-speed low-cost internet. This service is helpful for those clients who live in digitally serviced areas but who cannot afford the cost of internet **(Grey County Social Services and Ontario Works, Local Community Service Partners, Libraries, etc.)**.

- 6. Create Community Hubs that allow residents to access services offered by the Province, County, local municipalities, and other community organizations through a 'one-stop-shop' (Status: Future Initiative)** - explore opportunities to create community hubs that have access to and can provide services and information related to social services, as well as other services, offered by the Province, County, and local municipalities. The idea would be to find efficiencies in service delivery, limiting the need for individuals to visit multiple locations for required services and information. Technology can play a significant role in further enhancing resource integration **(Grey County Social Services, Grey County IT, Local Community Services Partners, etc.)**.

December 11th, 2020 – Labour & Employment

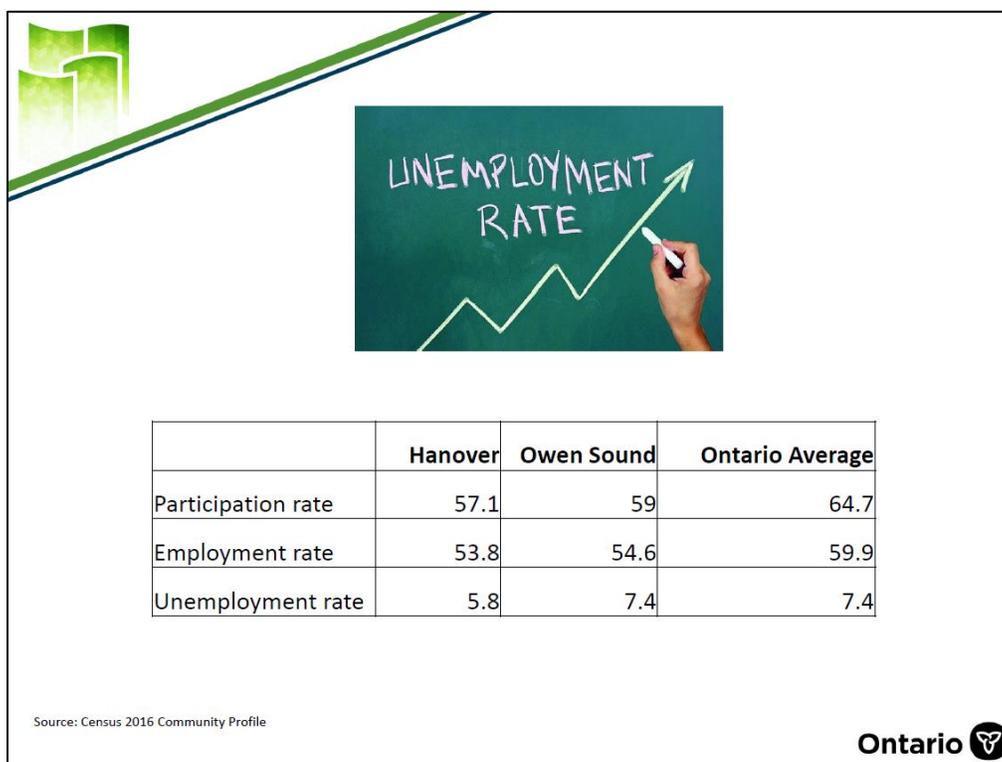
Presentations by:

- Four County Labour Market Planning Board – Gemma Mendez-Smith
- YMCA Owen Sound-Grey-Bruce Employment Services – Linda Alexander
- Grey County Economic Development – Savanna Myers, Director Economic Development, Tourism & Culture

Labour and Employment Discussion Overview and Challenges

Four County Labour Market Planning Board

Ms. Mendez-Smith spoke to Task Force members about the unemployment rate in both Hanover and Owen Sound along with a comparison province-wide based on 2016 Census Data (see Figure below). She did indicate that the current unemployment rate is 5.4% across the four counties of Grey, Bruce, Huron, and Perth, though it often dips much lower and cover hover between two and three percent for months at a time. The Task Force recommended that staff explore options of gathering more current data which has been reflected in the Opportunities section.



Ms. Mendez-Smith highlighted top sectors that currently employ within the urban areas. Ms. Mendez-Smith then outlined occupational categories for workers noting that sales and services occupations have the highest number of employees in both Hanover and Owen Sound. She outlined commuter statistics noting a majority travel under 15 minutes to work. She stated that 11% of Hanover residents and 19% of Owen Sound residents commute to a different census

area, or community, for employment. She did note that 19% of commuters from both Hanover and Owen Sound have a 30 minute or more commute.

Ms. Mendez-Smith provided an overview of the Employer One survey recently completed. She noted that 84% of businesses hired at least one employee in 2019 with 62% of those being full time, 76% of employers experienced at least one separation in 2019 with 59% of those being a quit and 76% of employers planned to hire in 2020 with 50% of those employers using online job boards or social media to recruit. She did note that the above statistics are higher in all areas for Hanover and Owen Sound than Grey County as a whole.

Ms. Mendez-Smith indicated that 54% of employers experienced hard to fill positions and 13% have spent over one year trying to fill some positions. She noted that the top three reasons positions were hard to fill include lack of technical skills, lack of work experience, and not enough applicants. 50% of surveyed businesses indicated that retention was a concern. She outlined the top three retention strategies including regular increase in salary, recognition for service, and training opportunities.

Ms. Mendez-Smith then shared migration data for both Hanover and Owen Sound. She noted that residents of West Grey and Brockton move to Hanover and residents of Chatsworth, Toronto, South Bruce Peninsula, Georgian Bluffs and London move to Owen Sound.

Ms. Mendez-Smith provided participation rates for Hanover and Owen Sound. She noted that 15-19-year old's have a higher participation rate in both Hanover at 59% and Owen Sound at 54.3% than the rest of Grey County and the province. She noted the highest number of participation rates were for the ages of 20-24 years with 76.1% in Hanover and 83.5% in Owen Sound and 35-44 years at 86.3 in Hanover and 86.3 in Owen Sound.

YMCA of Owen Sound Grey-Bruce-Employment Services

Ms. Seifert provided the Task Force with an update related to YMCA of Owen Sound Grey Bruce Employment Services. She spoke to annual resource centre visits of 11,000 people, 2000 one on one annual support appointments and the success of job seekers with 136 people exiting the service monthly with seven of ten of those successfully moving to employment. She then provided a job seekers profile by gender, age, education, and source of income noting most are male, between 30-54 years of age with a grade 12 education or equivalent with either no source of income, employment insurance benefit income or part-time employment income.

Ms. Seifert spoke to Ontario Works and Ontario Disability Support Program job seekers noting that 62% exit the program due to obtaining employment or enrollment in further education or training opportunities. The synergy between social assistance life stabilization program and employment programs was highlighted.

Ms. Seifert noted there are two liaisons that support five Grey County high schools with over 500 youth receiving one on one employment related assistance annually. She highlighted youth job seekers noting the various programs that support this group. She then spoke to community partnerships and outlined the various community agencies working together including Grey County Social Services, Grey County Economic Development, Community Living, Chambers of Commerce, and Georgian College.



Community Partnership

Together We Are Better



Ms. Alexander spoke to local challenges for employers and job seekers including recruitment, retention, and an aging workforce. Ms. Alexander outlined supports for local solutions including hiring incentives, second career opportunities, Canada Ontario Job Grant (COJG) and skills training initiatives. Hiring incentives, through Employment Ontario, include job matching and training supports, job fairs and the use of job boards. The Second Career Program includes an anticipated fast-tracking criterion for targeted applicants, including those who have recently been laid off and easier access for employers to trained workers. Assistance with job supports such as training, among others, is also available as part of this program. Under the COJG there is an employer driven grant with a cost-sharing component to support those employers with over \$200,000 being provided to local employers annually.

New local solutions are also being piloted. These include partnerships and programs with employers and course offerings for a variety of different areas. One such program is the Restart Employment which provides training for retail specific employers and employees. Apprenticeship programs were noted as ongoing initiatives with various community organizations. Co-op programs through the local school boards were highlighted as an opportunity to source out future employment opportunities.

Grey County Economic Development Update-Savanna Myers

Ms. Myers provided an overview of Made in Grey and the Grey County Economic Development Team. She noted that the economic development and tourism working groups merged in 2020 and provide a very collaborative approach to economic development within the region. The group contains 35 representatives from across Grey County including municipal staff, provincial representatives, and community partners. She then outlined the key staff teams and their respective members and portfolios.

Ms. Myers provided an overview of the corporate strategic plan and the three pillars contained in that, the first being grow the Grey County Economy by becoming investment ready and promoting the County's economic assets and opportunities. She provided a business overview

noting that there are approximately 10,500 businesses in Grey County with 70% being sole-proprietor or home-based businesses.

Ms. Myers then spoke to labour force challenges. She noted that 83% of employers have indicated challenges with recruiting employees. She indicated that barriers for attracting and retaining the 25-45 age range include housing, transportation and available childcare and perceptions around ‘things to do’. Ms. Myers spoke to the current pandemic situation and its impact on the movement of people out of larger urban areas into smaller more rural areas including Grey County.

Labour Force Challenge

Walkerton, ON (December 6, 2019) –
 In November, the unemployment rate for the Stratford-Bruce Peninsula Economic Region decreased again, falling to 2.4%, and continuing to occupy the lowest unemployment rate in the province.

Walkerton, ON (November 6, 2020) In October, the unemployment rate for the Stratford- Bruce Peninsula Economic Region decreased by 1.5 percentage points to 6.4%, occupying the lowest rate in the province and continuing on a downward trend since the pandemic increased rate.

ECONOMIC BARRIERS:

LABOUR

HOUSING

TRANSPORTATION

CHILDCARE

AVAILABILITY OF QUALIFIED WORKERS OVER A FIVE-YEAR PERIOD

Year	Excellent-Good (%)	Fair-Poor (%)
2014	33%	68%
2015	33%	68%
2016	32%	68%
2017	23%	77%
2018	17%	83%

Age Group	2014	2015	2016	2017	2018	2019
Age 0-4	4,520	4,660	4,710	5,170	4,945	4,195
Age 5-9	4,660	4,710	5,170	4,945	4,195	4,195
Age 10-14	4,710	5,170	4,945	4,195	4,195	4,195
Age 15-19	5,170	4,945	4,195	4,195	4,195	4,195
Age 20-24	4,945	4,195	4,195	4,195	4,195	4,195
Age 25-29	4,195	4,195	4,195	4,195	4,195	4,195
Age 30-34	4,195	4,195	4,195	4,195	4,195	4,195
Age 35-39	4,195	4,195	4,195	4,195	4,195	4,195
Age 40-44	4,195	4,195	4,195	4,195	4,195	4,195
Age 45-49	5,570	7,400	8,130	7,955	7,445	5,415
Age 50-54	7,400	8,130	7,955	7,445	5,415	3,890
Age 55-59	8,130	7,955	7,445	5,415	3,890	2,890
Age 60-64	7,955	7,445	5,415	3,890	2,890	2,890
Age 65-69	7,445	5,415	3,890	2,890	2,890	2,890
Age 70-74	5,415	3,890	2,890	2,890	2,890	2,890
Age 75-79	3,890	2,890	2,890	2,890	2,890	2,890
Age 80-84	2,890	2,890	2,890	2,890	2,890	2,890
Age 85+	2,890	2,890	2,890	2,890	2,890	2,890

Ms. Myers then provided details surrounding investment opportunities including foreign direct investment, transportation, community improvement plans, affordable/attainable housing, tourism infrastructure, and reliable broadband.

She provided details around current attraction and retention campaign including the local immigration partnership program, Connect2Jobs website and workforce training and development. She outlined entrepreneurship opportunities including the Business Enterprise Centre and Catapult Grey Bruce. Ms. Myers spoke to the opportunities for the Sydenham Campus which supports a fulsome approach to entrepreneurship and workforce development.

Discussion Themes

The Task Force discussed labour and employment challenges impacting the region, with specific attention paid to the intricacies tied to Hanover and Owen Sound. As the two urban centres of Grey County, Hanover and Owen Sound are faced with a unique set of

circumstances. From a labour and employment lens, though these challenges span across the entire county, region and province, locally, they are more pronounced in Grey's urban centres.

As urban primary settlement areas, Hanover and Owen Sound are by design, the regional service centres, providing access to a broad range of consumer, recreational and social services. The municipalities draw from surrounding communities to support both the consumer and employment base, demonstrating their regional nature. As a result, a dependence is formed between Hanover and Owen Sound and their surrounding communities to support the regional economy.

While the municipal labour market information is not available more recently than 2016, regional data combined with program results and local experience reinforce a consistent data trend. Staff look forward to an updated data set in 2022 with the release of the most recent census.

What became abundantly clear through the task force discussion was how immensely labour and employment are influenced by community factors such as housing, poverty, mental health, policing and transportation, and vice versa. Though the landscape changed dramatically throughout the pandemic, these challenges remained, and in most cases, were exacerbated, creating an even greater strain in finding solutions to labour force challenges. With average housing prices now over \$800,000, it is near impossible for individuals and families to enter the market. Whether you're a local trying to get a start, or a professional looking to relocate for a career, access to affordable and attainable housing is barring success. This is especially troublesome when attraction and retention are so desperately needed.

It is a well-known fact that the Stratford-Bruce Peninsula Economic Region, which Grey County is a part, has a long-standing record of the lowest unemployment rate in the province. Month over month, year over year this statistic reinforces the pain employers experience trying to fill positions. This statistic infers the region sits at full employment; people who want to work, are working. The second key statistic is the participation rate, which demonstrates the percentage of people actively participating in the labour force. Both figures need to be considered simultaneously to help paint the true picture of the labour force. A low unemployment rate, paired with a high participation rate, reinforces that there are not enough people in the labour pool. Period. This is why employers continue to struggle to fill current positions and plan for growth.

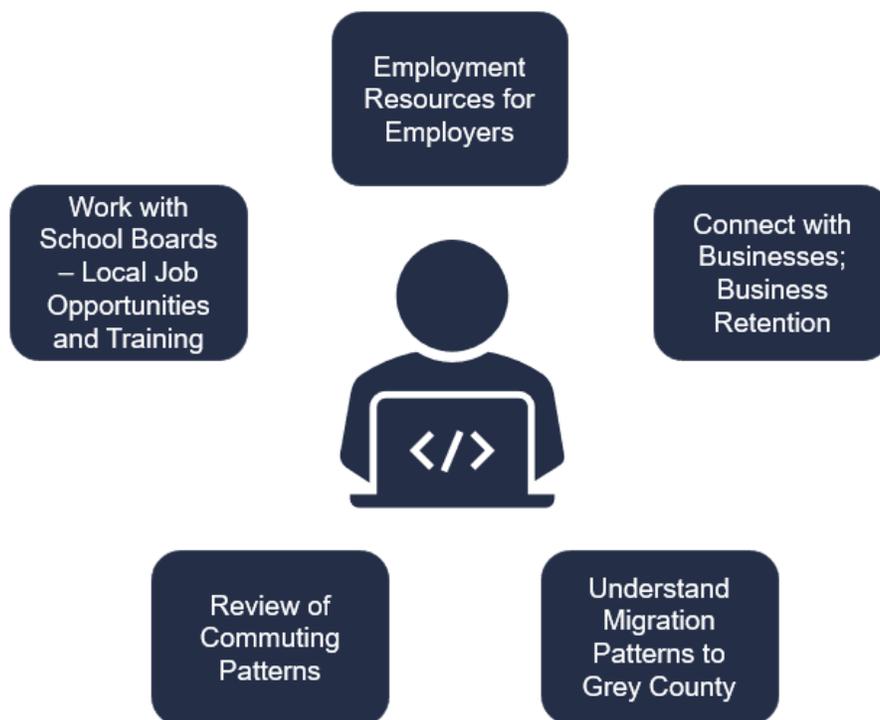
The 2021 labour market plan, however, put a spotlight on changing demographics, showing an increase in migration patterns among workforces. For the first time, there was not the heavy emphasis on 65+, as in the past, the report noted more of the 'missing middle' in the workforce moving to the area.

Though there are no immediate solutions, a collaborate approach to action is being taken. Staff and partners work hard to aligning resources and avoid duplication to find a path forward, combining resources and expertise to take steps toward a larger cumulative impact, and achieve milestones along the way. For example:

- Coordination of services is being determined through a collective of employment service providers, Ontario works and economic development.
- Access to local training and education is being made available through Sydenham Campus, Georgian College, LaunchPad and partnerships between these organizations and industry stakeholders.

- Strategic focus on newcomer attraction, integration and retention has been introduced through the Grey Bruce Local Immigration Partnership.

