



## **AVIS GÉNÉRAL**

Les documents faisant partie de l'ordre du jour ci-joint, ont force de la loi, une fois ils ont été approuvés par le Conseil municipal.

Prière de vérifier auprès de l'administration si des modifications et/ou des retraites de sujets ont été effectués.

## **AVIS COVID-19**

En raison des récentes directives provinciales, les bureaux de la municipalité de La Nation seront fermés, et ce, jusqu'à nouvel ordre.

Veillez noter que nous continuerons à diffuser en direct les réunions de Conseil sur YouTube. Veuillez visiter la [chaîne YouTube de La Nation](#) pour visionner les réunions.



## Corporation de la municipalité de La Nation Ordre du jour

### Information de la réunion

**Numéro de réunion :** 2022-03

**Type :** Ordinaire

**Date :** 7 février 2022

**Heure :** 16h00

**Endroit :** Zoom

**Président :** François St-Amour, Maire

**Préparé par :** Aïme Roy, Greffière adjointe

**Vidéo :** la réunion du Conseil sera diffusée en direct sur [YouTube](#)

### Sujets à l'horaire précis

**16h00 :** Huis clos

### Ordre du jour

- 1. Ouverture de l'assemblée**
- 2. Modifications et additions à l'ordre du jour**
- 3. Adoption de l'ordre du jour**
- 4. Déclaration de conflit d'intérêt**
- 5. Adoption des procès-verbaux des réunions précédentes**
  - 5.1 Procès-verbaux des réunions extraordinaires tenues le 20 et 21 octobre 2021 et la réunion ordinaire tenue le 24 janvier 2022
- 6. Adoption des recommandations des comités du conseil municipal**
- 7. Réception des rapports mensuels des membres de l'administration**
  - 7.1 Guylain Lafliche, Directeur de l'urbanisme  
Entente de plan d'ensemble SPA-2-2022  
Highway 417 Casselman LP  
Intersection : rue Principale et Route 700 est, Casselman
  - 7.2 Doug Renaud, Directeur de l'eau et les eaux usées  
Rapport WS-03-2022  
Mise à jour du projet de la nouvelle conduite d'eau, Cheney - Limoges
  - 7.3 Richard J. Groulx - Chef pompier  
Rapport HS-01-2022  
étude sur la violence et le harcèlement au travail
  - 7.4 Josée Briard, DG-Greffière  
Conservation de la Nation sud  
Entente d'inspection des champs septiques et frais

## **8. Avis de motions proposées**

## **9. Affaires découlant des réunions précédentes**

## **10. Délégations**

## **11. Demandes au comité de division de terrains de Prescott-Russell**

## **12. Règlements municipaux**

- 12.1 Règlement 21-2022  
Impôts intermédiaires pour 2022

## **13. Approbation du rapport de variance et comptes fournisseurs**

- 13.1 Comptes payables

## **14. Autres**

- 14.1 Somersault  
virement : Cheese Curd Classic  
Demande de fermetures de chemins

## **15. Rapports mensuels divers**

- 15.1 Bureau de santé de l'est de l'Ontario, Avis des flambées
- 15.2 La Nation, rapport trimestriel sur l'opération et entretien du système des eaux usées, décembre 2021
- 15.3 La Nation, rapport trimestriel sur l'opération et entretien des systèmes d'eau potable de Limoges et St-Isidore, décembre 2021
- 15.4 Rapport annuel de La Nation – la Conservation de la Nation sud

## **16. Correspondance**

- 16.1 AMO, infolettres
- 16.2 Solliciteur général, Sécurité des tribunaux et transport des détenus
- 16.3 Conservation de la Nation sud, journée des arbres gratuits pour la communauté, et 75<sup>e</sup> anniversaire de la CNS, virement de lancement du Dfi 75 km
- 16.4 Upper Canada District School Board, résolution pour caméras sur les autobus
- 16.5 Ministère des Affaires Municipales et du Logement, tapes d'allègement prudent et progressif des mesures de santé publique

## **17. Événements à venir**

- 17.1 Réunion de conseil ordinaire, 28 février 2022

## **18. Huis clos**

- 18.1 Procès-verbal de la session huis clos tenue le 20 octobre 2021
- 18.2 Guylain Lafliche, Directeur de l'urbanisme  
Négociation avec entreprise, Casselman  
Section 239 (2) (k) une position, un projet, une ligne de conduite, une norme ou une instruction devant être observée par la municipalité ou le conseil local, ou pour son compte, dans le cadre d'une négociation actuelle ou éventuelle
- 18.3 Josée Briard, DG Greffière  
Rapport AD-01-2022  
Mise en jour appel devant un tribunal  
Section 239 (2) (b) des renseignements privés concernant une personne qui peut être identifiée, y compris des employés de la municipalité ou du conseil local (e) les litiges actuels ou éventuels, y compris les questions dont les

tribunaux administratifs sont saisis, ayant une incidence sur la municipalité ou le conseil local et (f) les conseils qui sont protégés par le secret professionnel de l'avocat, y compris les communications nécessaires à cette fin

**19. Règlement pour confirmer les procédures du Conseil**

**20. Ajournement**



## **Corporation de la municipalité de La Nation Procès-verbal**

### **Information de la réunion**

**Numéro de réunion :** 2021-26

**Type :** Extraordinaire

**Date :** 20 octobre 2021

**Heure :** 9h00

**Endroit :** 958, route 500 ouest, Casselman

**Président :** François St-Amour, Maire

**Préparé par :** Aïme Roy, Greffière adjointe

**Vidéo :** [L'enregistrement de la réunion est disponible sur YouTube](#)

### **Présence des membres du Conseil**

Maire François St-Amour, oui  
 Conseillère quartier 1 Marie-Noëlle Lanthier, oui  
 Conseiller quartier 2 Alain Mainville, oui  
 Conseiller quartier 3 Danik Forgues, oui  
 Conseiller quartier 4 Francis Brière, oui

### **Présence du personnel municipal**

Josée Briard, DG-Greffière  
 Aïme Roy, Greffière adjointe  
 Cécile Maisonneuve, Trésorière  
 Nadia Knebel, Directrice des finances  
 Dominick Graziadei, Trésorier adjoint  
 Guylain Laflèche, Directeur de l'urbanisme et du développement économique  
 Benjamin Bercier, Gestionnaire du développement économique et touristique  
 Doug Renaud, Directeur de l'eau et des eaux usées  
 Ramandeep Kaur, Coordinatrice des infrastructures et gestion des actifs  
 Daniel R. Desforges, Gérant des infrastructures environnementales

### **Ordre du jour**

#### **1. Ouverture de l'assemblée**

**Résolution :** 564-2021

**Proposée par :** Danik Forgues

**Appuyée par :** Alain Mainville

Qu'il soit résolu que la présente assemblée soit ouverte.

Adoptée

#### **2. Modifications et additions à l'ordre du jour**

Aucune

**3. Adoption de l'ordre du jour****Résolution** : 565-2021**Proposée par** : Francis Brière**Appuyée par** : Marie-Noëlle Lanthier

Qu'il soit résolu que l'ordre du jour soit accepté incluant les modifications apportées séance tenante, le cas échéant.

Adopté

**4. Déclaration de conflit d'intérêt****5. Adoption des procès-verbaux des réunions précédentes****6. Adoption des recommandations des comités du conseil municipal****7. Réception des rapports mensuels des membres de l'administration**

7.1 Cécile Maisonneuve, Trésorière

7.1.1 Planification du budget 2022

*Document sui re***8. Avis de motions proposées****9. Affaires découlant des réunions précédentes****10. Délégations****11. Demandes au comité de division de terrains de Prescott-Russell****12. Règlements municipaux****13. Approbation du rapport de variance et comptes fournisseurs****14. Autres****15. Rapports mensuels divers****16. Correspondance****17. Événements à venir****18. Huis clos****Ajournement pour la session à huis clos****Résolution** : 566-2021**Proposée par** : Marie-Noëlle Lanthier**Appuyée par** : Alain Mainville

Qu'il soit résolu que la présente assemblée soit ajournée **9h01** pour une session huis clos conformément aux sections suivantes de la *loi municipale* :

Section 239 (2)

(b) renseignements privés concernant une personne qui peut être identifiée

(d) relations de travail

(k) négociation.

Adopté

**Réouverture de l'assemblée****Résolution** : 567-2021**Proposée par** : Danik Forgues**Appuyée par** : Alain Mainville

Qu'il soit résolu que la présente assemblée soit rouverte **10h43**.

Adopté

**18.1 Josée Briard, DG-Greffière**

**18.1.1** Emplois

Section 239 (2) (d) relations de travail

**18.1.2** Négociations avec une corporation

Section 239 (2) (k) une position, un projet, une ligne de conduite, une norme ou une instruction devant être observée par la municipalité

**19 Confirmation de règlement**

**Résolution** : 568-2021

**Proposée par** : Danik Forgues

**Appuyée par** : Marie-Noëlle Lanthier

Qu'il soit résolu que le règlement no 121-2021, pour confirmer les procédures du Conseil à sa réunion extraordinaire du 20 octobre 2021, soit lu et adopté en première, deuxième et troisième lecture.

Adopté

**20. Ajournement**

**Résolution** : 569-2021

**Proposée par** : Francis Brière

**Appuyée par** : Alain Mainville

Qu'il soit résolu que la présente assemblée soit ajournée **16h28.**

Adopté



## **Corporation de la municipalité de La Nation Procès-verbal**

### **Information de la réunion**

**Numéro de réunion :** 2021-27

**Type :** Extraordinaire

**Date :** 21 octobre 2021

**Heure :** 9h00

**Endroit :** 958, route 500 ouest, Casselman

**Président :** François St-Amour, Maire

**Préparé par :** Aimée Roy, Greffière adjointe

**Vidéo :** [L'enregistrement de la réunion est disponible sur YouTube](#)

### **Présence des membres du Conseil**

Maire François St-Amour, oui  
 Conseillère quartier 1 Marie-Noëlle Lanthier, oui  
 Conseiller quartier 2 Alain Mainville, oui  
 Conseiller quartier 3 Danik Forgues, oui  
 Conseiller quartier 4 Francis Brière, oui

### **Présence du personnel municipal**

Josée Briard, DG-Greffière  
 Aimée Roy, Greffière adjointe  
 Cécile Maisonneuve, Trésorière  
 Nadia Knebel, Directrice des finances  
 Dominick Graziadei, Trésorier adjoint  
 Marc Legault, Directeur des travaux publics  
 Richard Groulx, Chef pompier  
 Carol Ann Scott, Coordinatrice de la récréation  
 Jeanne Leroux, Directrice générale (Bibliothèque publique de La Nation)

### **Sujets à l'horaire précis**

Aucun

### **Ordre du jour**

#### **1. Ouverture de l'assemblée**

**Résolution :** 570-2021

**Proposée par :** Marie-Noëlle Lanthier

**Appuyée par :** Danik Forgues

Qu'il soit résolu que la présente assemblée soit ouverte.

Adoptée

## 2. Modifications et additions à l'ordre du jour

Aucune

## 3. Adoption de l'ordre du jour

**Résolution** : 571-2021

**Proposée par** : Francis Brière

**Appuyée par** : Alain Mainville

Qu'il soit résolu que l'ordre du jour soit accepté incluant les modifications apportées séance tenante, le cas échéant.

Adopté

## 4. Déclaration de conflit d'intérêt

## 5. Adoption des procès-verbaux des réunions précédentes

## 6. Adoption des recommandations des comités du conseil municipal

## 7. Réception des rapports mensuels des membres de l'administration

7.1 Cécile Maisonneuve, Trésorière

7.1.1 Planification du budget 2022

*Document suivi*

## 8. Avis de motions proposées

## 9. Affaires découlant des réunions précédentes

## 10. Délégations

## 11. Demandes au comité de division de terrains de Prescott-Russell

## 12. Règlements municipaux

## 13. Approbation du rapport de variance et comptes fournisseurs

## 14. Autres

## 15. Rapports mensuels divers

## 16. Correspondance

## 17. Événements à venir

## 18. Huis clos

## 19 Confirmation de règlement

**Résolution** : 572-2021

**Proposée par** : Danik Forgues

**Appuyée par** : Alain Mainville

Qu'il soit résolu que le règlement no 122-2021, pour confirmer les procédures du Conseil à sa réunion extraordinaire du 21 octobre 2021, soit lu et adopté en première, deuxième et troisième lecture.

Adopté

## 20. Ajournement

**Résolution** : 573-2021

**Proposée par** : Marie-Noëlle Lanthier

**Appuyée par** : Francis Brière

Qu'il soit résolu que la présente assemblée soit ajournée **15h22.**

Adopté



## **Corporation de la municipalité de La Nation Procès-verbal**

### **Information de la réunion**

**Numéro de réunion :** 2022-02

**Type :** Ordinaire

**Date :** 24 janvier 2022

**Heure :** 16h00

**Endroit :** Zoom

**Président :** François St-Amour, Maire

**Préparé par :** Aïme Roy, Greffière adjointe

**Vidéo :** [L'enregistrement de la réunion est disponible sur YouTube](#)

### **Présence des membres du Conseil**

Maire François St-Amour, oui  
 Conseiller quartier 1 Marie-Noëlle Lanthier, oui  
 Conseiller quartier 2 Alain Mainville, oui  
 Conseiller quartier 3 Danik Forgues, oui  
 Conseiller quartier 4 Francis Brière, oui

### **Présence du personnel municipal**

Josée Briard, DG-Greffière  
 Aïme Roy, Greffière adjointe  
 Marc Legault, Directeur des travaux publics  
 Cécile Maisonneuve, Trésorière  
 Nadia Knebel, Directrice des finances  
 Richard J. Groulx, Chef pompier  
 Carol Ann Scott, Coordinatrice de la création

### **Sujets à l'horaire précis**

**16h00 :** Huis clos

### **Ordre du jour**

#### **1. Ouverture de l'assemblée**

**Résolution :** 27-2022

**Proposée par :** Danik Forgues

**Appuyée par :** Francis Brière

Qu'il soit résolu que la présente assemblée soit ouverte.

Adoptée

#### **2. Modifications et additions à l'ordre du jour**

##### **Additions**

7.2.3 Demande de changement de date de réunion

7.4 Carol Ann Scott, Coordinatrice de la création  
Entente d'octroi, parc Rodolphe Latreille

12.2 Règlement 18-2022  
Travaux capitaux, eau Limoges

12.3 Règlements 19-2022  
Travaux capitaux, goûts Limoges

12.4 Règlement 20-2022  
Prêts

### 3. Adoption de l'ordre du jour

**Résolution** : 28-2022

**Proposée par** : Marie-Noëlle Lanthier

**Appuyée par** : Alain Mainville

Qu'il soit résolu que l'ordre du jour soit accepté incluant les modifications apportées sans préjudice, le cas échéant.

Adopté

### 4. Déclaration de conflit d'intérêt

### 5. Adoption des procès-verbaux des réunions précédentes

5.1 Procès-verbaux des réunions ordinaires tenues le 13 décembre 2021 et le 10 janvier 2022

**Résolution** : 31-2022

**Proposée par** : Alain Mainville

**Appuyée par** : Marie-Noëlle Lanthier

Qu'il soit résolu que les procès-verbaux des assemblées suivantes soient adoptés tels qu'ils sont :

- Réunion ordinaire tenue le 13 décembre 2021 et
- Réunion ordinaire tenue le 10 janvier 2022.

Adopté

### 6. Adoption des recommandations des comités du conseil municipal

### 7. Réception des rapports mensuels des membres de l'administration

7.1 Marc Legault, Directeur des travaux publics

7.1.1 Rapport TP-02-2022  
Réduction de la limite de vitesse

**Résolution** : 32-2022

**Proposée par** : Francis Brière

**Appuyée par** : Danik Forgues

Qu'il soit résolu que le Conseil approuve la recommandation, telle qu'elle est présentée dans le rapport TP-02-2022, portant sur la réduction de la limite de vitesse Limoges.

Adopté

7.2 Josée Briard DG- Greffière

7.2.1 Protocole d'entente Autorisation d'utilisation des terres pour les sentiers de motoneige

**Résolution** : 33-2022

**Proposée par** : Alain Mainville

**Appuyée par :** Francis Brière

Qu'il soit résolu que le Conseil approuve le protocole d'entente, tant une permission d'utilisation du terrain pour les sentiers de motoneige avec le Club de motoneige de l'est ontarien, tel que présenté.

Qu'il soit aussi résolu que le Conseil autorise le Maire et la DG-Greffière à signer ladite entente.

Adopté

#### 7.2.2 Célébration du mois de l'histoire des Noirs – La Nation

**Résolution :** 34-2022

**Proposée par :** Alain Mainville

**Appuyée par :** Marie-Noëlle Lanthier

Attendu que le Réseau de soutien à l'immigration francophone de l'Est de l'Ontario a soumis une demande de reconnaissance pour le Mois de février 2022, tant le Mois de l'Histoire des Noirs – La Nation

Qu'il soit résolu que le Conseil de la Municipalité de La Nation proclame le mois de février 2022 comme étant le Mois de l'Histoire des Noirs – La Nation.

Adopté

#### 7.2.3 Demande de changement de date de réunion

**Résolution :** 35-2022

**Proposée par :** Francis Brière

**Appuyée par :** Danik Forgues

Qu'il soit résolu que la réunion ordinaire du Conseil prévue pour le 14 février 2022 soit remise au 28 février 2022.

Adopté

*Résolution numéro n'a pas été utilisée.*

### 7.3 Richard J. Groulx – Chef pompier

#### 7.3.1 Rapport FD-02-2022 – Embauche - Directeur adjoint

### 7.4 Carol Ann Scott, Coordinatrice de la création Entente d'octroi, parc Rodolphe Latreille

**Résolution :** 37-2022

**Proposée par :** Francis Brière

**Appuyée par :** Danik Forgues

Qu'il soit résolu que le Conseil approuve l'entente avec Emploi et développement social Canada, dans le cadre du programme Fonds pour l'accessibilité (FA) jeunesse, pour le projet Panneaux de jeux et instruments de musiques accessibles au parc Rodolphe Latreille Limoges.

Qu'il soit aussi résolu que le Maire et le DG-Greffière soient autorisés à signer ladite entente.

Adopté

### 8. Avis de motions proposées

### 9. Affaires découlant des réunions précédentes

### 10. Délégations

### 11. Demandes au comité de division de terrains de Prescott-Russell

## 12. Règlements municipaux

### 12.1 Règlement 16-2022

Pour nommer un Chef du service du bâtiment adjoint

**Résolution** : 38-2022

**Proposée par** : Alain Mainville

**Appuyée par** : Francis Brière

Qu'il soit résolu que le règlement numéro 16-2022, tel que décrit l'ordre du jour le 24 janvier 2022, soit lu et adopté en première, deuxième et troisième lecture.

Adopté

### 12.2 Règlement 18-2022

Travaux capitaux, eau – Limoges

### 12.3 Règlements 19-2022

Travaux capitaux, goûts – Limoges

### 12.4 Règlement 20-2022

Prêts

**Résolution** : 39-2022

**Proposée par** : Francis Brière

**Appuyée par** : Marie-Noëlle Lanthier

Qu'il soit résolu que les règlements numéro 18-2022, 19-2022 et 20-2022, tels que décrits l'ordre du jour le 24 janvier 2022, soient lus et adoptés en première, deuxième et troisième lecture.

Adopté

## 13. Approbation du rapport de variance et comptes fournisseurs

### 13.1 Comptes payables

**Résolution** : 40-2022

**Proposée par** : Danik Forgues

**Appuyée par** : Alain Mainville

Qu'il soit résolu que le Conseil approuve les comptes payables jusqu'au 24 janvier 2022.

Pièce justificative 02 : 1 864 534,86

Adopté

## 14. Autres

## 15. Rapports mensuels divers

15.1 Rapport de performance – iSolara – décembre 2021

15.2 Bureau de santé de l'est de l'Ontario, Avis des flambées

## 16. Correspondance

16.1 AMO, infolettres

16.2 Ville de Bracebridge – Support MPSSAS

16.3 Ville Plympton-Wyoming – Mesure pour sécurité d'incendie

16.4 Conservation de la Nation sud, Installation pour eaux pluviales

**Résolution** : 41-2022

**Proposée par** : Alain Mainville

**Appuyée par** : Danik Forgues

Qu'il soit résolu que la correspondance telle que décrite à l'ordre du jour le 24 janvier 2022 soit revue.

Adopté

## 17. Événements à venir

17.1 Réunion de conseil ordinaire, 7 février 2022

## 18. Huis clos

### Session à huis clos

**Résolution** : 29-2022

**Proposée par** : Danik Forgues

**Appuyée par** : Alain Mainville

Qu'il soit résolu que la présente assemblée soit ajournée **16h04** pour une session huis clos conformément aux sections suivantes de la *loi municipale*

Section 239 (2)

(b) des renseignements privés concernant une personne qui peut être identifiée, y compris des employés de la municipalité ou du conseil local

(e) les litiges actuels ou éventuels, y compris les questions dont les tribunaux administratifs sont saisis, ayant une incidence sur la municipalité ou le conseil local et

(k) une position, un projet, une ligne de conduite, une norme ou une instruction devant être observée par la municipalité ou le conseil local, ou pour son compte, dans le cadre d'une négociation actuelle ou éventuelle

Adopté

### Réouverture de l'assemblée

**Résolution** : 30-2022

**Proposée par** : Marie-Noëlle Lanthier

**Appuyée par** : Danik Forgues

Qu'il soit résolu que la présente assemblée soit rouverte **17h14**.

Adopté

## 18.1 Eric Leroux - Drain municipal

### 18.1.1 Problème de drainage

Section 239 (2) b) des renseignements privés concernant une personne qui peut être identifiée, y compris des employés de la municipalité ou du conseil local et (e) les litiges actuels ou éventuels, y compris les questions dont les tribunaux administratifs sont saisis, ayant une incidence sur la municipalité ou le conseil local

**Résolution** : 42-2022

**Proposée par** : Alain Mainville

**Appuyée par** : Marie-Noëlle Lanthier

Qu'il soit résolu que le Conseil approuve la recommandation, telle que présentée dans le rapport de Leroux Consultant en huis clos le 24 janvier 2022, portant sur un drain municipal.

Adopté

## 18.2 Josée Briard, DG - Greffière

### 18.2.1 Entente scolaire pour le complexe

Section 239 (2) (k) une position, un projet, une ligne de conduite,

une norme ou une instruction devant être observée par la municipalité ou le conseil local, ou pour son compte, dans le cadre d'une négociation actuelle ou éventuelle

**Résolution : 43-2022**

**Proposée par :** Francis Brière

**Appuyée par :** Danik Forgues

Qu'il soit résolu que le Conseil approuve les ententes avec le Conseil scolaire de district catholique de l'Est ontarien, suivant les négociations

Qu'il soit aussi résolu que le Conseil autorise le Maire et la DG-Greffière à signer lesdites ententes.

Adopté

## **19 Confirmation de règlement**

**Résolution : 44-2022**

**Proposée par :** Danik Forgues

**Appuyée par :** Alain Mainville

Qu'il soit résolu que le règlement no 17-2022, pour confirmer les procédures du Conseil à sa réunion ordinaire du 24 janvier 2022, soit lu et adopté en première, deuxième et troisième lecture.

Adopté

## **20. Ajournement**

**Résolution : 45-2022**

**Proposée par :** Francis Brière

**Appuyée par :** Marie-Noëlle Lanthier

Qu'il soit résolu que la présente assemblée soit ajournée à **17h55**.

Adopté

**ENTENTE DE PLAN D'ENSEMBLE  
SPA-2-2022**

Highway 417 Casselman LP

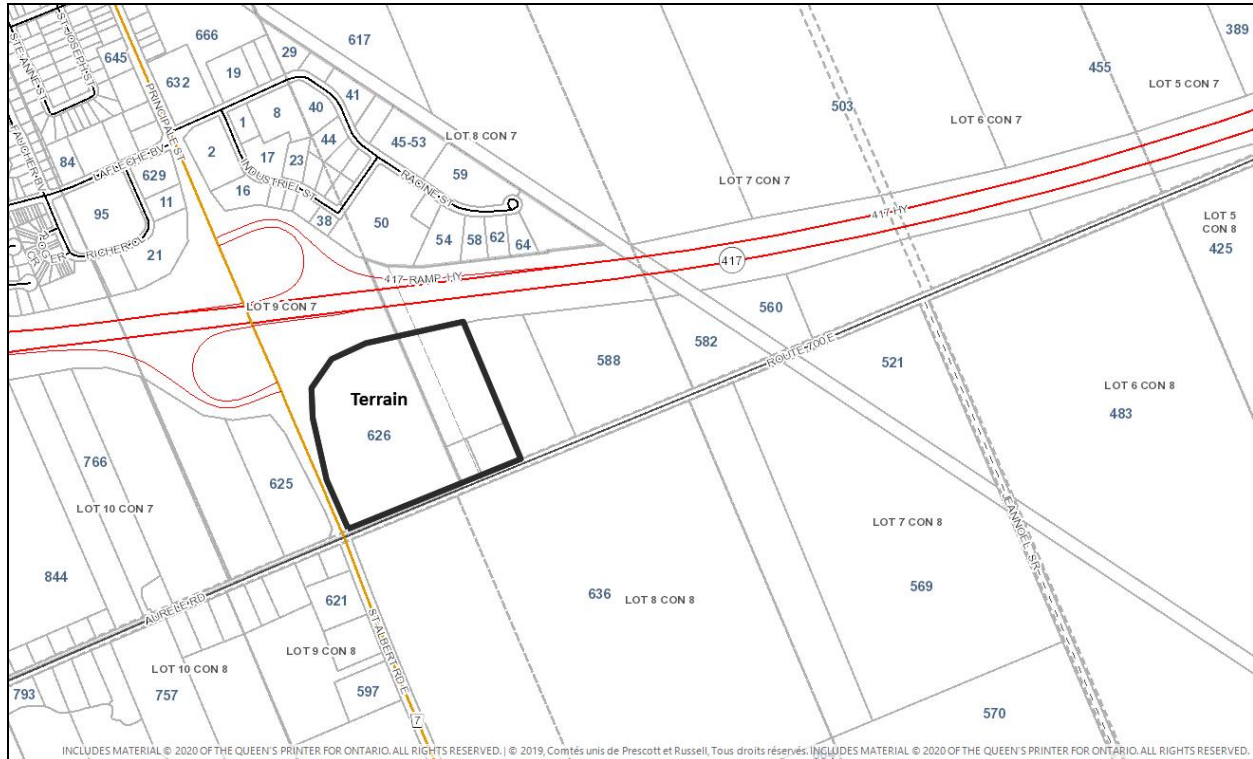
*ntersection rue Principale et route est Casselman*

02-1-2022

## INTRODUCTION:

Highway 417 Casselman LP a soumis une demande de plan d'ensemble, filiale SPA-02-2022, relativement à la propriété localisée au coin de la rue Principale et la route 700 est Casselman dans le but de construire un entrepôt de 532 000 pieds carrés.

Ce projet chevauche les deux municipalités de La Nation et Casselman.



## RÈGLEMENT DE ZONAGE / ZONING BY-LAW:

La propriété est sous les affectations Industriel avec restrictions et Commerciale routière. Un entrepôt est un des usages permis sous ces affectations.

La propriété bénéficie d'une dérogation mineure permettant une hauteur plus élevée que permis, une réduction de la marge de recul intérieur entre les deux municipalités et une réduction du nombre requis de stationnement.

## PLAN ET ANALYSE / PLAN AND REVIEW:

Le service de l'aménagement du territoire (SAT) a étudié les points importants du plan. (en annexe 1)

Nous avons vérifié les points concernant l'efficacité et l'esthétique de l'entreprise sur la propriété en question. Il semble qu'il n'y ait aucun problème avec les plans proposés.

Un bassin de rétention sera construit sur la propriété, vu que le propriétaire contrôlera les eaux de surface à partir du terrassement et des gouttes pluviales sur le site.

Il va y avoir trois accès à partir de la route 700 est.

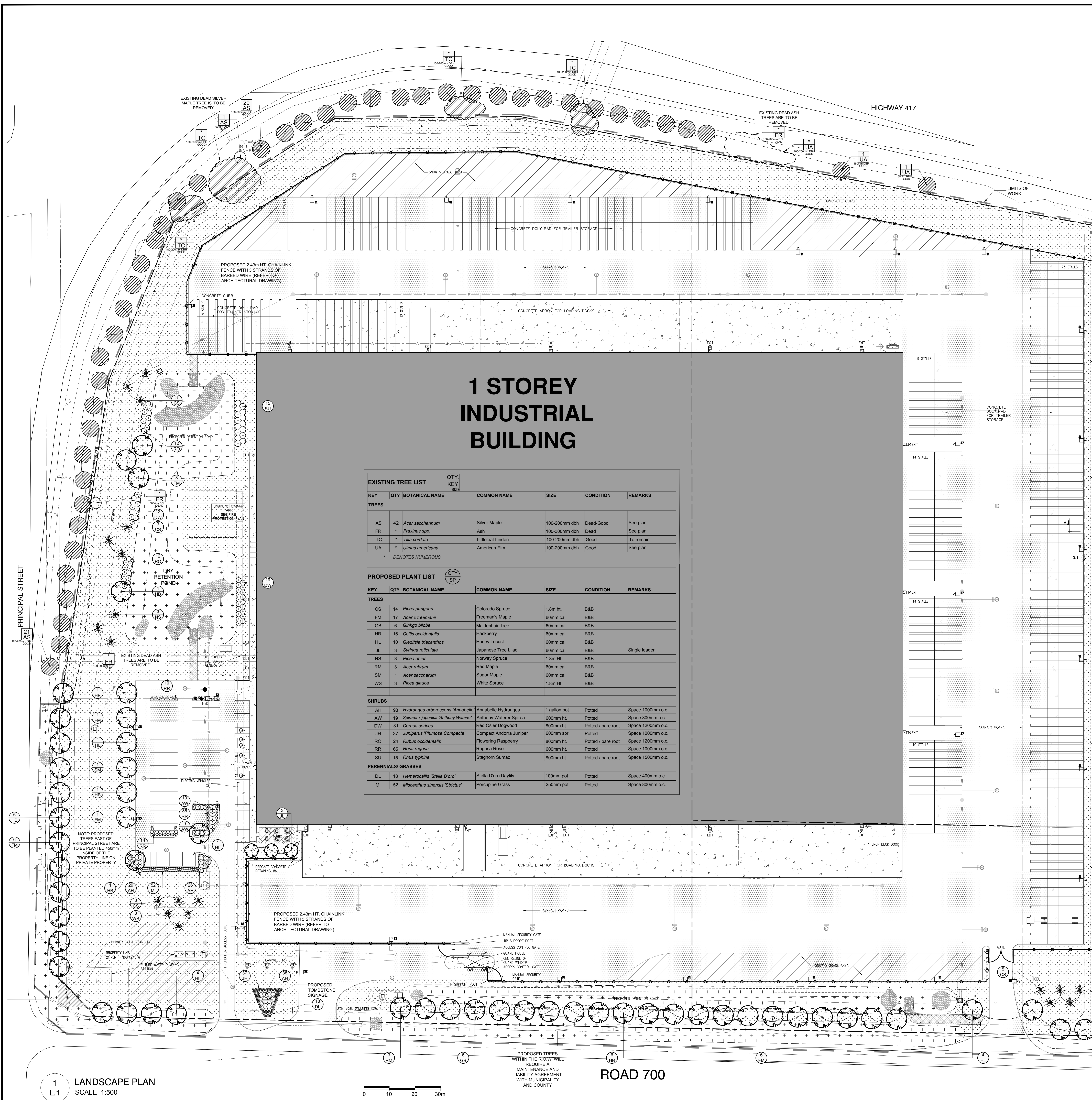
Les dépenses d'aménagement du site se chiffrent par \$ de 60 000 000.00. Nous recommandons une lettre de crédit de 25% ou le même montant que la municipalité de Casselman.

Cette lettre de crédit peut être négociée avec les deux municipalités.

### **RECOMMANDATION :**

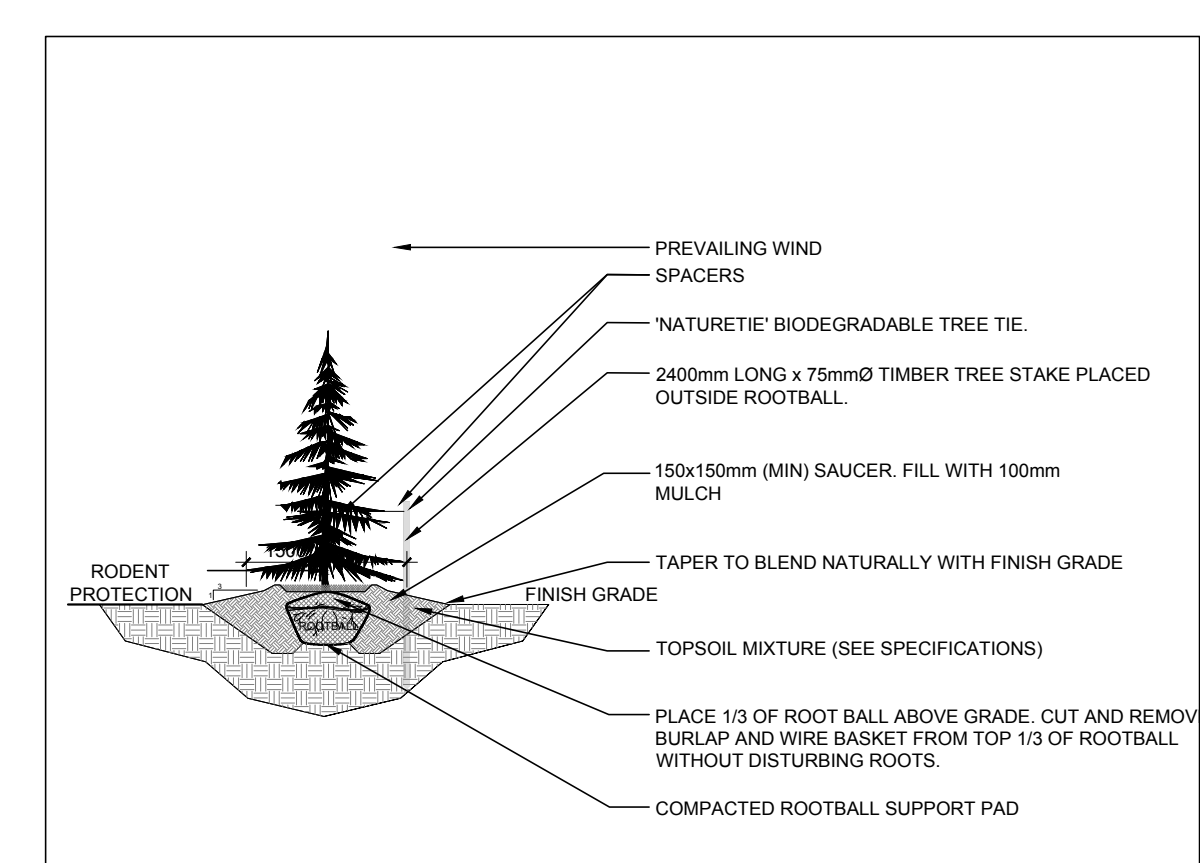
Le service recommande au conseil municipal d'approuver la demande plan d'ensemble, filiale SPA-02-2022, tel que stipulé dans le rapport du 1<sup>er</sup> février 2022 et d'autoriser le maire et la greffière de signer l'entente.

Guylain Lafliche, MCIP, RPP  
Urbaniste Municipal

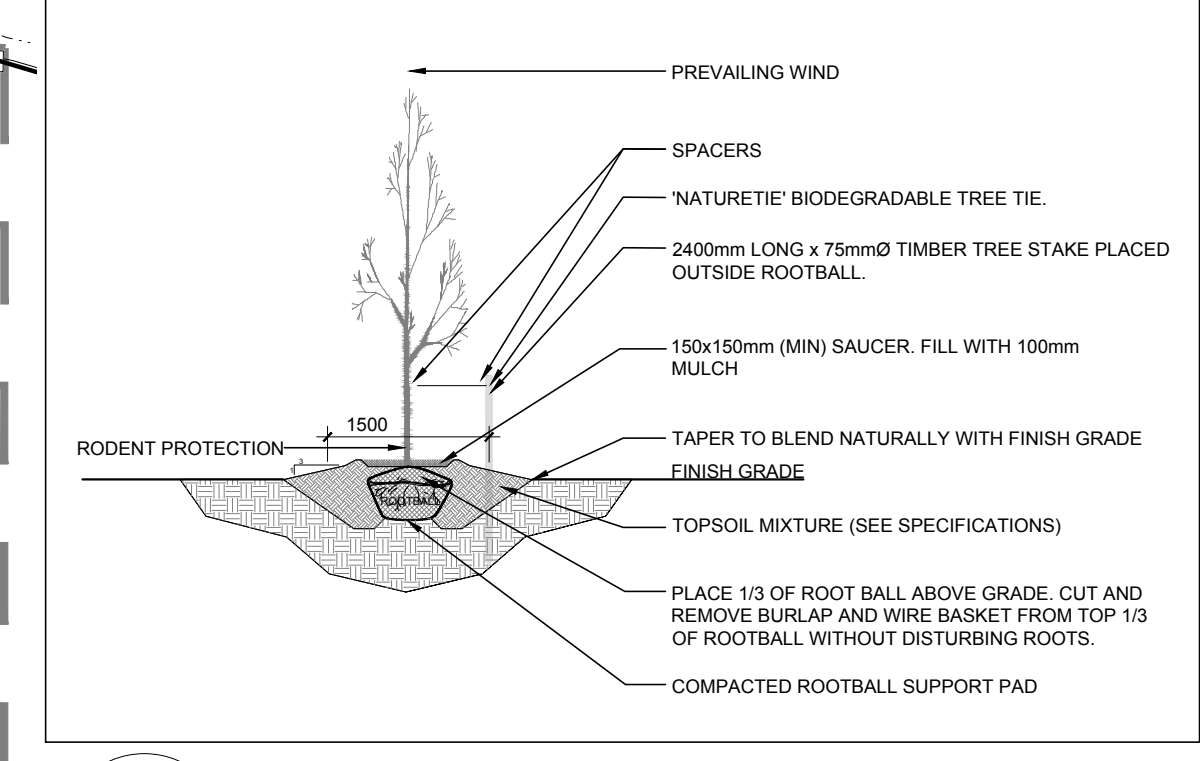


EXISTING TREE LIST						
KEY	QTY	BOTANICAL NAME	COMMON NAME	SIZE	CONDITION	REMARKS
<b>TREES</b>						
AS	42	<i>Acer saccharinum</i>	Silver Maple	100-200mm dbh	Dead-Good	See plan
FR	*	<i>Fraxinus spp.</i>	Ash	100-300mm dbh	Dead	See plan
TC	*	<i>Tilia cordata</i>	Littleleaf Linden	100-200mm dbh	Good	To remain
UA	*	<i>Ulmus americana</i>	American Elm	100-200mm dbh	Good	See plan
* DENOTES NUMEROUS						
PROPOSED PLANT LIST						
KEY	QTY	BOTANICAL NAME	COMMON NAME	SIZE	CONDITION	REMARKS
<b>TREES</b>						
CS	14	<i>Picea pungens</i>	Colorado Spruce	1.8m ht.	B&B	
FM	17	<i>Acer x freemanii</i>	Freeman's Maple	60mm cal.	B&B	
GB	6	<i>Ginkgo biloba</i>	Maidenhair Tree	60mm cal.	B&B	
HB	16	<i>Celtis occidentalis</i>	Hackberry	60mm cal.	B&B	
HL	10	<i>Gleditsia triacanthos</i>	Honey Locust	60mm cal.	B&B	
JL	3	<i>Syringa reticulata</i>	Japanese Tree Lilac	60mm cal.	B&B	Single leader
NS	3	<i>Picea abies</i>	Norway Spruce	1.8m ht.	B&B	
RM	3	<i>Acer rubrum</i>	Red Maple	60mm cal.	B&B	
SM	1	<i>Acer saccharum</i>	Sugar Maple	60mm cal.	B&B	
WS	3	<i>Picea glauca</i>	White Spruce	1.8m ht.	B&B	
<b>SHRUBS</b>						
AH	93	<i>Hydrangea arborescens 'Annabelle'</i>	Annabelle Hydrangea	1 gallon pot	Potted	Space 1000mm o.c.
AW	19	<i>Spiraea japonica 'Anthony Waterer'</i>	Anthony Waterer Spiraea	600mm ht.	Potted	Space 800mm o.c.
DW	31	<i>Cornus sericea</i>	Red Osier Dogwood	600mm ht.	Potted / bare root	Space 1200mm o.c.
JH	37	<i>Juniperus 'Plumosa Compacta'</i>	Compact Andorra Juniper	600mm spr.	Potted	Space 1000mm o.c.
RO	34	<i>Rubus occidentalis</i>	Flowering Raspberry	800mm ht.	Potted / bare root	Space 1200mm o.c.
RR	65	<i>Rosa rugosa</i>	Rugosa Rose	600mm ht.	Potted	Space 1000mm o.c.
SU	15	<i>Rhus typhina</i>	Staghorn Sumac	800mm ht.	Potted / bare root	Space 1500mm o.c.
<b>PERENNIALS / GRASSES</b>						
DL	18	<i>Hemerocallis 'Stella D'oro'</i>	Stella D'oro Daylily	100mm pot	Potted	Space 400mm o.c.
MI	52	<i>Miscanthus sinensis 'Strictus'</i>	Paropunc Grass	250mm pot	Potted	Space 800mm o.c.

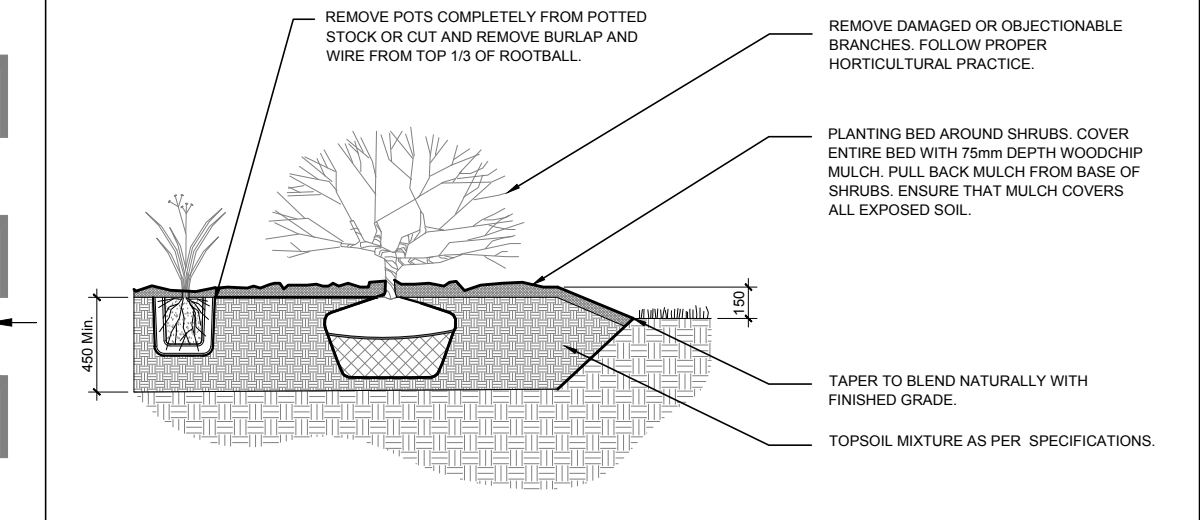
1 LANDSCAPE PLAN  
L.1  
SCALE 1:500



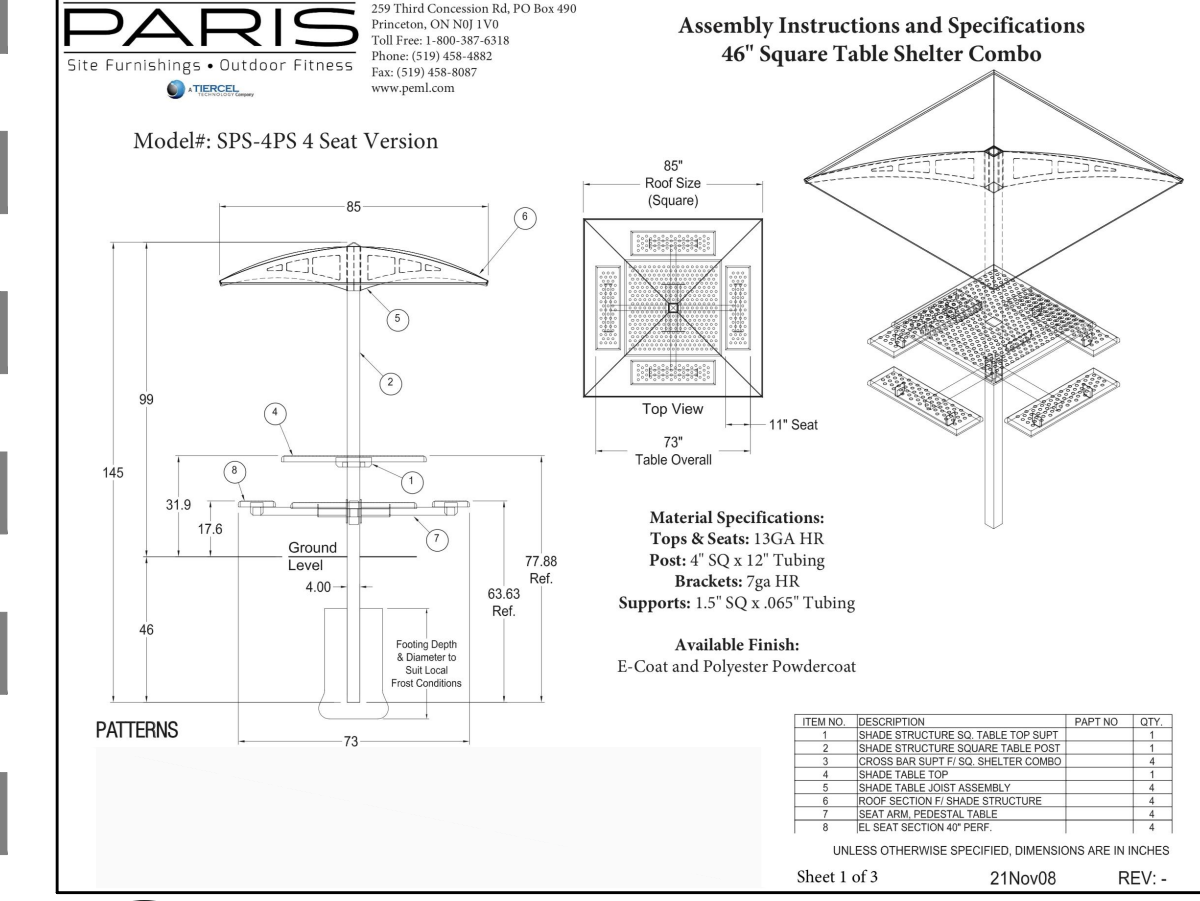
2 CONIFEROUS TREE PLANTING  
L.1  
SCALE: NTS



3 DECIDUOUS TREE PLANTING  
L.1  
SCALE: NTS



4 SHRUB / ORNAMENTAL GRASS PLANTING  
L.1  
SCALE: NTS



5 SINGLE PEDESTAL SHADE TABLE  
L.1  
SCALE: NTS

**GENERAL NOTES:**

- It is the responsibility of the appropriate contractor or official to report any errors, omissions or discrepancies on this plan with actual site conditions to the Landscape Architect before proceeding with construction.
- The contractor is to notify all utility companies and authorities prior to any excavation and ascertain locations of underground services.
- The contractor is to re-plant all areas and items damaged as a result of construction activity.
- The contractor is to comply with all pertinent codes and by-laws.
- The contractor is to maintain a positive surface run-off throughout the entire construction period.
- The Landscape Architect is not responsible for subsurface conditions.
- The contractor is to identify all existing trees to remain on site with the Landscape Architect prior to construction.
- The contractor is to stake the proposed location of all plant material in conjunction with the Landscape Architect prior to construction.
- Minimum distances for selected deciduous trees are as follows:
  - Building Foundations 7.5m
  - Sidewalks 1.5m
  - Public Streets 2.5m
  - Underground Infrastructure 2.0m
- All trees within 1m of underground utility trenches are to be excavated by hand.
- Remove all protective wrapping from tree trunks after installation.
- Staking of trees shall only be performed if necessary.
- Ensure that mulch is pulled back a min. distance of 75mm from base of tree trunk.

OWNER  
**HIGHWAY 417 CASSELMAN LP**

CLIENT  
**LEESWOOD CONSTRUCTION**

CONSULTANTS  
ARCHITECTS  
**chmielarchitects**  
200 - 109 Bank Street  
Ottawa, ON K1P 5N5  
t (613) 234-3585  
f (613) 234-6224

CIVIL ENGINEERS  
EXP Services Inc.  
1-877-878-1770  
1000 Lakeshore Blvd. West, Suite 100  
Ottawa, ON K1Z 1Y9  
CANADA  
www.exp.com

**LEGEND**

- PROPOSED DECIDUOUS TREE
- PROPOSED CONIFEROUS TREE
- PROPOSED SHRUBS / PERENNIALS
- PROPOSED SEEDED GRASS AREA
- PROPOSED REINFORCED SEEDED GRASS AREA
- PROPOSED HYDRIC SOIL TO A 200mm DEPTH
- PROPOSED CONCRETE (REFER TO CIVIL DRAWING)
- PROPOSED ASPHALT (REFER TO CIVIL DRAWING)
- PROPOSED SINGLE PEDESTAL SHADE TABLE
- PROPOSED PRECAST CONCRETE PAVERS
- EXISTING TREE TO REMAIN
- GROUP OF EXISTING TREES TO REMAIN
- EXISTING TREE TO BE REMOVED
- GROUP OF EXISTING TREES TO BE REMOVED
- PROPOSED 2.43m HT. CHAINLINK FENCE WITH 3 STRANDS OF BARBED WIRE (REFER TO ARCHITECTURAL DRAWING)

No.	Issue	Date	DR	CK
5	REVISED PER PRESCOTT-RUSSELL COMMENTS	01/03/2022	ML	JL
4	REVISED PER VILLAGE OF CASSELMAN COMMENTS	12/08/2021	SS	JL
3	PLANS REISSUED FOR SITE PLAN REVIEW	11/10/2021	ML	JL
2	REVISED PER NEW CIVIL DRAWING	11/09/2021	ML	JL
1	ISSUED FOR 33% REVIEW	08/18/2021	ML	JL

**JAMES B. LENNOX & ASSOCIATES INC.**  
LANDSCAPE ARCHITECTS  
3332 CARLING AVE. OTTAWA, ONTARIO K2H 5A8  
Tel. (613) 722-5168 Fax. (866) 343-3942

PROJECT  
FORD DISTRIBUTION CENTRE  
626 RUE PRINCIPALE, CASSELMAN, ONTARIO

DRAWING  
LANDSCAPE PLAN

STAMP

SCALE  
AS SHOWN

START DATE  
JULY 2021

PROJECT NO.  
21-MIS-2173

PROJECT NORTH

DRAWING NO.  
**L.1**

PLOT SIZE ARCH-E



## **Rapport pour le Conseil**

**Numéro du rapport:** WS-03-2022

**Sujet :** Mise à jour du projet de la nouvelle conduite d'eau de Cheney - Limoges

**Préparé par :** Doug Renaud, Directeur de l'eau et des eaux usées

**Révisé par :** Josée Briard, Directrice générale

**Date de la réunion :** 7 février 2022

## Contexte

Le but de ce rapport est de fournir aux membres du conseil une mise à jour du projet sur l'état de la construction de la nouvelle conduite d'eau principale de Cheney - Limoges.

## Rapport

La construction du projet de la nouvelle conduite d'eau principale est actuellement à l'étape des essais et de la mise en service, ce qui signifie qu'elle est achevée à 90% dans l'ensemble. La nouvelle installation de chloration devrait être achevée en mars et la mise en service commencer peu de temps après.

Le projet respecte le budget à ce stade, mais pendant la construction, 19 ordres de modification ont été apportés au contrat, dont un pour un changement de portée technique. Certains de ces changements sont des crédits et d'autres des coûts supplémentaires. La contingence de construction approuvée par le conseil pour ce projet est actuellement utilisée à 20,2 % de la contingence de 1,04 million de dollars.

Les coûts financiers actualisés à ce jour :

### Considérations financières

Montant du Contrat de Construction (Robert Excavating)	<b>10,447,995.80\$</b>
Montant déjà versé	<b>8,862,979.86\$</b>
Allocation pour imprévus de construction 10%	<b>1,044,799.58\$</b>
<b>Contingence utilisée 20.2%</b>	<b>211,099.51\$</b>

## Recommandation

Que ce conseil reçoive et dépense ce rapport.



## **Rapport pour le Conseil**

**Numéro du rapport:** HS-01-2022

**Sujet :** étude sur la violence et harcèlement au travail

**Préparé par :** Richard J. Groulx, coordonnateur Santé et sécurité

**Révisé par :** Josée Briard, Directrice Générale - Greffière

**Date de la réunion :** 7 février 2022

## **Contexte**

Compléter la révision du plan de santé et sécurité au travail.