Labour & Employment Opportunities



1. **Identify employment resources that may be helpful for employers (e.g. HR resources, retention/recruitment strategies, multi-generational workforces)** - Identify employment resources that may prove helpful for employers, particularly those experiencing difficulties retaining staff. This can be done through working alongside employment organizations that typically provide HR supports and training opportunities. Focus on the top three retention strategies including: regular increase in salary, recognition for service and training opportunities (**Grey County Economic Development, Grey Bruce Local Immigration Partnership**).
2. **Connect w/ businesses, focus efforts on business retention (local immigration partnership and connect2jobs.ca are key resources)** - Explore opportunities to connect with businesses, supporting them to share and identify their needs in terms of maintaining and operating a thriving business. The County should focus efforts on business retention. The *Local Immigration Partnership* and connect2jobs.ca are key resources (**Municipal Economic Development Teams, Business Community**).
3. **Understand where people are moving from when relocating to Grey** - Connect with local real estate associations, to establish interest in collecting data that identifies where populations are moving from when relocating to Grey County. Review migration data as available to understand movement of people. This information will help inform marketing, communication, and outreach efforts, recognizing whether there should be a rural or urban focus (**Four County Labour Market Planning Board, Grey County Economic Development**).

4. **Review commuting patterns** - Further understand commuting patterns in Grey County **(Four County Labour Market Planning Board)**.
5. **Work w/ local school boards and others to provide students with information about local job opportunities and local training and education opportunities** - Work with the local school boards to explore opportunities to provide information to students about local job opportunities along with local training and education opportunities. There may be room to further enhance the local co-op program for high school students. Additional resources should also be put toward multigenerational workforce training and employment etiquette. Many of our work environments have changed quite significantly over the past decades, with the rapid integration of technology. Workplace standards and expectations may be different for each age group and recognizing these may influence a company's success. Work closely with LaunchPad to consider a regional network with expansion to Sydenham Campus and elsewhere. **(Local School Boards, Sydenham Campus, LaunchPad, YMCA, Employers)**.

December 14th, 2020 – Youth & Senior Supports

Presentations by:

- Bruce Grey Child & Family Services – Phyllis Lovell, Executive Director
- Council on Aging – Jan Chamberlain, Vice Chair

Youth and Senior Support Discussion Overview and Challenges

This session brought forward and further described the needs and challenges of children, young families, and seniors; arguably identified as the most vulnerable segments of our population.

Bruce Grey Child & Family Services

Throughout the County, the percentage of households with children at home range from 26% (Town of The Blue Mountains) to 44% (Southgate), with all other municipalities falling within that range. The median percentage of households with children at home in Grey County is 37%. Once young adults reach ages 20-24, the children at home (% of household) begins to decrease. Bruce Grey Child and Family Services (BGCFS) play a pivotal role in our region, offering supports to children and families in need.

BGCFS works under the mandate of the Ontario *Child & Family Services Act* and is one of nearly 50 organizations in Ontario responsible for protecting children from abuse, neglect, and other forms of maltreatment. Their work covers the 8,586 square kilometres of Bruce and Grey Counties, serving a child population of more than 37,000. They also work with NEYAASHIINIGMIING – Chippewas of Nawash Unceded First Nation and Saugeen First Nation.

Ms. Lovell (executive director) of BGCFS shared an overview of the services provided, captured through approximately 1,400 annual referrals. These referrals predominantly come from Owen Sound and Hanover areas, typically issued by both school boards and police boards. The main reason for a referral is connected to caregivers that pose a risk to the children and/or partner. 23%-30% of referred families receive longer term support and services. On average, BGCFS has 420-430 open caseloads at one time, with many of these having long-term challenges, requiring ongoing supports.

Of the families served through BGCFS, 98% of the children and youth still live at home, 75% of families are there on a voluntary basis, whereas 25% of families are required as per a court order. There is an increasing number of families who can offer safe, familiar care alternatives as opposed to traditional foster care services. BGCFS is proud to offer customary care for indigenous children, where the focus and emphasis for care is in the community where they reside, rather than having them relocate away from home.

Many of the challenges experienced by parents seeking support from BGCFS are connected and/or tied to social determinants of health. Social determinants of health are non-medical factors that influence health outcomes. These include:

- Income and social protection
- Education
- Unemployment and job insecurity
- Working life conditions

- Food insecurity
- Housing, basic amenities and the environment
- Early childhood development
- Social inclusion and non-discrimination
- Structural conflict
- Access to affordable health services of decent quality

Research shows that the social determinants of health can be more important than health care or lifestyle choices in influencing health (WHO, 2021). Some of the trends observed by Ms. Lovell include childhood trauma, poverty, precarious employment, housing insecurity, transportation, mental health, escalating addiction behavior, and social isolation. In terms of service delivery, BGCFS is continually monitoring areas where improvements can be made, or where resources can be reallocated to fill a gap or address a heightened need. This organization also relies on external community supports and networks to effectively offer a comprehensive approach to care. Without additional community services, it makes it difficult to properly serve families. And this stress is amplified in smaller communities.

Generally, BGCFS identified challenges related to the lack of mental health and recovery services (e.g., Keystone), home services, centre-based childcare options, recovery services in communities for women, school supports for both parents and children, and affordable housing. When comparing service needs and service delivery, there are gaps that are needing to be filled. For example, when aiming to offer supports for childhood trauma (either adult/parent or child), it is critical to be able to offer safe school and childcare settings. But if there are limited centre-based childcare options, this would pose as a barrier to potentially improving a given situation identified as needing supports.

Ms. Lovell identified transportation and housing as two main priority items that require immediate attention and support, as these pillars assist with life stabilization. She also noted that school-based nutrition programs are lifelines for families. Continuing these programs throughout the pandemic were a priority for BGCFS. Staff that were deemed non-essential went to community partners to assist in providing breakfast foods to vulnerable children and families.

Throughout the duration of the pandemic, there have certainly been additional and different stressors placed on BGCFS's service delivery. But there has been a significant increase in connections made and cooperation with community based social supports and charities, all working toward a collective goal of helping residents in Grey Bruce develop and live healthy

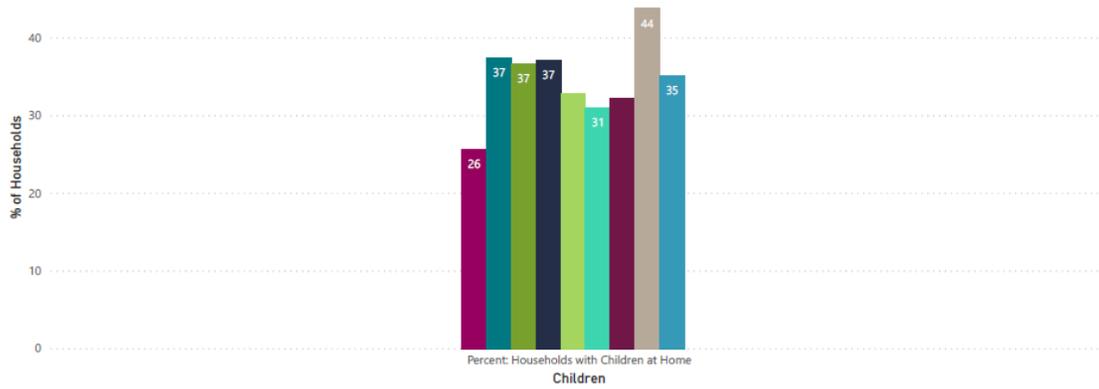
lives.

Hanover Owen Sound Task Force Households With Children At Home



Grey County Households With Children at Home, 2020

● Blue Mountains ● Chatsworth ● Georgian Bluffs ● Grey Highlands ● Hanover ● Meaford ● Owen Sound ● Southgate ● West Grey



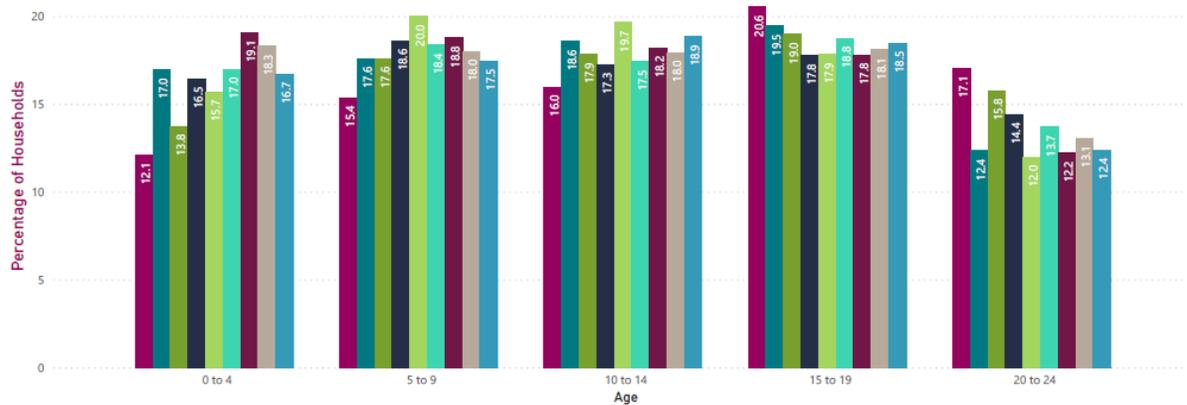
Source: Environics Analytics, 2020

Hanover Owen Sound Task Force Age of Children At Home



Children at Home (% of Households)

● Blue Mountains ● Chatsworth ● Georgian Bluffs ● Grey Highlands ● Hanover ● Meaford ● Owen Sound ● Southgate ● West Grey



Source: Environics Analytics, 2020

Grey Bruce Council on Aging

When looking at the Grey County households by age of maintainer (primary age occupying the house) graph for 2020 (see graph below), ages 55-64 & 65-74 occupy the greatest population percentage. There are a lot of existing community supports and services that are specifically catered and designed to address the needs of older adults. Ms. Jan Chamberlain, a

representative from the Grey Bruce Council on Aging shared details of one such community support to the task force – the Council on Aging.

The goals of the Grey Bruce Council on Aging include:

1. To provide older adults in Grey Bruce with a platform to make their Collective Voice heard at the Municipal, County, and Provincial levels.
2. To encourage Municipalities to embed the Age Friendly Community concept in their strategic plans to resolve issues and concerns of their older adult residents.

They hold monthly meetings and have membership from most of the 17 Municipalities of Grey and Bruce Counties. The council members connect with their respective communities to hear concerns, issues, and identify possible solutions that can lead to enhanced quality of life for all, working toward an 'age-friendly' community. Focus areas of age-friendly communities (as per the WHO guidelines) include outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communications and information, and community and health services. Many of these domains overlap and are interconnected, they help identify and address barriers to the well-being and participation of all ages in society.

Ms. Chamberlain mentioned that older adults have had to shift a lot of their programming to be made available online or through teleconference because of the pandemic. Even with the support of technology, there does appear to be greater numbers of those feeling socially isolated and struggling to maintain community connections. This can cause other, unintended health impacts – mental health, physical health stress, etc. Radio stations continue to be important resources to communicate opportunities available for older adults. More recently, the Council on Aging has encouraged radio stations to consider incorporating more good news and stories for listeners. The provincial Inclusive Communities Grant for seniors has offered funding availability to support Seniors Without Walls and radio programming, as there was a collective identified need for these resources throughout COVID.

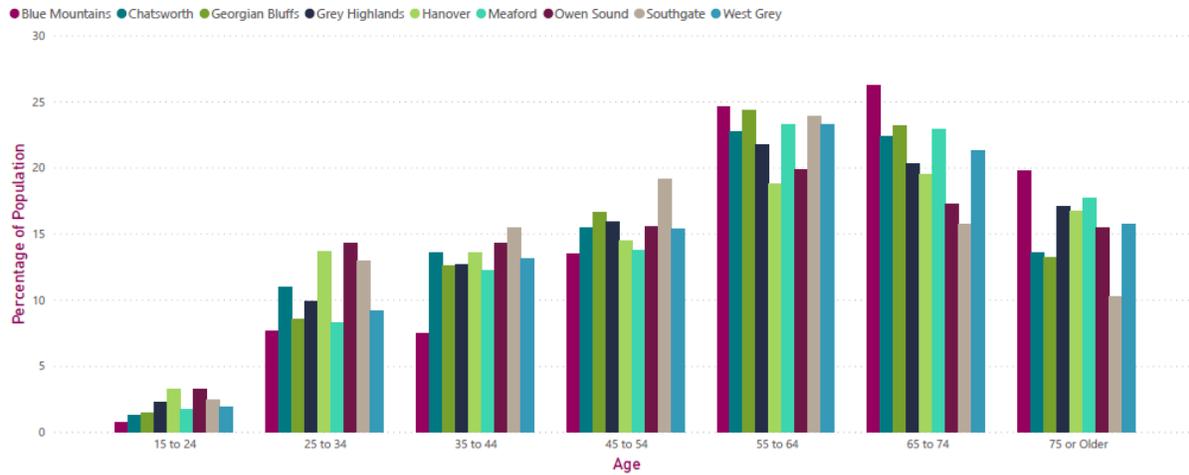
Overall, Ms. Chamberlain hopes that municipal leaders acknowledge the importance of listening to older adults, as they are valuable community members that still have an interest and are eager to continue contributing to society.

Hanover Owen Sound Task Force

Maintainer Age



Grey County Households By Age of Maintainer, 2020



Source: Environics Analytics, 2020

Youth and Senior Support Opportunities



1. **Need more local services for addiction and mental health for all ages (see Mental Health and Addictions Section for further details) (Status: Future Initiative)** – explore and identify gaps in service delivery for addiction and mental health supports for all ages. Organizations like BGCFS are hard pressed to have success in their program delivery

without this additional wraparound supports. Given Grey County spans such a large geographic area, there may be ways to further enhance online supports (**Grey County Social Services, Youth Support Networks**).

2. **Coordinate public transportation providers to align with the needs of those most vulnerable (see Transportation Section for further details)** - it will also be important to identify barriers of participation in these programs (i.e., is it difficult to arrange transportation to get to a support facility). Transportation can offer and be a key pillar to assist with life stabilization. To further facilitate participation in these programs, it may be worth coordinating efforts with public transportation providers (**Grey County Transportation, Grey County Social Services, Other Public Transit Providers, Youth Support Networks**).
3. **Enhance data sharing between the County, School Boards, local community organizations, and local municipalities to better anticipate community needs and monitor trends to tailor service delivery to respond to needs (Status: Future Initiative)**- this will allow staff and service providers to better anticipate community needs, and identify trends that may impact service delivery – such as: shifts, declines, growth, etc. Further opportunities will be explored to have relevant data available and accessible to more community partners, Bruce Grey Data and Information Sharing Collaborative would be a key partner (**BGDISC, Grey County Data Analyst**).
4. **Encourage local councilors to connect with local senior advisory committees (Status: Future Initiative)**– this may mean connecting with these groups outside of council or reaching out to these groups to have them come and speak to council to share latest trends, concerns, and opportunities for consideration that may better support older adults in Grey County (**Municipal and County council, Grey Bruce Council on Aging** (<https://coaqb.com/>)).
5. **Identify recreational opportunities for those with enhanced mobility needs (Status: Future Initiative)** - work alongside local recreational service providers and municipalities to identify additional recreational opportunities for those with enhanced mobility needs. The Bayshore arena offers an exemplary space for seniors to utilize for walking purposes. An extension to this review should also incorporate discussion and involvement with the local *Accessibility Advisory Committees*. This community would benefit from having a resource identifying accessible trail and recreational spaces throughout the County (**Local Municipalities, Grey County Forestry/Trails, Recreational Service Providers**).
6. **Promote good new stories on local media channels (connecting with seniors and other populations) (Status: Future Initiative)** - further promote local content and good news stories on local radio, in local newspapers, or other local communication channels. Grey Highlands Museum staff have started to record community stories, connecting with seniors and other populations (**Grey County Communication, Grey Roots**).
7. **Implement the Age-Friendly Community Strategy and Action Plan (Status: Draft Strategy and Action Plan Completed)** – this strategy and plan will be complete in Q1 of 2022. The intention will be for this action plan to have prioritized focus areas under each respective 8 age-friendly community domain that may be most relevant to Grey County residents' and communities. Implementation of this plan will require community effort,

leaning on existing established networks and partnerships or forming new ones to support these efforts. This project will also serve as a gateway to additional age-friendly resources and networks, such as the *Ontario Age-Friendly Communities (AFC) Outreach Program* and the *Seniors Health Knowledge Network c/o Centre for Studies in Aging and Health* (**Grey County, Local Municipalities, Community Partners, Volunteer Groups**).

January 11th, 2021 – Policing

Presentations by:

- Hanover Police Services – Chief Chris Knoll
- Owen Sound Police Services – Chief Craig Ambrose

Policing Discussion Overview and Challenges

Owen Sound Police Services-Chief Craig Ambrose

Chief Craig Ambrose provided an overview of Owen Sound Police Services to the Task Force. Call volumes have increased over the past few years with 14,399 calls in 2011 compared to 17,510 calls in 2019. Crime Severity Index has also increased in Owen Sound rising from 65.32 in 2011 to 109.34 in 2019, an increase of 67%. Crime Severity Index is provided by Statistics Canada, and it measures changes in the level of severity of crime from year to year. All crimes are assigned a weight based on their level of seriousness which are based on sentences handed down by the courts.