## **Rapport**

En 2021 la compagnie Workplace Safety & Prevention Services (WSPS) a fait une révision du plan de santé et sécurité au travail de la Municipalité. Suite à cette révision, ils ont constaté qu'il y avait un manque au niveau de la violence et le harcèlement au travail. Cette section doit être complétée afin d'être conforme aux exigences du Ministère du Travail de l'Ontario.

Cette étude consiste à ce qu'une consultante visite les lieux de travail, rencontre les employés, autant cadres que travailleurs afin d'évaluer les risques. Cette étude exhaustive demanderait à la consultante environ 7 à 8 jours ouvrables au coût de 1,025.00 par jour plus taxes applicables.

## **Liens aux priorités**

Afin de se rendre conforme aux exigences du Ministère du Travail de l'Ontario, cette étude doit être faite.

## **Considérations financières**

L'estimation de la firme WSPS sont de l'ordre de 1,025.00 par jour de consultation qui devrait durer de 7 à 8 jours, un montant de 11,000.00 à être servi dans le budget 2022 pour cette étude. (N3850-5000-5210)

## **Recommandation**

Que le conseil autorise la Directrice Générale Greffière à signer le contrat avec la firme WSPS afin qu'elle complète l'étude en cours.



## SEWAGE SYSTEM MANAGEMENT AGREEMENT

This Agreement dated \_\_\_\_\_ in the month of \_\_\_\_\_, 2022

BETWEEN:

**SOUTH NATION RIVER CONSERVATION AUTHORITY**

(a conservation authority under the *Conservation Authorities Act*, R.S.O. 1990 c. C-27)  
(the “Conservation Authority”)

-AND-

**CORPORATION OF THE NATION MUNICIPALITY**

(a municipal corporation under the *Municipal Act, 2001*, S.O. 2001 c. 25)  
(the “Municipality”)

**RECITALS:**

1. Pursuant to the *Building Code Act, 1992*, S.O. 1992 c.23 as amended (the “Act”), a Municipality may enter into agreement with a Conservation Authority having jurisdiction in the Municipality to enforce provisions of the Act and the Building Code, O. Reg. 332/12 (“the Building Code”), related to Sewage Systems.
2. This Agreement is entered into pursuant to the Act, delegating to the Conservation Authority certain responsibilities under the Act and Building Code, as amended from time to time, for Sewage Systems as defined herein.

**IN CONSIDERATION** of the mutual covenants herein contained, the Parties agree as follows:



## ARTICLE ONE

### GENERAL

Section 1.01 Application: This Agreement applies to all Properties in the Municipality serviced by Sewage Systems (“the Service Area”).

Section 1.02 Duties: The Conservation Authority shall carry out its duties in accordance with the Act and the Building Code in force from time to time, this Agreement, and any other legislation contemplated hereunder.

## ARTICLE TWO

### DEFINITIONS

#### Section 2.01

In this Agreement:

“Act” means the *Building Code Act, 1992*, S.O. 1992, c.23 including amendments thereto.

“Building Code” means regulations made under Section 34 of the Act.

“Conservation Authority” means the South Nation River Conservation Authority.

“Permit” means written permission or written authorization to perform work regulated under the provisions of the Building Code and Act.

“Sewage System” means:

- (a) a chemical toilet, an incinerating toilet, a re-circulating toilet, a self-contained portable toilet and all forms of privy including a portable privy, an earth pit privy, a pail privy, a privy vault and a composting toilet system.
- (b) a grey water system,
- (c) a cesspool,
- (d) a leaching bed system, or
- (e) a system that requires or uses a holding tank for the retention of hauled sewage at the site where it is produced before its collection by a hauled sewage system, where these
- (f) have a design capacity of 10 000 litres per day or less,



- (g) have, in total, a design capacity of 10,000 litres per day or less, where more than one of these are located on a lot or parcel of land, and
- (h) are located wholly within the boundaries of the lot or parcel of land on which is located the building or buildings they serve.

“Sewage System Inspector” means an employee of South Nation Conservation designated for the purpose of implementing Part 8 of the Ontario Building Code.

“The Service Area” means this Agreement applies to all Properties in the Municipality serviced by Sewage Systems.

### **ARTICLE THREE**

#### **SERVICES OF THE CONSERVATION AUTHORITY**

Section 3.01 Services: The Conservation Authority shall provide the following services in the Service Area (the “Services”):

- (i) Inspection of Properties, not serviced by municipal sewage services, which are planned to be divided by severance, to ensure that each lot will be suitable for the installation of a Sewage System.
- (ii) Inspection of Properties prior to the issuance of a Permit for the construction, installation, establishment, enlargement, extension or alteration of a Sewage System.
- (iii) Inspection of Sewage Systems of Properties under consideration for connection to municipal sewage services.
- (iv) Issue permits under the Act and the Building Code relating to Sewage Systems (a “Permit”).
- (v) Inspection of Properties to determine the acceptability of applications for minor variances or lot line adjustments, concerning existing and proposed Sewage Systems and review of official plans and zoning by-laws and amendments to ensure compliance with provisions of the Act and Building Code relating to Sewage Systems.
- (vi) Issue permits upon successful inspection (and repeat inspection when necessary) of Sewage Systems for compliance of the Permit and other requirements under the Act or Building Code.



- (vii) Receive and process applications and requests related to activities listed in paragraphs (i) through (vi) of this section.
- (viii) Provide reports and comments on minor variances and severances directly to the appropriate planning authority related to septic systems.
- (ix) Review planning documents including, but not limited to, subdivision proposals, draft official plans, and proposed amendments, to ensure compliance with provisions of the Act and Building Code relating to Sewage Systems.
- (x) Maintain adequate records of all documents and other materials used in performing the duties required under this Agreement.
- (xi) Consult with various groups regarding compliance with provisions of the Act and Building Code relating to Sewage Systems.
- (xii) Respond to inquiries made by any person under the *Municipal Freedom of Information and Protection of Privacy Act* and related Regulations, as amended from time to time, or through other legal channels.
- (xiii) Investigate complaints and malfunctioning Sewage Systems, undertake compliance counseling and preparation of reports for abatement action as it relates to existing and proposed Sewage Systems.
- (xiv) Issue orders under the Act relating to Sewage Systems.
- (xv) Prepare documentation necessary for prosecutions including prosecuting violations relating to Sewage Systems under the Building Code. Perform all duties related to prosecutions relating to Sewage Systems pursuant to the *Provincial Offences Act*, R.S.O. 1990, c.P.33 and the Act.
- (xvi) Provide all forms and clerical services necessary for the administration of this Agreement.
- (xvii) Any other matters related to the administration or enforcement of the Act or Building Code relating to Sewage Systems.
- (xviii) Provide promptly to the Municipality, as may be required from time to time, copies of documents used by the Conservation Authority staff in the performance of their duties under this Agreement.



- (xix) To advise the Municipality of any existing Sewage Systems within the Service Area to allow for possible sewer connection.
- (xx) Maintain an appropriate number of adequately trained staff to carry out the services in a timely fashion.

Section 3.02 Performance of Duties: Dialogue is encouraged between the Conservation Authority's Inspector and the Senior Administration Officer or Chief Building Official of the Municipality; however, the Conservation Authority shall, acting reasonably, and in accordance with our Code of Conduct (Appendix A) and applicable legislation, have discretion in determining the manner in which to perform the Services.

## ARTICLE FOUR

### FEES

Section 4.01 Collection of Fees: The Conservation Authority shall collect and retain all fees, as set out in Appendix B, payable by any person for work performed by the Conservation Authority hereunder as compensation for its services provided hereunder and all persons required to pay any such fee shall pay the fee to the Conservation Authority.

Section 4.02 Amendment of Fee Schedule: The Conservation Authority may amend the fees as set out in Appendix B by applying a 2% cost of living each year, subject to the provisions of Section 1.9.1, Division C of the Code.

## ARTICLE FIVE

### INSPECTORS

Section 5.01 Qualifications: Inspectors shall be qualified in accordance with the provisions of the Building Code and shall be appointed by the Conservation Authority's Board of Directors as per section 6.2 (3) (4) of the *Building Code Act*.

## ARTICLE SIX

### LIABILITY, INSURANCE AND INDEMNITY

Section 6.01 Insurance: The Conservation Authority shall at their own expense within ten (10) days of notification of acceptance and prior to the commencement of work, obtain and maintain until the termination of the contract or otherwise stated, provided the Municipality with evidence of:



**Commercial General Liability Insurance** issued on an occurrence basis for an amount of not less than \$5,000,000 per occurrence / \$5,000,000 annual aggregate for any negligent acts or omissions by the Conservation Authority relating to its obligations under this Agreement. Such insurance shall include, but is not limited to bodily injury and property damage including loss of use; personal injury; contractual liability; premises, property and operations; non-owned automobile; broad form property damage, broad form completed operations; owners and contractors protective; occurrence property damage; products; employees as Additional Insured(s); contingent employer's liability; tenants legal liability, cross liability and severability of interest clause.

**Error and Omissions Insurance** for a limit of not less than \$2,000,000 per incident on a claims basis. Such coverage shall contain an extended reporting period of twenty-four (24) months or be maintained for a period of two years subsequent to conclusion of service provided under this Agreement.

**Environmental Impairment Liability** with a limit of not less than \$5,000,000 per incident /annual aggregate. Coverage shall include Third Party Bodily Injury and Property Damage including restoration costs. If such insurance is issued on a claims made basis, coverage shall contain a 24 month extended reporting period or be maintained for a period of two years subsequent to conclusion of services provided under this Agreement.

**Automotive Liability Insurance** with respect to owned or leased vehicles used directly or indirectly in the performance of the services covering liability for bodily injury, death and damage to property with a limit of not less than \$5,000,000 inclusive for each and every loss.

The Municipality shall be added as Additional Insured to the above noted policies with respect to the operation of the Conservation Authority. This insurance shall be non-contributing with and apply as primary and not as excess of any insurance available to the Municipality.

The Policies shown above shall not be cancelled or materially changed unless the Insurer notifies the Municipality in writing at least thirty (30) days prior to the effective date of the change or cancellation. The insurance policies will be in a form and with a company which are, in all respects, acceptable to the Municipality.

The Conservation Authority shall provide confirmation of Workers Safety Insurance Board (WSIB) coverage to the Municipality.

All deductibles related to the operations of the Conservation Authority shall be the sole responsibility of the Conservation Authority and the Municipality shall bear no cost towards such deductibles. The Conservation Authority shall be responsible for insuring their property and the Municipality shall bear no cost towards such insurance. Should the Conservation Authority fail



to insure their property, the Municipality will not be liable for such property in the event of a loss.

Section 6.02 Liability of the Conservation Authority: The Conservation Authority shall indemnify and save harmless the Municipality, their elected officials, officers, employees and volunteers from and against any and all claims, actions, losses, expenses, fines, costs (including legal costs), interest or damages of every nature and kind whatsoever, including but not limited to bodily injury or damage to or destruction of tangible property including loss of revenue arising out of or allegedly attributable to the negligence, acts, errors, omissions, whether willful or otherwise by the Conservation Authority, their officers, employees, or others who the Conservation Authority is legally responsible. This indemnity shall be in addition to and not in lieu of any insurance to be provided by the Municipality in accordance with this agreement and shall survive this agreement.

Section 6.03 Liability of the Municipality: The Municipality shall indemnify and save harmless the Conservation Authority from and against all claims, demands, losses, costs, damage, actions, suits, or proceedings by whosoever made, brought or prosecuted in any manner based upon, arising out of, related to, occasioned by or attributed to the negligence of the Municipality in executing its obligations under this Agreement.

## ARTICLE SEVEN

### TERM AND TERMINATION OF AGREEMENT

Section 7.01 Term: This Agreement shall continue in force commencing the date set out at the top of page 1 for a term of five (5) years.

Section 7.02 Deemed Renewal: This Agreement shall automatically continue following the expiry of the term set out above until it is:

- a) Superseded or replaced by a subsequent agreement; or
- b) Terminated in its entirety by either party by giving one hundred twenty (120) days written notice.

Section 7.03 Early Termination: Subject to Section 7.04, this Agreement may not be terminated prior to the end of the term set out in Section 7.01 hereto unless such termination is agreed to in writing by both parties hereto.

Section 7.04 Termination for Default:

- (i) The Municipality may terminate this Agreement at any time prior to the end of the term set out in Section 7.01 if:



- (a) the Conservation Authority has failed to comply with the Act or the Code in fulfilling its obligations under this Agreement; or
  - (b) the Conservation Authority is not carrying out its duties or obligations pursuant to this Agreement; and the Conservation Authority fails to remedy the problem in a manner satisfactory to the Municipality, acting reasonably, within 120 days of being notified by the Municipality in writing of any such problem.
- (ii) The Conservation Authority may terminate this Agreement at any time prior to the end of the term set out in Section 7.01 if:
- (a) the Municipality has failed to comply with the Act or the Code in fulfilling its obligations under this Agreement; or
  - (b) the Municipality is not carrying out its duties or obligations pursuant to this Agreement; and the Municipality fails to remedy the problem in a manner satisfactory to the Conservation Authority, acting reasonably, within 120 days of being notified by the Conservation Authority in writing of any such problem.

## ARTICLE EIGHT

### ARBITRATION

8.01 Arbitration: If a dispute arises between the parties relating to any matter in this Agreement, the parties agree to resolve the dispute in strict compliance with the following procedures:

- (i) To meet within a period of fifteen (15) days from the date a notice of dispute is filed by either party, each party to be in attendance represented by legal counsel, to participate in good faith in negotiating a resolution of the dispute.
- (ii) To negotiate in good faith, personally and through counsel, for a period of thirty (30) days after the meeting.
- (iii) If, within the thirty (30) day period after such meeting, the parties have not succeeded in negotiating a resolution of the dispute, to submit the dispute to arbitration.
- (iv) The parties shall meet and appoint a single arbitrator. If they are unable to agree on a single arbitrator within fifteen (15) days, then upon written notice by any party to the other the matter shall be settled by arbitration in accordance with the *Arbitrations Act*, 1991, of Ontario by delivery of a notice of arbitration to the other party.



## ARTICLE NINE

### RELATIONSHIP OF THE PARTIES

9.01 It is expressly agreed that this Agreement shall not be construed as a partnership or joint venture between the Conservation Authority or any subcontractor and the Municipality. The Conservation Authority shall have no authority to bind the Municipality for the performance of any contract or otherwise obligate the Municipality.

## ARTICLE TEN

### MISCELLANEOUS

Section 10.01 Preamble: The preamble hereto shall be deemed to form an integral part hereof.

Section 10.02 Amendments: This Agreement shall not be changed, modified, terminated, or discharged in whole or in part except by instrument in writing signed by the parties hereto, or their respective successors or permitted assigns, or otherwise as provided herein.

Section 10.03 Assignment: This Agreement shall not be assignable by either party hereto without the written consent of the other party being first obtained.

Section 10.04 Force Majeure: Any delay or failure of either party to perform its obligations under this Agreement shall be excused and this Agreement is suspended if, and to the extent, that the delay or failure is caused by an event occurrence beyond the reasonable control of the party and without its fault or negligence, such as, by way of example and not by way of limitation, acts of God, fires, floods, wind storms, riots, labor problems (including lock-outs, strikes and slow-downs) or court injunction or order.

Section 10.05 By-Laws: Any by-laws passed under Section 7 of the *Building Code Act* and all forms, applications, etc. related to Sewage Systems shall be provided to the Municipality by the Conservation Authority upon request at no charge.

Section 10.06 Notices: Any notice, report or other communication required or permitted to be given hereunder shall be in writing unless some other method of giving such notice, report or other communication is expressly accepted by the party to whom it is given by being delivered to an officer of such party during normal working hours or mailed to the following addresses of the parties respectively:



SOUTH NATION  
CONSERVATION  
DE LA NATION SUD



To the Conservation Authority:

South Nation River Conservation Authority  
38 Victoria Street, P.O. Box 29  
Finch, ON K0C 1K0  
Attention: General Manager/Secretary Treasurer

To the Municipality:

The Nation Municipality  
958 Route 500 West  
Casselman, ON K0A 1M0  
Attention: Chief Administrative Officer

Any notice, report or other written communication, if delivered, shall be deemed to have been given or made on the date on which it was delivered to any employee of such party, or if mailed, postage prepaid, shall be deemed to have been given or made on the third business day following the day on which it was mailed (unless at the time of mailing or within forty-eight hours thereof there shall be a strike, interruption or lock-out in the Canadian postal service in which case service shall be by way of delivery only). Either party may at any time give notice in writing to the other party of the change of its address for the purpose of this Section.

Section 9.07 Headings: The section headings hereof have been inserted for the convenience of reference only and shall not be construed to affect the meaning, construction or effect of this Agreement.

Section 9.08 Governing Law: The provisions of this Agreement shall be construed and interpreted in accordance with the laws of the Province of Ontario as at the time in effect.

[Signature page follows]



**IN WITNESS WHEREOF** the parties hereto have executed this Agreement as of the day and year set out below.

SOUTH NATION RIVER CONSERVATION  
AUTHORITY

\_\_\_\_\_  
Chair

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

\_\_\_\_\_  
General Manager/  
Secretary Treasurer

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

CORPORATION OF THE MUNICIPALITY OF THE  
NATION

\_\_\_\_\_  
Mayor

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

\_\_\_\_\_  
Clerk

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



# APPENDIX A

## SNC CODE OF CONDUCT

### Purpose of this Code of Conduct

Authority establishes a Code of Conduct as per 7.1(1) of the *Building Code Act*, 1992 as amended for the Sewage System Inspector and the designated inspectors.

- 1) To promote appropriate standards of behavior and enforcement actions by the Sewage System Inspector and designated inspectors in the exercise of a power or the performance of a duty under the *Building Code Act* or the building code.
- 2) To prevent practices which may constitute an abuse of power, including unethical or illegal practices, by the Sewage System Inspector and designated inspectors in the exercise of a power or the performance of a duty under the *Building Code Act* or the building code.
- 3) To promote appropriate standards of honesty and integrity in the exercise of a power or the performance of a duty under the *Building Code Act* or the building code by the Sewage System Inspector and the designated inspectors.
- 4) Duty to Carry Identification as indicated in Section 15.23 of the *Building Code Act* and employment standards
- 5) Inspection of Building Site as indicated in Section 12 (1) of the *Building Code Act*

### Enforcement Guidelines

The Sewage System Inspector and designated inspectors appointed with South Nation Conservation shall comply with this code of conduct. The appointed Sewage System Inspector or the designated inspectors who fails to act in accordance with the provisions of this code may be subject to disciplinary action appropriate to the seriousness of the breach. All allegations concerning a breach of this code shall be made in writing.

Any person who has reason to believe that this code of conduct has been breached may bring the matter to the attention of the Sewage System Inspector. Where the allegation concerns the actions of the Sewage System Inspector, the matter may be brought to the attention of the senior staff person to whom the Sewage System Inspector reports.



The Sewage System Inspector or senior staff person who receives information, in writing, concerning a significant breach of this code shall investigate the matter, and where appropriate shall commence disciplinary action in accordance with the employment standards of the place of work. All communications received by a Sewage System Inspector or senior staff person concerning a breach of this code shall be held in confidence. The Sewage System Inspector or senior staff person shall advise the Board of Directors in writing about the particulars of the alleged breach, its investigation and the final disposition of the matter upon its conclusion.

### **Disciplinary Action**

Disciplinary action arising from violation of the Code is the responsibility of South Nation Conservation and will be based on the severity and frequency of the violation in accordance with employment laws and standards, and relevant collective agreements.

### **Code of Conduct**

In exercising powers and performing duties under the *Building Code Act* and the building code, the Sewage System Inspector and designated inspectors shall:

- 1) Exercise powers in accordance with the provisions of the *Building Code Act*, the building code and other applicable law that governs the authorization, construction, occupancy and safety of buildings and designated structures, and the actions, duties and qualifications of the Sewage System Inspector and designated inspectors;
- 2) Act to identify and enforce compliance where significant contravention of the Act or regulations are known to exist;
- 3) Apply all relevant building laws, regulations and standards in a consistent and fair manner, where a personal interest may create a conflict;
- 4) Not accept any personal benefit which may create a conflict with their duties; or perform duties where a personal interest may create a conflict;
- 5) Obtain the counsel of persons with expertise where the Sewage System Inspector or designated inspectors does not possess sufficient knowledge to make an informed judgment; and
- 6) Act honestly, reasonably and professionally in the discharge of their duties

### **Public Notice**

This code of conduct shall be brought to the attention of the public in the following manner:

- Posting on Conservation Authorities website, and
- Public viewing by attending at the South Nation Conservation office and requesting a copy.



# APPENDIX B

## FEE SCHEDULE SEWAGE SYSTEM INSPECTIONS

Attached

Updated Annually

DRAFT



# APPENDIX C

## CERTIFICATE OF INSURANCE

Attached

Updated Annually

DRAFT



SOUTH NATION  
CONSERVATION  
DE LA NATION SUD

# APPROVALS FEE SCHEDULE

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Effective January 1, 2022



South Nation Conservation (SNC) Approvals Fee Schedule (Effective January 1, 2022)



Index:



- Schedule A: Planning
- Schedule B: Conservation Authorities Act Permits
- Schedule C: Technical Reviews
- Schedule D: Information, Professional Services, and Conservation Lands
- Schedule E: Sewage System Inspections



Payment can be made by cheque, cash, debit or credit.

Please note that payments made by credit card are subject to a 3% convenience charge.



## SCHEDULE A: PLANNING

<b>Planning Application Type</b>	<b>2022</b>
<b>Official Plan and Zoning Amendments</b>	
Standard	\$785
Major	\$3,920
Zoning By-law Amendments	\$400
Minor Variance Applications	\$400
<b>Application for Consent</b>	
Clearance of conditions	\$490
Clearance of conditions	\$230
<b>Site Plan Control</b>	
Single Residential	\$400
Minor	\$665
Standard	\$1,065
Major	\$2,655
<b>Plan of Subdivision/ Part Lot Control/ Condominium</b>	
Less than 2 ha and/or 10 lots on full municipal services	\$1,295
Under 10 lots and 2 ha on private services	\$2,565
Over 10 lots and/or 2 ha on private or full municipal services	\$3,920
Clearance of conditions (per phase)	\$1,970
Priority review (per phase)	\$5,995
File reactivation (dormant files over 2 years)	50% of current fee
Revision: all file types	50% of current fee
<b>Pre-consultation</b>	Free

**Application Categories:**

- Minor: no technical studies
- Standard: one technical study
- Major: more than one technical study



## **NOTES (SCHEDULE A: PLANNING)**

Reviews comply with South Nation Conservation (SNC) circulation requirements under the Planning Act, SNC's Fee Administration Policy, SNC's Client Service Policy, Conservation Ontario Timely Review Taskforce Policies, and the 2001 Provincial Memorandum of Understanding on Procedures to Address Conservation Authority Delegated Responsibility [Ministry of Natural Resources and Forestry & Ministry of Municipal Affairs and Housing].

Reviews may be completed under municipal planning service agreements or agreements with Federal and Government agencies. Clause 21(1) (m.1) of the Conservation Authorities Act permits SNC to charge for services in accordance with SNC's Fee Administration Policy.

Fees are exclusive of technical report review fees (Schedule C). All fees must be paid prior to the release of written comments to approval authorities.

One fee (the highest) applies for concurrent applications unless otherwise stated (ex. where an Official Plan Amendment and Zoning By-law Amendment are submitted for the same development).

No fee is charged to a municipality within SNC's jurisdiction for planning reviews initiated by that municipality.



**SCHEDULE B: CONSERVATION AUTHORITIES ACT PERMITS**

Application Type		Description	2022
<b>Water Crossing</b>	Private - culvert/bridge	Private entrance replacement $\leq 30$ m	\$275
		Private entrance replacement $> 30$ m	\$650
		New private entrance	\$650
	Infrastructure - culvert/bridge	Replacement (same dimension) $\leq 30$ m and $\leq 1$ m dia.	\$275
		Replacement (different dimension) or new $\leq 1$ m dia.	\$650
		$> 1$ m dia. - $2$ m dia.	\$1,020
		$> 2$ m dia.	\$2,010
		Resurfacing	\$275
		Superstructure or abutment works	\$650
	Directional drilling	New bridge	\$2,630
		Channel width $\leq 3$ m	\$275
	Water utility crossing (open-cut)	Channel width $> 3$ m	\$650
		Channel width $\leq 3$ m	\$1,020
Channel width $> 3$ m - $10$ m		\$2,010	
Channel width $> 10$ m		\$2,630	
<b>Docks</b>	Dock installation	$\leq 45$ m <sup>2</sup>	\$275
		$> 45$ m <sup>2</sup>	\$650
		All crib construction	\$1,020
<b>Fill Placement &amp; Grading</b>	Fill placement (m <sup>3</sup> ) / grading (ha) (including septic beds)	$\leq 100$ m <sup>3</sup> / $\leq 0.25$ ha	\$275
		$> 100$ m <sup>3</sup> - $500$ m <sup>3</sup> / $> 0.25$ ha - $0.5$ ha	\$650
		$> 500$ m <sup>3</sup> - $1,000$ m <sup>3</sup> / $> 0.5$ ha - $1.0$ ha	\$1,020
		$> 1,000$ m <sup>3</sup> - $2,000$ m <sup>3</sup> / $> 1.0$ ha - $2.0$ ha	\$2,010



Application Type		Description	2022
<b>Buildings</b>	Ancillary buildings with no foundations	Within a Regulated Area	\$275
	Single family dwelling, auxiliary buildings, additions and similar	≤ 20 m <sup>2</sup>	\$275
		> 20 m <sup>2</sup> - 100 m <sup>2</sup>	\$650
		> 100 m <sup>2</sup> - 200 m <sup>2</sup>	\$1,020
		> 200 m <sup>2</sup>	\$2,010
New multi-residential or institutional			\$2,630
<b>Shoreline Work &amp; Watercourse Clean Out</b>	Shoreline alterations, erosion protection, channelization, new watercourses and similar	≤ 15 m	\$275
		> 15 m - 50 m	\$650
		> 50 m - 500 m	\$1,020
		> 500 m - 1000 m	\$2,010
		> 1000 m	\$2,630
	Watercourse cleanout (non-municipal drain)		
<b>Wetland</b>	Development/interference within 120 m of a wetland boundary	Minor review	\$275
		Area affected ≤ 0.5 ha	\$650
		Area affected > 0.5 ha and ≤ 1.0 ha	\$1,020
		Area affected > 1.0 ha and ≤ 2.0 ha	\$2,010
Municipal Drain Maintenance (DART Protocol)			\$90
Screening Fee			\$120
Issuance of new permit within 6 months of expiry date with no changes to proposal or site conditions			\$130
S. 28 Application Review Hearing			\$130
Applications amended or resubmitted after approval (includes modifications to previously reviewed sediment and erosion control plans)			50% of current fee
Retroactive Permit (application for permit after the project has started) Retroactive permit applications shall only be considered if the project meets – or can be reasonably modified to meet – SNC's Section 28 Regulation Policies.			200% of current fee
Major Projects (ex. Minister's Zoning Order, applications that include several technical studies, >1,000 m shoreline work or watercourse realignment, development or interference with >2 ha wetland, subdivisions over 10 lots, fill placement over > 2000 m <sup>3</sup> / > 2.0 ha). Note: Additional charges for legal or technical peer-review may be applicable.			\$5,260
<b>Property Inquiry</b>			
Written responses to natural environment, legal, real estate related financial (including Canadian Mortgage and Housing Corporation) or other inquiries by landowners or others on their behalf.	File search only - normal review (10 business days)		\$275
	File search only - expediated review (5 business days)		\$530
	With site inspection - normal review		\$475



## SCHEDULE C: TECHNICAL REVIEWS

Reviews are prepared by qualified professionals in the fields of water resources engineering, groundwater science, site servicing, geotechnical engineering, environmental assessments, ecology, and planning to support appropriate development. Our reviews involve evaluation of whether the applicable guidelines and legislation have been appropriately addressed.

Report Review	Development Type	2022
Normal Review (20 business days) <sup>1</sup> <ul style="list-style-type: none"> <li>• Flood plain hydrology analysis</li> <li>• Geotechnical reports (unstable soils and slopes)</li> <li>• Wetland hydrologic impact analysis</li> <li>• Environmental impact studies</li> <li>• Stormwater management</li> <li>• Grading and drainage plan</li> <li>• Aquatic habitat assessment/fish habitat impact</li> <li>• Hydrological assessment</li> <li>• Groundwater and terrain analysis</li> <li>• Private Servicing</li> </ul>	Small scale development	\$450
	Development area < 0.5 hectares	\$880
	Development area ≤ 2 hectares	\$1,850
	Development area > than 2 hectares	\$2,885
Clearance of Conditions		\$330
Major Projects <sup>2</sup>		Hourly
Aggregate Resource Act Reviews (plus technical review fees)		\$3,920

<sup>1</sup> Services are tracked per file, on an hourly basis. Where reviews exceed one full review, additional submissions will be billed on an hourly professional rate, in addition to this fee.

<sup>2</sup> Major Projects are projects with a high level of environmental concern that require the Authority to attend meetings and respond to inquiries and concerns. An application to the Authority may or may not be active.



**SCHEDULE D: INFORMATION, PROFESSIONAL SERVICES,  
 AND CONSERVATION LANDS**

Product/Service		2022
Staff Time		
	Assistant Rate	\$70/hour
	Technical Rate	\$90/hour
	Specialist Rate	\$95/hour
	Professional Rate	\$105/hour
	Management Rate	\$130/hour
Digital Data and Maps		
Monitoring data, GIS files, Aerial photography <sup>1</sup>	Staff Time	\$95/hour
Natural Hazard and Other Digital Maps	Staff Time	\$105/hour
Customized Maps	Staff Time	\$95/hour
Reports		
Base Cost (digital and paper)	Small: 1-30 pg	\$140
	Med: 31-100 pg	\$275
	Large: > 100 pg	\$405
Photocopying	Black and White	\$0.55
	Colour	\$1.08/page - plus staff time
Floodplain Models		
Hydraulic Model (HEC RAS model files) <sup>1,2</sup>		\$2,080 - plus staff time
Hydraulic Model (HEC-HMS, SWMHYMO model files) <sup>1,2</sup>		
Total Phosphorus Management		\$550/kg
Conservation Lands		
Hunting	SNC Jurisdiction	\$100
	Outside SNC Jurisdiction	\$150
	Outside of Province	\$200
Trapping		\$25
Contracts and Land Use Agreements are negotiated on a case by case basis using current market rates.		

<sup>1</sup> a signed digital data license agreement is required.

<sup>2</sup> a copy of the updated input and output files and revised floodplain maps must be provided.



## SCHEDULE E: SEWAGE SYSTEM INSPECTIONS

<b>Classification of Systems</b>	<b>2022</b>
<b>Class 2</b>	
Grey water pit only - daily design flow not exceeding 1,000 L/day	\$410
<b>Class 3</b>	
Cesspool - Black water pit only - daily design flow not exceeding 1,000 L/day	\$410
<b>Class 4 and 5</b>	
Class 4 tank and leaching bed and Class 5 holding tank daily design flow <4,000 L/day	
Systems requiring annual maintenance	\$890
Other Systems	\$790
Class 4 tank and leaching bed and Class 5 holding tank daily design flow >4,000 L/day and <10,000 L/day	
Systems requiring annual maintenance	\$1,285
Other Systems	\$1,170
<b>Treatment Unit Alterations (No changes to disposal field)</b>	
Replacement/enlargement/relocation	\$410
Material Alteration	\$805
Repair Pumping/Dosing System or Minor Repair (ie. level header)	\$205
Installation of Filter/Risers	\$205
<b>Additional Inspections and Retroactive Permits</b>	
Any additional or repeat inspections	\$205
Applying for a permit after the installation is complete (retroactive permits)	125% of current fee



<b>Permit revisions (Certificate of Change)</b>	
Change of tertiary treatment unit type	\$205
Pipes and Stone to Chambers (equal area or reduction)	\$410
Chambers to Pipes and Stone (increase)	\$410
Addition of fixtures or living area (no design flow increase)	\$205
Increased design flow and/or elevation changes	\$205
Change in type of system (ie. Conventional to Tertiary)	\$410
Different location on property (site evaluation)	\$205
Miscellaneous / Other / Repeat Inspections	\$205

<b>Permit Renewal and Expiration</b>	
Owner renews permit (first six months)	\$205
Owner renews permit (second six months) *Maximum of two renewals will be granted	\$205

<b>Permit Cancellation and Transfers</b>	
Administrative Revision	\$115
Owner transfers permit to new owner (no changes)	\$205
Owner cancels application (no inspection done)	80%
Owner cancels application (no permit issued)	50%
Owner cancels application (permit issued)	33%
Owner changes designer or contractor	\$805

<b>Renovations / Changes of use permits (Part 10 &amp; 11 of the Ontario Building Code)</b>	
File Search/Review (no letter provided)	\$60
File Search/Review (clearance letter provided)	\$175

<b>Land Control and Lot Creation (Planning Act)</b>	
Minor Variances and Zoning By-Laws (site visit required)	\$205
Outside SNC Jurisdiction - Consent Applications (per application)	\$410
Inside SNC Jurisdiction - Consent Applications (per application)	\$490
Subdivision or Condominium Lots (per lot) (Maximum fee of \$5,000.00)	\$250

<b>File Searches</b>	
File Searches (images only)	\$75
Images and Legal Report	\$95

<b>Administrative Fees</b>	
Additional Copies of Permit Documents (photocopies)	\$25
Photocopies of Other Documents	\$1 per copy

## CORPORATION OF THE NATION MUNICIPALITY

### BY-LAW NO. 21-2022

#### A BY-LAW TO PROVIDE FOR INTERIM TAX LEVIES FOR THE YEAR 2022 FOR THE CORPORATION OF THE NATION MUNICIPALITY

**WHEREAS** section 317 of the *Municipal Act*, 2001, as amended, provides that the council of a local municipality, before the adoption of estimates for the year under section 290, may pass a by-law levying amounts on the assessment of property in the local municipality ratable for local municipality purposes

**AND WHEREAS** Council of The Nation Municipality deems it appropriate to provide for such interim levy on the assessment of property in this municipality

**THEREFORE** the Council of the Nation Municipality enacts as follows:

In this by-law the following words shall be defined:

“Act” shall mean the Municipal Act, 2001 S.O. 2001, C.25, as amended

“Collector” shall mean the person who collects the taxes

“Minister” shall mean the Minister of Finance;

“MPAC” shall mean the Municipal Property Assessment Corporation;

“Tax Adjustment” shall mean that an amount added directly to the year for which the charge was set

“Treasurer” means the treasurer of a lower-tier municipality or a person delegated the treasurer’s powers and duties under s.286(5) of the Act.

1. This by-law shall be in force as of January 1, 2022.
2. The amounts levied shall be as follows:
  - 2.1. For the Residential, Pipeline, Farmland and Managed Forest property classes there shall be imposed and collected an interim levy of:
    - (a) the percentage prescribed by the Minister under section 317(3) of the *Municipal Act*; or,
    - (b) 50%, if no percentage is prescribed,of the total taxes for municipal, county, and school purposes levied in the year 2021.
  - 2.2. For the Multi-Residential, Commercial, and Industrial property classes there shall be imposed and collected an interim levy of:
    - (c) the percentage prescribed by the Minister under section 317 (3) of the *Municipal Act*; or,
    - (d) 50% if no percentage is prescribed, of the total taxes for municipal, county and school purposes levied in the year 2021.
3. For the purposes of calculating the total amount of taxes for the year 2022 under paragraph 2, if any taxes for municipal, county, and school purposes were levied on a property for only part of 2021 because assessment was added to the collector’s roll during 2021, an amount shall be added equal to the additional taxes that would have been levied on the property if taxes for municipal, county, and school purposes had been levied for the entire year.

4. The provisions of this by-law apply in the event that assessment is added for the year 2021 to the collector's roll after the date this by-law is passed and an interim levy shall be imposed and collected.
5. For all properties that have outstanding fees and charges for the supply of a public utility, the outstanding fees and charges up to the date of the passing this by-law shall be added to the tax roll in a tax adjustment manner under *Section 398 (2) of the Municipal Act*.
6. All taxes levied under this by-law shall be payable into the hands of the Collector in accordance with the provisions of this by-law.
7. There shall be imposed on all taxes a penalty for non-payment or late payment of taxes in default of the installment dates set out below. The penalty shall be one and one-quarter percent (1 ¼ %) of the amount in default on the first day of default and on the first day of each calendar month during which the default continues, but not after the end of 2022.
8. The interim tax levy imposed by this by-law shall be paid in two installments due on the following dates:
  - 8.1. One-half (1/2) thereof on the 25<sup>th</sup> day of March of 2022, for every classes
  - 8.2. One-half (1/2) thereof on the 24<sup>th</sup> day of June of 2022, for every classes.
9. The treasurer shall mail or cause to be mailed to the address of the residence or place of business of each person taxed under this by-law, a notice specifying the amount of taxes payable.
10. The notice to be mailed under this by-law shall contain the particulars provided for in this by-law and the information required to be entered in the Collector's roll under section 343 of the *Municipal Act, 2001*.
11. The subsequent levy for the year 2022 to be made under the *Municipal Act* shall be reduced by the amount to be raised by the levy imposed by this by-law.
12. The provisions of section 317 of the *Municipal Act*, as amended apply to this by-law with necessary modifications.
13. The Collector shall be authorized to accept part payment from time to time on account of any taxes due, and to give a receipt of such part payment, provided that acceptance of any such part payment shall not affect the collection of any percentage charge imposed and collectable under section 7 of this by-law in respect of non-payment or late payment of any taxes or any installment of taxes.
14. Nothing in this by-law shall prevent the Collector from proceeding at any time with the collection of any tax, or any part thereof, in accordance with the provisions of the statutes and by-laws governing the collection of taxes.
15. In the event of any conflict between the provisions of this by-law and any other by-law, the provisions of this by-law shall prevail.
16. This by-law shall come into force and take effect on the day of the final passing thereof.

**READ A FIRST, SECOND AND THIRD TIME AND DULY PASSED IN OPEN COUNCIL THIS 7<sup>TH</sup>  
DAY OF FEBRUARY 2022.**

Fran ois St Amour,  
Mayor

Jos e Bri ard  
Clerk

SEAL

**The Nation Municipality/Municipalite de La Nation**  
**Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910**  
**For The Date Range From 01/27/2022 To 02/08/2022**

**For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque**

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
12467	C	02/08/2022	7	A.L. BLAIR CONSTRUCTION LTD	\$6,538.53	O
12468	C	02/08/2022	75	CADUCEON ENTREPRISES INC	\$3,339.99	O
12469	C	02/08/2022	81	UNISYNC GROUP LIMITED	\$93.79	O
12470	C	02/08/2022	177	GAGNE & FILS EXCAVATION LTEE	\$3,251.58	O
12471	C	02/08/2022	198	HYDRO ONE NETWORKS INC	\$15.44	O
12472	C	02/08/2022	212	JP DESIGN	\$128.93	O
12473	C	02/08/2022	253	LEO SARAULT & FILS INC EXCAVATION	\$1,698.67	O
12474	C	02/08/2022	286	MEUBLE HOME FURNITURE	\$63.27	O
12475	C	02/08/2022	290	MINISTER OF FINANCE	\$135,271.00	O
12476	C	02/08/2022	365	RAY'S EQUIPMENT SALES LIMITED	\$6,667.00	O
12477	C	02/08/2022	430	WINDSOR SALT LTD.	\$48,270.76	O
12478	C	02/08/2022	433	THE NATION MUNICIPALITY	\$37,242.00	O
12479	C	02/08/2022	506	PETTY CASH - ST ISIDORE ARENA	\$213.60	O
12480	C	02/08/2022	577	EMCO CORPORATION	\$585.94	O
12481	C	02/08/2022	671	KB MEDIA E-MARKETING & WEB	\$55.37	O
12482	C	02/08/2022	1037	MUNICIPAL PROPERTY ASSESSMENT CORPORATION	\$113.00	O
12483	C	02/08/2022	1200	LE COIN DU LIVRE	\$1,872.74	O
12484	C	02/08/2022	1433	HUNEAULT PORTES DE GARAGE DOORS INC.	\$141.25	O
12485	C	02/08/2022	1579	BAXTEC MECHANICAL SERVICES	\$1,090.34	O
12486	C	02/08/2022	1608	FIRE MARSHAL'S PUBLIC FIRE SAFETY COUNCIL	\$512.57	O
12487	C	02/08/2022	1700	ONTARIO LIBRARY SERVICE	\$3,676.87	O
12488	C	02/08/2022	1725	GROENEVELD LUBRICATION SOLUTIONS INC.	\$1,002.60	O
12489	C	02/08/2022	2038	SERVALVE	\$1,576.07	O
12490	C	02/08/2022	2087	CERTIFIED LABORATORIES	\$880.78	O
12491	C	02/08/2022	2119	MARIO LAMOUREUX	\$1,000.00	O
12492	C	02/08/2022	2786	ROCQUE LOUIS	\$1,000.00	O
12493	C	02/08/2022	3052	CHARTRE CAROLANE	\$200.00	O
12494	C	02/08/2022	3057	LAMARCHE ANDRE	\$100.00	O
12495	C	02/08/2022	3060	LA SHOP CO.	\$1,322.10	O
12496	C	02/08/2022	3062	LACROIX MARTIN	\$2,100.00	O
12497	C	02/08/2022	3064	PARISIEN DENIS	\$1,000.00	O
12498	C	02/08/2022	3065	ONIX NETWORKING CANADA INC.	\$2,938.00	O
12499	C	02/08/2022	3066	LA ROCQUE TINA	\$1,702.00	O
12500	C	02/08/2022	3067	ROBERT ZALUSKI	\$20.00	O
12501	C	02/08/2022	3068	WILSON IAN	\$2,100.70	O

**The Nation Municipality/Municipalite de La Nation**  
**Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910**  
For The Date Range From 01/27/2022 To 02/08/2022

For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
12502	C	02/08/2022	3069	HARMAC LIMITED	\$2,300.77	O
12503	C	02/08/2022	3070	FRAPPIER ISABELLE	\$75.00	O
12504	C	02/08/2022	3071	SOULIGNY NICHOLAS	\$3,000.00	O
12505	C	02/08/2022	3072	CAYER VERONIQUE	\$200.00	O
12506	C	02/08/2022	3073	WHELAN WILLIAM	\$250.00	O
62743	E	01/27/2022	313	OMERS	\$96,184.56	O
62744	E	01/27/2022	1842	SELECTCOM INC	\$2,228.68	O
62745	E	01/28/2022	11	ABC DISPOSAL	\$568.50	O
62746	E	01/28/2022	65	BRAZEAU SANITATION INC	\$711.90	O
62747	E	01/28/2022	89	CASSELMAN CEMENT	\$762.75	O
62748	E	01/28/2022	112	CONSEIL SCOLAIRE DISTRICT CATHOLIQUES EST ONTARIE	\$3,000.00	O
62749	E	01/28/2022	116	UNIAG COOPERATIVE	\$130.98	O
62750	E	01/28/2022	149	ENTRETIEN PAYSAGER RACINE	\$4,644.30	O
62751	E	01/28/2022	151	AEBI SCHMIDT CANADA INC.	\$3,082.04	O
62752	E	01/28/2022	158	FERNAND DENIS INC	\$8,599.09	O
62753	E	01/28/2022	171	FUTURE OFFICE PRODUCTS	\$7,239.81	O
62754	E	01/28/2022	174	BERCIER ELECTRIC INC	\$300.49	O
62755	E	01/28/2022	201	J & R ADAM LTEE	\$179.67	O
62756	E	01/28/2022	202	J.B. MOBILE MECHANIC INC	\$13,281.83	O
62757	E	01/28/2022	226	LAFLECHE GUYLAIN	\$508.75	O
62758	E	01/28/2022	238	LAPOINTE DRAINAGE	\$24,148.10	O
62759	E	01/28/2022	244	LE REFLET	\$1,030.56	O
62760	E	01/28/2022	267	LIONEL DESNOYERS REFRIGERATION	\$394.37	O
62761	E	01/28/2022	405	SPROULE POWERLINE	\$2,435.16	O
62762	E	01/28/2022	512	RECYCLE ACTION	\$5,942.68	O
62763	E	01/28/2022	533	SPUEHLER SHOP	\$1,362.78	O
62764	E	01/28/2022	537	AUTO SELECT CASSELMAN	\$2,054.85	O
62765	E	01/28/2022	659	GAGNIER YVES	\$235.75	O
62766	E	01/28/2022	841	KB MEDIA CORP	\$4,627.35	O
62767	E	01/28/2022	871	FORGUES GABRIEL	\$200.00	O
62768	E	01/28/2022	1063	MALBEUF TECH SOLUTIONS	\$324.88	O
62769	E	01/28/2022	1829	MAXI POWER ELECTRICAL SERVICES INC.	\$10,204.93	O
62770	E	01/28/2022	1854	MAINVILLE SEBASTIEN	\$200.00	O
62771	E	01/28/2022	1991	BURELLE-CHEVRIER SEBASTIEN	\$50.00	O
62772	E	01/28/2022	2083	LEROUX CONSULTANT	\$9,258.37	O

**The Nation Municipality/Municipalite de La Nation**  
**Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910**  
For The Date Range From 01/27/2022 To 02/08/2022

**For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque**

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
62773	E	01/28/2022	2108	TELMATIK	\$437.88	O
62774	E	01/28/2022	2454	MILLER WATER SYSTEMS INC	\$53.11	O
62775	E	02/08/2022	9	AALTO TECHNOLOGIES	\$978.64	O
62776	E	02/08/2022	30	AUTO PARTS EXTRA PIECES D'AUTO	\$6,900.55	O
62778	E	02/08/2022	37	BEAUDIN JEAN-GUY	\$200.00	O
62779	E	02/08/2022	65	BRAZEAU SANITATION INC	\$135.60	O
62780	E	02/08/2022	66	BRENNTAG CANADA INC	\$9,178.09	O
62781	E	02/08/2022	71	BYTOWN LUMBER	\$642.28	O
62782	E	02/08/2022	75	CADUCEON ENTREPRISES INC	\$5,272.39	O
62784	E	02/08/2022	77	CANSEL SURVEY EQUIPMENT INC.	\$2,474.70	O
62785	E	02/08/2022	78	CAPITAL ELEVATOR LTD	\$367.25	O
62786	E	02/08/2022	80	MAXIBURO LTEE	\$371.56	O
62787	E	02/08/2022	91	CASSELMAN GAS BAR	\$396.45	O
62788	E	02/08/2022	100	CIMA CANADA INC	\$6,819.55	O
62789	E	02/08/2022	112	CONSEIL SCOLAIRE DISTRICT CATHOLIQUES EST ONTARIE	\$12,402.00	O
62790	E	02/08/2022	116	UNIAG COOPERATIVE	\$483.55	O
62791	E	02/08/2022	117	COOPERATIVE AGRICOLE D'EMBRUN	\$2,657.28	O
62792	E	02/08/2022	145	ELECTROTEK INC	\$460.13	O
62793	E	02/08/2022	147	ENTREPRISE BOURDEAU	\$305.26	O
62794	E	02/08/2022	152	EVANS UTILITY AND MUNICIPAL	\$28,417.86	O
62795	E	02/08/2022	158	FERNAND DENIS INC	\$6,940.29	O
62796	E	02/08/2022	175	G.D.S HYDRAULIC INC	\$376.35	O
62797	E	02/08/2022	200	IMPRIMERIE SERGE PRINTING	\$1,525.50	O
62798	E	02/08/2022	202	J.B. MOBILE MECHANIC INC	\$16,587.23	O
62799	E	02/08/2022	204	J.R BRISSON EQUIP LTEE	\$3,512.34	O
62800	E	02/08/2022	206	JEAN-CLAUDE CAYER ENTREPRISES	\$145.77	O
62801	E	02/08/2022	216	KEMIRA WATER SOLUTIONS CANADA INC	\$12,627.68	O
62802	E	02/08/2022	222	LA COMPAGNIE D'EDITION ANDRE PAQUETTE INC	\$406.80	O
62803	E	02/08/2022	225	GFL ENVIRONMENTAL INC	\$8,620.13	O
62804	E	02/08/2022	237	LAPLANTE CHEVROLET BUICK GMC LIMITED	\$169.68	O
62805	E	02/08/2022	239	LASCELLES ENGINEERING LTD	\$5,197.16	O
62806	E	02/08/2022	262	LES SERVICES EXP INC	\$2,260.00	O
62807	E	02/08/2022	264	LEVAC PROPANE INC	\$21,406.17	O
62809	E	02/08/2022	281	MCINTOSH PERRY CONSULTING ENG.	\$874.62	O
62810	E	02/08/2022	313	OMERS	\$65,932.04	O

**The Nation Municipality/Municipalite de La Nation**  
**Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910**  
For The Date Range From 01/27/2022 To 02/08/2022

**For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque**

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
62811	E	02/08/2022	316	ONTARIO ASSOCIATION OF FIRE CHIEFS	\$576.30	O
62812	E	02/08/2022	323	PAPETERIE GERMAIN INC	\$208.87	O
62813	E	02/08/2022	351	PNEU LANDRIAULT TIRE	\$6,816.16	O
62814	E	02/08/2022	382	SANI-SOL INC	\$239.01	O
62815	E	02/08/2022	400	SOLENO INC	\$13,059.24	O
62816	E	02/08/2022	402	SOUTH NATION CONSERVATION DE LA NATION SUD	\$4,000.00	O
62817	E	02/08/2022	414	STELEM DIV. D'EMCO CORPORATION	\$107.35	O
62818	E	02/08/2022	449	UNIPRO ST-ISIDORE	\$565.02	O
62819	E	02/08/2022	476	XPLORNET COMMUNICATIONS INC	\$169.46	O
62820	E	02/08/2022	512	RECYCLE ACTION	\$21,088.53	O
62821	E	02/08/2022	533	SPUEHLER SHOP	\$108.48	O
62822	E	02/08/2022	537	AUTO SELECT CASSELMAN	\$2,065.62	O
62823	E	02/08/2022	569	ISOLARA SOLAR POWER	\$997.95	O
62824	E	02/08/2022	804	GAGNON WELDING & MACHINING INC	\$672.35	O
62825	E	02/08/2022	841	KB MEDIA CORP	\$1,689.35	O
62826	E	02/08/2022	857	HUNEAULT PORTES DE GARAGE DOORS INC	\$248.60	O
62827	E	02/08/2022	899	EMOND HARNDEN LLP/S.R.L.	\$3,661.21	O
62828	E	02/08/2022	933	DROUIN CREATIONS	\$4,321.21	O
62829	E	02/08/2022	1063	MALBEUF TECH SOLUTIONS	\$1,284.02	O
62830	E	02/08/2022	1282	ROY AIMEE	\$200.00	O
62831	E	02/08/2022	1336	ON CALL CENTRE	\$224.97	O
62832	E	02/08/2022	1418	CENTRAL TRUCK TRAILER REPAIR	\$2,406.11	O
62833	E	02/08/2022	1523	ROBERT EXCAVATING	\$450,037.57	O
62834	E	02/08/2022	1602	SKS LAW LLP/SRL	\$2,531.20	O
62835	E	02/08/2022	1726	PREZEAU JESSICA	\$5.65	O
62836	E	02/08/2022	1773	A.D.R. DISTRIBUTION	\$57.00	O
62837	E	02/08/2022	1794	COALWATER EXCAVATION INC.	\$6,993.89	O
62838	E	02/08/2022	1829	MAXI POWER ELECTRICAL SERVICES INC.	\$828.96	O
62839	E	02/08/2022	2031	HACH SALES & SERVICE CANADA LP	\$1,854.14	O
62840	E	02/08/2022	2083	LEROUX CONSULTANT	\$11,519.28	O
62841	E	02/08/2022	2406	SOLID CADDGROUP INC.	\$11,243.50	O
62842	E	02/08/2022	2423	W.O. STINSON & SON LTD.	\$16,061.50	O
62843	E	02/08/2022	2431	THOMAS FULLER CONSTRUCTION CO.LIMITED	\$291,710.31	O
62844	E	02/08/2022	2658	BDI A DIVISION OF BELL MOBILITY INC.	\$273.74	O
62845	E	02/08/2022	2797	RALIK	\$208.93	O

## Accounts Payable Cheque Register Report - Caisse Populaire Nouvel-horizon Inc.-603910

For The Date Range From 01/27/2022 To 02/08/2022

For All Vendors And For Outstanding, Cleared Cheques - Computer Generated, eCheque

Cheque # / eCheque ID	Type	Date	Vendor	Name	Amount	Status
62846	E	02/08/2022	3002	MCDONALD BROTHERS CONSTRUCTION INC.	\$411,232.47	O
62847	E	02/08/2022	3029	RC STRATEGIES INC.	\$3,175.20	O
62848	E	02/08/2022	3061	4784 RIDGE RD MICROFIT PROJECT	\$1,130.00	O
62849	E	02/08/2022	3063	MNP LLP	\$2,610.30	O
BELL CANADA	E	01/28/2022	46	BELL CANADA	\$374.03	O
BELL CANADA	E	02/08/2022	46	BELL CANADA	\$977.58	O
BELL MOBILITY INC.	E	01/28/2022	47	BELL MOBILITY INC.	\$2,294.28	O
ENBRIDGE CONSUMER GAS	E	02/08/2022	146	ENBRIDGE CONSUMER GAS	\$4,456.14	O
HYDRO ONE NETWORKS INC	E	02/08/2022	198	HYDRO ONE NETWORKS INC	\$19,963.04	O
MINISTER OF	E	02/08/2022	291	MINISTER OF FINANCE	\$7,403.76	O
RECEVEUR GENERAL DU CANADA	E	02/08/2022	366	RECEVEUR GENERAL DU CANADA	\$58,758.82	O
SHAW DIRECT	E	02/08/2022	1729	SHAW DIRECT	\$89.24	O
VISA DESJARDINS	E	01/28/2022	465	VISA DESJARDINS	\$49,314.83	O
WORKPLACE SAFETY & INSURANCE	E	01/28/2022	474	WORKPLACE SAFETY & INSURANCE	\$23,104.33	O
WORKPLACE SAFETY & INSURANCE	E	02/08/2022	474	WORKPLACE SAFETY & INSURANCE	\$12,869.43	O

**TOTAL****\$2,158,828.61**

ALREADY APPROVED

- \$105,970.88

**TOTAL VOUCHER****\$2,052,857.73**

# Cheese Curd Classic Proposal

November 26, 2021

## OVERVIEW

This document outlines the details of our proposed event at St Albert's Fromagerie. Our hope is we can get the local community excited about visiting the fromagerie and experiencing a fun, quintessentially Canadian event.