Chief Ambrose highlighted some of the issues seen by Owen Sound Police Services including centralized social service and support agencies located in Owen Sound which brings more marginalized residents to the area including those that need support with mental health, addictions, poverty, food security and homelessness. He noted that homelessness, mental health, and addictions drive police calls up and people dealing with these issues are more likely to be victimized.

Chief Ambrose then spoke to criminal charges processed per officer noting that in 2018 Owen Sound had 54.8 criminal charges per officer. He noted that more calls are received between 6 am and 7pm than during the overnight hours which is a result of the significant daytime population increase that the City experiences as it serves as a local economic hub with people travelling to Owen Sound for employment, shopping or to access services. There has also been a significant increase in mental health calls over the past several years. Beyond the daytime population increase, other key factors that tend to drive service calls include those experiencing homelessness, mental health calls, and those experiencing addiction challenges from both licit and illicit drugs. The per capita cost for Owen Sound Police Services based on the 2021 Budget was approximately \$355 per capita (population of 21,000) which does not account for the significant increase in daytime population.

The Mobile Mental Health Addiction Response Team (MMHART) has been implemented to assist with these calls for service. Other models are also currently being reviewed. The goal is to be proactive and work through these calls at the beginning with the assistance of community stakeholder supports. Chief Ambrose noted that the community support officer is not in uniform when they respond to these types of calls to provide a more positive first response. The Wellington County model for mental health calls known as [IMPACT \(Integrated Mobile Police and Crisis Team\)](#) was highlighted as a model that could be replicated.

Chief Ambrose then provided an overview of court services noting that Owen Sound Police Services provides court security to the provincial court located in Owen Sound noting that the province does not cover 100% of these costs, and the shortfall then falls to Owen Sound taxpayers. The Court house in Owen Sound serves people from throughout Grey/Bruce, but

Owen Sound incurs the entirety of security costs for this service which is approximately \$335,000 per year. If provincial funding was not received, the cost of court security would be approximately \$750,000 per year.

With respect to the Provincial Offences fine revenue, municipal bylaw fines are returned to the municipality who laid the charge, less an administration fee. Other fine revenue, such as from traffic offences is used to offset court operation costs for Grey and Bruce and any excess is provided to each county based on their proportion of the population. Court security costs for the Provincial Offences Court are estimated to be \$25,000 per year, although fine revenue has been decreasing and therefore it is anticipated that the provincial offences court costs will increase as there will be less fine revenue to offset expenses.

Hanover Police Services-Chief Chris Knoll

Chief Knoll provided an overview of the Hanover Police Services. He noted that the Hanover Police Services has been in existence since 1930, covers a population of 8,100 residents and has 24 full and part time staff. He spoke to the current population, noting that many are marginalized, transient in nature and suffer from mental health issues, poverty, homelessness and drug or alcohol dependencies.

Chief Knoll spoke to workload demands stating the Hanover Police Services are second in the province out of 50 municipal police services for the number of criminal charges processed per officer with 56.6 criminal charges per officer in 2018 with the provincial average being 23.3 and national average being 29.7. He also spoke to calls for service noting a large increase in 2019. In 2019, Hanover Police Services handled 5,098 calls related to crime, traffic, mental health, and social disorders. Calls spike during the day from 10:30 am-5:00pm and rise during the progression of the week with the highest number of calls on Fridays. This is similar to Owen Sound because Hanover acts as a local economic hub that provides employment, services, and shopping opportunities for those living in the surrounding area. It was noted that the daily regional draw to Hanover brings in approximately 40,000 to 45,000 additional people per day and that over 50% of Hanover's Police Services work involves non-residents. The per capita cost for Hanover Police Services is approximately \$350 per capita (population of 8,100) which also does not account for the significant increase in daytime population.

Like Owen Sound, the Crime Severity Index has also been increasing over the past few years and in 2019 the Crime Severity Index for Hanover was second highest in the Province with 125.2 just behind Timmins at 137.85 (See Figure below). The Crime Severity Index monitors severity level of police-reported crime, both violent and non-violent crimes, and measures the overall seriousness of crime from one year to the next. The top five frequent crimes in Hanover include thefts, break-ins, assaults, frauds, and mischiefs. Chief Knoll noted that many of these are survival crimes that often feed drug addictions. He noted that a steady increase in the number of mental health calls for service were received from 2015-2020 totaling 821. Discussion occurred on the costs of mental health and whether providing more funding upfront may reduce the number of associated police calls. It was noted that one dollar spent on preventative mental health care saves \$7 later in reacting to mental health calls such as policing, health care, etc.

- 2019 Overall Crime Severity Index – Top 6 Highest Overall Crime Rates in Ontario for Municipal Police Services

Police Service	Crime Severity Index
Timmins	137.85
Hanover	125.2
Brockville	112.78
Owen Sound	109.34
Sault Ste Marie	107.2
Thunder Bay	104.88
Canada	75.01
Ontario	60.7
Toronto	68.4
West Grey	47.23

Figure 4 - Hanover Police Services Presentation, January 2021

Chief Knoll then spoke to community partners within the Hanover area including Hanover and District Hospital, Mental Health Urgent Response, Canadian Mental Health Association and Probation and Parole Services. He also noted they work with other local stakeholders including YMCA Housing, Keystone Child and Youth Services, churches, and seniors' groups as well as the local schools.

In speaking with Hanover CAO Brian Tocheri and Chief Knoll, it was noted that Hanover Police Services have also implemented an MMHART Team in Hanover which has assisted with responding to mental health service calls when a person is dealing with a mental health crisis and has helped connect the person with mental health supports and referrals to other agencies. The challenge that was noted was that the MMHART is currently only available on a part-time basis and that there is a need for additional funding and staff resources to be able to offer this service 24/7 so that the MMHART can respond when a service call is received versus just following up outside of the current working hours. This was also echoed by City Manager Tim Simmonds and Owen Sound Policy Chief Ambrose in a recent discussion with them. Chief Ambrose also noted that the Ontario Association of Chiefs of Police (OACP) recently passed a [resolution](#) regarding response to mental health (non-public safety) calls and authorities under the Mental Health Act and asked the Government of Ontario to make all necessary statutory amendments and funding changes to enable the following:

- An existing or created external agency/agencies that is/are available 24/7 are assigned and who may already be the first or more appropriate responders to mental health calls (unless there are imminent and serious public safety issues to the person in the mental health crisis, the public or the responding agency/agencies, in which case, police may be dispatched to assist with that issue);
- The agency/agencies are provided the authority and training to assess and, if necessary, apprehend and transport a person under the *Mental Health Act*, including the ability to take the person to a non-emergency institution, approved by the province, if appropriate and in the best interests of the person in mental health crisis;
- The agency/agencies and/or any other mental health agencies are provided sufficient funding for the continuation of partnerships that currently involve the police to have secondary mental health support in place; and

- Funding is provided to 911 dispatch agencies so that mental health experts are either present in the communications centre or can be patched in, 24/7, to allow for initial assessments, referrals, and alternative response.

The above recommendations should be explored in further detail between Police Services, Paramedics Services, and local mental health organizations to approach the Ontario Government to see if the above OACP recommendations could be implemented in Grey County as a pilot program.

Chief Ambrose also noted that the City of Timmins is doing some great work around trying to address the community’s opioid crisis and are using a monthly treatment injection called buprenorphine to control the urge of using opioids. There are some other best practices that can be gleaned from the work being done in Timmins to combat their opioid crisis that could be replicated in our communities. The following is a link to a CBC video on YouTube about how Timmins is fighting their opioid crisis as well as a link to a document produced by Timmins Mental Health and Addictions Planning and Operations Table which provides an overview of what has been implemented and outlining what needs to happen in terms of next steps:

- [CBC YouTube Video – How Timmins is fighting the opioid crisis](#)
- [Timmins Mental Health and Addictions Planning and Operations Table – April 2021 Update](#)

Policing Opportunities



1. **Review funding model for provision of court security at the Superior Court located in Owen Sound to find solutions that are equitable (Status: Future Initiative)** – Review the existing funding model for the Grey/Bruce courthouse located in Owen Sound and identify whether there are opportunities to offset costs for service delivery, given this supports populations beyond the municipal boundaries of Owen Sound. Specifically, the funding for

security services at the courthouse are entirely incurred by Owen Sound, with an annual portion each year ~\$335,000. Offering this service at a regional level or identifying funding support streams was noted by the Task Force as an approach that can be considered. Continuing to work with the Province to find funding solutions that are equitable will be important in addressing this matter. **(Grey County POA, Grey County Administration Services, OS Security Services, Grey County Council).**

- 2. Further examine and develop more effective/efficient responses to mental health calls, including continuing and enhancing the Mobile Mental Health Addictions Response Team (Status: Future Initiative) –**Explore opportunities to better triage service calls depending on the call type (mental health emergency vs. other), as the City of Owen Sound and Town of Hanover police services have low staffing levels to address high call volumes, with a large percentage of calls being predominantly mental health related. Currently, the City of Owen Sound police services have a mobile mental health addictions response team (in partnership with CMHA). This program will continue, and there may be additional partnership opportunities to support these call types such as EMS personnel or having mental health personnel employed through 911 dispatch call centers. See Item# 5 below regarding a funding request that has been submitted to the Ontario Health Team West regarding the further development and expansion of the mobile health outreach operation for those suffering from mental health and addictions called Grey Bruce Supportive Outreach Service. The recent [recommendations approved by OACP](#) regarding improvements when responding to mental health service calls should be explored in further detail between Police Services, Paramedics Services and local mental health organizations including approaching the Ontario Government to see if the OACP recommendations could be implemented in Grey County as a pilot program. **(Police Services, CMHA, Grey County Social Services, Grey County Paramedic Services, Ontario Government, 211).**
- 3. Consider adoption of best practices from surrounding jurisdictions that have a low crime severity index (resource sharing, other support services, etc.) (Status: Future Initiative) -** Work with surrounding jurisdictions that have a low crime severity index, to encourage resource sharing, best practices, and other support services that complement the existing local police service program delivery (e.g. [Shelburne Police Services](#) which was noted as the ‘gold standard’ with one of the lowest crime severity indexes in the Province) **(Grey County Data Analyst, Local Police Services).**
- 4. Seek continued support to enhance road safety for all users/modes of transportation (buggies, cyclists, pedestrians, and vehicles) (Status: Some Existing Communications but Opportunity to Enhance) -** Continue to communicate, and perhaps increase the frequency of promoting awareness road safety tips during all seasons in Grey County, to help address speeding, and dangerous driving. Partnership opportunities may be possible with the County, local municipalities, and provincial and local police services. There may be opportunities to look at infrastructure and further traffic calming measures to further enhance efforts **(Grey County Communications, Provincial and Local Police Services, Grey County Transportation, Local Operations and Roads Departments).**
- 5. Further develop or support crime prevention initiatives (i.e. Community Safety and Wellbeing, social determinants of health) (i.e. social determinants of health) versus reactive care.** Since July of 2021 Grey County Paramedic Services, in collaboration with Grey Bruce Health Services, CMHA, Public Health, United Way, Salvation Army and others have been operating a weekly mobile health outreach operation in Hanover and Owen

Sound. Called the Grey Bruce Supportive Outreach Service, a funding request has been made to Ontario Health to support the further development and expansion of the service in 2022. Whether or not the funding proposal is accepted, this service should be considered as an extension of Grey County's community paramedicine program. Through data collection, trends should be identified for greatest community service need (i.e. mental health, addiction services, education, healthcare, etc.) **(Police Services Data Collection, Community Services, Grey County Paramedic Services, Social Services, etc.)**.

January 15th, 2021 – Planning & Development

Presentations by:

- Grey County Planning – Randy Scherzer, Deputy CAO and Director of Planning and Development
- Owen Sound – Tim Simmonds, CAO, Pam Coulter, Director of Community Services, Amy Cann, Manager of Planning
- Hanover Planning – Don Tedford, Director of Development Services and Chief Building Official

Planning Discussion Overview and Challenges

The Task Force heard presentations on development and growth in recent years, as well as growth projections and development constraints moving forward. Mr. Scherzer provided an overview of the planning structure within the County, as well as highlighting several recent changes to planning legislation and policy. Some of these changes include:

- Amendments to legislation and regulations including the *Planning Act*, *Endangered Species Act*, *Conservation Authorities Act*, *Local Planning Appeal Tribunal Act*, etc.
- A new 2020 Provincial Policy Statement (PPS),
- Recolour Grey, the new County Official Plan approved in 2019, and
- Various municipal official plan and zoning by-law updates.

These changes have kept planning staff busy at all levels of government, both understanding the changing legislative and policy framework, as well as ensuring local planning documents are kept up to date. As a reaction to the 2020 PPS, and the provisions for a 25-year planning horizon, which came after the 2019 Recolour Grey approval, the County initiated an update to the County's Growth Management Strategy (GMS). The completion of the GMS update was completed later in 2021 and received by County Council, but the early results were presented to the Task Force. The County is growing more rapidly than previously predicted and all 9 member municipalities are experiencing growth. Both Hanover and Owen Sound are projected to experience significant residential and employment growth. These GMS residential growth projections have been included in the Housing section to this report. The projected employment growth tables have been included below. Although not as directly pertinent to Owen Sound and Hanover as they are to other member municipalities, seasonal residential unit estimates have also been included below.

Grey County - Updated Employment Forecast by Local Municipality to 2046				
Year	2021	2046	Growth	Share
Town of the Blue Mountains	5,220	6,810	1,590	18.3%
Township of Chatsworth	1,560	1,860	300	3.5%
Township of Georgian Bluffs	3,570	4,310	740	8.5%
Municipality of Grey Highlands	4,320	5,030	710	8.2%
Town of Hanover	5,120	6,590	1,470	16.9%
Municipality of Meaford	3,700	4,350	650	7.5%
Township of Southgate	2,120	3,120	1,000	11.5%
Municipality of West Grey	3,550	4,230	680	7.8%
City of Owen Sound	14,390	15,930	1,540	17.7%
Grey County	43,550	52,230	8,680	100.0%

Source: Hemson Consulting Ltd.

Grey County Employment by Land Use Type to 2046 by Local Municipality						
Census Year	2021			2046		
	Population Related	Employment Land	Rural	Population Related	Employment Land	Rural
Town of the Blue Mountains	3,200	990	1,020	4,360	1,260	1,200
Township of Chatsworth	220	240	1,100	320	310	1,230
Township of Georgian Bluffs	330	2,450	790	590	2,810	910
Municipality of Grey Highlands	2,450	890	980	2,640	1,280	1,110
Town of Hanover	3,740	1,380	0	4,730	1,860	0
Municipality of Meaford	2,180	760	760	2,450	990	910
Township of Southgate	810	280	1,030	1,380	570	1,170
Municipality of West Grey	850	1,300	1,390	1,080	1,600	1,550
City of Owen Sound	8,800	5,590	0	9,100	6,830	0
Grey County	22,580	13,880	7,070	26,650	17,510	8,080

Source: Hemson Consulting Ltd.

Seasonal Unit Estimate by Local Municipality							
	2016	2021	2026	2031	2036	2041	2046
Town of the Blue Mountains	3,090	2,850	2,730	2,650	2,610	2,690	2,770
Township of Chatsworth	420	390	370	360	360	370	380
Township of Georgian Bluffs	780	720	690	670	660	680	700
Municipality of Grey Highlands	1,340	1,240	1,190	1,150	1,130	1,170	1,200
Town of Hanover	70	60	60	60	60	60	60
Municipality of Meaford	730	670	650	630	620	640	660
Township of Southgate	270	250	240	230	230	230	240
Municipality of West Grey	550	510	490	470	470	480	500
City of Owen Sound	450	420	400	390	380	390	400

Source: Hemson Consulting Ltd.

At this stage it is not known to what degree the pandemic growth rates may be sustained longer-term, or whether there may be some 'corrections' post-pandemic (e.g. people who had migrated to Grey in the pandemic moving back to larger urban centres). Hemson Consulting did however note that the County's recent increase in growth began prior to the pandemic and is consistent with other outer-ring Greater Toronto Area (GTA) counties and municipalities have been experiencing in the past 5 years. Following the receipt of the 2021 Census datasets the County will look to update the GMS again with this additional data.

At the Task Force meeting Mr. Scherzer noted that between 2016 – 2020 there were over 6,000 residential units in the approvals process (i.e. final approved, draft approved or active planning applications) across the County. Updating these numbers to include 2021, staff estimate there are now over 7,000 residential units in the approvals process.

Notably there are increased numbers of semi-detached, townhouse and apartment or condominium units being constructed across Grey. Hanover and Owen Sound comprise a large percentage of these units.

Mr. Scherzer highlighted potential development constraints as part of his presentation and staff have augmented that list based on more recent experience:

- Complexity in the approvals process,
- Land, construction, and average house cost increases,
- Labour pool and available land shortages,
- Demand is outpacing supply,
- Increasing concerns and opposition to development by existing residents, including the desire for our communities to be distinct from larger urban centres, and
- Servicing and transportation infrastructure upgrades needed to support development.