**Event Name :** Cheese Curd Classic

**Event Date:** Sunday, April 10th, 2022

**Event Organizer:** Somersault

**Anticipated Participants, Staff and Volunteers:** 500-1000

## ABOUT SOMERSAULT

The Somersault Event Series is the pre-eminent event series in Eastern Ontario consisting of triathlon, duathlon, and running events for all ages and abilities. The Cheese Curd Classic will be organized and operationally supported by Somersault with Adam Kourakis as the Race Director.

## ABOUT THE EVENT

The Cheese Curd Classic is a running race in St-Albert, that showcases the incredible products of St-Albert. It is an opportunity to have people bring their friends and family to experience the Fromagerie . This race is designed to be very inclusive to all participants - those who want to push their pace and race and others who want to walk and who are really just there for the cheese!

This race will take place on the day before "National Poutine Day".

All participants will receive a race bib and a custom, commemorative medal. The on-course timing will be provided by Sportstats, the leading event timing company in the world, but founded and based in Ottawa.

## CLASSIC CANADIAN FOODS

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We will showcase cheese curds given the event is hosted at the fromagerie by giving a 200g bag of curd cheese to everyone that finishes the race.

As for drinks, we will set up a small beer garden with Tuque de Broue and with Walters/Dairy Distillery. That'll give us some great local craft beer offerings and a caesar option - another Canadian specialty! Please note that these drink partnerships have not yet been finalized.

## **LUMBERJACK MASCOT**

Given this event will have a kids' race, we hope that entire families will want to spend the morning at the event. To provide more value and excitement to our younger participants, we will have the Ottawa Redblacks' Mascot - "Big Joe" at the event. He will be roaming the hosting area, signing autographs and taking photos. He is a friendly Lumberjack that truly fits the Canadiana vibe of the event.

## **EVENT TIMELINE**

Our day-of schedule will be as follows:

0700: Somersault arrives and begins setting up.

1000: Road closure begins so that we can set up the course.

1000: Participants will start to arrive and the expo will begin. Anyone who has not already picked up their bib can do it at this time. People can also sign up on event day, subject to availability.

1100: The 1K run starts. Drinks stand open for spectators and participants.

1115: The 10K run starts

11:20: The 5K run starts

12:30: The road closure ends.

1300: Drinks Stand last call

1400: The event concludes and the tear-down begins. Staff will inspect the running route.

1430: Tear down is complete and we'll say goodbye to the staff at the Fromagerie.

Somersault will not need any logistical support from St. Albert, outside of a permit and a road closure. We'll bring our own equipment and our own generators for electricity.

## **HEALTH AND SAFETY**

First aid services are provided by Priority One. They will have a tent set up in the hosting area with their supplies. They will have cyclists roaming the course, and other members that stay at their base. Somersault will have their own lead cycling, to lead the first runners through the course. We'll also have volunteers on course during the race and they will be able to communicate with the race director and the medical responders.

<https://www.priorityonefas.com/>

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Somersault has a Covid-19 safety plan in accordance with The City of Ottawa requirements. All infection control measures will be reviewed before the event, and will be modified based on the current recommendations of the Ministry of Health.

We will also require that all participants be fully vaccinated. This is the requirement of all races in our event calendar, our participants have been very supportive of this decision.

## **INSURANCE**

Insurance is secured for up to 5 million dollars and we've included it with this proposal. If you need to add a name to the Certificate of Insurance, please let us know.

## **PARKING**

We will instruct our participants to park at the St Albert Community Centre (201 Principale St). We've included a map of the parking situation. Our messaging will be that the St. Albert parking lot is reserved for your customers, and that participants of the Cheese Curd Classic should park at the Community Centre.

## **VOLUNTEERS**

Our proposed map also shows where our on-course volunteers will be. Volunteers will be placed:

- at every turn on the course
- at the finish line, handing out medals and cheese curd bags
- in the registration tent, which is also the 'hub' for our volunteers
- at the COVID-19 screening tent
- roaming the main area, to check on the booths, other volunteers and to answer any questions that participants might have.

We will have 35-45 volunteers on race day.

## **MISCELLANEOUS**

Our water stations can be seen in the proposed site map. We'll have one water station on the course, which athletes will pass by twice during each loop. We'll also have a water station at the finish line. We'll offer water and sports drinks at each station.

There will be no fireworks or fires of any kind. The only inflatable that we'll have is our inflatable "finishers arch", where participants will run through to finish their event.

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The amplified sound will be at the start/finish line and the staging area (a microphone to make announcements) We will contact local radio stations for music partners to have music out on the course.

We will have 10 comfort stations, rented from GoHut, for the event. We've confirmed that they will be delivered the morning of the event and removed from the site within an hour of the event ending.

We will have 2 generators in use.

- One will be used at the start/finish line to inflate our archway and to power a small microphone. Our announcer will be calling out names of participants as they cross the finish line and offering general words of encouragement.
- The second generator will be next to the stage, to power a microphone for the ceremony. We own our own generators and they're quite compact (approximately 2 feet cubic feet)

All garbage and recycling will be taken off site. We'll have multiple bins that we can recycle and compost as much as possible, but we'll still go through the trash afterwards to make sure that we divert as much waste as possible from landfill. Somersault has applied to become a fully certified carbon neutral business, through the Rideau Valley Conservation Authority. We expect to have approval by mid-December.

We'll contact the local residences who will be affected by the road closure. We'll drop a letter in each of their mailboxes and give them the opportunity to call/email us with any questions or concerns.

## **OUR PROMISE TO YOU**

We'll take care of the event! Our team will:

- Work with you to get the required permits and road closures.
- Hire the right vendors to make sure the event is fun and safe.
- We'll take away everything that we bring in. By the time we leave, it'll look as if we were never there at all.

In order to maximize the experience for the participants, we'd like to ask you for your help on 2 fronts:

- Help us secure a road closure permit. The details of our road closure are included in a separate document but we would like to have the road closed from 10am to 12:30 pm.
- Help spread the word about this fun event! Once the event is approved, we'll start advertising it publicly. If you, or anyone you know, would like to participate or spectate, we'd love to have you there.



**Parking**

**Agrizone Uniag  
Coopérative St-Albert**

**Popsilos**

**St-Albert Boat Launch**

**Guichet Desjardins  
- Centre de services St...**

**Avantage & Fils Abattoir**

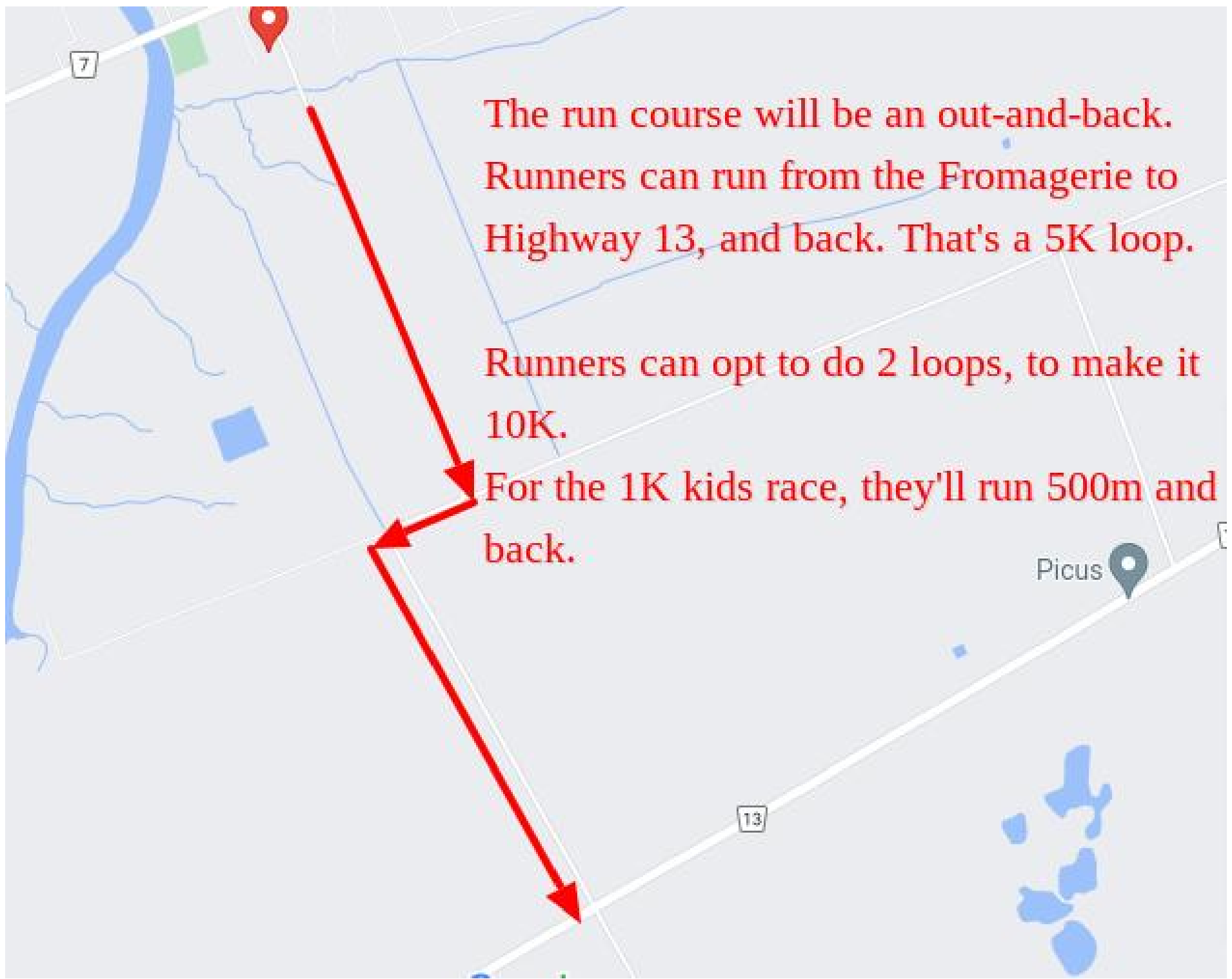
**Adam J & R**

**École élémentaire  
catholique Saint-Albert...**

**Hosting  
Area**

**St-Albert Cheese**

**Start/Finish Line**



The run course will be an out-and-back. Runners can run from the Fromagerie to Highway 13, and back. That's a 5K loop.

Runners can opt to do 2 loops, to make it 10K.

For the 1K kids race, they'll run 500m and back.



St-Albert Cheese

The map shows a grey background with a blue river on the left and a network of white roads. A red location pin is placed at the top center, labeled 'St-Albert Cheese'. Two red square markers with white outlines are placed on the road network. The first marker is located near the top center, and the second marker is located further down and to the right. The number '7' is visible in a white box on a road on the left, and the number '13' is visible in a white box on a road at the bottom right.

□ Start line, Finish line  
and medical

□ Water station. Athletes  
can get water on the way  
out and on the way in.



11

166

St Paul St

165

15

166

Coiff  
Hair

162

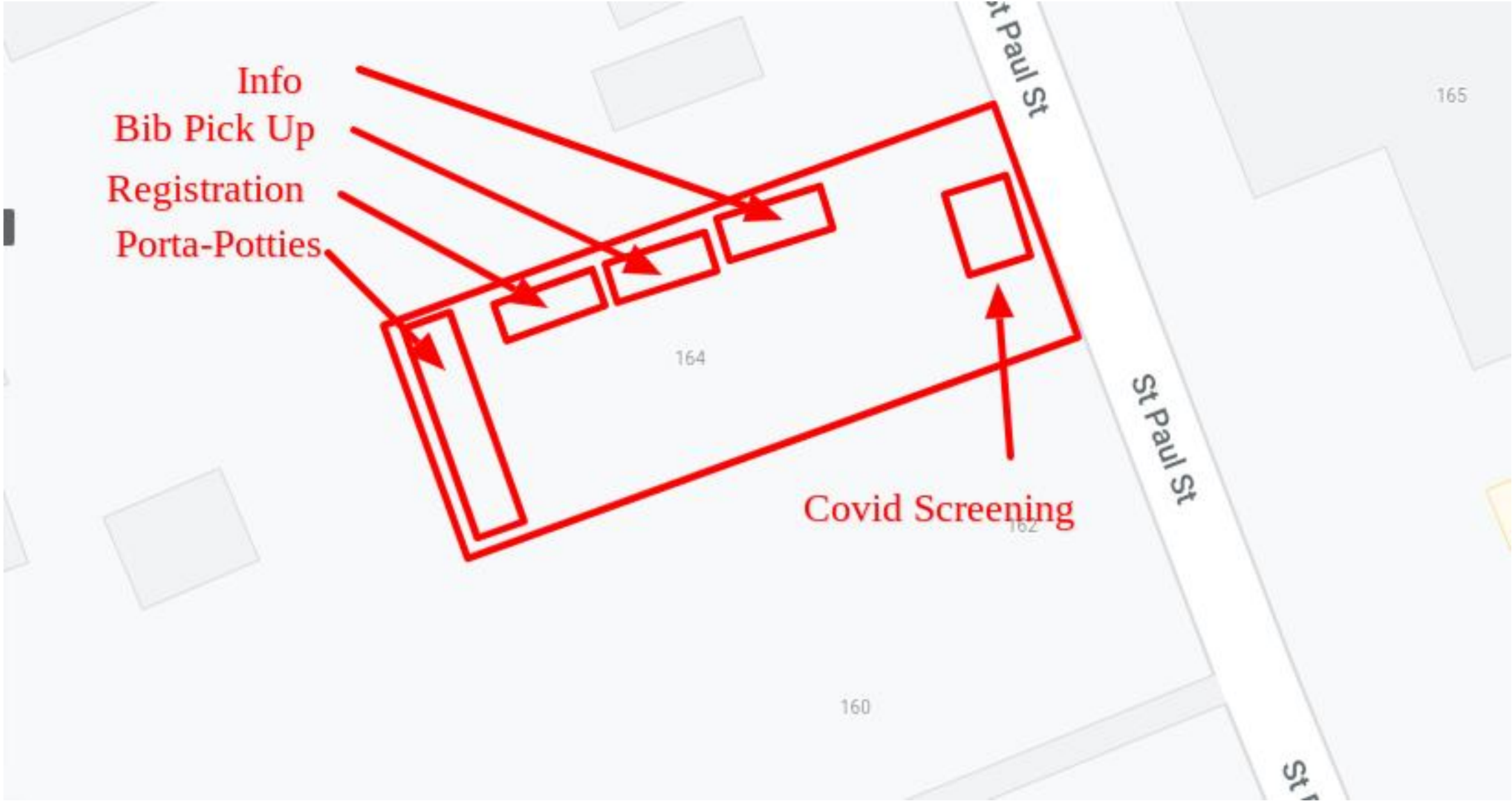
Staging area. This will be the hub for our  
volunteers and staff.

St Paul St

158

St-Albert Cheese

St





Hard Closure

Cambridge Boundary Rd

Finch Cambridge Boundary P

Barnett Rd



Courville Rd

Hard Closure

13

Hard Closure

13

Courville Rd



Finch Cambridge Boundary Rd

Hard Closure

Finch Cambridge Boundary Rd

Hard Closure

Finch Cambridge Boundary Rd

St Paul St

Courville Rd

Soft Closure with signage saying "local traffic only"

St-Albert Market

Guid...  
- Centre

Abattoir  
cher shop

Canada Post

Studio Vinelle

École élémentaire  
catholique Saint-Albert...

Coiffure Fusion  
Hair Studio

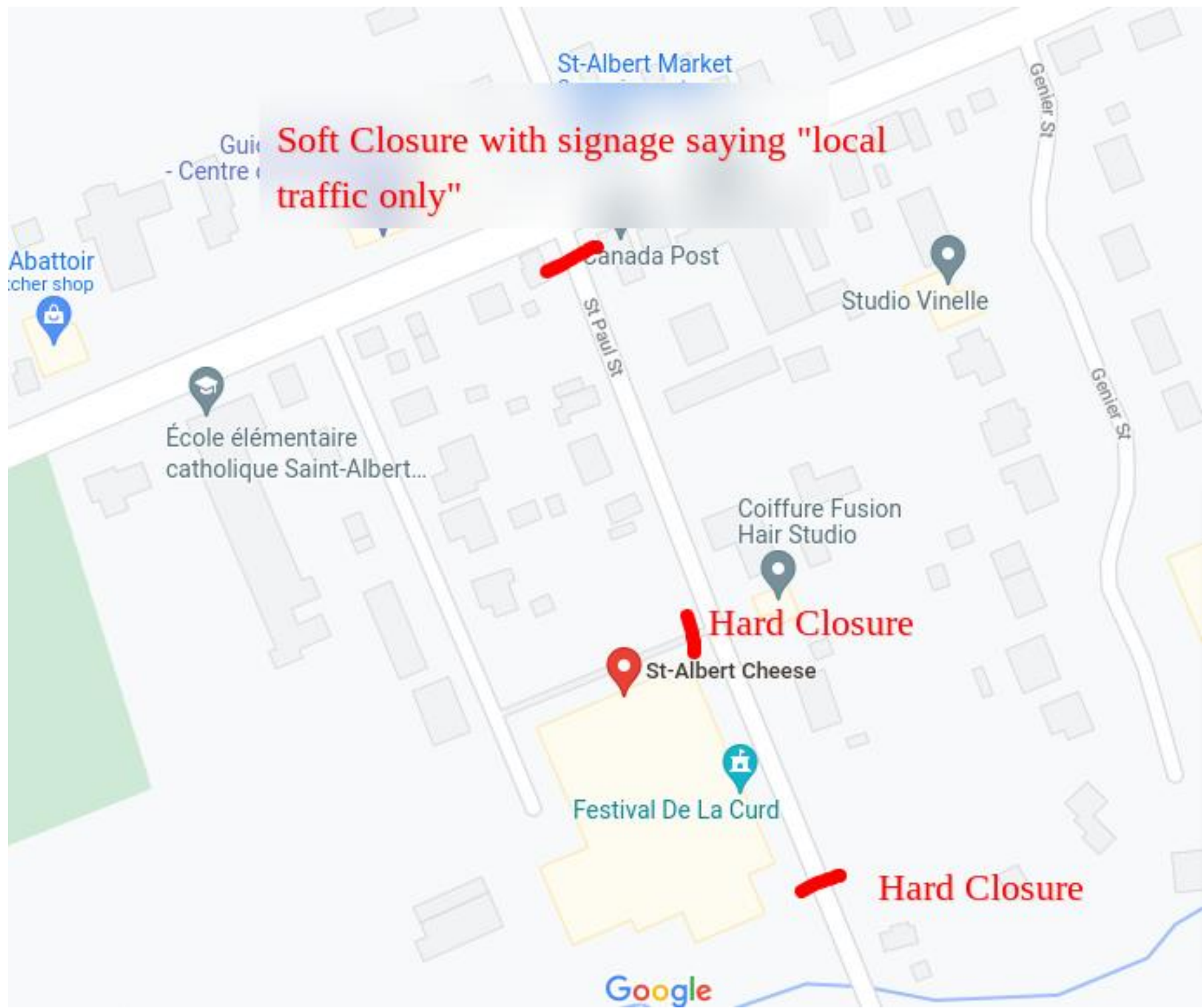
Hard Closure

St-Albert Cheese

Festival De La Curd

Hard Closure

Google



# Flambées en cours

Prenez note qu'une flambée est en cours dans les établissements suivants.

**Format de la date** : année-mois-jour

**DATE**: 2022-02-03

ÉTABLISSEMENT	LIEU	TYPE DE FLAMBÉE	ORGANISME IDENTIFIÉ	SIGNALÉ RAPPORTÉ	DATE DE LA FIN DE LA FLAMBÉE	DERNIÈRE MISE À JOUR
Cornwall Community Hospital 2500 POD	Cornwall	COVID	COVID	2022-01-29		2022-01-30
The Palace Retirement Home	Alexandria	COVID	COVID	2022-01-29		2022-01-30
Cornwall Community Hospital 2700 POD	Cornwall	COVID	COVID	2022-01-28		2022-01-28
Cornwall Community Hospital 2800 POD	Cornwall	COVID	COVID	2022-01-28		2022-01-28
Villa Fleur Ange	Embrun	COVID	COVID	2022-01-26		2022-01-26
Sunset Cove Retirement Home	Long Sault	COVID	COVID	2022-01-26		2022-01-26
SJCCC- Cobey House	Cornwall	COVID	COVID	2022-01-26		2022-01-26
Valley Garden RH	Cornwall	COVID	COVID	2022-01-26		2022-01-26
Residence L'Erabliere	Limoges	COVID	COVID	2022-01-25		2022-01-25
Cornwall Community Hospital 1800 POD	Cornwall	COVID	COVID	2022-01-25		2022-01-25
Inspire Respite	Cornwall	COVID	COVID	2022-01-24		2022-01-24
Community Living Dundas County - Fifth Street	Morrisburg	COVID	COVID	2022-01-24		2022-01-24
Open Hands – Second Street	Cornwall	COVID	COVID	2022-01-24		2022-01-24
Le Pavillon - Retirement Home	Embrun	COVID	COVID	2022-01-24		2022-01-24
Manoir McGill 2- 261 McGill	Hawkesbury	COVID	COVID	2022-01-24		2022-01-24
Riverdale Terrace Waterfront Retirement Residence	Cornwall	COVID	COVID	2022-01-23		2022-01-23
Cornwall Community Hospital Auditorium Unit	Cornwall	COVID	COVID	2022-01-21	2022-01-31	2022-01-31
Sandfield Place Retirement Home	Cornwall	COVID	COVID	2022-01-20		2022-01-20
Chartwell McConnell	Cornwall	COVID	COVID	2022-01-20		2022-01-20
Community Living Glengarry - Roy Crescent Residence	Green Valley	COVID	COVID	2022-01-19	2022-02-02	2022-02-02
Pavillion Laurier	Rockland	COVID	COVID	2022-01-19		2022-01-19
Chartwell Hartford Retirement Residence	Morrisburg	COVID	COVID	2022-01-17		2022-01-17
Community Living-Glengarry-Anik St Residence	Alexandria	Entérique	Inconnu	2022-01-17	2022-01-24	2022-01-25
Cornwall Community Hospital 1500 POD	Cornwall	COVID	COVID	2022-01-16		2022-01-17

Residence Cameron ÉTABLISSEMENT	Hawkesbury LIEU	TYPE DE COVID FLAMBÉE	ORGANISME COVID IDENTIFIÉ	SIGNALÉ 2022-01-16 RAPPORTÉ	DATE DE LA FIN 2022-01-18 DE LA FLAMBÉE	DERNIÈRE 2022-01-18 MISE À JOUR
Caessant Care Nursing Home	Bourget	COVID	COVID	2022-01-14	2022-01-31	2022-01-31
Royal Manor Rest Home	Cornwall	COVID	COVID	2022-01-14	2022-01-26	2022-01-14
Moose Creek Villa	Moose Creek	COVID	COVID	2022-01-14		2022-01-14
Cornwall Community Hospital - 1700 POD	Cornwall	COVID	COVID	2022-01-14	2022-01-25	2022-01-25
Greenview Manor	Cornwall	COVID	COVID	2022-01-13	2022-01-18	2022-01-18
Parisien Manor	Cornwall	Respiratoire	Coronavirus (PAS COVID)	2022-01-13	2022-01-17	2022-01-17
St-Joseph's Continuing Care (McDonell and Cobey House)	Cornwall	COVID	COVID	2022-01-11	2022-01-17	2022-01-17
Manoir McGill 1	Hawkesbury	COVID	COVID	2022-01-11	2022-02-01	2022-02-01
River Garden Retirement	Lancaster	COVID	COVID	2022-01-10	2022-01-31	2022-01-31
Château Cornwall	Cornwall	COVID	COVID	2022-01-10		2022-01-10
Valoris Residence 220 Laurier	Rockland	COVID	COVID	2022-01-10	2022-01-27	2022-01-27
Naomi's Family Resource Center	Winchester	COVID	COVID	2022-01-09		2022-01-09
Open Hands-Lynn St. Residence	Cornwall	COVID	COVID	2022-01-07		2022-01-09
Russell Meadows Retirement Home	Russell	COVID	COVID	2022-01-08	2022-02-01	2022-02-01
Community Living- Bishop St. Residence	Alexandria	COVID	COVID	2022-01-01	2022-01-15	2022-01-16
Community Living- Dominion St. Residence	Alexandria	COVID	COVID	2022-01-06	2022-01-27	2022-01-27
Community Living-Gloucester St Residence	Cornwall	COVID	COVID	2022-01-06		2022-01-09
Manoir Caledonia	St-Isidore	COVID	COVID	2022-01-08		2022-01-09
TSIlonKwa NonhSoTe-LTC	Akwesasne	COVID	COVID	2022-01-07	2022-01-27	2022-01-27
Pension du Bonheur	Alfred	COVID	COVID	2022-01-07		2022-01-07
Maxville Manor	Maxville	COVID	COVID	2022-01-06		2022-01-06
Iakhihsohtha Lodge	Akwesasne	COVID	COVID	2022-01-06		2022-01-06
Glen Stor Dun Lodge	Cornwall	COVID	COVID	2022-01-06		2022-01-06
Open Hands – Daly	Cornwall	COVID	COVID	2022-01-05		2022-01-05
Community Living Glengarry Yanik Street Residence	Alexandria	COVID	COVID	2022-01-05		2022-01-05
Residence Limoges	Limoges	COVID	COVID	2022-01-05	2022-01-21	2022-01-21
Lancaster Long Term Care	Lancaster	COVID	COVID	2022-01-05	2022-01-21	2022-01-21
Heartwood LTC	Cornwall	COVID	COVID	2022-01-02		2022-01-05
Manoir Carillion	Chute-à- Blondeau	COVID	COVID	2022-01-04	2022-01-17	2022-01-17
Pinecrest Nursing Home	Plantagenet	COVID	COVID	2022-01-04		2022-01-04

Établissement	Localité	Type de COVID Flambée	Organisme COVID Identifié	Signalé 2022-01-04 Rapporté	Date de la fin 2022-01-23 de la flambée	Dernière 2022-01-23 mise à jour
Oasis Residence Simon	Rockland	COVID	COVID	2022-01-04		2022-01-04
Sunset Cove Retirement Home	Long Sault	COVID	COVID	2022-01-04	2022-01-23	2022-01-23
Hawkesbury General Hospital	Hawkesbury	COVID	COVID	2022-01-03	2022-01-19	2022-01-19
Sandfield Place	Cornwall	COVID	COVID	2022-01-03	2022-01-25	2022-01-03
Glengarry Memorial Hospital	Alexandria	COVID	COVID	2022-01-02	2022-01-31	2022-01-31
Valoris Le domaine - Casselman	Casselman	COVID	COVID	2022-01-02	2022-01-21	2022-01-03
Open Hands – Ridgewood Street	Cornwall	COVID	COVID	2022-01-02		2022-01-02
Jardins Belle Rive	Rockland	COVID	COVID	2021-12-31	2022-01-21	2022-01-21
Place Mont Roc	Hawkesbury	COVID	COVID	2021-12-31	2022-01-25	2022-01-25
Residence Prescott-Russell	Hawkesbury	COVID	COVID	2021-12-31		2021-12-31
Foyer St Jacques Nursing Home	Embrun	COVID	COVID-19	2021-12-29	2022-01-28	2022-01-28
Woodland Villa	Long Sault	COVID	COVID-19	2021-12-28	2022-01-30	2022-01-30
Centre d'Accueil Roger Séguin	Clarence- Creek	COVID	COVID-19	2021-12-27		2021-12-27
Heritage Heights	Cornwall	COVID	COVID-19	2021-12-27		2021-12-27
Foyer St-Viateur Nursing Home	Limoges	COVID	COVID-19	2021-12-26		2021-12-26

#### Définition d'une écloison de COVID-19 dans un établissement

À partir du 7 avril 2021, la définition d'une écloison de COVID-19 dans un établissement consiste de la présence d'au moins deux cas confirmés en laboratoire (résidents, personnel ou visiteurs), dans une période de 14 jours, lesquels sont reliés par un lien épidémiologique où il est raisonnable de croire qu'au moins une personne peut avoir contracté l'infection à l'établissement.

#### Activité grippale dans la région

Aucun cas d'influenza et flambées est signalé dans la région.

- [Cliquer ici pour connaître l'activité grippale dans la province](#)
- [Cliquer ici pour connaître l'activité grippale au pays.](#)

- [Cliquez ici pour retourner à la page précédente.](#)
- [Cliquez ici pour retourner à la page d'accueil.](#)



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# *The Nation Municipality*



## **Wastewater**

### **Operation and Maintenance**

**Quarterly report October, November and  
December**

**21**

## ***The Nation Municipality***

### **Wastewater Facilities Operation and Maintenance**

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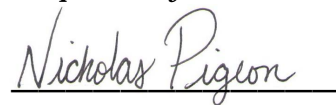
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## Introduction

The wastewater facilities in the Municipality include 14 pumping stations, 3 lagoons and 2 sewage fields. In this quarterly report, we will enumerate the Operation and Maintenance our Department performed throughout Oct, Nov. and Dec.

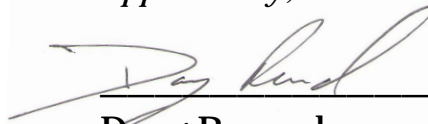
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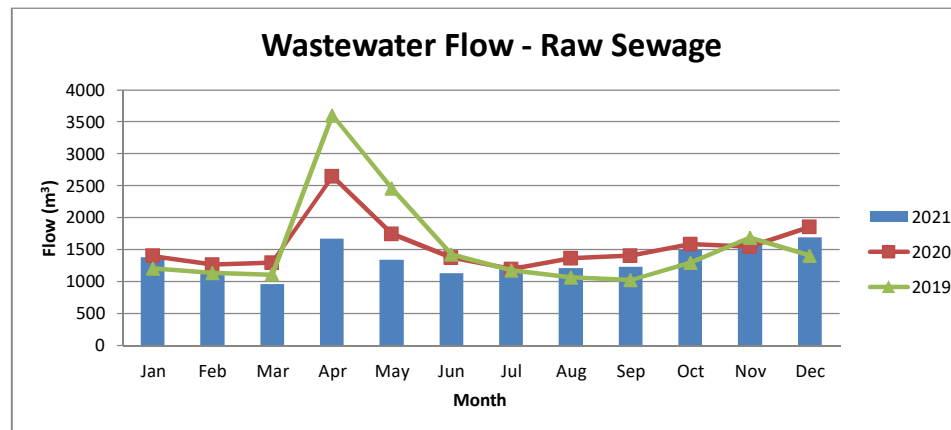
2.1.1

Waste Water - Analytical survey



Fournier

2021		Limit Objectives	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	total
<b>RAW SEWAGE</b>															
Total Flow	m <sup>3</sup>		1383	1151	960	1672.0	1338.2	1131.5	1259.9	1208.1	1229.9	1493.9	1646.6	1687.6	16161.1
Daily Ave. Flow	m <sup>3</sup> /d		44.6	39.7	31.0	55.7	43.2	37.7	40.6	39.0	41.0	48.2	54.9	54.4	44.2
Max Flow	m <sup>3</sup> /d		48.5	42.0	93.3	73.3	55.6	40.5	48.4	41.8	47.4	55.1	59.6	62.7	93.3
Min. Flow	m <sup>3</sup> /d		41.1	38.9	38.9	44.9	36.5	34.5	34.9	37.1	37.3	42.7	50.2	43.6	34.5
CBOD <sub>5</sub>	mg/l			214			419			211			149		248
TSS	mg/l			240			920			136			177		368
TKN	mg/l			83.3			124			111			62		95
Ptot	mg/l			9.7			17.6			11			7.53		11.5
<b>EFFLUENT</b>															
Total Flow	m <sup>3</sup>		3203.2	2652.2	3309.6	2839.2	2326.6	2337.4	1836.0	1570.4	1276.1	1511.5	1714.2	2150.8	26727.0
Daily Ave. Flow	m <sup>3</sup> /d		103.3	94.7	106.8	94.6	75.1	77.9	59.2	50.7	42.5	48.8	57.1	69.4	73.3
CBOD <sub>5</sub>	mg/L	10.0	5	9	0	0	4	0	0	0	0	0	0	0	1.50
TSS	mg/L	10.0	8	18	8	6	7	6	3	6	0	0	5	3	5.83
Alkalinity	mg/L		294	317	186	188	196	237	221	187	189	177	214	170	214.67
Nitrite	mg/L		0.2	0.6	0.1	0	0	0.3	0	0	0	0.5	0.2	0.5	0.20
Nitrate	mg/L		3.4	1	3.4	3.4	5.8	4.7	9.7	26.6	33.7	21	21	25.2	13.24
Total Ammonia	mg/L		29.1	34.5	18	15.1	12.8	13.7	11.4	6.11	6.49	4.3	7.38	3.15	13.50
TKN	mg/L		35	43.1	19.8	18.4	19.5	14.4	13.4	8.3	7.9	7	10.2	5.4	16.87
Total Phosphorus	mg/L		7.1	9.11	4.26	5.2	4.7	6.9	4.65	5.77	6.78	5.66	5.12	5.02	5.86
E Coli.	cfu/100mL		61000	58000	70000	42	470	14000	10000	700	1530	240	2500	3700	18515



2.1.2

Waste water - Analytical survey

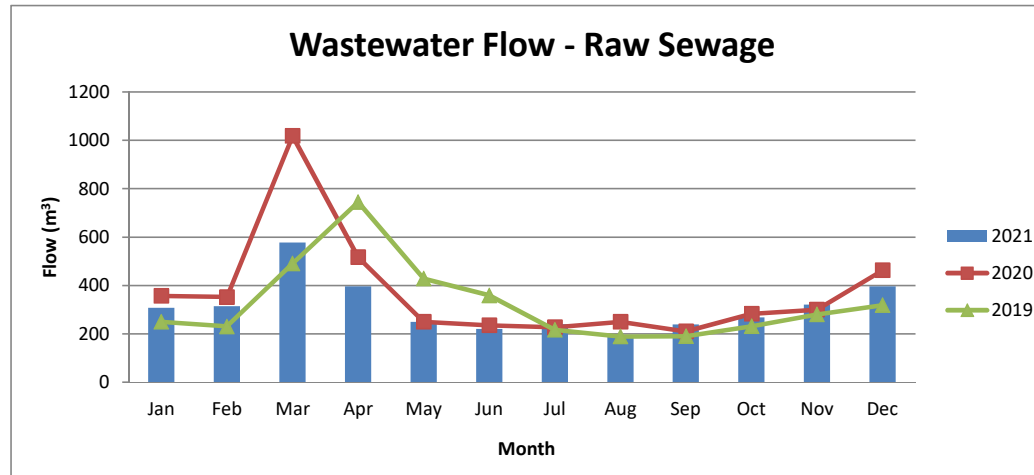


St-Bernardin

2021		Limit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>RAW SEWAGE</b>															
Total Flow	$m^3$		307.1	313.5	577.2	396.4	248.7	219.4	239.9	191.2	238.3	267.6	320.0	395.2	3714.49
Daily Ave. Flow	$m^3/d$		9.91	11.20	18.62	13.21	8.02	7.31	7.74	6.17	7.94	8.63	10.7	12.7	10.18

Effluent

Total Flow	$m^3$		395.6	358.4	950.0	657.2	229.4	253.3	310.0	222.0	302.0	524.96	452.05	538.9	5193.8
Daily Ave. Flow	$m^3/d$		12.76	12.80	30.65	21.91	7.40	8.44	10.00	7.16	10.07	16.93	15.1	17.4	14.21



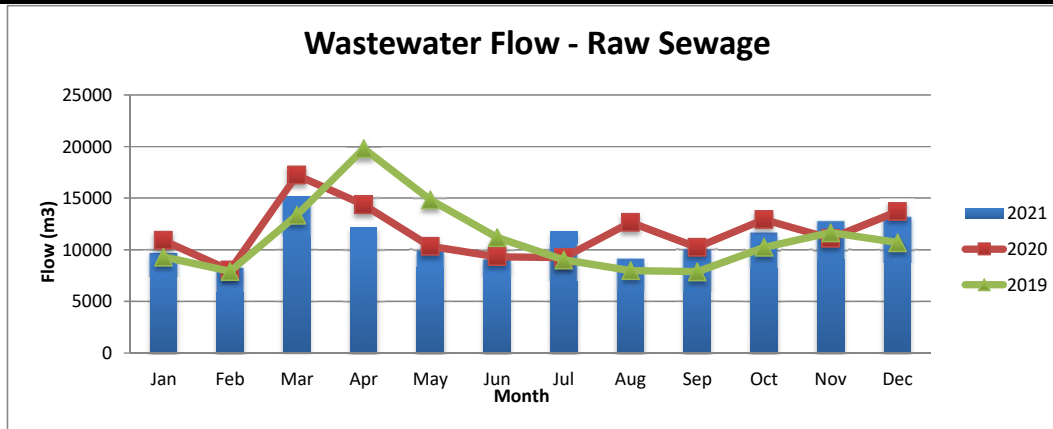
2.1.3

Waste Water - Analytical survey



St-Isidore

2021		Limit	Limit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>RAW SEWAGE</b>		<b>C of A</b>	<b>Federal</b>													
Total Flow	m <sup>3</sup>			9702	8257	15242	12132	9947	9121	11753	9130	10018	11698	12743	13171	132913
Daily Ave. Flow	m <sup>3</sup> /d			313	285	492	404	321	304	379	295	334	377	425	425	363
Max. Flow	m <sup>3</sup> /d			367	356	760	491	411	354	442	340	372	434	492	505	760
Min. Flow	m <sup>3</sup> /d			282	258	299	356	282	251	331	273	300	340	382	304	251
CBOD <sub>5</sub>	mg/l			152	117	84	73	234	134	124	114	86	116	45	112	116
TSS	mg/l			215	185	116	120	156	168	196	116	228	176	116	98	158
pH	pH units			8.03	7.67	7.72	7.57	7.75	7.93	7.71	7.53	7.75	7.37	7.63	7.63	7.69
TKN	mg/l			65.4	47.1	36.5	26.7	55.7	57.0	40.0	35.5	25.7	44.4	24.8	23.3	40.18
Ptot	mg/l			6.28	5.55	4.22	2.95	5.6	6.82	4.02	3.76	3.68	4.88	2.95	2.88	4.47
<b>EFFLUENT</b>																
Total Flow	m <sup>3</sup>						14015	145369								159384
Daily Ave. Flow	m <sup>3</sup> /d						4672	5192								4932
CBOD <sub>5</sub>	mg/l	25.0	25.0				17	2.5								9.75
TSS	mg/l	25.0	25.0				35	8.8								21.90
Ptot	mg/l	1.0					0.61	0.73								0.67
Unionized ammonia	mg/l		1.25				1.39	0.13								0.76
Ammonia	mg/l						14	3.7								8.85
E. Coli	cfu/100mL						1205	2177								1691.00



2.1.4

Waste Water - Analytical survey

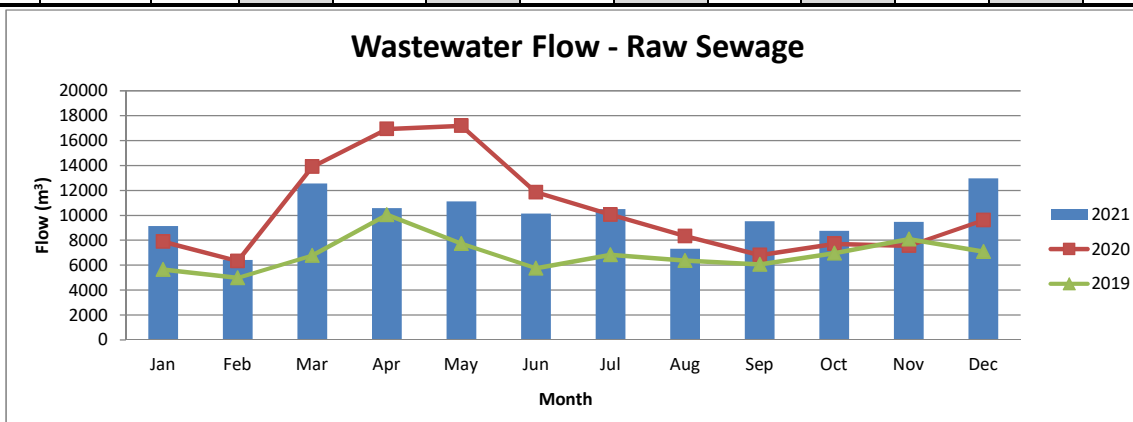


St-Albert

2021	Limit	Limit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>RAW SEWAGE</b>	<b>C of A</b>	<b>Federal</b>													
Total Flow	$m^3$		9152	6427	12571	10573	11115	10150	10493	7314	9520	8749	9485	12974	118523
Daily Ave. Flow	$m^3/d$	720	295	222	406	352	359	338	338	236	317	282	316	419	323
Max Flow	$m^3/d$		369	268	595	432	414	355	420	339	339	334	392	502	595
Min Flow	$m^3/d$		268	215	215	266	331	331	251	251	248	248	267	359	215
CBOD <sub>5</sub>	mg/l		210	148	124	84	225	92	189	212	121	108	35	127	139.6
TSS	mg/l		180	210	140	100	144	330	180	104	144	92	102	94	151.7
pH	pH units		7.32	7.59	7.56	7.96	6.72	7.69	6.95	7.31	7.34	7.31	7.7	7.53	7.42
TKN	mg/l		42	39.6	23.2	26.7	42.1	33.2	31.5	39.4	33.3	59.3	26.2	31.6	35.68
Ptot	mg/l		7.21	4.44	4.12	4.77	6.84	8.84	4.93	5.14	4.81	3.53	2.83	4.16	5.14

EFFLUENT

Total Flow	$m^3$				81386	78572									159958
Daily Ave. Flow	$m^3/d$				8139	2806									5472.3
CBOD <sub>5</sub>	mg/l	30.0	25.0		2	2									2.00
TSS	mg/l	30.0	25.0		14	6									10.00
Ptot	mg/l	1.0			0.33	0.16									0.25
H2S	mg/l				0.048	0.013									0.03
Unionized Ammonia	mg/l		1.25		0.03	0.05									0.04
Ammonia	mg/l	20.0			0.54	0.62									0.58



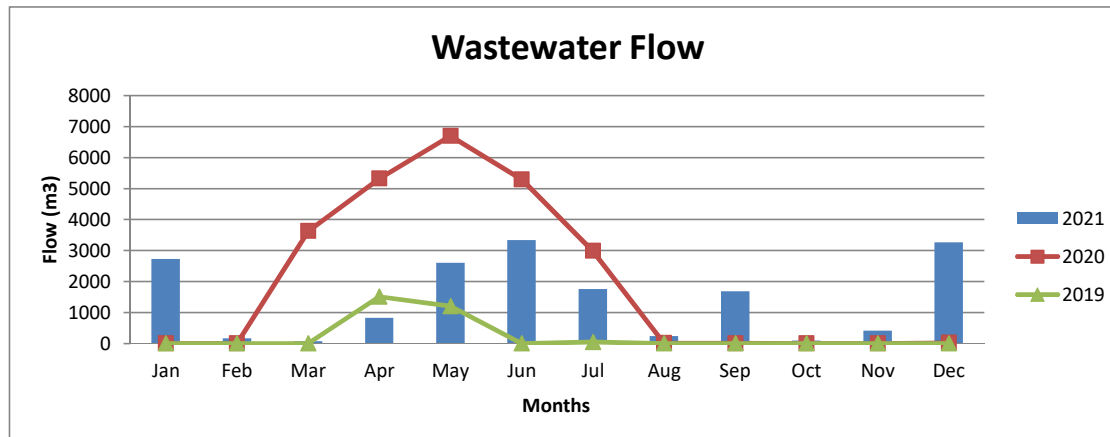
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Waste Water - Analytical survey

St-Albert - CHEESE  
2021



	Limit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	
<b>RAW SEWAGE</b>															
Total Flow	$m^3$	2724	167	71	826	2600	3337	1760	244	1680	90	416	3263	17176.3	
Daily Ave. Flow	$m^3/d$	88	6	2	28	84	111	57	8	56	3	14	105	46.8	
CDBO <sub>5</sub>	mg/l	198.7			200.5	180.8	91.4	15.8	22.3	25.2	N/A	N/A	123.2	107.2	
TSS	mg/l	146.7			40.0	8.1	107.2	54.5	90.3	103.6	N/A	N/A	84.8	79.4	
pH	pH units	7.7			7.9	8.1	8.1	8.1	8.4	8.6	N/A	N/A	7.6	8.1	
Nitrate	mg/l	0.1			0.0	0.0	0.0	0.1	0.1	0.1	N/A	N/A	0.0	0.0	
Nitrite	mg/l	0.0			0.0	0.0	0.0	0.0	0.0	0.1	N/A	N/A	0.0	0.0	
T. Ammonia	mg/l	18.3			17.8	17.9	12.5	6.3	4.4	4.1	N/A	N/A	13.6	11.8	
TKN	mg/l	35.6			31.5	32.2	25.5	19.6	22.6	13.2	N/A	N/A	26.9	25.9	
P. tot	mg/l	10.00			7.0	4.8	4.5	2.0	4.4	3.4	N/A	N/A	3.5	4.9	



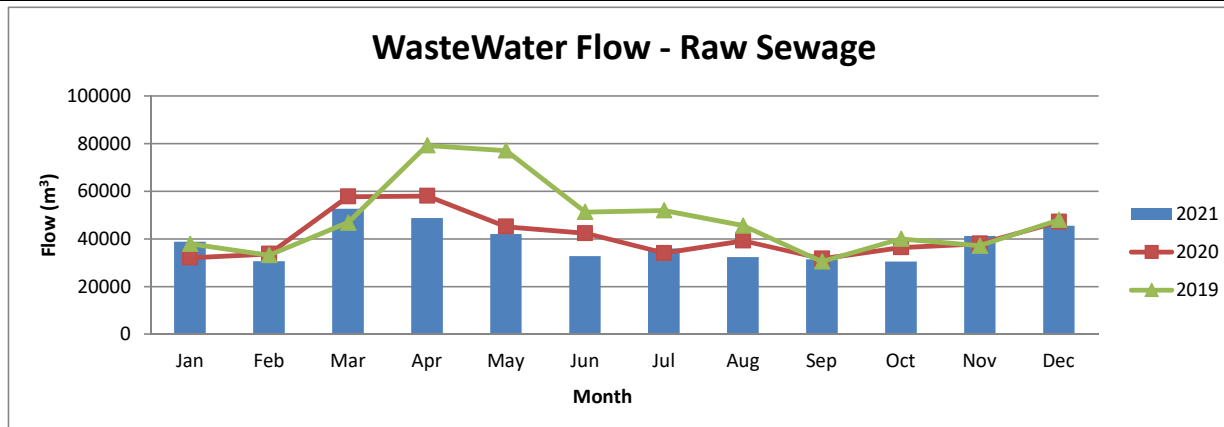
2.1.5

Limoges

Waste Water - Analytical survey



		2021	Limit	Limit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>RAW SEWAGE</b>			<i>C of A</i>	<i>Federal</i>													
Total Flow	$m^3$				38772	30599	52569	48652	42019	32705	35994	32317	31388	30445	41147	45431	462037.9
Daily Ave. Flow	$m^3/d$		3500		1251	1093	1696	1622	1355	1090	1161	1042	1046	982	1372	1466	1265
Max Flow	$m^3/d$				1481	1230	2816	2178	1830	1310	1566	1359	1231	1393	1721	1801	2816
Min Flow	$m^3/d$				938	864	1105	1276	1050	893	942	918	651	840	1024	1156	651
CBOD <sub>5</sub>	$mg/l$				148.3	139.8	76.4	102.0	90.8	127.6	130.8	147.0	142.0	124.0	109.8	108.0	120.5
TSS	$mg/l$				236.3	272.5	223.8	246.0	140.5	189.8	151.3	247.0	189.2	145.75	170.8	184.4	199.8
TKN	$mg/l$				43.7	48.5	31.9	32.8	31.1	39.6	42.5	51.2	48.9	44.1	37.4	32.7	40.4
Ph at 25°C	<i>Ph unit</i>				7.6	7.7	7.6	7.5	7.8	7.7	7.7	7.8	7.8	7.7	7.83	7.67	7.69
Ptot	$mg/l$				5.4	5.3	3.8	4.3	3.2	4.3	4.0	5.2	5.2	4.5	4.58	4.10	4.49
<b>EFFLUENT</b>																	
Total Flow	$m^3$				27566	32646	54670.8	49353	39849	30688	34498	28094	28882	37174	44019	47467.99	454907.8
Daily Ave. Flow	$m^3/d$				1148.6	1165.9	1764	1645	1285	1023	1113	906	963	1199	1467	1531	1268
Max Flow	$m^3/d$				1638.0	1400.0	3103	2460	2017	1788	1364	1102	1248	1438	1783	2028	1781
CBOD <sub>5</sub>	$mg/l$		5.0	25.0	0.00	0.00	2.40	5.00	3.75	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1
TSS	$mg/l$		5.0	25.0	2.00	2.00	3.00	12.50	5.00	2.40	1.75	1.25	3.00	1.00	1.25	1.80	3
Ptot	$mg/l$		0.3		0.13	0.18	0.19	0.23	0.12	0.15	0.10	0.06	0.06	0.04	0.08	0.09	0.12
Unionized Ammonia	$mg/l$			1.25	0.81	0.86	1.11	0.84	0.36	0.69	0.29	0.07	0.05	0.11	0.24	0.42	0.49
T. Ammonia	$mg/l$		Summer 1 Winter 5		16.78	22.33	24.62	10.47	5.95	11.96	4.79	1.63	1.02	2.78	5.54	11.89	9.98



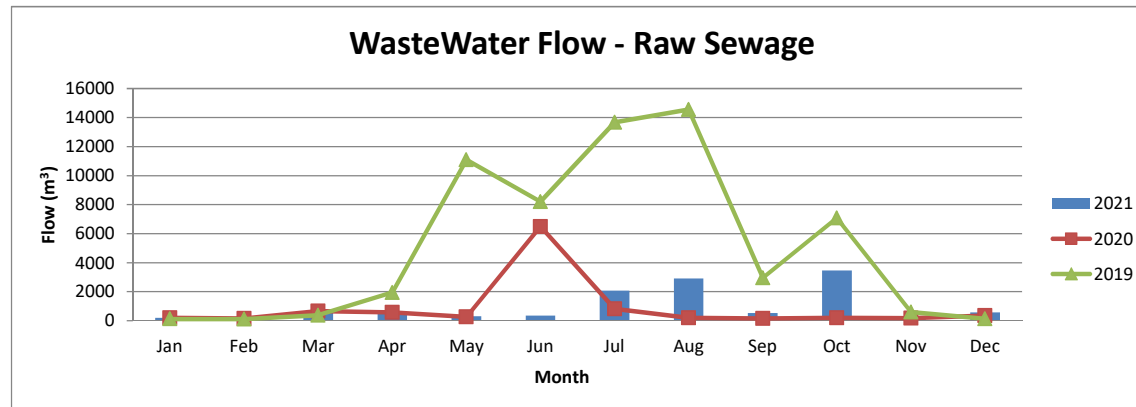
2.1.5.1

Waste Water - Analytical survey



Limoges - #5 - Calypso Rd.