Several initiatives are already underway to address these constraints which will be further explored as part of the Opportunities section below.

City of Owen Sound staff provided a snapshot of their development review team, as well as profiling a number of recent development projects. The importance of good pre-submission consultation was highlighted as one of the most important steps in the planning process.

Similar to Mr. Scherzer's presentation, the City has experienced a rapid increase in development in recent years. In 2020 the City issued building permits with a total value of \$66,430,163, which included a number of significant institutional developments, including a large new long-term care facility, and residential development projects commence construction. The Sydenham Heights Secondary Plan area has been a major driver of this growth, but there are also a number of developments in other parts of the City too. It was also noted that City staff are seeing increased interest in the industrial park, with available existing building space starting to fill up.

City staff also noted recent pre-submission consultation interest in commercial, industrial, and residential development, which indicate a diverse range of development interest in the City.

The City's recent update to their Community Improvement Plan (CIP), as well as a new City Official Plan, are both key documents to ensuring well-planned growth moving into the future.

City staff flagged some constraints but noted that such constraints can also be turned into opportunities. Some of these constraints and opportunities are;

- Updates to the County's GMS,
- Working collaboratively between internal development review teams and the County's 'one-window' development approach,
- Official Plan updates,
- Urban growth standards,
- Improvements to County Roads within the City,
- The swell in daytime population within the City,
- Work from home initiatives, and
- The percentage of residents who rent within the City (42.9%) as well as the percentage of residents living in low-income households (~20%).

Town of Hanover staff provided a presentation similar to Owen Sound, sharing both their staffing resources, recent development projects, policy initiatives, and constraints to future development. Hanover issued building permits totaling over \$36 million in 2020, which also included a large new long-term care facility. Hanover is seeing an approximately equal mix of new single-detached dwellings to semi-detached and townhouses. Mr. Tedford highlighted 11 subdivisions with 925 total lots within the Town that are in various stages of build-out and approvals. It was noted that a number of these subdivisions that are approved are seeing quick uptake in building permits and construction. Residential infilling has also been a strength of the Town with over 100 homes created in this manner over the past 40 years. This is equivalent to a large subdivision entirely provided through infill. The redevelopment of the Town's former secondary school is an exciting opportunity to come in 2021 or 2022.

The Town has also received a steady supply of commercial building permits in recent years, averaging around 30 permits per year. Industrial expansions, and interest in the Town's business park have also been driving growth in the Town.

Hanover has also been hard at work on new policy initiatives, including looking at their future growth needs beyond the current boundaries of the Town, and re-designating the Town's special policy areas, through Official Plan Amendment (OPA) 3, which were added to the Town in 2000. At the time of the Task Force meeting OPA 3 was just in process, but it has since been adopted by the Town and approved by the County. Work is continuing on the Town's future growth needs. The Town's CIP has also been updated to align with the County's CIP template.

Town staff highlighted the following constraints to future development and growth:

- Lack of available land supply and the need for Hanover to expand, it was noted that the Town has 'lost out on' numerous development and employment opportunities by not having available land supply,
- A lack of large lots available for larger commercial and employment development,
- A large portion of the Town's available lands acquired in 2000 as part of municipal restructuring are not developable due to a variety of constraints,
- The ability for open communication with neighbouring municipalities to try to rectify Hanover's land supply issues,
- Increase in the amount of Hazard Lands within the Town, as well as impacts from Species at Risk (SAR) mapped occurrences,
- The County's 25 units per net hectare residential development policies should not be on a per development basis, but rather on an average basis across the Town, and
- The need for more affordable housing with supports for marginal populations.

Planning Opportunities



Through the three planning presentations from Grey County, the City of Owen Sound, and the Town of Hanover, there were many similarities, as well as many of the ‘constraints’ that are already actively being ‘worked on’ to seek solutions. The planning matters discussed at the Task Force are also heavily integrated with a number of other themes explored at other Task Force meetings, including but not limited to housing, transportation, economic development, youth, and senior supports, etc.

A summary of some of the major opportunities within planning has been outlined below and are highlighted in the graphic above:

- 1. Continue to explore and implement efficiencies within the overall planning process to create more development to support the needs of the community (e.g. affordable/attainable housing, commercial and industrial uses) (Status: Ongoing)**

– the development process has become more complex over the years based on legislative and policy changes. County and municipal staff have worked hard to streamline approvals and the development inquiry process but there is additional work that can be done. A number of municipalities, such as Owen Sound and The Blue Mountains, have formalized development review team structures that provide greater certainty to developers from the pre-submission consultation stage to the development approvals phase. County staff have fed into these processes where County input or approvals are needed. The County has also implemented a ‘one window’ service approach whereby the planning department is the main point of contact and

applications or inquiries flow through planning to other County departments such as Transportation Services.

Recent changes in the County's internal application tracking software have also allowed the County to go paperless for all new planning applications. County staff are working with Information Technology (IT) staff on additional improvements to this software to allow for greater customer service and transparency. Discussions with member municipalities about integrating their own application tracking and information sharing will be a part of this phase 2 of the software.

County staff are also preparing a report in relation to the Town of The Blue Mountains request for delegated authority to approve subdivisions and condominiums. Currently the City of Owen Sound is the only municipality in Grey to approve their own subdivisions and condominiums. Should some other municipalities request this delegation, and should Council support such delegation, then there may be greater efficiencies to be found in the development process.

Even for those municipalities that do not want delegated authority, staff believe that there can be further efficiencies found in the development application and inquiry process. As per the direction from the County's Economic Development and Planning Advisory Committee (EDPAC) staff are exploring further training around investment readiness and ensuring greater customer service at both the County and municipal levels. Part of this training will ensure that no matter who receives the initial inquiry that developers, businesses, and residents are given efficient and predictable service. Navigation of the approvals process also needs to be accessible and easy. The County is currently creating a development board-game as a means of providing some of this education which can be accessed by County and municipal staff. Economic development staff at the County and municipal levels, as well as the development community will be key to these training sessions.

- 2. Better integrate growth analysis into land use planning and infrastructure planning (Status: Work Underway)** – The County has recently updated the GMS to look at the County's growth needs for the next 25 years. This document and data have been shared with municipalities and other public and private partners. A number of our municipalities are also in the process of updating their own planning, servicing, and development charges documents. To adequately accommodate the onslaught of growth described above, all levels of government will need to ensure that the infrastructure as well as the means to finance this infrastructure is in place in the short and long-term. Sharing data and resources will be key to ensuring coordinated planning and infrastructure needs are being addressed. Recent development in a neighbouring municipality have future highlighted the need to ensure that servicing capacity is available to meet future growth needs. Working between County and municipal planning, finance, asset management, transportation and public works departments will be key to achieving this integration. Staff would note that this is not unique to Owen Sound, Hanover, and the County, but rather it will extend to all nine member municipalities and may also further extend to some of Grey's neighbours.
- 3. Continue updating planning documents and special studies to respond to the needs of the community (Status: Work Underway)** – Since the passing of Recolour

Grey a number of Grey's member municipalities, including both Hanover and Owen Sound, have undertaken official plan updates and major planning initiatives. Owen Sound has adopted a new official plan, which is currently nearing approval by the County. The Town has recently had their OPA 3 approved by the County to add detailed land use designations to their special policy areas, which will be the future growth hubs for Hanover. The County has also recently initiated OPA 11 to update the County's Official Plan with the findings of the GMS, but also to implement changes to the density policies and accommodate findings from the County's Affordable Housing Task Force. County staff will also be assisting with on-going official plan updates and approvals at the municipal level.

Another key consideration here is to ensure that local by-laws have an appropriate mix of pre-zoned lands to support development types our communities are most in need of. In recent consultations with rental housing developers, the importance of pre-zoned lands to support new rental housing was highlighted as a key obstacle that municipalities could overcome with respect to the creation of more attainable housing. A summary of those consultations can be found [here](#).

Other special projects such as the Climate Change Action Plan (CCAP) and the Age-Friendly Community (AFC) Plan are also County-led projects that municipalities will be key partners in creating and in implementation. Owen Sound has recently completed a climate change adaptation plan with respect to hazard lands and flooding risks and has also initiated a climate change action plan of its own. Hanover has been a leader in AFC planning and the County has been learning from the Town in that regard. Regardless of who initiates a project, it's crucial that both levels of government work together on the project and implementation.

Having these up-to-date planning documents, as well as tackling matters such as climate change, puts the County and member municipalities in the best available position to accommodate future growth sustainably, while meeting the needs of residents and businesses.

- 4. Maintaining community character by considering new policies or design guidelines (Status: Future Initiative)** – Grey County has long been a desirable place to live and visit. In recent years we have seen increases in growth and development, which has some residents worried that the County and municipalities may be losing their charm and uniqueness. While staff can appreciate these concerns, the solution is not to stop development, but rather to ensure that it is well managed and befitting of the character of our communities. The County Official Plan provides high level policy on growth, including growth projections and some density and intensification targets. The County Plan is largely devoid of design details that would more directly influence the character of the community. A minimum density of 25 units per net hectare does little to describe to a developer or resident what we want those future developments to look and feel like. Given how unique each of our communities is, this is where municipal planning documents can provide greater guidance on architectural, heritage, and community character design features. While updated official plans and zoning by-laws are important, municipalities may also wish to develop community design guidelines as additional stand-alone documents to inform the look and feel of new development.

- 5. Collaboration between all levels of government and municipalities to ensure there is a sufficient supply of designated lands within settlement areas to address projected growth (Status: Ongoing)** – In both the Hanover and Owen Sound presentations the need for on-going collaboration was highlighted as a key opportunity moving forward. Whether it be collaborating with respect to new affordable housing opportunities, special studies as highlighted above, or infrastructure projects like County Roads in Primary Settlement Areas; collaboration is needed. One of the key constraints highlighted by Hanover was their land supply issue. Hanover has been working to engage their neighbours to rectify their land shortage. There are also some possible areas for collaboration between Owen Sound and some of its neighbours that could serve to strengthen the City, surrounding municipalities, and the County as a whole. County Council have directed County staff to further investigate win-win opportunities between municipalities through staff report [Addendum to PDR-CW-17 Municipal and Growth Boundaries](#). Now that the County's GMS has been updated, County staff are seeking to discuss this matter further with municipalities. The County is also in the process of organizing a workshop for municipal staff and councils to discuss these opportunities further.
- 6. Collaborate to ensure there is a sufficient supply of Industrial and employment lands that are 'shovel-ready' (Status: Work Underway)** – the availability of land, particularly large parcels of land, as well as existing vacant building stock, was flagged as both a constraint and opportunity by both Owen Sound and Hanover. County Planning, Economic Development, and GIS [Geographic Information Systems] staff have started to work with municipal staff to identify land and buildings that are available for investment. This work is in addition to exercises already underway at the municipal level such as Hanover's OPA 3, which identified new industrial land for future development. In some communities there is a shortage of serviced land available which may mean the need to either re-designate and/or service additional lands. In other cases, it may mean simply collaboratively marketing the opportunities that already exist.
- 7. Continue to build relationships between the County, local municipalities and Indigenous communities through Truth and Reconciliation (Status: Some Work Underway and Future Initiatives)** – Although not specifically mentioned during the land use planning discussions at the Task Force, there is greater work to be done across the County, including in Hanover and Owen Sound with respect to truth and reconciliation. Staff have not yet mapped out what this may look like yet but believe it will involve education and relationship building with local First Nations and Metis peoples. Future initiatives will need to build off the work being done by the M'WIKwedong Indigenous Friendship Centre, the future Indigenous Advisory Circle being created by Grey Roots staff, and through the work of the Community Relations position that is being proposed in the 2022 County Budget. These initiatives cannot be isolated to land use planning, and should permeate other themes discussed by the Task Force, such as housing, economic development, youth, and seniors, etc.

February 19th, 2021 – Transportation

Presentations by:

- Owen Sound Transit – Dennis Kefalas, Director Public Works
- Grey County Transit – Stephanie Stewart, Manager Community Transportation

Transportation Discussion Overview and Challenges

Dennis Kefalas, Director, Public Works and Engineering, Owen Sound

Mr. Kefalas provided an overview of the Owen Sound Transit services noting that there are four primary routes and one temporary route within Owen Sound which includes 157 stops within the city limits. There were approximately 136,000 riders in 2020 down from previous years due to the pandemic. In 2016 to 2019, the average ridership per year was 190,000 to 200,000 riders. He provided an overview of the various fares for transit service and outlined the current COVID precautions in place. The current fares for adults are \$3.00 for a single fare and \$70 for an adult monthly pass with discounts being provided to students and seniors. He noted that a new Midtown route has been implemented in 2020 to assist the other routes during the pandemic.

Owen Sound provides door to door transportation services for residents of Owen Sound with mobility limitations that would otherwise be unable to access public transit. The accessible transit runs Monday-Friday 6:30 am-6:00 pm and Saturday from 9:00 am-4:00 pm and does not run on Sundays or statutory holidays. He noted that the current operational hours do not always meet the needs to the users, there is limited seating on each bus and the topography of Owen Sound impacts the type of buses used for the service due to the many hills within the city limits.

Mr. Kefalas then provided an overview of [GOST](#) (Guelph-Owen Sound Transportation) which connects people from Owen Sound to Guelph through various stops along Highway 6 including Chatsworth, Williamsford, Durham, Mount Forest, Arthur, Fergus and Elora. He outlined the fares which vary depending on the length of the trip but range between \$5.00 to \$20.00. Ridership is low still due to the pandemic with about 175 riders on average per month. The service will be re-evaluated at the end of 2021. Positive feedback for the service has been received from riders. The service is needed by residents and provides that connection to various points between the communities.

He highlighted the challenges of operating a public transit service including the operational costs. He noted that the fares only cover 25% of the total cost to operate the transit service. The annual cost is approximately \$1.3 million for the ongoing operation of transit services. Transit services within smaller communities are normally used by people who cannot afford a vehicle. Gas Tax rebates are used to offset some of the transit expenses. He noted that the service becomes more affordable with more users and can assist with offsetting greenhouse gases with less cars on the road. Transit services allows residents to get to employment, health care appointments, entertainment, and other destinations within the City which will continue to improve the overall quality of life. Staff are currently looking at an expansion of the service to the areas of Sydenham Heights due to increase in development in this vicinity.

Potential opportunities were highlighted that may lead to an increase in ridership on the transit service including the development of larger employers in a concentrated industrial area and capitalizing on high school and post-secondary student riders within the city. He noted that a

transit study is being completed in 2021 to look at models to assist with ridership and development areas. The study will look at overall service including routes, snow removal, timing, transfer options etc. Further information regarding the Transit Study can be found here – [Owen Sound Transit Study](#).

Warden Hicks spoke to Hanover transportation noting that a small community footprint has the benefit of being a walkable community. Hanover does rely heavily on SMART transit due to high level of senior residents. Launchpad youth also benefits from the Highway 4 GTR corridor.

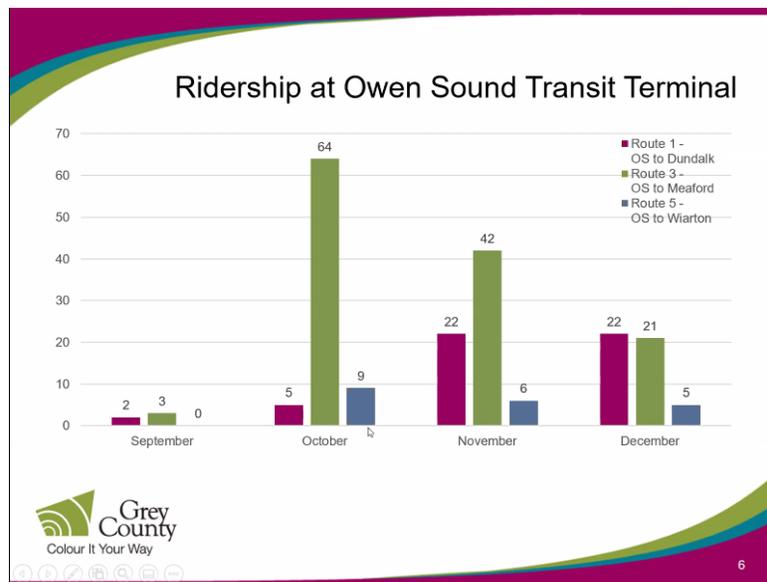
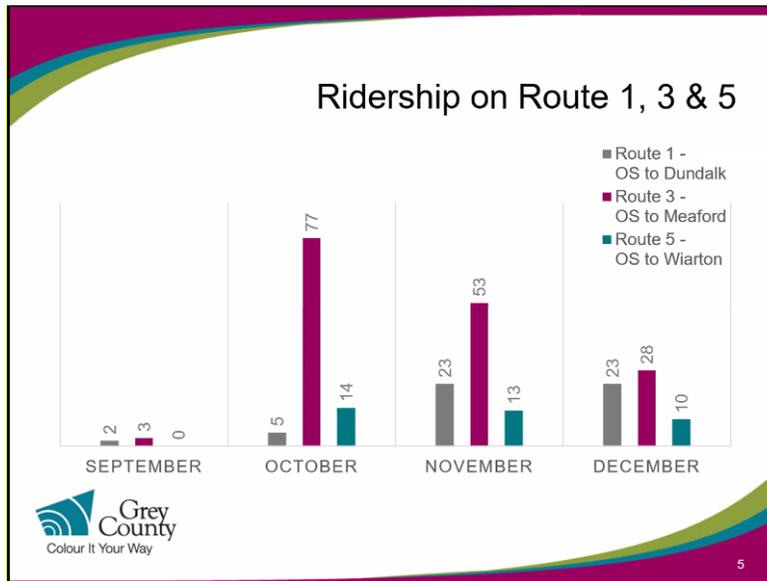
Stephanie Stewart, Manager-Community Transportation, Grey County

Stephanie Stewart provided an overview of the GTR (Grey Transit Route). She noted that the project was funded by both a provincial grant and Grey County with the service beginning in September 2020. The service was designed in response to public concerns regarding a lack of transportation options within Grey County that could provide safe, affordable, and reliable transportation. The system connects residents to areas within Grey County and beyond to health care, employment, grocery stores and entertainment.