2021		Limit	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	
<b>RAW SEWAGE</b>																
Total Flow	m <sup>3</sup>		200	154	643	468	308	355	2074	2914	533	3467	240	582	11939	
Daily Ave. Flow	m <sup>3</sup> /d		6	5	21	16	10	12	67	94	18	112	8	19	32	
Max Flow	m <sup>3</sup> /d		8	7	41	23	18	47	98	120	40	333	14	25	333	
Min Flow	m <sup>3</sup> /d		5	5	6	12	6	6	47	40	4	4	6	14	4	
<b>Lab results</b>								RO	NF	RO	NF	RO	NF		<b>Average</b>	
CBOD5	mg/L															
TSS	mg/L															
Alkalinity	mg/L															
pH	pH															
Chloride	mg/L															
Total Ammonia	mg/L															
Total Phosphorus	mg/L															
Sodium	mg/L															



**Chemicals Used - Alum**

		<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Total</u>
<b>Limoges</b>														
Avg. Dosage	mg/L	228	245	240	251	325	356	337	351	349	352	339	342	310
<b>St-Isidore</b>														
Coagulant	Kg				25000									25000
<b>St-Albert</b>														
Coagulant	Kg	1517	2529	3348	3597	4219	3744	3065	2139	3072	3192	3124	3820	37366
Avg. Dosage	mg/L	166	393	266	340	380	369	292	292	323	365	329	294	318
Total Flow	m3	9152	6427	12571	10572	11115	10149	10493	7314	9520	8749	9485	12974	

The chemical we use is Aluminium Sulphate which comes has a liquid form, stored in tanks at our St-Albert and Limoges Lagoon Facilities. The Alum is then pumped in the wastewater pipe for mixing going into the Lagoon.

## 2.3 Adverse

<b>Incident Date</b>	<b>Location</b>	<b>Event</b>	<b>Corrective Action</b>	<b>Corrective action Date</b>
<b>October</b>	Limoges Effluent	Discharge – Total ammonia results	N/A monitoring, commissioning, letter to the MECP.	N/A
<b>November</b>	Limoges Effluent	Discharge – Total ammonia results	N/A monitoring, commissioning, letter to the MECP.	N/A
<b>December</b>	Limoges Effluent	Discharge – Total ammonia results	N/A monitoring, commissioning, letter to the MECP.	N/A

## 2.4 Reports

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
<b>LIMOGES</b>												
<i>MUMPS</i>	X	X	X	X	X	X	X	X	X	X	X	X
<i>ANNUAL</i>	X											
<i>Federal Regs.</i>												
<b>ST-ISIDORE</b>												
<i>MUMPS</i>	X	X	X	X	X	X	X	X	X	X	X	X
<i>ANNUAL</i>	X											
<i>Federal Regs.</i>												
<b>ST-ALBERT</b>												
<i>MUMPS</i>	X	X	X	X	X	X	X	X	X	X	X	X
<i>ANNUAL</i>	X											
<i>Federal Regs.</i>												
<b>FOURNIER</b>												
<i>ANNUAL</i>	X											
<b>ST-BERNARDIN</b>												
<i>ANNUAL</i>	X											

The X, represent all reports sent to the Ministry of the Environment and Climate Change as required by our wastewater facilities Certificate of Approval.

## Wastewater

<i>Date</i>	<i>Facility</i>	<i>Maintenance / Repair</i>
October	Limoges Lagoon	Completed UV building
October	Limoges	Sanitary sewer flushing performed by Nation's operators
October	All Facilities	Performed Annual rounds
08-Oct	Limoges Lagoon	HydroVac Alum line to install manhole structure for new split
13-Oct	All Facilities	Flow meters calibration performed by Capital Control
14-Oct	Fournier SPS#A	Cleaned SPS wet well with Nation's HydroVac
08-Nov	Fournier SPS#B	Cleaned SPS wet well with Nation's HydroVac
08-Nov	St-Isidore	Cleaned SPS wet well with Nation's HydroVac
10-Nov	Limoges SPS#6, #7, #8	Cleaned SPS wet well with Nation's HydroVac
10-Nov	St-Albert	Cleaned SPS wet well with Nation's HydroVac
23-Nov	Limoges SPS #2 and #3	Cleaned SPS wet well with Nation's HydroVac
03-Dec	All Facilities	Clean air release valve at the rear of Bytown Lumber and at Manitou SPS

# *The Nation Municipality*



## **Limoges & St-Isidore Drinking Water System Operation and Maintenance Quarterly Report**

**October, November and December 2021**

**21**

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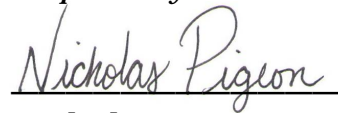
## Introduction

This Quarterly report, as presented graphically and by tables, demonstrates the various operating parameters. These parameters include the volume and the quality of the treated water as well as the adjustments to the process.

The second section of the report outlines all maintenance interventions for the months of October, November and December.

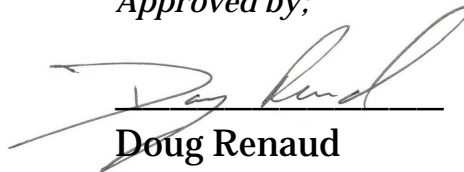
For further details regarding this report, do not hesitate to contact;

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## 2.0 Management Review

Refer to DWQMS Element 20. A to P.

### A. Incidents of regulatory non-compliance

Incident Date	Location	Event	Corrective Action	Corrective action Date
July 14	Limoges WTP	Low pressure Event – SCADA upgrades	Modify SCADA to run Booster pumps when generator is running	July 14, 2021

### B. Incidents of adverse drinking water tests

Incident Date	Location	Event	Corrective Action	Corrective action Date

### C. Deviations from Critical Control Point Limits and response action, *see Element #8.*

Incident Date	Location	Event	Corrective Action	Corrective action Date

**D. The effectiveness of the risk assessment process**

It achieves and prevents adverse water quality in the drinking system. The risk assessment is reviewed once per year. It was last reviewed on October 11th, 2021.

**E. Internal and third-party Audit results**

Acclaims Environmental performed the Internal Audit on September 8th, 2021. SAI Global performed the External audit on December 13<sup>th</sup>, 2021.

**F. Results of emergency response testing**

An Emergency response testing style - table top was performed on September 24<sup>th</sup>, 2021. The table top emergency occurred as per the poor Well performance, triggering some Water haulage.

**G. Operational performance**

An overview of maintenance is attached at page 16 and 17 of this report.

**H. Raw water supply and drinking water quality trends**

See attached Quality Trends of Limoges at page 9, 10 and of St-Isidore at page 15, of this report.

**I. Follow-up on action items from previous management Reviews**

No follow up on action items were made throughout this period.

**J. The status of management action items identified between reviews**

No status to report throughout this reporting period.

**K. Changes that could affect the Quality Management System**

Nothing to report during this quarterly period.

**L. Consumer feedback**

No consumer feedback throughout this reporting period.

**M. The resources needed to maintain the Quality Management System**

Items budgeted and staff. 2021 financial budget is still providing necessary resources to maintain the QMS.

**N. The results of the infrastructure review**

The infrastructure review was made on September 7<sup>th</sup> 2021, the review was performed through all the monthly maintenance sheets/ log books and preventive maintenance board. The Infrastructure review created some key objective for 2022, which we created with budget items for 2022.

**O. Operational Plan currency, content and updates**

All revisions and updates including Standard operating procedures are completed in the QMS.

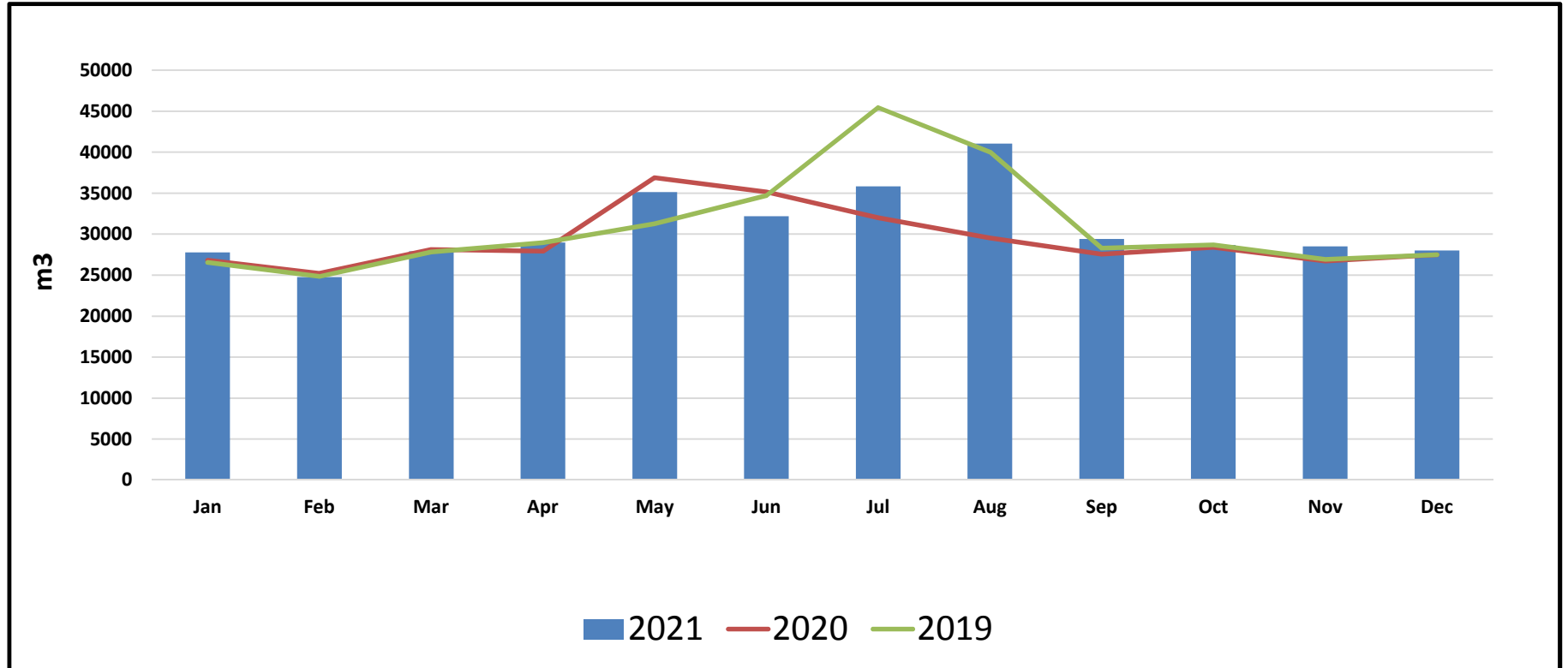
**P. Staff suggestions**

No staff suggestions made.

## Limoges

### 2 Process 2.1 Flow

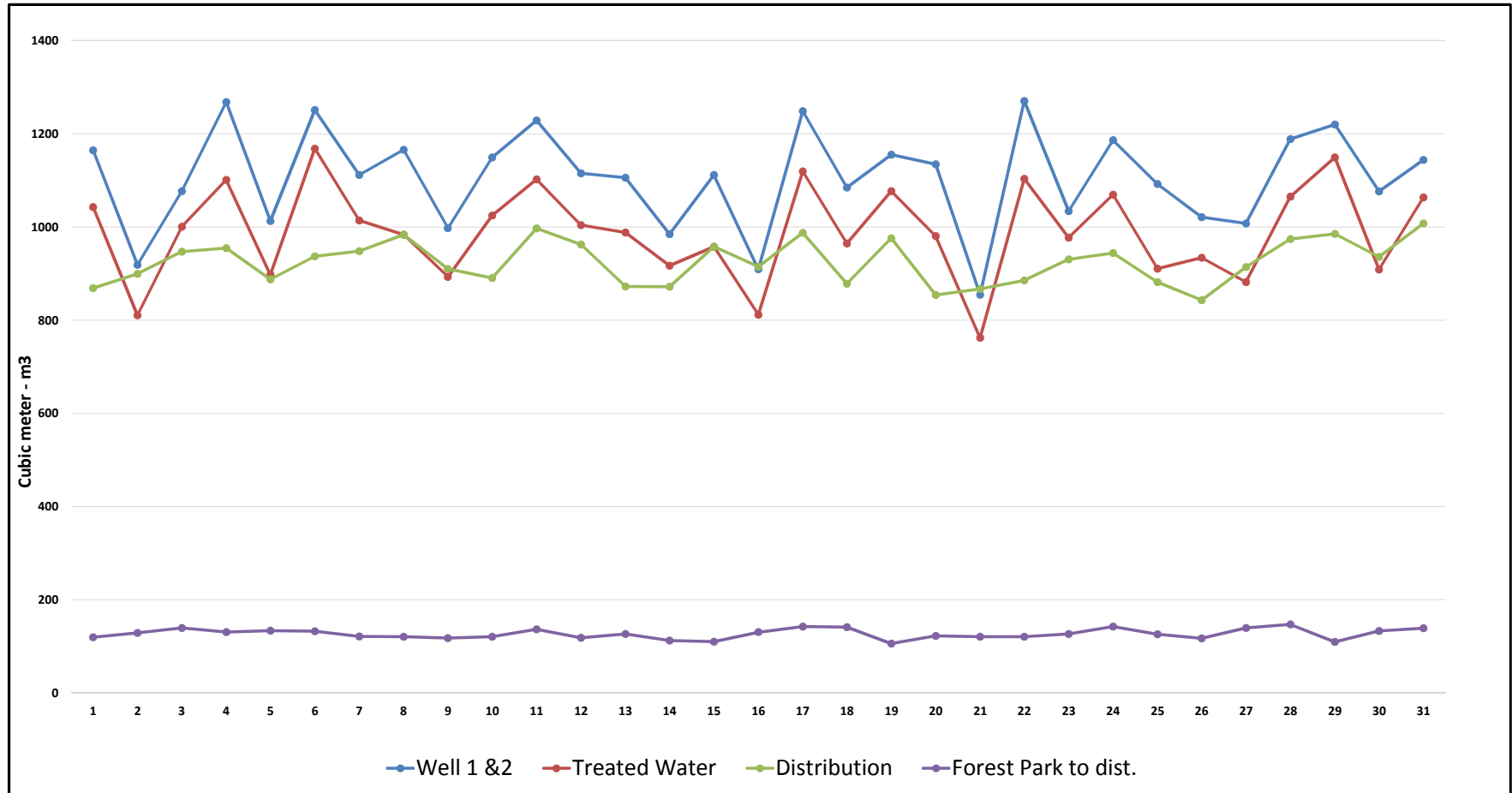
**Table 1 - Distribution, 3 year historical data**



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2021</b>	27782	24767	27901	28965	35122	32184	35828	41051	29406	28665	28496	28013
<b>2020</b>	26809	25198	28121	27903	36886	35135	31995	29530	27546	28377	26702	27462
<b>2019</b>	26546	24827	27814	28946	31261	34707	45437	40002	28264	28679	26907	27465

## Limoges

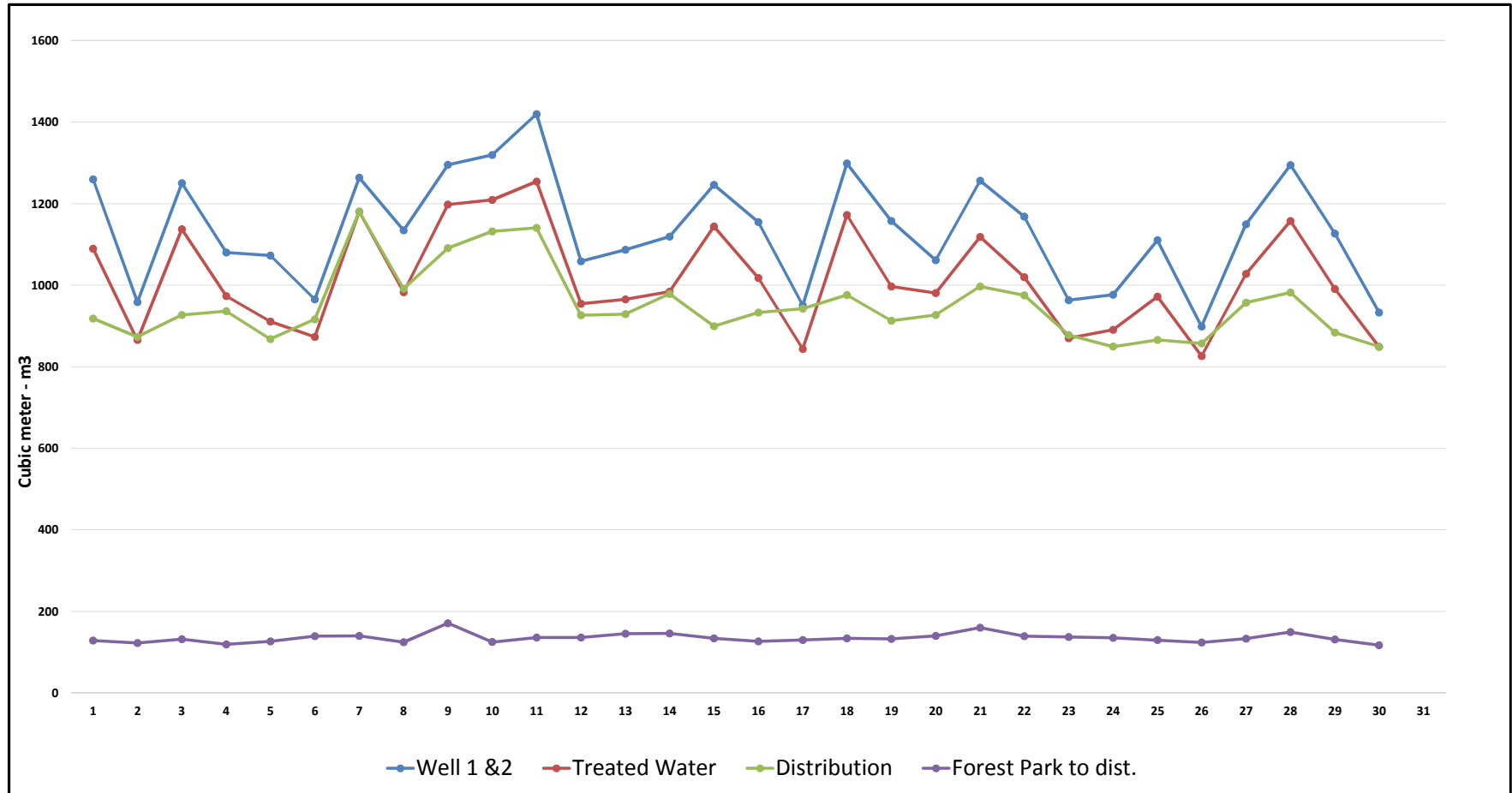
**Table 2 - Daily Flow - m<sup>3</sup>**



Oct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
<b>Well 1 &amp; 2</b>	1165	919	1077	1268	1013	1251	1112	1166	997	1149	1228	1115	1106	984	1112	910	1248	1085	1155	1135	855	1271	1034	1186	1092	1021	1007	1188	1220	1076	1144
<b>Treated Water</b>	1043	811	1000	1101	898	1168	1014	983	893	1025	1102	1004	988	917	958	812	1119	964	1077	981	762	1103	977	1069	911	934	882	1065	1149	909	1064
<b>Distribution</b>	869	899	947	955	888	937	948	983	910	891	997	962	872	872	958	915	987	878	976	854	867	885	931	944	882	843	914	974	985	936	1007
<b>Forest Park to dist.</b>	119	129	139	131	134	133	122	121	118	121	137	119	127	113	110	131	142	142	106	123	121	121	127	142	126	117	139	147	110	133	139

## Limoges

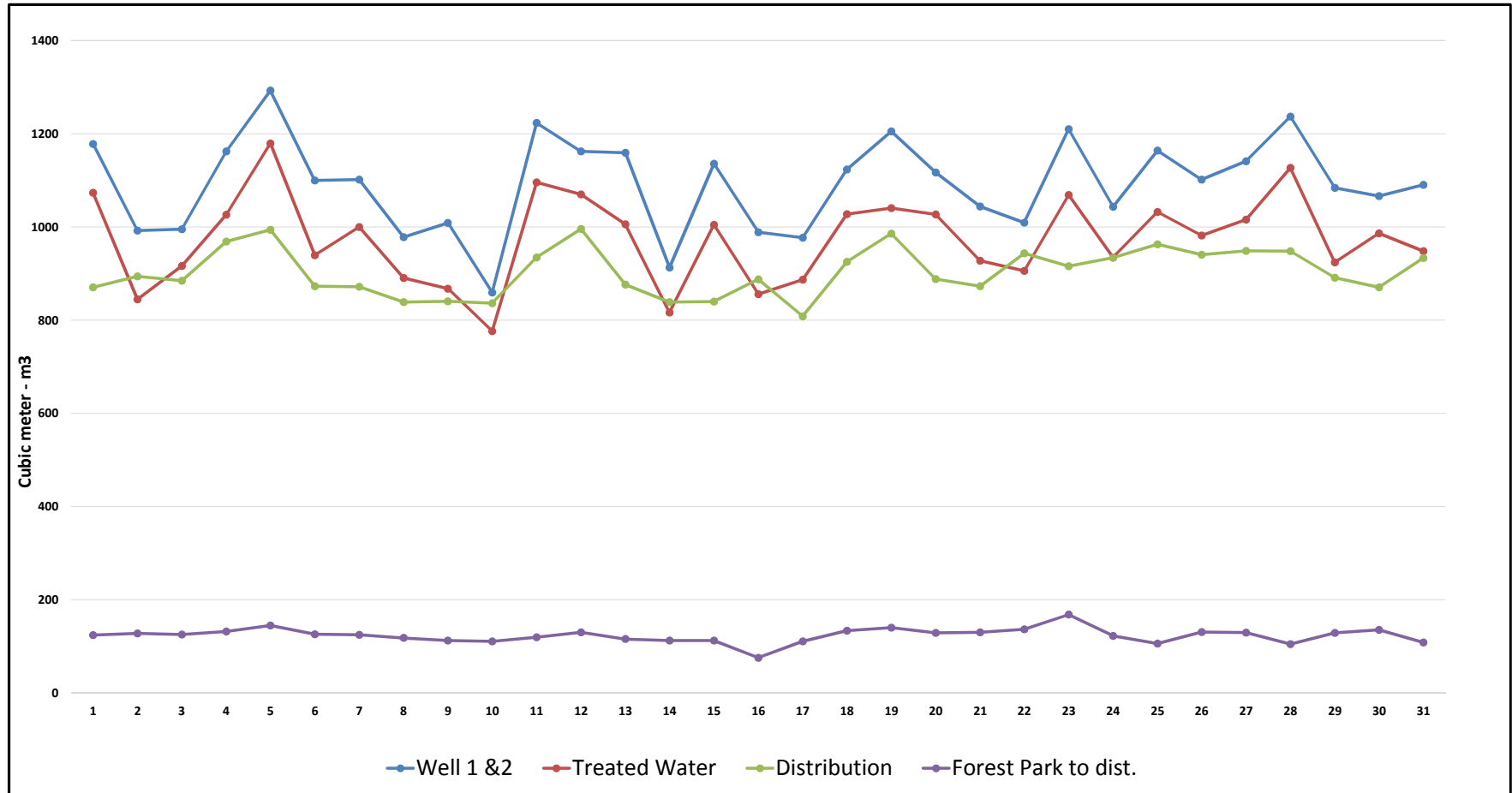
**Table 2 - Daily Flow - m<sup>3</sup>**



Nov	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
<b>Well 1 &amp; 2</b>	1260	959	1250	1080	1073	965	1263	1134	1295	1319	1420	1059	1087	1119	1246	1155	950	1299	1157	1062	1256	1168	963	977	1111	899	1149	1295	1127	933	
<b>Treated Water</b>	1090	866	1137	973	911	873	1181	983	1198	1209	1254	954	965	984	1144	1018	844	1172	997	981	1118	1020	870	890	972	826	1028	1158	991	849	
<b>Distribution</b>	918	873	927	936	868	916	1181	992	1091	1132	1141	926	929	979	899	933	942	976	913	927	997	975	878	849	866	857	957	982	884	849	
<b>Forest Park to dist.</b>	129	122	132	119	127	139	140	125	171	125	136	136	145	146	134	126	130	134	132	140	161	139	138	135	130	124	133	150	131	117	

## Limoges

**Table 2 - Daily Flow - m<sup>3</sup>**



Dec	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
<b>Well 1 &amp; 2</b>	1178	992	995	1162	1293	1100	1102	978	1009	860	1223	1162	1159	913	1136	989	977	1123	1205	1117	1044	1009	1209	1043	1164	1102	1141	1237	1084	1066	1090
<b>Treated Water</b>	1073	844	917	1026	1179	940	1000	890	868	777	1095	1070	1006	816	1005	856	887	1028	1040	1027	928	906	1069	935	1032	982	1016	1127	924	986	948
<b>Distribution</b>	871	894	884	969	994	873	872	839	840	836	934	995	876	839	840	888	808	925	986	888	873	944	916	934	963	941	948	948	891	871	934
<b>Forest Park to dist.</b>	124	128	125	132	145	126	125	118	112	111	120	130	116	113	113	76	111	134	140	129	130	137	168	123	106	131	130	105	129	135	109