The GTR system serves Grey, Bruce, and Dufferin counties. The GTR offers six unique routes outlined below. The operating days are proposed to change in 2022 which will be considered by Council as part of the 2022 Budget (see further information about the proposed changes later in this Report).

- **Route One and Two**
 - operates between Owen Sound and Orangeville
 - at a cost of \$5.00 one way for adults
 - runs Monday to Friday
- **Route Three and Four**
 - operates between Owen Sound and the Town of the Blue Mountains
 - at a cost of \$5.00 one way for adults
 - runs Wednesday to Sunday
- **Route Five**
 - operates between Owen Sound and Wiarton
 - at a cost of \$3.50 one way for adults
 - runs Tuesday, Wednesday, and Thursday
- **Route Six**
 - operates between Flesherton and Walkerton
 - at a cost of \$5.00 one way for adults
 - runs Monday and Friday

Ridership numbers from September 2020 to December 2020 were presented to the Task Force (see below figures). The impact of the current pandemic on ridership numbers was noted. The Owen Sound Transit Terminal is the most popular drop-off/pick-up location on the routes. The Smart Centres, hospital and college ridership were reviewed. The lower ridership at the hospital and Georgian College is a direct result of the current pandemic. The Highway 4 route, being the newest route for the GTR, was then reviewed. Ms. Stewart outlined the various partnerships brought together to encourage ridership of the GTR.



The differences between conventional transit and on-demand transit were explained to the Task Force. Conventional transit is where vehicles operate on fixed routes and schedules whereas on-demand transit is where there is no fixed route or schedule, and buses are dispatched on a request-basis. GTR is a conventional transit system. The pros and cons of each type of transit system are shown in the figures below.

Conventional Transit – Pros and Cons



Pros	Cons
<ul style="list-style-type: none">• Affordable• Reliable• Number of passengers per vehicle• Supports the environment	<ul style="list-style-type: none">• Fixed service area, route, and schedule• Pandemic• Lacks convenience of personal vehicle• On-demand companies threat to service growth?

On Demand Transit – Pros and Cons



Pros	Cons
<ul style="list-style-type: none">• Increased service area• First-mile/last mile connections• Flexibility and convenience• Provincial legislation changing to enable	<ul style="list-style-type: none">• Reliance on technology• Health and safety• Expensive in rural geography• New type of transit – lots of research to be conducted

Presentations regarding the benefits of the GTR have been made to several community groups and councils, posters have been distributed to businesses to promote GTR, and County staff continue to work with stakeholders such as the YMCA, Social Services and United Way for other opportunities to increase ridership. Opportunities for service expansion were highlighted including additional stops in Hanover and surrounding areas, a stop survey for local residents, increase in the days of service including weekends, working with employers to refine current schedules, the ability to sell GTR tickets throughout Grey and Bruce Counties, and conducting youth outreach to increase ridership.

Questions then followed related to transit and how it fits with challenges heard by the Task Force to date. Transit is often a support to assist with the other challenges already heard by the Task Force (access to employment, services, affordable housing, etc.). The opportunity for future funding was discussed noting that the pandemic has not allowed for accurate ridership so advocacy for continued funding is being pursued by various municipalities.

Conventional transit requires a fixed route and fixed stops rather than informal stops along the route. Staff noted that they have been informed by province of its intent to move forward with changes related to intermunicipal transit functions. Discussions occurred on the use of smaller vehicles for more efficient service and more point-to-point service. Riders currently must prebook, although there is some flexibility if the buses are not full as staff doesn't want technology to be a barrier to the service. The turnaround time for booking online is just minutes for pick up. Education on the service continues.

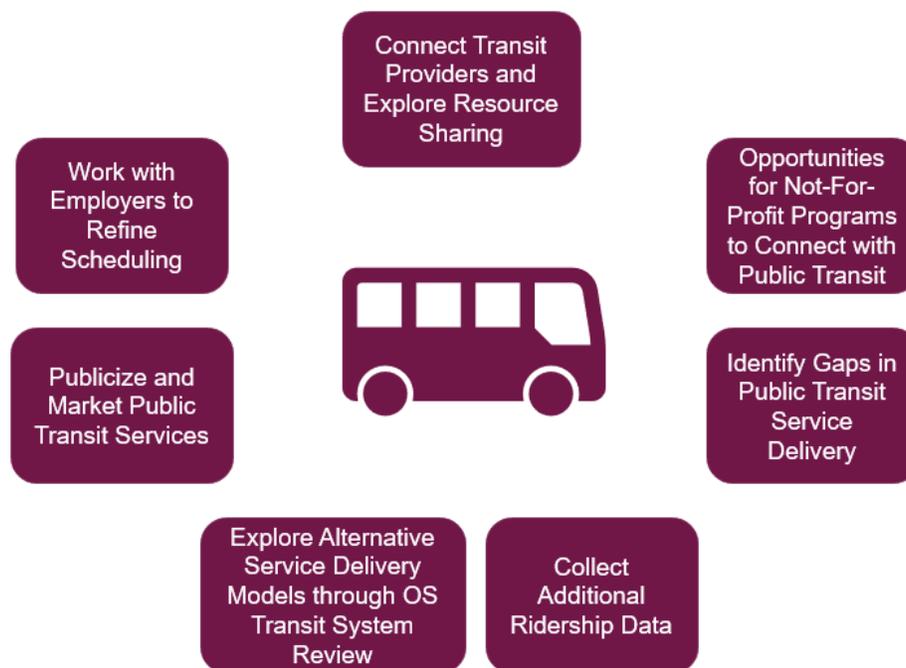
Following the presentation to the Task Force, the County was informed that the Province has extended grant funding for the GTR to 2025. Staff Report CAOR-CW-10-21 was also presented to the Committee of the Whole on August 12, 2021. To better meet the needs of the public, it is recommended that the GTR needs to operate seven days a week between Owen Sound and Orangeville, seven days a week between Owen Sound and Blue Mountains, five days a week between Owen Sound and Wiarton and five days a week between Flesherton and Hanover. This has been supported in principle by Council and was included in the 2022 Budget for a one-year pilot. The following table shows the current and proposed routes and operating days for GTR along with the proposed cost increases being considered by Council as part of the 2022 Budget.

Route	Current Operating Days	Proposed Operating Days	Trips Per Day (Current and Proposed)	Proposed 2022 Cost to Grey County (Including HST)
1 - Owen Sound to Dundalk	5 days per week Monday - Friday	7 days per week & Holidays	3	\$ 33,000
2 - Dundalk to Orangeville	5 days per week Monday - Friday	7 days per week & Holidays	4	\$ 0
3 - Owen Sound to Meaford	5 days per week Wednesday - Sunday	7 days per week & Holidays	6	\$ 32,000
4 - Meaford to Blue Mountains	5 days per week Wednesday - Sunday	7 days per week & Holidays	4	\$ 23,000
5 - Owen Sound to Wiarton	3 days per week Tuesday - Thursday	5 days per week & Holidays Monday - Friday	3	\$ 0
6 - Owen Sound to Hanover	2 days per week Monday & Friday	5 days per week & Holidays Monday - Friday	4	\$ 135,000
				\$ 223,000

Notes:

Route 5: It is estimated that the Provincial Grant will cover the full cost of the additional services.
 Route 6: This route is outside the scope of the Provincial Grant and relies fully on another funding source.

Transportation Opportunities



- 1. Connect all transit providers through Grey/Bruce & explore opportunities for resource sharing (Status: Some Collaboration Exists but Opportunity to Enhance) –** Connect all transit providers throughout Grey/Bruce – OS Public Transit, Grey County Public Transit, Home & Community Support Services, SMART, GOST, etc. and explore opportunities for resource sharing (i.e. a comprehensive map and scheduling for all Grey/Bruce transit services), marketing and communication needs, technology use (on-demand service models), etc. **(Economic Development, Public and Private Transit Providers).**
- 2. Identify opportunities for not-for-profit programs to connect with existing public transit services for service delivery (Status: Future Initiative) -** Work with local not-for-profit programs that utilize some form of transportation for their service delivery (e.g. UW food banks have realized an increase in demand for food banks and had to seek support from Habitat for Humanity for transit needs), and identify opportunities to connect these programs to existing public transit services, that are currently being underutilized and have additional capacity **(Economic Development, Public Transit Providers, United Way, Food Banks, Other Not-For-Profits).**
- 3. Identify gaps in public transit service delivery (Status: Future Initiative) –** Identify gaps in public transit service delivery, such as understanding whether existing bus routes serve populations and geographies most in need. Connecting transit routes to recreational facilities (YMCA) would be an added support for youth. The Development Charges Capital Program identifies that Transit Master Plan will be completed in 2023 which can further explore any potential gaps in public transit service delivery and to explore opportunities to enhance public transit services. Opportunities for service expansion that were discussed with the Task Force include:
 - including additional stops in Hanover and surrounding areas,
 - a stop survey for local residents,

- increase in the days of service including weekends,
- working with employers to refine current schedules,
- the ability to sell GTR tickets throughout Grey and Bruce Counties, and
- conducting youth outreach to increase ridership.

(Economic Development, Public and Private Transit Services).

- 4. Collect additional ridership data (Status: Work Underway through Owen Sound Transit Study)** - Collect additional ridership data from the GOST transit system, in particular University student statistics. Further understand where people are coming from to utilize this service, and the value it has to the broader community, extending beyond Grey County. Through this information, it can help determine the need for this service and whether sustainable funding avenues should be reviewed.
- 5. Explore alternative service delivery models through OS Transit System Review (2021) (e.g., on-demand service models, connect w/ local taxi companies, free public transit to high-school students) (Status: Work Underway)** - Explore alternative service delivery models through the [Owen Sound Transit System Review](#), which has begun in 2021. Some of the opportunities discussed include: on-demand service models, connecting with local taxi companies to understand whether there is additional capacity to support flat rate fee routes in certain areas, and review opportunities to offer free public transit to high-school students. Familiarizing individuals at a young age about public transit, and how to use public transit, can play a significant role in the update of this public service through to adulthood (e.g. City of Kingston program - <https://www.cityofkingston.ca/-/free-2019-20-kingston-transit-high-school-bus-passes-available-aug-14>). City Council recently received the Owen Sound Transit System Review report and directed staff to issue an RFI/RFP to bid on some options for increased level of transit highlighted in the Transit Review report along with an option of looking at an on-demand service including ride-share and the option of extending service to 9pm **(Local School Boards, Taxi Companies, Local Public Transportation Services, Community Services).**
- 6. Publicize and market public transit services (Status: Ongoing)** - Review ways to publicize and market public transit services throughout the County to enhance public awareness. It will also be helpful to share stories from individuals who rely on these services, to humanize the value of this service for Grey County's communities **(Grey County Communications, Local Municipal Communications).**
- 7. Work with employers and refine scheduling (Status: Adjustments have been made but Opportunity to Continually Refine)** – over the next year the Grey Transit Route aims to capture the attention of youth, employees, employers, those wishing to attend medical appointments and engage in social activities. Based on the feedback to date, adjustments have been made to the stops and timing of stops to better meet the needs of the public and employers. GTR staff will continue to work with employers to explore opportunities to refine scheduling to align with work shifts **(GTR staff, Local Employers).**

Workplan

The workplan in Appendix A identifies each of the opportunities described in this Report for each theme. The Lead Agency and key partners have been identified in the workplan, along with next steps and current status/implementation timeframes. Further information for each of the opportunities/actions can be found in the main report under each theme. The following is a summary of the various opportunities identified under each theme in the report.

1. Housing

Housing challenges were mentioned within each theme/topic discussed with the Task Force which reinforces the importance of addressing the housing challenges that are currently faced throughout the County. This is consistent with what we heard through the Recolour Grey community consultations. A number of these opportunities are captured in the Housing policies contained in Recolour Grey, including:

- Creating a diversity of housing options in both style and cost (affordable and attainable housing)
- Increasing housing supply for both ownership and rental through future County and non-profit housing builds, as well as by offering incentives to encourage private affordable and attainable housing builds and retrofits.
- Encouraging infill development in order maximize utilization of services.

The following are some opportunities/actions identified by the Task Force to address some of the housing challenges being faced in Owen Sound, Hanover, as well as other local municipalities within Grey County.

Housing Opportunities

- i) Continue Implementing the Housing Action Plan which includes utilizing the Affordable Housing Fund established by Council, implementing the Housing Surplus Land Bank, promoting the Community Improvement Plan incentives to encourage more affordable/attainable housing, promote Development Charge Exemptions and Deferrals, and implementing Recolour Grey policies in municipal official plans and zoning by-laws, to just name a few.
- j) Connect with Tenant services on an on-going basis to understand tenant needs
- k) Explore the Rent Safe Initiative data and recommendations completed by the Health Unit and Queen's University
- l) Identify grant opportunities and other financial incentive resources for retrofit programs
- m) Carry-out educational campaigns outlining building code compliance
- n) Explore challenges & opportunities of landlords and companies who maintain and operate rental housing stock
- o) Identify opportunities to further engage and connect w/ local indigenous populations
- p) Explore short-term housing and transitional housing opportunities

2. Poverty and Community Safety and Wellbeing

People that have insufficient income are often faced with difficult choices every single day. Basic needs such as housing, access to food, paying for utilities, access to transportation, and access to employment are increasingly beyond reach for people

living on low-income. The Task Force identified the importance of implementing the recommendations contained in the Community and Safety Well-Being Plan (CSWBP) to address some of these challenges. The overarching goal of the CSWBP is to achieve sustainable communities where everyone is safe, has a sense of belonging and opportunities to participate, and where individuals and families can meet their needs when it comes to education, health care, food, housing, income, and social and cultural expression.

The Bruce Grey Poverty Task Force works in partnership with 52 community organizations to eliminate poverty in our region, to enhance the understanding of poverty issues through solution-based research knowledge development and information sharing, and to create opportunities for community stakeholders to become involved in poverty elimination efforts. Therefore, supporting the Bruce Grey Poverty Task Force through further resources and through Council awareness/support is also critical in helping to reduce poverty in our communities.

Poverty and Community Safety and Wellbeing Opportunities

- h) Increase affordable housing supply
- i) Support community service providers through the Bruce Grey Data and Information Sharing Collaborative (BGDISC)
- j) Implement the Community Safety and Wellbeing Plan
- k) Support the Bruce Grey Poverty Task Force through further resources and Council awareness/support

3. Mental Health and Addictions

As part of Warden Hick's Inaugural Address to Council made on December 7, 2021, the Warden asked County Council to direct its attention and act boldly on an issue that requires urgent response, being mental health and addictions. The Warden indicated that this call-to-action came from community service professionals and, most important, people with lived experience. People with a mental health illness are twice as likely to have a substance use problem. Similarly, people with substance use problems are up to three time more likely to have a mental illness. The challenges and opportunities that were discussed with the Task Force regarding mental health and addictions aligns well with the Warden's call-to-action and aligns with the matters that will be considered by the newly formed Mental Health and Addictions Task Force.

Mental Health and Addiction Opportunities

- l) Continue to refine the newly adopted protocol by Grey County Paramedic Services to track opioid incidents to establish a baseline and monitor trend analysis
- m) Map out existing mental health and addictions services offered throughout Grey Bruce Communities & identify service delivery gaps and collaboration opportunities
- n) Further explore urban design concepts that prioritizes creating healthy and happy communities
- o) Implement the Community Safety and Wellbeing Plan
- p) Explore funding & resource avenues to implement additional pediatric beds at Grey Bruce Health Services

- q) Identify resource sharing opportunities to support non-for-profits in program implementation and service delivery
- r) Move forward with the Calls to Action identified in [Report SSR-CW-02-22](#) by positioning Grey County programs and services within the larger provincial and federal policy context.

4. Social Services

Grey County Social Services provides a variety of programs and supports for vulnerable residents, including Ontario Works, Children’s Services and EarlyOn Centres. Like other themes discussed throughout this report, some of the barriers of offering comprehensive support to clients include accessible transportation, available local addiction and mental health services, lack of affordable and attainable housing, and the reduction and/or end of federal emergency assistance programs offered for COVID-19. The Task Force identified the following opportunities to help better support the vulnerable population in our communities.

Social Services Opportunities

- s) Enhance recruitment/retention and public awareness for registered early childcare educator employment and training opportunities
- t) Improve frequency of data collection pertaining to client needs
- u) Support food literacy programming and opportunities to support food programs
- v) Explore the viability/sustainability of a living wage/guaranteed income
- w) Establish donation programs for old phones, computers, and tablets
- x) Create Community Hubs that allow residents to access services offered by the Province, County, local municipalities, and other community organizations through a ‘one-stop-shop’

5. Labour and Employment

The unemployment rate for Grey County continues to be low compared to the province-wide unemployment rate. Over half of the employers surveyed through the Employer One Survey indicated difficulties in filling positions and approximately ½ the employers indicated that retaining staff was a concern. A low unemployment rate, paired with a high participation rate, reinforces that there are not enough people in the labour pool. This is why employers continue to struggle to fill current positions and plan for growth. The importance of retaining and recruiting a skilled workforce is key to continue to support economic growth and development within our communities.

Labour and Employment Opportunities

- y) Identify employment resources that may be helpful for employers
- z) Connect w/ businesses, focus efforts on business retention
- aa) Understand where people are moving from when relocating to Grey
- bb) Review commuting patterns
- cc) Work w/ local school boards to provide students with information about local job opportunities and local training and education opportunities

6. Youth and Senior Supports

Grey County, like much of the rest of Canada and the world, is seeing its population getting older: in Canada, the number of seniors now exceeds the number of children.

According to 2016 census data, 54% of Grey County residents were 50 years or older, and by 2046 the proportion of the population 80 years old and above is projected to double. Achieving an age-friendly community involves addressing the eight dimensions of community life which include issues related to the physical environment (transportation, outdoor spaces and buildings, housing), personal wellbeing (communication and information, community support and health services), and the social environment (social participation, respect and inclusion, and civic participation and employment). These eight dimensions of community life align with the social determinants of health. One of the key recommendations identified by the Task Force is implementing the Age-Friendly Community Strategy and Action Plan which is currently being developed in consultation with local municipalities.

Youth and Senior Supports Opportunities

- dd) Need more local services for addiction and mental health for all ages
- ee) Coordinate public transportation providers to align with the needs of those most vulnerable
- ff) Enhance data sharing between the County, School Boards, local community organizations, and local municipalities to better anticipate community needs and monitor trends to tailor service delivery to respond to needs
- gg) Encourage local councilors to connect with local senior advisory committees
- hh) Identify recreational opportunities for those with enhanced mobility needs
- ii) Promote good new stories on local media channels
- jj) Implement the Age-Friendly Community Strategy and Action Plan

7. Policing

Within Hanover and Owen Sound, police call volumes and the overall crime severity index have increased over the past few years. Both Police Chiefs noted that there is a concentration of social services and support agencies located in Owen Sound and Hanover which brings more marginalized residents to the area including those that need support with mental health, addictions, poverty, food security and homelessness. Both Police Services noted an increase in mental health calls. The Task Force indicated the need to explore options for better responding to mental health calls and directing appropriate resources to respond to provide the supports necessary for those dealing with a mental health crisis.

Policing Opportunities

- kk) Review funding model for provision of court security at the Superior Court located in Owen Sound to find solutions that are equitable.
- ll) Further examine and develop more effective/efficient responses to mental health calls, including continuing and enhancing the Mobile Mental Health Addictions Response Team
- mm) Consider adoption of best practices from surrounding jurisdictions that have a low crime severity index (resource sharing, other support services, etc.)
- nn) Seek continued support to enhance road safety for all users/modes of transportation (buggies, cyclists, pedestrians, and vehicles)
- oo) Further develop or support crime prevention initiatives versus reactive care (i.e. Community Safety and Wellbeing, social determinants of health).

8. Planning and Development

Supporting the sustainable growth and development of our settlement areas is important for the overall economic health of our region. Planning for this growth by having an adequate land supply as well as infrastructure to support this growth is key. Collaboration between all levels of government and municipalities will be necessary to ensure our communities continue to sustainably grow and thrive.

Planning and Development Opportunities

- pp) Continue to explore and implement efficiencies within the overall planning process to create more development to support the needs of the community (e.g. affordable/attainable housing, commercial and industrial uses)
- qq) Better integrate growth analysis into land use planning and infrastructure planning
- rr) Continue updating planning documents and special studies to respond to the needs of the community
- ss) Maintaining community character by considering new policies or design guidelines
- tt) Collaboration between all levels of government and municipalities to ensure there is a sufficient supply of designated lands within settlement areas to address projected growth
- uu) Collaborate to ensure there is a sufficient supply of Industrial and employment lands that are 'shovel-ready'
- vv) Continue to build relationships between the County, local municipalities and Indigenous communities through Truth and Reconciliation

9. Community Transportation

Transportation and the need for more transportation options came up at many of the community conversations through Recolour Grey. Improving access to safe and affordable transportation options for all residents is critical and is a key social determinant of health as it provides access to employment, training opportunities, getting to medical appointments and other health services, as well as access to groceries, pharmacies, and other retail stores. Continuing to support the Grey Transit Route, exploring opportunities for resource sharing amongst all transit providers, and identifying gaps in public transit service delivery, will be key to ensuring that safe and affordable transit options are provided for our residents.

Community Transportation Opportunities

- ww) Connect all transit providers through Grey/Bruce & explore opportunities for resource sharing
- xx) Identify opportunities for not-for-profit programs to connect with existing public transit services for service delivery
- yy) Identify gaps in public transit service delivery
- zz) Collect additional ridership data
- aaa) Explore alternative service delivery models through OS Transit System Review (2021) (e.g., on-demand service models, connect w/ local taxi companies, free public transit to high-school students)
- bbb) Publicize and market public transit services
- ccc) Work with employers and refine scheduling

Appendices and Attachments

- Appendix A – Proposed Workplan (attached)
- [Owen Sound Hanover Task Force Recommendations & Opportunities](#)

Appendix A: Proposed Workplan

Theme	Action Number	Actions	Recolour Grey Alignment	Lead Agency or Department	Key Partners or Stakeholders	Next Steps	Method/Timeframe	Performance Measurement
Housing	1.	Continue Implementing the Housing Action Plan	Live Grey	Grey County Housing	<ul style="list-style-type: none"> Affordable Housing Task Force Grey County Planning Local Municipalities Non-Profit Housing Providers Private Developers 	Implement recommendations	5-year plan	<p>Each strategy in plan has a set of targets. Example Strat 1: Create more affordable housing - sets a target of 100+ units</p> <p># of Targets reached</p>
	2.	a) Leverage the Affordable Housing Fund to create more affordable and attainable housing	Live Grey	Grey County Housing	<ul style="list-style-type: none"> Affordable Housing Task Force Non-Profit Housing Providers 	<ul style="list-style-type: none"> Use the funds to support County Housing builds and non-profit housing builds 	On-going	<p># of projects</p> <p># of units constructed</p> <p># of bedrooms</p> <p>Funds allocated (\$)</p>
	3.	b) Establish a Housing Land Bank of properties owned by the County, local municipalities, and the Province	Live Grey	Grey County Housing and Grey County Planning	<ul style="list-style-type: none"> Affordable Housing Task Force Local Municipalities 	<ul style="list-style-type: none"> Work with local municipal staff to develop criteria for assessing the suitability of sites to support affordable/attainable housing builds Get surplus lands shovel ready by pre-zoning the lands to support affordable/attainable housing builds Offer lands to non-profit housing providers initially Offer lands to developers through an RFP process to build affordable/attainable housing 	2022 & 2023	<p># of parcels identified for affordable housing</p> <p>Total area of lands identified</p> <p># of lands shovel ready</p> <p># of lands offered for development</p> <p># Prezonings initiated</p> <p># Prezonings in process</p> <p># Prezonings completed</p> <p># RFPs initiated</p> <p># RFPs in process</p> <p># RFPs completed</p> <p># Land Transfers to Non-Profit</p>

	4.	c) Support Housing Builds through Community Improvement Plan (CIP) Incentives	Live Grey and Develop Grey	Local Municipalities	<ul style="list-style-type: none"> Grey County Planning Grey County Housing Grey County Economic Development Grey County Communications Non-Profit Housing Providers Private Developers 	<ul style="list-style-type: none"> Work with local municipalities to approve or update a local CIP that aligns with the County CIP Program (most municipalities have completed this already) Promote the CIP incentives to non-profit housing providers and private developers through brochures, social media, websites, pre-submission consultations, etc. 	2022 & On-going	<ul style="list-style-type: none"> # of housing developments approved for a CIP Incentive(s) # of units approved Value of incentives approved (\$) Metrics from Planner survey?
	5.	d) Implement and Promote the County Development Charge Exemptions and Deferrals (DCE) to support new purpose-built rental housing	Live Grey and Develop Grey	Grey County Planning	<ul style="list-style-type: none"> Grey County Communications Local municipalities Non-profit housing providers Private developers 	2. Promote the DCE's to non-profit housing providers and private developers through brochures, social media, websites, pre-submission consultations, etc.	2022 & On-going	<ul style="list-style-type: none"> # of new exemption projects # of exemption rental units # of Bedrooms Value of exemptions (\$) Metrics from Developer Survey?
	6.	e) Recolour Grey implementation and local official plan and zoning updates to support affordable/attainable housing	Live Grey	Grey County Planning	<ul style="list-style-type: none"> Local municipalities 	<ul style="list-style-type: none"> Complete County of Grey Housekeeping Amendment (2022) Work with local municipalities to update local official plan policies and to pre-zone lands to allow for affordable/attainable housing, additional residential units, etc. (2022 to 2023) 	2022 & 2023	<ul style="list-style-type: none"> # of local official plans and zoning by-laws that have been updated to conform with County Official Plan Housing policies Metrics from Planner survey?
	7.	f) Explore Campus of Care models to create affordable/attainable seniors housing options	Live Grey	Grey County Planning	<ul style="list-style-type: none"> Grey County Housing Grey County Long-Term Care SHS Consulting/Salter Pilon Colliers Kasian 	<ul style="list-style-type: none"> Complete Campus of Care Feasibility Assessments for Rockwood Terrace Campus of Care and Grey Gables Campus of Care (completed) Assess Options for Rockwood Terrace Campus of Care as it relates to the Rockwood Terrace LTC rebuild (i.e. phasing of campus or construct campus of care at the same time as the LTC Build and Design, Bid Build or P3 Options) (work is currently underway) 	2022	<ul style="list-style-type: none"> RT Design % complete; RT Planning % complete; RT Build % complete; GG Design % complete; GG Planning % complete; GG Build % complete; # of affordable seniors' units planned

						<ul style="list-style-type: none"> Finalize Master Plan concept for Rockwood Terrace Campus of Care (work is underway) Assess financial options for Rockwood Terrace Campus of Care and Grey Gables Campus of Care (2022) 		# of affordable seniors' units constructed;
	8.	g) Prioritize energy conservation by building or retrofitting cleaner, more efficient buildings, and reduce energy poverty across our communities through the adoption and implementation of the Climate Change Action Plan	Natural Grey	Grey County Planning	<ul style="list-style-type: none"> All County Departments Local municipalities Non-profit Housing Providers Private Developers 	<ul style="list-style-type: none"> Finalize and adopt the County's Climate Change Action Plan (Q1/2022) Implement the CCAP to support this action including: <ul style="list-style-type: none"> developing a green building standard in partnership with local municipalities informing residents of simple ways to reduce energy costs while reducing greenhouse gas emissions promoting government grant and funding programs to support new builds or retrofit existing builds to reduce greenhouse gas emissions and energy costs 	2022	# of new housing units built that achieve net zero or net-zero readiness status # of housing units retrofitted to achieve net zero or net-zero readiness status Green projects planned Green projects completed Educational campaigns completed Green project funds allocated
Housing	9.	Connecting with Tenants	Live Grey	Grey County Housing	<ul style="list-style-type: none"> Grey Bruce Health Unit CMHC CMHA Food Banks Bruce Grey Poverty Task Force 	<ul style="list-style-type: none"> Hire 2nd Community Relations Worker (completed) Establish Hoarding Support Network Continue Building Meetings 	2022 & On-going	Defined in next steps Tennant Survey Metrics?
Housing	10.	Establish a Housing Response Table	Live Grey	Grey County Housing	<ul style="list-style-type: none"> Grey Bruce Health Services Grey Bruce Health Unit Y Housing Safe n Sound M'Wikwedong Women's Centre SOAHAC CMHC CMHA 	<ul style="list-style-type: none"> Table is initiated and work is underway 	Housing system in place Summer 2021 and work is underway	# of Table Meetings; # of Action Items developed; # of Action items completed

					<ul style="list-style-type: none"> Bruce Grey Poverty Task Force 			
Housing	11.	Explore the RentSafe Initiative Data and Recommendations Completed by the Health Unit and Queen's University	Live Grey	Grey County Housing	<ul style="list-style-type: none"> Grey County Paramedics Grey Bruce Health Unit M'Wikwedong United Way Grey Bruce Fire Services CMHC CMHA Y Housing Bruce Grey Poverty Task Force 	<ul style="list-style-type: none"> Continue to support the RentSafe Equip Project and the Owen Sound Collaborative Explore opportunities to expand and replicate the findings and best practices from the Owen Sound Collaborative to Hanover and other communities throughout Grey County 	2022 to 2023	<ul style="list-style-type: none"> # of Best practices in process; # of best practices implemented
Housing	12.	Identify grant opportunities and other financial incentive resources for retrofit programs	Live Grey	Grey County Planning	<ul style="list-style-type: none"> Grey County Housing Federal and Provincial Government Local municipalities 	<ul style="list-style-type: none"> Promote incentive programs offered by the County, Federal and Provincial governments through brochures, websites, etc. Explore other incentives that could be considered through the CIP program, etc. to support green building standards once completed. 	2022 to 2023	<ul style="list-style-type: none"> Grant/incentive dollars identified; Grant/incentive dollars received; Grant/incentive dollars spent or applied
Housing	13.	Carry-out educational campaigns outlining building code compliance	Live Grey and Develop Grey	Local Municipalities	<ul style="list-style-type: none"> Grey County Housing Grey County Planning Grey Bruce Public Health RentSafe Owen Sound Collaborative Bruce Grey Poverty Task Force 	<ul style="list-style-type: none"> create targeted educational campaigns that outline building code compliance requirements, enhancing tenant and landlord awareness of the required standards to maintain safe and acceptable housing 	2022 to 2023	<ul style="list-style-type: none"> # of Educational sessions planned by municipality; # of Educational sessions completed by municipality;
Housing	14.	Explore challenges and opportunities of landlords and companies who maintain and operate rental housing stock	Live Grey	Grey County Housing	<ul style="list-style-type: none"> Grey County Planning Grey Bruce Public Health RentSafe Owen Sound Collaborative Bruce Grey Poverty Task Force Y Housing Local municipalities 	<ul style="list-style-type: none"> Implement the feedback and recommendations received through the interviews or landlords and rental housing developers as part of the overall Housing Action Plan 	2022 to 2024	<ul style="list-style-type: none"> # of landlords interviewed; Landlord survey Metrics; Review of recommendations

Housing	15.	Identify opportunities to further engage and connect with local Indigenous populations	Live Grey	M'Wikwedong Indigenous Friendship Centre	<ul style="list-style-type: none"> • Grey County Housing • Grey County Social Services • Grey County Planning • Grey County Economic Development and Grey Roots • Grey Bruce Health Unit • Saugeen First Nation • Chippewas of the Nawash Unceded First Nation • Metis Community • United Way Grey Bruce • Fire Services • CMHC • CMHA • Y Housing • Bruce Grey Poverty Task Force 	<ul style="list-style-type: none"> • Continue to collaborate with the M'Wikwedong Indigenous Friendship Centre through the Giiwe Project and the Indigenous Supporting Housing Project • Apply the learnings and best practices from the Giiwe project to Hanover and other communities throughout Grey County • Create a Community Relations position at the County through Grey Roots to strategically focus on community building with underrepresented groups in Grey County • Establish an Indigenous Advisory Circle through Grey Roots • Continue to support the cultural awareness training offered by M'Wikwedong to all front-line first responders 	2022 to 2023	<ul style="list-style-type: none"> # of Indigenous engagements planned; # of Indigenous engagements completed; % complete on Community Relations Hire
Housing	16.	Explore short-term housing and transitional housing opportunities	Live Grey	Grey County Housing and Grey Bruce Health Services	<ul style="list-style-type: none"> • Grey County Planning • Grey Bruce Health Services • CMHA • Y Housing • Bruce Grey Poverty Task Force 	<ul style="list-style-type: none"> • Explore and create supportive housing in Owen Sound, Hanover, and other communities throughout Grey County based on need and support services <ul style="list-style-type: none"> ○ Create supportive housing units at 396 14th Street West (2022 to 2023) – Grey County Housing is the lead ○ Create a wellness and treatment centre at the former Bayview School (2022 to 2023) – Grey Bruce Health Services is the lead ○ Continue to explore other opportunities for supportive/transitional 	2022 to 2026	<ul style="list-style-type: none"> # of short-term housing projects; # of supportive housing units planned; #of supportive housing units constructed; # of bedrooms completed; # of supports for those in housing; Wellness and Treatment Centre % complete; # new short term housing projects planned

						<ul style="list-style-type: none"> housing with other partners <ul style="list-style-type: none"> Explore opportunities of repurposing community space for emergency shelters for extreme cold nights or for those needing immediate shelter. 		
Poverty and Community Safety and Wellbeing	17.	Increase Affordable Housing Supply	Live Grey	See Housing Opportunities described above.				
Poverty and Community Safety and Wellbeing	18.	Support community service providers through the Bruce Grey Data and Information Sharing Collaborative (BGDISC)Mental Health and Addictions	Live Grey	BGDISC	<ul style="list-style-type: none"> Grey County Social Services Grey County Housing Grey County Planning Data Analysis Coordinator Grey County IT CMHA Food Banks Grey Bruce Health Unit 	<ul style="list-style-type: none"> Explore opportunities to support community service providers through the Bruce Grey Data and Information Sharing Collaborative (BGDISC) or Grey County Open Data (e.g. assist organizations identify and equitably distribute non-perishable foods) 	2022	# of data uploads to the 'Community and Social Services' category; # of data downloads from Community and Social Services category
Poverty and Community Safety and Wellbeing	19.	Implement the Community Safety and Wellbeing Plan	Live Grey	Community Safety and Wellbeing Coordinator	<ul style="list-style-type: none"> Grey County Social Services Grey County Planning Grey County Paramedic Services Local municipalities Police Services United Way Bruce Grey Poverty Task Force Grey Bruce Health Unit Etc. 	<ul style="list-style-type: none"> Support the implementation of the recommendations contained in the Community Safety and Wellbeing Plan 	2022 to 2026	<ul style="list-style-type: none"> # of CSWP action items initiated; # of CSWP action items in process; # of CSWP action items completed
Poverty and Community Safety and Wellbeing	20.	Support the Bruce Grey Poverty Task Force through further resources and Council awareness/support	Live Grey	Bruce Grey Poverty Task Force	<ul style="list-style-type: none"> Grey County Housing Grey County Social Services Grey County Planning 	<ul style="list-style-type: none"> Explore opportunities to provide additional support through additional resources (financial and/or staff) to move forward the recommendations and actions identified by the BGPTF 6 Action Groups 	2022	<ul style="list-style-type: none"> Financial resources (\$) donated to BGPTF; Staff hours donated to BGPTF;

					<ul style="list-style-type: none"> • Grey County Economic Development • Grey Bruce Health Unit • United Way Grey Bruce • CMHA 	<ul style="list-style-type: none"> • Explore opportunities for County Council involvement in the implementation of the BGPTF recommendations/actions and to create greater awareness of the excellent work being done by the BGPTF 		<ul style="list-style-type: none"> • # of BGPTF educational/awareness sessions planned; • # of BGPTF educational/awareness sessions completed
Mental Health and Addictions	21.	Continue to refine the newly adopted protocol by Grey County Paramedic Services to track opioid incidents to establish a baseline and monitor trend analysis	Live Grey	Grey County Paramedic Services	<ul style="list-style-type: none"> • Community Drug and Alcohol Strategy • CMHA • Grey County Housing • Grey County Social Services 	<ul style="list-style-type: none"> • Continue to refine the newly adopted protocol by Grey County Paramedic Services, created in collaboration with the Community Drug and Alcohol Strategy (e.g. collecting statistics of individuals needing mental health and addiction services supports when responding to a service call) 	2022	<ul style="list-style-type: none"> • # of Opioid overdose by month; • # of opioid deaths by month; • # of Individuals referred to support services • # of Individuals participating in referred support services
Mental Health and Addictions	22.	Map out existing mental health and addictions services offered throughout Grey Bruce Communities & identify service delivery gaps and collaboration opportunities	Live Grey	Grey County Social Services	<ul style="list-style-type: none"> • Community Drug and Alcohol Strategy • CMHA • Grey County Housing • Mental Health & Addictions Services Grey Bruce • Keystone • M'Wikwedong • Southwest Ontario Aboriginal Health Access Centre 	<ul style="list-style-type: none"> • 'Map' out the existing mental health and addictions services offered throughout Grey Bruce communities, and identify service delivery gaps and collaboration opportunities to further expand operations and connect to people in need • Review wait-times for these services, affordability, and funding models, and assess whether all demographics are being adequately reached (e.g. youth and children) 	2022	<ul style="list-style-type: none"> • Average wait time; • Average service cost; • # of clients in each age range (stats can); • # Identified gaps in process to resolve; • # Identified gaps resolved; • # Identified opportunities in process; • # Opportunities achieved
Mental Health and Addictions	23.	Further explore urban design concepts that prioritizes creating healthy and happy communities	Live Grey, Develop Grey and Natural Grey	Grey County Planning	<ul style="list-style-type: none"> • Local municipalities • Grey Bruce Health Unit • Developers 	<ul style="list-style-type: none"> • integrate the healthy development concepts into local official plans and to work with developers to ensure that new developments integrate these concepts into the design 	2022 to 2023	<ul style="list-style-type: none"> • # of new developments that address the Healthy Community Checklist Criteria • # of local official plans that have been updated to integrate health

								community development policies
Mental Health and Addictions	24.	Implement the Community Safety and Wellbeing Plan	Live Grey	Community Safety and Wellbeing Coordinator	<ul style="list-style-type: none"> • Grey County Social Services • Grey County Planning • Grey County Paramedic Services • Local municipalities • Police Services • United Way • Bruce Grey Poverty Task Force • Grey Bruce Health Unit • Keystone • M'Wikwedong • Southwest Ontario Aboriginal Health Access Centre • Etc. 	<ul style="list-style-type: none"> • Implement more 'wrap-around supportive programs' and to build outreach resources in local communities (e.g. City of Peterborough model for connecting people at risk of experiencing opioid-related overdoses to community services) • Develop a program that assists those using drugs or experiencing mental health issues to be redirected from the criminal justice system to harm reduction, peer support, and health and social services • Advocate the provincial and federal governments to secure resources for these initiatives 	2022 to 2023	<p># of Community Safety and Wellbeing action items implemented</p> <p># of individuals who receive harm reduction, peer support and health and social services</p> <p>Decrease in the # of people convicted of drug related offences</p>
Mental Health and Addictions	25.	Explore funding & resource avenues to implement additional pediatric beds at Grey Bruce Health Services	Live Grey	Grey Bruce Health Services	<ul style="list-style-type: none"> • Grey County Social Services • Grey County Paramedic Services • Keystone 	<ul style="list-style-type: none"> • explore funding and resources avenues to implement additional pediatric beds at Grey Bruce Health Services 	2022	Increase in the # of pediatric beds within Grey County
Mental Health and Addictions	26.	Identify resource sharing opportunities to support non-for-profits in program implementation and service delivery	Live Grey	Grey County Social Services	<ul style="list-style-type: none"> • Grey County Economic Development • Grey County HR • Grey County IT • United Way • Other Local Non-Profit Organizations 	<ul style="list-style-type: none"> • Identify opportunities for collaboration and resources sharing to support non-for-profits in program implementation and service delivery, specifically related to administrative work • Share best practices and offer training regarding the use of applications/software to create efficiencies 	2022 to 2023	Staff hours donated
Mental Health and Addictions	27.	Move forward with the Calls to Action identified in Report SSR-CW-02-22 by positioning Grey County programs and services within the larger	Live Grey	Community Drug and Alcohol Strategy	<ul style="list-style-type: none"> • Ontario Government • Federal Government • Grey County Social Services • Grey County Housing • Grey County Paramedics 	<ul style="list-style-type: none"> • See 9 Calls to Action in Report SSR-CW-02-22 	2022 to 2024	

		provincial and federal policy context.			<ul style="list-style-type: none"> • CMHA • Mental Health & Addictions Services Grey Bruce • M'Wikwedong • Southwest Ontario Aboriginal Health Access Centre 			
<p><i>Note: there were other opportunities identified through the discussions related to Mental Health and Addictions that are tied to the social determinants of health and these have been identified through the other Themes in this Report (e.g. Housing, Transportation, Social Services, Poverty and Community Safety & Wellbeing, etc.).</i></p>								
Social Services	28.	Enhance recruitment/retention and public awareness for registered early childcare educator employment and training opportunities	Live Grey and Develop Grey	Grey County Children Services	<ul style="list-style-type: none"> • Grey County Social Services • Grey County Economic Development • Local Municipal EDO's • Local School Boards • Child Care Providers • Georgian College and other colleges within the SW Region 	<ul style="list-style-type: none"> • Continue to support the sub-committee of the Early Learning Planning Committee to focus on recruitment and retention of qualified staff to support the Early Learning Sector • Continue to promote the 'Be an ECE' website and campaign in partnership with Bruce County to promote ways to access courses, grants, and other funding opportunities. • Move forward with the strategies outlined in Report SSR-CW-01-22 • Advocate to the Province for increased wage subsidies for ECE's 	2022 to 2024	<ul style="list-style-type: none"> # Georgian College ECE graduates/yr.; # Fanshawe ECE graduates/yr.; # ECE hires – Grey CC, Bruce CC; #ECE hires school – Bluewater, Catholic; Grey Birth rates; Childcare attendance – infant, toddler, preschool, school age # of ECE promotional sessions planned; # of ECE promotional sessions completed
Social Services	29.	Improve frequency of data collection pertaining to client needs	Live Grey	Grey County Planning Data Analysis Coordinator	<ul style="list-style-type: none"> • Grey County Social Services • Local Non-Profit Organizations • BGDISC 	<ul style="list-style-type: none"> • Establish regular, and ongoing data collection pertaining to client needs for County and other local not-for-profit social service providers that form part of the same extensive network, to shed light on reoccurring, common underlying challenges 	2022 and On-going	<ul style="list-style-type: none"> # of new data collections planned; # of new data collections complete; SS Intake data collection enhancement % complete
Social Services	30.	Support food literacy programming and opportunities to support food programs	Live Grey and Cultivate Grey	Bruce Grey Poverty Task Force	<ul style="list-style-type: none"> • Grey County Social Services • Local municipalities • BGPTF • Safe n Sound 	<ul style="list-style-type: none"> • Identify ways to further support food literacy throughout Grey County communities, by way of education, supporting community 	2022 and On-going	# of people who have received food literacy training

					<ul style="list-style-type: none"> Local School Boards Food Banks CMHA Georgian College 	gardens, local food knowledge, and nutritional education		<p># of community gardens created within Grey County</p> <p># of local food producers and suppliers within Grey County</p>
Social Services	31.	Explore the viability/sustainability of a living wage/guaranteed income	Live Grey	Bruce Grey Poverty Task Force	<ul style="list-style-type: none"> Grey County Social Services Grey County Economic Development United Way 	<ul style="list-style-type: none"> Advocate to the Province around the importance of establishing a living wage and to continue to keep this concern on the Province's radar. Support the BGPTF through the Income Security Action Group 	2022 to 2023	Consumer price index
Social Services	32.	Establish donation programs for old phones, computers, and tablets	Live Grey and Move Grey	Grey County Social Services	<ul style="list-style-type: none"> Local municipalities Grey County IT United Way Grey Bruce Community Drug and Alcohol Strategy CMHA Libraries Other Local Community Service Partners 	<ul style="list-style-type: none"> Work with local municipalities and local community service partners (health care units, social services, mental health, and addiction services, etc.) to coordinate a donation program for old phones, computers, and tablets targeted for those who are homeless, struggling with mental health or substance use, and others in need (i.e. students, seniors, etc.) 	2022 and On-going	<p># of computers donated;</p> <p># of phones donated;</p> <p># of tablets donated</p>
Social Services	33.	Create Community Hubs that allow residents to access services offered by the Province, County, local municipalities, and other community organizations through a 'one-stop-shop'	Live Grey and Develop Grey	Grey County Social Services	<ul style="list-style-type: none"> Local municipalities Province Other Local Community Service Partners 	<ul style="list-style-type: none"> Explore opportunities to create community hubs that have access to and can provide services and information related to social services, as well as other services, offered by the Province, County, and local municipalities (e.g. converting Social Services satellite locations to 'community hubs', using the recent Farmer's Market example to provide services where people are already gathering, etc.) 	2022 to 2024	# of community hubs created that allow residents to access government services at single location
Labour and Employment	34.	Identify employment resources that may be helpful for employers	Develop Grey	Grey County Economic Development	<ul style="list-style-type: none"> Grey County Economic Development Local Immigration Partnership Employers 	<ul style="list-style-type: none"> Consult industry through employer roundtables Deliver training and resources for employers 	2022 to 2023	# of information packages created

Labour and Employment	35.	Connect w/ businesses, focus efforts on business retention	Develop Grey	Municipal Economic Development	<ul style="list-style-type: none"> Grey County Economic Development Employers 	<ul style="list-style-type: none"> Re-introduce business tours Build on relationship with partner organizations such as Chambers and Downtown Improvement Areas Conduct regular Business Retention & Expansion studies 	ongoing	# of contacts made
Labour and Employment	36.	Understand where people are moving from when relocating to Grey	Develop Grey	Four County Labour Market Planning Board	<ul style="list-style-type: none"> Grey County Economic Development RAGBOS 	<ul style="list-style-type: none"> Review Migration Report Maintain dialogue with RAGBOS, encourage statistic sharing 	2023 to 2024	# of new residents by geographical location; New resident survey metrics
Labour and Employment	37.	Review commuting patterns	Develop Grey	Four County Labour Market Planning Board	Grey County Economic Development	<ul style="list-style-type: none"> Review Commuter Report 	2022 to 2023	Commuter survey metrics
Labour and Employment	38.	Work w/ local school boards to provide students with information about local job opportunities and local training and education opportunities	Live Grey and Develop Grey	Grey County Economic Development	<ul style="list-style-type: none"> School Boards OYAP LaunchPad YMCA Employers 	<ul style="list-style-type: none"> Consultation through Sydenham Campus for network development Partnership with OYAP, Georgian College, LaunchPad & Sydenham Campus Further develop pathways information to be shared with students Enable fieldtrips to partner organizations and employers for exposure and perception correcting 	2022 to 2023 and ongoing	# of students engaged; # of information packages circulated # of training opportunities available
Youth and Senior Supports	39.	Need more local services for addiction and mental health for all ages	Live Grey	Grey County Social Services	<ul style="list-style-type: none"> Youth Support Networks Bruce Grey Child and Family Services Keystone Council on Aging Grey Bruce 	<ul style="list-style-type: none"> Explore and identify gaps in service delivery for addiction and mental health supports for all ages 	2022 to 2023	# of new services planned; # of new services implemented
Youth and Senior Supports	40.	Coordinate public transportation providers to align with the needs of those most vulnerable	Live Grey	See Community Transportation described below.				# of new routes planned; # of new routes established # of riders by month
Youth and Senior Supports	41.	Enhance data sharing between the County, School Boards, local	Live Grey	BGDISC	<ul style="list-style-type: none"> Grey County Planning Data Analysis Coordinator 	<ul style="list-style-type: none"> Enhance data sharing between Bruce Grey Child and Family Services, Grey and Bruce 	2022 to 2023 and On-going	# of new data sharing agreements established between identified

		community organizations, and local municipalities to better anticipate community needs and monitor trends to tailor service delivery to respond to needs			<ul style="list-style-type: none"> Bruce Grey Child and Family Services Keystone Local municipalities 	<p>Counties, and all local municipalities to better anticipate community needs, and identify trends that may impact service delivery</p> <ul style="list-style-type: none"> Explore further opportunities to have relevant data available and accessible to more community partners through BGDISC 		organizations and groups
Youth and Senior Supports	42.	Encourage local councilors to connect with local senior advisory committees	Live Grey	Grey Bruce Council on Aging	<ul style="list-style-type: none"> Grey County Council Local Municipal Councils 	<ul style="list-style-type: none"> Connect with these groups outside of council or reach out to these groups to have them come and speak to council to share latest trends, concerns, and opportunities for consideration that may better support older adults in Grey County 	2022 to 2026	# of meetings/sessions planned; # of meetings/sessions completed
Youth and Senior Supports	43.	Identify recreational opportunities for those with enhanced mobility needs	Live Grey and Natural Grey	Local Municipalities	<ul style="list-style-type: none"> Grey County Planning (County Forests and Trails) Outdoor Management Group Conservation Authorities Other recreational Service providers GCJAAC and other municipal accessibility advisory committees 	<ul style="list-style-type: none"> Work alongside local recreational service providers and municipalities to identify additional recreational opportunities for those with enhanced mobility needs Work with local Accessibility Advisory Committees to review recreational plans and improvements to ensure that facilities and spaces are accessible Create a resource (e.g. maps and web-based mapping) identifying accessible trail and recreational spaces throughout the County 	2022 to 2024	Creation and continual maintenance of a map identifying accessible trails, recreational spaces, and other accessible amenities; # of new programs planned; # of new programs implemented
Youth and Senior Supports	44.	Promote good news stories on local media channels	All Themes	Grey County Communications	<ul style="list-style-type: none"> Grey Roots Grey Bruce Council on Aging LaunchPad 	<ul style="list-style-type: none"> Further promote local content and good news stories on local radio, in local newspapers, or other local communication channels 	On-going	# of social media good news items; # of newspaper good news items; # of radio good news pieces
Youth and Senior Supports	45.	Implement the Age-Friendly Community Strategy and Action Plan	Live Grey, Develop Grey and Natural Grey	Grey County Planning	<ul style="list-style-type: none"> Local municipalities Local Community Partners Local Volunteer Groups 	<ul style="list-style-type: none"> Complete the Age Friendly Community Strategy and Action Plan (Q1/2022) Implementation of this plan will require community effort, leaning on existing established 	2022 and On-going	# of actions planned; # of actions in process; # of actions complete;

						networks and partnerships or forming new ones to support these efforts. This project will also serve as a gateway to additional age-friendly resources and networks, such as the <i>Ontario Age-Friendly Communities (AFC) Outreach Program</i> and the <i>Seniors Health Knowledge Network c/o Centre for Studies in Aging and Health</i> .		
Policing	46.	Review funding model for provision of court security at the Superior Court located in Owen Sound to find solutions that are equitable	N/A	Grey County Administration Services and City of Owen Sound	<ul style="list-style-type: none"> City of Owen Sound Grey County Council Ministry of Attorney General 	<ul style="list-style-type: none"> Review the existing funding model for the Grey/Bruce courthouse located in Owen Sound and identify whether there are opportunities to offset costs for service delivery, given this supports populations beyond the municipal boundaries of Owen Sound by collectively advocating to the Province for a change in the funding model structure Explore funding models of other superior courts in rural areas to learn from their experiences and to see if they are facing similar challenges which could result in collectively advocating to the Province 	2022	# of opportunities possible; # of opportunities viable; Chosen opportunity % complete
Policing	47.	Further examine and develop more effective/efficient responses to mental health calls, including continuing and enhancing the Mobile Mental Health Addictions Response Team	Live Grey	Grey County Paramedic Services	<ul style="list-style-type: none"> Local Police Services CMHA Grey County Social Services Ontario Government Community Drug and Alcohol Strategy 211 	<ul style="list-style-type: none"> Explore opportunities to better triage service calls depending on the call type (mental health emergency vs. other) to ensure that the correct first responder resources are responding to the appropriate calls to provide better outcomes for the person in crisis Further explore the recent recommendations approved by OACP regarding improvements when responding to mental health service calls including approaching the Ontario Government to see if the OACP recommendations could 	2022	# of emergency mental health calls by month # of mental health calls by type, by month, by response team, by geography, and time

						be implemented in Grey County as a pilot program.		
Policing	48.	Consider adoption of best practices from surrounding jurisdictions that have a low crime severity index (resource sharing, other support services, etc.)	Live Grey	Owen Sound Police Services and Hanover Police Services	<ul style="list-style-type: none"> Other local police services and neighbouring police services 	<ul style="list-style-type: none"> Work with surrounding jurisdictions that have a low crime severity index, to encourage resource sharing, best practices, and other support services that complement the existing local police service program delivery (e.g. Shelburne Police Services] 	2022 to 2024	<ul style="list-style-type: none"> # of new policies planned; # of new policies adopted
Policing	49.	Seek continued support to enhance road safety for all users/modes of transportation (buggies, cyclists, pedestrians, and vehicles)	Move Grey	Grey County Communications and Grey County Transportation Services	<ul style="list-style-type: none"> Local Police Services Grey County Transportation Services Local municipalities 	<ul style="list-style-type: none"> Continue to communicate, and perhaps increase the frequency of promoting awareness road safety tips during all seasons in Grey County, to help address speeding, and dangerous driving. Explore opportunities to look at infrastructure and further traffic calming measures to further enhance efforts 	2022 to 2024	<ul style="list-style-type: none"> # of new measures planned; # of new measures implanted; # of awareness sessions planned; # of awareness sessions completed
Policing	50.	Further develop or support crime prevention initiatives (i.e. Community Safety and Wellbeing, social determinants of health)	Live Grey	Owen Sound Police Services and Hanover Police Services	<ul style="list-style-type: none"> Other Local Police Services BGDISC CMHA Grey County Planning Data Analysis Coordinator Grey County Social Services Community Drug and Alcohol Strategy 211 	<ul style="list-style-type: none"> Continue to review best practices for police service delivery. There may be additional areas where budget contributions could be allocated toward preventative care vs. reactive care. Work with community partners to enhance data collection and analysis to understand trends to support community needs (i.e. mental health, addiction services, education, healthcare, etc.) 	2022 to 2024	<ul style="list-style-type: none"> Budget dollars (\$) re-allocated; # new initiatives planned; # new initiatives implemented; # of new data collections planned; # of new data collections completed
Planning and Development	51.	Continue to explore and implement efficiencies within the overall planning process to create more development to support the needs of the community (e.g. affordable/attainable)	Develop Grey	Grey County Planning & Local Municipalities	<ul style="list-style-type: none"> Conservation Authorities Niagara Escarpment Commission Review Agencies Economic Development staff at 	<ul style="list-style-type: none"> Prepare report for County Council with respect to potential delegation of some planning approvals Develop a 'planning board game' as an educational tool to understand and improve the inquiries and planning approvals processes 	2022 to 2023	# and type of housing units created with an increase in higher density housing (townhouses and apartments)

		housing, commercial and industrial uses)			<p>the County and Municipal levels</p> <ul style="list-style-type: none"> • Developers / Businesses 	<ul style="list-style-type: none"> • Work to streamline inquiries and approvals processes between the County and local municipalities • Consult with developers and applicants on improvements to existing processes • Consider development review team formats where they are not already in place • Enter into memorandum of understanding agreements with conservation authorities to outline service delivery • Ensure that updated municipal planning documents do not duplicate the County Official Plan and focus policy efforts on settlement areas 		<p># of new commercial buildings built</p> <p># of new industrial building built</p>
Planning and Development	52.	Better integrate growth analysis into land use planning and infrastructure planning	Develop Grey and Move Grey	Grey County Planning, Economic Development, & Local Municipalities	<ul style="list-style-type: none"> • Asset Management Staff • Public Works, Operations, Economic Development, and Roads Staff • Ministry of the Environment, Conservation and Parks • Ministry of Transportation • BGDISC • School Boards • Health Care Providers 	<ul style="list-style-type: none"> • Work with asset management staff at the County and local municipalities to better 'pre-plan' for future infrastructure needs • Work with finance staff at both levels of government to ensure infrastructure capital and maintenance costs are budgeted for, to align with projected growth needs • Investigate on-going funding (e.g. Development Charges) or one-time funding (e.g. grants) to both plan for and pay for infrastructure needs • Integrate public works, operations, and transportation teams into not only the development review process, but also into broader policy exercises to align their works with official plan policies and designations • Share data through BGDISC to ensure that the County, municipalities, and other public authorities such as school boards and hospitals are planning ahead for future growth 	2022 and On-going	<p>Projected population growth;</p> <p>Projected household growth;</p> <p>Projected job growth;</p> <p>Infrastructure dollars planned by asset category;</p> <p>Infrastructure dollars spent by asset category;</p> <p># of workshops planned;</p> <p># of workshops completed</p>

						<ul style="list-style-type: none"> Host an information workshop on tracking, allocating and planning for municipal servicing capacity 		
Planning and Development	53.	Continue updating planning documents and special studies to respond to the needs of the community	Live Grey, Develop Grey and Natural Grey	Grey County Planning & Local Municipalities	<ul style="list-style-type: none"> Local municipalities Climate Action Teams Council on Aging Launch Pad / Youth Services Local Community Partners Residents Groups 	<ul style="list-style-type: none"> Finalize the Climate Change Action Plan, the Age Friendly Community Strategy, and County Official Plan Amendment 11 Budget for implementation of the above-listed studies, including on-going monitoring and updating Work with municipalities to update their official plans and zoning by-laws 	2022 – 2024 (for updating document) On-going for implementation of documents	<ul style="list-style-type: none"> # of Studies completed; # of action items planned; # of 'priority' action items planned; # of 'priority' action items completed
Planning and Development	54.	Maintaining community character by considering new policies or design guidelines, while continuing to allow for growth	Live Grey, Develop Grey and Natural Grey	Local Municipalities	<ul style="list-style-type: none"> Local municipalities Consultants Local Community Partners Residents Groups 	<ul style="list-style-type: none"> Encourage municipalities to include detailed policies in their official plans and zoning by-laws which promote and enhance the character to be preserved in their communities, while continuing to allow for growth Promote and educate on the benefits and financial sustainability of increased density Consider adopting urban design guidelines to provide more certainty to residents and developers that new development will maintain a high-quality design 	2022 – 2024	<ul style="list-style-type: none"> # new character- related policies developed; # of density information sessions planned; # of density information sessions completed; Resident survey - community character metrics; Planner survey – community character metrics
Planning and Development	55.	Collaboration between all levels of government and municipalities to ensure there is a sufficient supply of designated lands within settlement areas to address projected growth	Develop Grey and Move Grey	Grey County Planning & Local Municipalities	<ul style="list-style-type: none"> Economic Development staff at the County and Municipal levels Developers / Businesses Ministry of Municipal Affairs and Housing 	<ul style="list-style-type: none"> Host an information workshop on municipal boundary adjustments with speakers and success stories from municipalities that have recently gone through boundary adjustments Meet with individual municipalities and groups of municipalities to explore challenges and win-win opportunities Engage developers and economic developers to understand their needs Engage Ministry of Municipal Affairs and Housing on any 	2022 - 2024	<ul style="list-style-type: none"> Projected population growth by local municipality; Projected household growth by local municipality; projected job growth by local municipality; # of information workshops planned; # of information workshops completed; Developer survey metrics;

						<ul style="list-style-type: none"> potential municipal boundary adjustments Explore solutions related to sharing of services or boundary adjustments to ensure municipal and county growth needs can be met in the short and long-terms 		<p>Planner survey metrics;</p> <p>New lands re-designated (acres)</p>
Planning and Development	56.	Collaborate to ensure there is a sufficient supply of Industrial and employment lands that are 'shovel-ready'	Develop Grey	Grey County Planning, Economic Development and Local Municipalities	<ul style="list-style-type: none"> Economic Development staff at the County and Municipal levels GIS Staff Developers / Businesses 	<ul style="list-style-type: none"> Map designated and zoned employment lands, including occupied and vacant lands Review the need for additional employment lands as part of new municipal official plans or official plan reviews Establish on-going inventories of vacant and/or underutilized lands / buildings Work with municipalities to promote lands or buildings for sale or lease Work with Economic Development staff on investment readiness training Consider infrastructure upgrades where needed to designate new employment lands 	2022 – 2023 (and on-going for monitoring)	<ul style="list-style-type: none"> # acres of available lands; # of properties -available lands # acres of available zoned lands; # of properties of available zoned lands; # of acres of "highly suitable" lands; # of properties of "highly suitable" lands; New acquisitions planned; # of infrastructure upgrades planned; # of infrastructure upgrades completed
Planning and Development	57.	Continue to build relationships between the County, local municipalities and Indigenous communities through Truth and Reconciliation	All Themes	Grey County Planning, Grey Roots and Local Municipalities	<ul style="list-style-type: none"> First Nations Metis M'Wikwedong Indigenous Friendship Centre Indigenous Advisory Circle School Boards Local museums 	<ul style="list-style-type: none"> Reach out to First Nations and Metis peoples to listen and to continue to build relationships Educate County / Municipal staff and Councils on First Nations / Metis culture, history, and current challenges Work with Grey Roots and other cultural and educational institutions to offer better public education and connections to Indigenous culture and learnings Establish an engagement protocol for the County, local municipalities, and others to undertake when 	2022 – On-going	<ul style="list-style-type: none"> # of Indigenous engagements planned; # of Indigenous engagements completed; % complete on Engagement Protocol

						seeking engagement with Indigenous peoples		
Community Transportation	58.	Connect all transit providers through Grey/Bruce & explore opportunities for resource sharing	Move Grey	Grey County Community Transportation Manager	<ul style="list-style-type: none"> Owen Sound Public Transit Home and Community Support Services SMART GOST Grey County Social Services Meaford Transit Town of The Blue Mountains Transit Other public/private transit providers 	<ul style="list-style-type: none"> Connect all transit providers throughout Grey/Bruce – OS Public Transit, Grey County Public Transit, Home & Community Support Services, SMART, GOST, etc. and explore opportunities for resource sharing (i.e. a comprehensive map and scheduling for all Grey/Bruce transit services), marketing and communication needs, technology use (on-demand service models), etc. 	2022 to 2024	# Transit providers on board; # of routes consolidated/upgraded; # riders per month, per route
Community Transportation	59.	Identify opportunities for not-for-profit programs to connect with existing public transit services for service delivery	Move Grey	Grey County Community Transportation Manager	<ul style="list-style-type: none"> Grey County Social Services United Way Grey Bruce Safe n Sound Food Banks Public/Private Transit Providers Other Non-Profit Organizations 	<ul style="list-style-type: none"> Work with local not-for-profit programs that utilize some form of transportation for their service delivery (e.g. UW food banks have realized an increase in demand for food banks and had to seek support from Habitat for Humanity for transit needs), and identify opportunities to connect these programs to existing public transit services, that are currently being underutilized and have additional capacity 	2022 to 2023	# of routes consolidated/upgraded;
Community Transportation	60.	Identify gaps in public transit service delivery	Move Grey	Grey County Community Transportation Manager	<ul style="list-style-type: none"> Public/Private Transit Providers Local municipalities 	<ul style="list-style-type: none"> Identify gaps in public transit service delivery, such as understanding whether existing bus routes serve populations and geographies most in need Connect transit routes to recreational facilities (YMCA) to further support youth Complete a Transit Master Plan (2023) which can further explore any potential gaps in public transit service delivery and to explore opportunities to enhance public transit services 	2022 to 2023	Completion of County Transportation Master Plan # Identified gaps in process to resolve; # Identified gaps resolved; # Identified opportunities in process; # Opportunities achieved

						<ul style="list-style-type: none"> • Further explore the following opportunities for service expansion: <ul style="list-style-type: none"> ◦ including additional stops in Hanover and surrounding areas, ◦ a stop survey for local residents, ◦ increase in the days of service including weekends, ◦ working with employers to refine current schedules, ◦ the ability to sell GTR tickets throughout Grey and Bruce Counties, and ◦ conducting youth outreach to increase ridership. 		
Community Transportation	61.	Collect additional ridership data	Move Grey	Owen Sound Transit Services		<ul style="list-style-type: none"> • Collect additional ridership data from the GOST transit system, in particular University student statistics to further understand where people are coming from to utilize this service, and the value it has to the broader community. This will help to determine the need for this service and whether sustainable funding avenues should be reviewed. 	2022 to 2023	<p># of student riders, by month, by geography (postal code);</p> <p># of senior riders, by month, by geography (postal code);</p> <p># of riders, by month, by geography (postal code)</p>
Community Transportation	62.	Explore alternative service delivery models through OS Transit System Review (2021) (e.g., on-demand service models, connect w/ local taxi companies, free public transit to high-school students)	Move Grey	Owen Sound Transit Services	<ul style="list-style-type: none"> • Local School Boards • Taxi Companies • Local Public Transportation Services • Community Services 	<ul style="list-style-type: none"> • Explore alternative service delivery models through the Owen Sound Transit System Review (2021 to 2022) including: on-demand service models, connecting with local taxi companies to understand whether there is additional capacity to support flat rate fee routes in certain areas, and review opportunities to offer free public transit to high-school students. 	2021 to 2022	Taxi and alternative transportation survey metrics

Community Transportation	63.	Publicize and market public transit services	Move Grey	Grey County Community Transportation Manager	<ul style="list-style-type: none"> Grey County Communications Local municipalities 	<ul style="list-style-type: none"> Review ways to publicize and market public transit services throughout the County to enhance public awareness. Share stories from individuals who rely on these services, to humanize the value of this service for Grey County's communities 	2022 to 2023	# of ad views per platform used
Community Transportation	64.	Work with employers and refine scheduling	Develop Grey and Move Grey	Grey County Community Transportation Manager	<ul style="list-style-type: none"> Local Employers 	<ul style="list-style-type: none"> Implement the changes to the operating days for various routes as outlined in Staff Report CAOR-CW-10-21 (2022) continue to work with employers to explore opportunities to refine scheduling to align with work shifts 	2022 to 2023	# Transportation changes planned; # of transportation changes implemented; # of new opportunities identified; # of new opportunities implemented