## Limoges

### 2.2 Water Quality

January	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	7.69	7.59	7.76	7.69	7.62	7.76			
Temperature	8.0	7.7	8.1	9.2	7.8	10.6			
Turbidity	7.26	1.37	13.13	0.04	0.04	0.06			
Colour	78	29	116	4	2	6			
Mn	0.175	0.148	0.197	0.024	0.019	0.029			
Fe	0.77	0.40	0.96	0.01	0.01	0.01			
Free Chlorine				0.10	0.08	0.11	0.08	0.05	0.11
Combined Chlorine				2.40	2.18	2.64	2.08	1.27	2.68
February	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	7.68	7.55	7.73	7.76	7.72	7.79			
Temperature	8.2	7.7	8.7	7.9	7.8	8.0			
Turbidity	5.67	0.30	13.15	0.05	0.04	0.18			
Colour	74	16	124	4	4	4			
Mn	0.188	0.162	0.211	0.043	0.038	0.047			
Fe	0.94	0.85	1.03	0.04	0.03	0.05			
Free Chlorine				0.09	0.08	0.10	0.36	0.05	0.12
Combined Chlorine				2.38	2.08	2.64	2.12	1.32	2.46
March	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	7.68	7.66	7.70	5.48	0.78	7.85			
Temperature	8.0	7.8	8.3	7.8	7.6	7.9			
Turbidity	8.07	0.38	15.97	0.05	0.04	0.09			
Colour	80	20	133	3	1	5			
Mn	0.169	0.144	0.186	0.018	0.014	0.021			
Fe	0.91	0.86	0.96	0.02	0.01	0.02			
Free Chlorine				0.09	0.08	0.10	0.09	0.05	0.14
Combined Chlorine				2.48	2.18	2.70	2.22	2.05	2.43
April	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	7.61	7.54	7.67	7.71	7.70	7.71			
Temperature	8.6	7.9	9.1	8.8	8.1	9.5			
Turbidity	8.52	0.70	15.77	0.05	0.05	0.16			
Colour	75	27	115	-	-	-			
Mn	0.190	0.173	0.203	0.029	0.028	0.030			
Fe	0.96	0.89	0.99	0.04	0.04	0.04			
Free Chlorine				0.10	0.08	0.12	0.09	0.06	0.13
Combined Chlorine				2.44	2.19	2.75	2.10	1.91	2.31
May	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	7.65	7.58	7.72	7.80	7.74	7.85			
Temperature	8.3	8.0	8.5	8.4	8.1	8.7			
Turbidity	6.33	0.79	17.38	0.05	0.04	0.23			
Colour	70	22	125	3	0	5			
Mn	0.205	0.182	0.228	0.042	0.042	0.042			
Fe	0.99	0.96	1.02	0.05	0.03	0.07			
Free Chlorine				0.10	0.08	0.12	0.10	0.06	0.14
Combined Chlorine				2.41	2.10	2.68	2.12	1.83	2.30
June	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	7.60	7.49	7.69	7.75	7.67	7.83			
Temperature	8.4	8.0	8.6	9.0	8.9	9.1			
Turbidity	9.37	1.48	18.47	0.05	0.04	0.12			
Colour	72	24	116	6	5	6			
Mn	0.179	0.171	0.188	0.023	0.018	0.027			
Fe	0.95	0.93	0.98	0.02	0.01	0.02			
Free Chlorine				0.10	0.09	0.12	0.11	0.09	0.15
Combined Chlorine				2.40	2.09	2.65	2.09	1.66	2.25

## Limoges

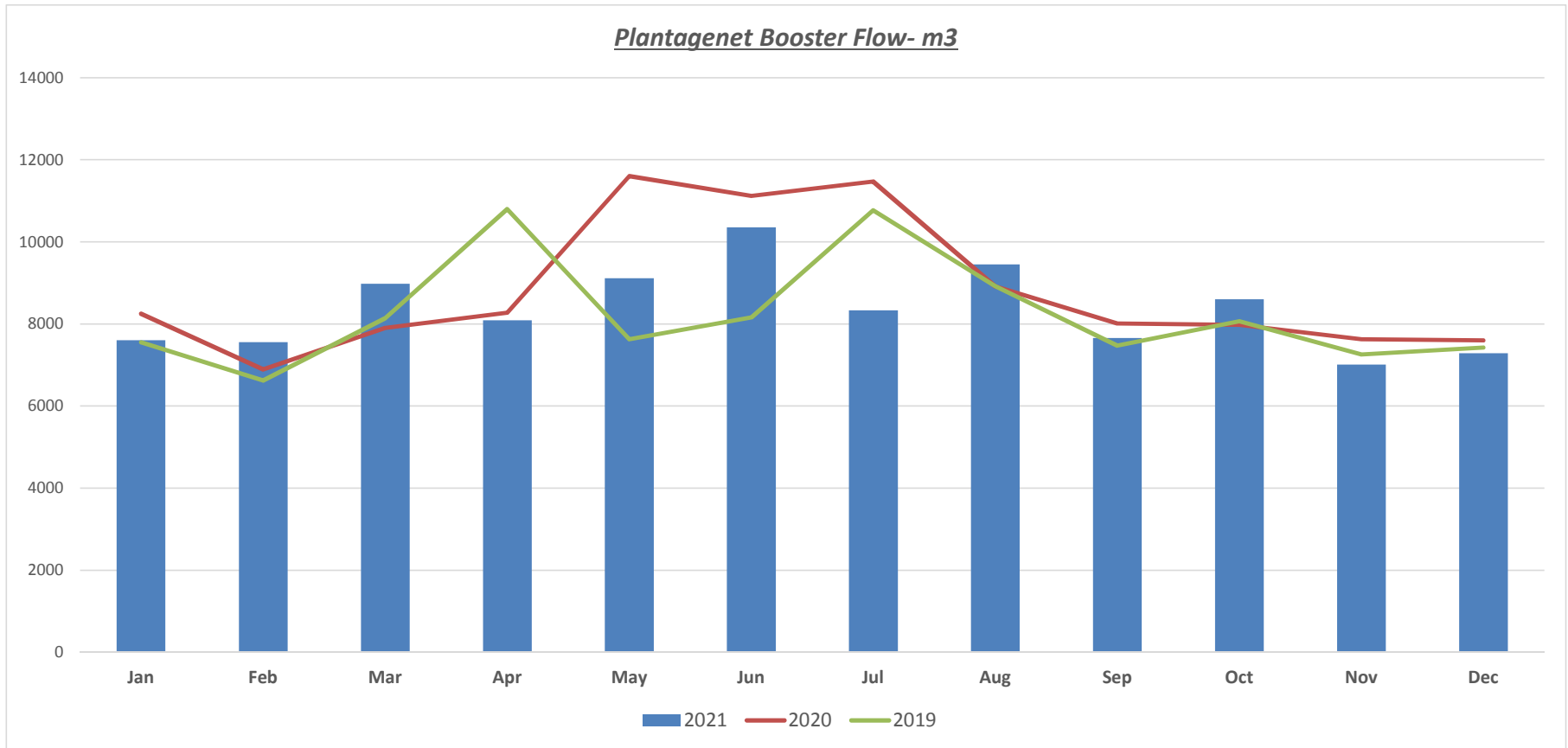
July	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	7.57	7.49	7.62	7.67	7.63	7.70			
Temperature	8.4	8.0	8.8	10.6	9.7	11.5			
Turbidity	9.27	1.93	16.72	0.05	0.05	0.16			
Colour	77	32	125	4	3	5			
Mn	0.182	0.164	0.199	0.021	0.011	0.030			
Fe	0.97	0.94	1.01	0.03	0.02	0.04			
Free Chlorine				0.11	0.09	0.13	0.12	0.09	0.16
Combined Chlorine				2.51	2.29	2.91	2.08	1.64	2.38
August	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	7.66	7.62	7.69	7.83	7.83	7.83			
Temperature	8.3	8.1	8.4	10.7	10.7	10.7			
Turbidity	10.52	1.93	19.10	0.05	0.04	0.15			
Colour	83	36	130	2	2	2			
Mn	0.177	0.154	0.199	0.047	0.047	0.047			
Fe	0.96	0.93	0.99	0.03	0.03	0.03			
Free Chlorine				0.12	0.09	0.16	0.12	0.09	0.18
Combined Chlorine				2.55	1.98	3.36	2.23	1.91	2.48
September	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	7.64	7.55	7.72	7.79	7.75	7.82			
Temperature	9.4	8.0	11.1	10.7	10.5	10.9			
Turbidity	9.04	1.70	18.74	0.05	0.04	0.09			
Colour	94	43	166	3	1	5			
Mn	0.180	0.152	0.209	0.022	0.020	0.023			
Fe	0.95	0.85	1.02	0.05	0.03	0.07			
Free Chlorine				0.11	0.09	0.13	0.11	0.07	0.16
Combined Chlorine				2.54	2.17	2.92	2.09	1.57	2.35
October	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	7.50	7.43	7.52	7.62	7.57	7.66			
Temperature	8.6	8.3	9.1	9.6	9.4	9.7			
Turbidity	8.47	1.11	16.32	0.05	0.04	0.09			
Colour	73	24	122	2	0	4			
Mn	0.192	0.163	0.202	0.023	0.008	0.037			
Fe	0.96	0.92	1.01	0.01	0.01	0.01			
Free Chlorine				0.12	0.11	0.13	0.11	0.08	0.16
Combined Chlorine				2.71	2.42	2.95	2.29	2.01	2.51
November	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	6.16	4.61	7.71	7.66	7.66	7.66			
Temperature	8.0	7.9	8.1	9.8	9.8	9.8			
Turbidity	5.89	0.90	10.88	0.06	0.04	0.55			
Colour	72	28	115	-	-	-			
Mn	0.177	0.158	0.196	0.034	0.034	0.034			
Fe	0.97	0.94	0.99	0.01	0.01	0.01			
Free Chlorine				0.11	0.09	0.12	0.09	0.05	0.14
Combined Chlorine				2.43	2.22	2.80	2.23	2.05	2.39
December	Raw Water			Water to reservoir			Distribution		
	Average	Min.	Max.	Average	Min.	Max.	Average	Min.	Max.
pH	7.66	7.58	7.76	7.86	7.72	8.02			
Temperature	8.5	7.9	9.1	9.6	9.3	9.9			
Turbidity	7.70	1.19	14.84	0.04	0.04	0.21			
Colour	70	22	113	4	2	5			
Mn	0.175	0.151	0.200	0.027	0.017	0.042			
Fe	0.94	0.87	1.01	0.02	0.01	0.02			
Free Chlorine				0.10	0.09	0.11	0.09	0.05	0.14
Combined Chlorine				2.41	2.25	2.65	2.18	1.94	2.31

# St-Isidore

## 3. Process

### 3.1 Flow

Table 3 - 3 Year Historical Data - Plantagenet Booster



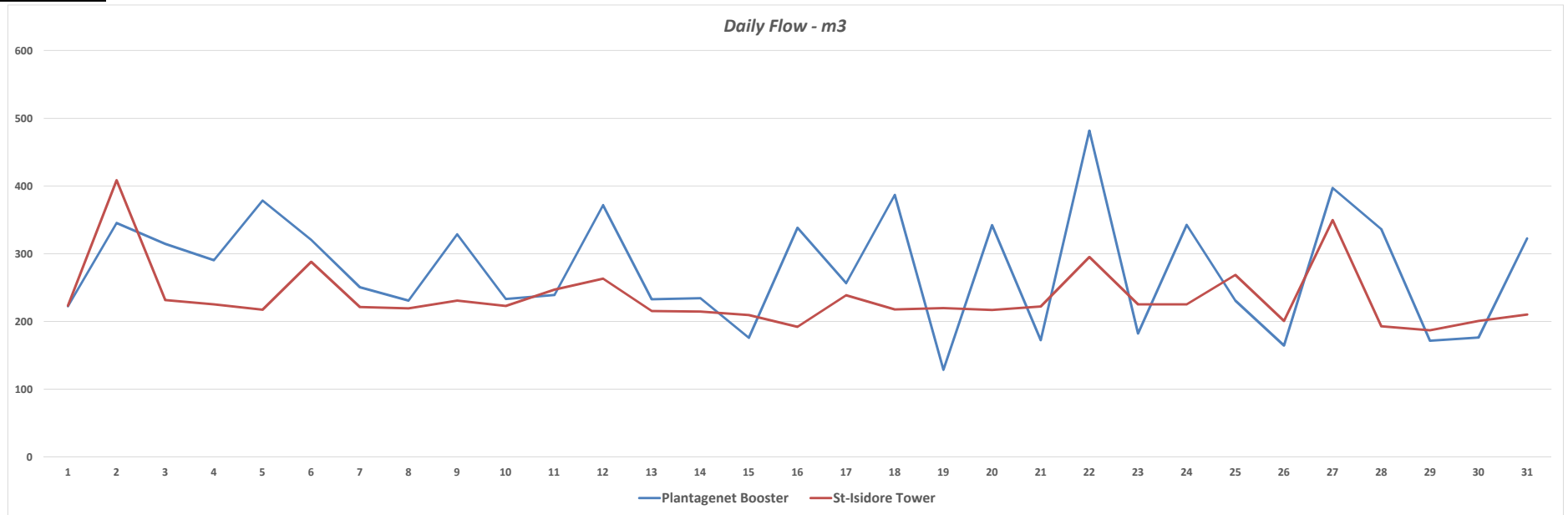
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>2021</b>	7608	7558	8985	8093	9119	10355	8338	9455	7662	8604	7014	7293
<b>2020</b>	8245	6891	7903	8275	11601	11116	11473	8911	8012	7977	7629	7600
<b>2019</b>	7553	6622	8142	10798	7624	8158	10771	8921	7469	8068	7254	7421

## St-Isidore

### 3. Process

#### 3.1 Flow

Table 4 - Flow - m3



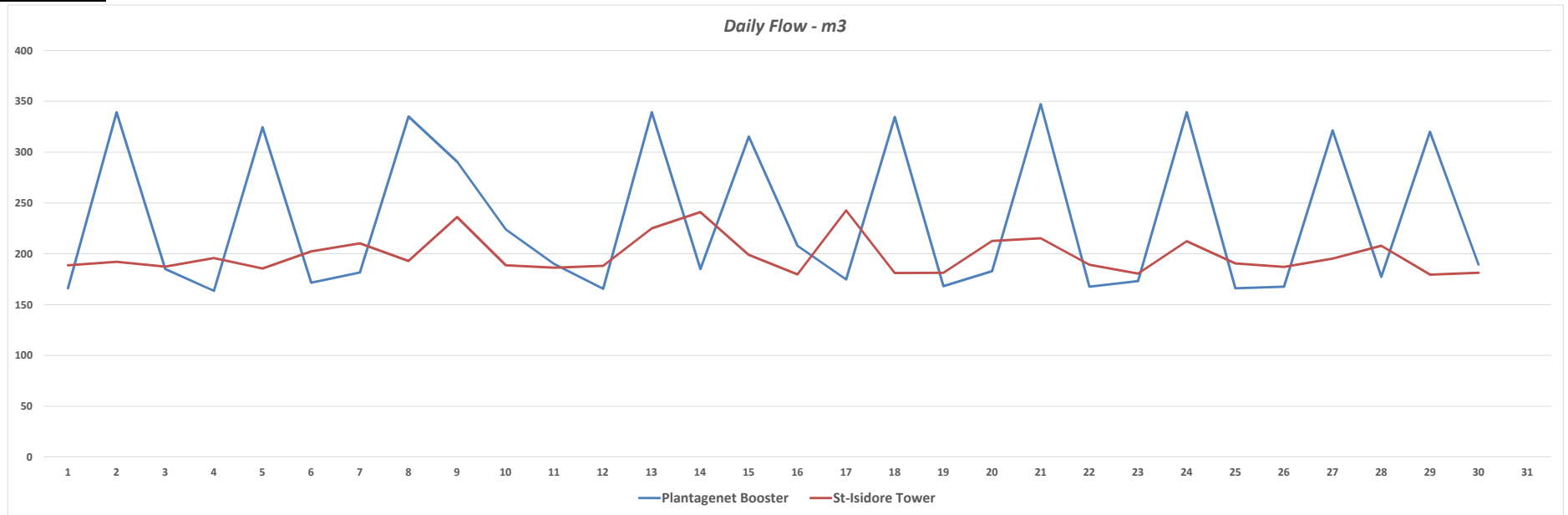
Oct	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Plantagenet Booster	222	346	315	291	379	321	251	231	329	233	239	372	233	235	176	338	257	387	129	342	173	482	183	343	231	165	397	336	172	176	322
St-Isidore Tower	223	409	232	226	217	288	221	220	231	223	247	263	216	215	210	192	239	218	220	217	222	295	225	226	269	201	350	193	187	201	210

## St-Isidore

### 3. Process

#### 3.1 Flow

Table 4 - Flow - m3



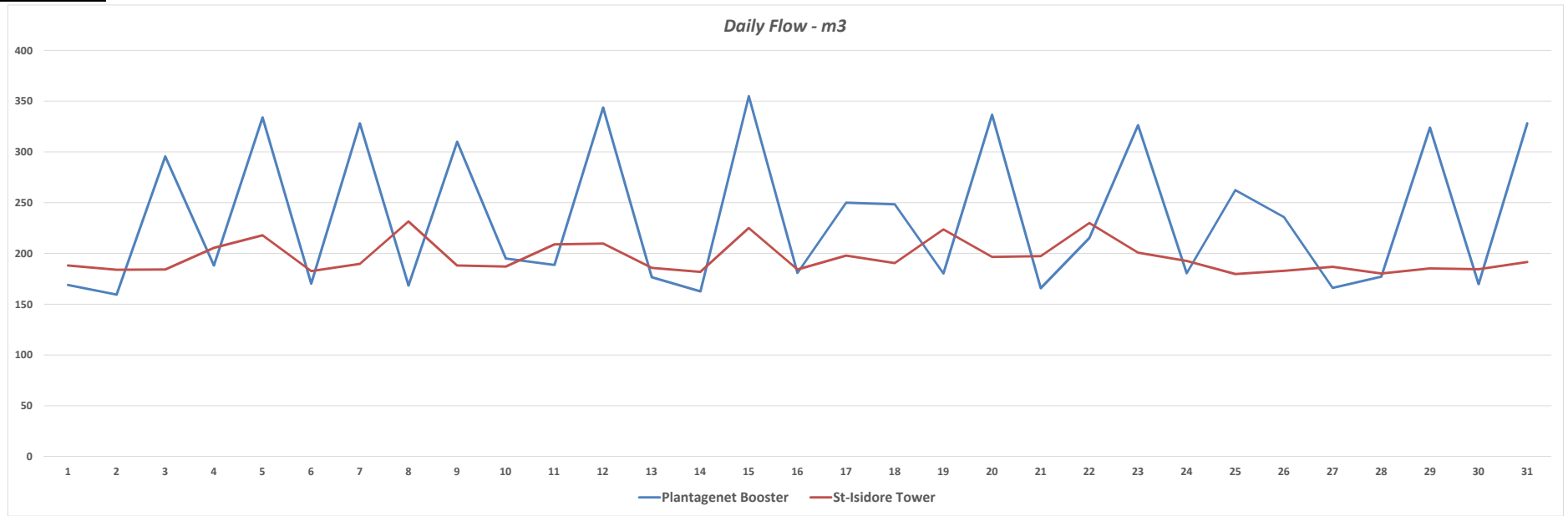
Nov	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
<b>Plantagenet Booster</b>	166	339	185	164	325	172	182	335	291	224	190	165	339	185	315	208	175	335	168	183	347	168	173	339	166	168	321	177	320	190	
<b>St-Isidore Tower</b>	189	192	187	196	186	202	210	193	236	189	186	188	225	241	199	180	243	181	181	213	215	189	181	212	190	187	195	208	180	181	

## St-Isidore

### 3. Process

#### 3.1 Flow

Table 4 - Flow - m3



Dec	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
Plantagenet Booster	169	159	296	188	334	170	328	168	310	195	189	344	176	163	355	181	250	248	180	337	166	215	326	181	262	236	166	177	324	170	328
St-Isidore Tower	188	184	184	206	218	183	190	232	188	187	209	210	186	182	225	184	198	191	224	197	197	230	201	193	180	183	187	180	185	185	192

## St-Isidore

### 3.3 Water quality

January	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.10	0.04	0.16	0.10	0.07	0.19
Combined Chlorine	2.32	1.59	2.86	1.96	1.26	2.58
February	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.11	0.07	0.18	0.12	0.09	0.18
Combined Chlorine	2.35	2.11	2.74	2.16	1.23	2.38
March	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.09	0.05	0.17	0.10	0.09	0.15
Combined Chlorine	2.34	1.92	2.67	2.14	1.72	2.55
April	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.08	0.03	0.15	0.12	0.09	0.17
Combined Chlorine	2.41	1.60	2.75	2.11	1.01	2.50
May	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.08	0.00	0.15	0.09	0.08	0.14
Combined Chlorine	2.27	1.83	2.68	2.01	1.71	2.42
June	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.10	0.05	0.24	0.09	0.08	0.15
Combined Chlorine	2.24	1.76	2.83	1.92	1.56	2.64
July	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.07	0.04	0.14	0.08	0.06	0.15
Combined Chlorine	2.11	1.74	2.49	1.70	1.43	2.22
August	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.07	0.04	0.27	0.08	0.06	0.18
Combined Chlorine	1.93	1.63	2.51	1.54	1.22	2.01
September	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.09	0.05	0.16	0.07	0.06	0.18
Combined Chlorine	1.74	1.46	2.14	1.35	1.18	1.80
October	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.09	0.04	0.42	0.07	0.06	0.17
Combined Chlorine	2.08	1.33	2.91	1.43	1.13	2.07
November	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.08	0.04	0.19	0.07	0.05	0.19
Combined Chlorine	2.10	1.56	2.75	1.54	1.36	2.00
December	Plantagenet Booster Station			St-Isidore Water Tower		
	Average	Min	Max	Average	Min	Max
Free Chlorine	0.11	0.05	0.26	0.08	0.07	0.24
Combined Chlorine	2.23	1.69	2.94	1.74	1.33	2.28

**Preventive & Corrective maintenance**

<b>Date</b>	<b>Location</b>	<b>Comments</b>
02-Oct	St-Isidore	Flushed all dead ends of distribution system to increase chlorine residual.
04-Oct	Plantagenet booster station	Capital Control onsite to configure chlorine injection. We are now able to set a chlorine residual desired setpoint and the chemical pumps will adjust dosage by themselves.
05-Oct	Plantagenet booster station	Changed all chlorine injection piping from 1/2 to 1/4 to prevent air bubbles from forming in pipes.
06-Oct	LWTP	To space out backwash intervals, started a manual backwash and rinsed filter 1A.
06-Oct	Plantagenet booster station	Calibrated FCL2 and TCL2 analyser.
06-Oct	LWTP	Calibrated handheld turbidity meter and did a factory reset.
10-Oct	LWTP	Lowered process chlorine injection setpoint on SCADA from 60 to 59%.
11-Oct	LWTP	Received a low pressure warning alarm which was caused by booster pump #2 being in fault. Tried to start pump manually, it would not start. Started a fire pump.
12-Oct	LWTP	Electrotek onsite to investigate pump #2 fault. Fault was caused by a faulty relay on pump #2. Took relay of fire pump #3 and installed temporarily on booster pump #2. Fire pump #3 now out of service.
13-Oct	All facilities	Capital Control onsite at all facilities for annual flow meter calibration.
15-Oct	Plantagenet booster station	Installed new solution tanks for chlorine and ammonia.
18-Oct	LWTP	Electrotek onsite to install new relay on fire pump #3. All pumps now back in service.
19-Oct	All facilities	Monthly maintenance at all facilities.
19-Oct	LWTP	Lowered process chlorine injection setpoint on SCADA from 59 to 54%.
20-Oct	Forest Park booster station	Calibrated TCL2 analyser.
20-Oct	Plantagenet booster station	Calibrated TCL2 analyser.
22-Oct	LWTP	Calibrated "clearwell" FCL2 analyser.
22-Oct	St-Isidore	Flushed all fire hydrants and installed winter marking flags.
25-Oct	LWTP	Cleaning of aeration basin with hydrovac.
27-Oct	Limoges	Flushed all fire hydrants and installed winter marking flags.
03-Nov	Plantagenet booster station	Calibrated TCL2 analyser.
03-Nov	LWTP	Received a low turbidity alarm. Problem was caused by a blocked polymer pump. Manually backwashed all filters.
15-Nov	All facilities	Monthly maintenance at all facilities.
15-Nov	LWTP	Maintenance on "clearwell" FCL2 analyser. Cleaned unit and adjusted RPM.
15-Nov	Forest Park booster station	Maintenance on TCL2 analyser. Changed harness, bottles and stir bar and cleaned colorimeter.
17-Nov	LWTP	To space out backwash intervals, started a manual backwash and rinsed filter 1A.
17-Nov	Forest Park booster station	Calibrated TCL2 analyser.
18-Nov	LWTP	Emptied polymer solution tank with hydrovac.
22-Nov	LWTP	Received a delivery of ammonium sulphate and sodium hypochlorite from Brenntag Canada.
29-Nov	LWTP	Calibrated "clearwell" FCL2 analyser.
29-Nov	LWTP	Calibrated "POE" TCL2 analyser.
30-Nov	Forest Park booster station	Calibrated FCL2 analyser. Changed electrolyte gel and grit cleaning sand in housing.
01-Dec	Plantagenet booster station	Calibrated TCL2 analyser.
02-Dec	Plantagenet booster station	Maintenance on FCL2 and TCL2 analyser. Cleaned electrode, changed gel and grit cleaning sand.
03-Dec	Plantagenet booster station	Calibrated FCL2 and TCL2 analyser.
06-Dec	LWTP	To space out backwash intervals, started a manual backwash and rinsed filter 2A.
06-Dec	All facilities	Monthly maintenance at all facilities.
13-Dec	LWTP	Received a delivery of sodium hypochlorite from Brenntag Canada.
14-Dec	LWTP	Calibrated "POE" TCL2 analyser.

<b>Date</b>	<b>Location</b>	<b>Comment</b>
<b>15-Dec</b>	<b>All facilities</b>	Fuel truck onsite to refill generator's fuel tank at all facilities.
<b>16-Dec</b>	<b>Forest Park booster station</b>	Received a VFD #1 alarm. Pumps we're not running. Maxi Power we're onsite to inspect VFD. VFD is defective and needs to be replaced. Capital Control onsite to reconfigure VFD settings so that the booster pumps can run with only 1 VFD.
<b>18-Dec</b>	<b>Plantagenet booster station</b>	For unknown reason, SCADA computer went offline. All systems ran ok during event but all trendings we're lost.
<b>20-Dec</b>	<b>LWTP</b>	Electrotek onsite to pickup fire pump #1. They will bring it to their shop for maintenance.
<b>21-Dec</b>	<b>Plantagenet booster station</b>	Capital Control onsite to install new alarm that will notify us when SCADA computer goes offline.
<b>22-Dec</b>	<b>LWTP</b>	To space out backwash intervals, started a manual backwash and rinsed filter 1A.
<b>22-Dec</b>	<b>Forest Park booster station</b>	Maxi Power onsite to install new VFD #1.
<b>23-Dec</b>	<b>LWTP</b>	Electrotek onsite to re-install fire pump #1.
<b>23-Dec</b>	<b>LWTP</b>	Received a delivery of Pax XL6 from Kemira.
<b>23-Dec</b>	<b>Forest Park booster station</b>	Capital Control onsite to reconfigure all pumps with both VFD's.
<b>24-Dec</b>	<b>LWTP</b>	To space out backwash intervals, started a manual backwash and rinsed filter 2B.
<b>17</b>		

## 6.0 General (meters, repairs, locates)

<b>Water Meter</b>			
	<b>St-Isidore</b>	<b>Limoges</b>	<b>Forest Park</b>
<b>Final Reading</b>	<b>2</b>	<b>15</b>	<b>0</b>
<b>New Meter Install</b>	<b>0</b>	<b>11</b>	<b>0</b>
<b>Meter Change Out</b>	<b>0</b>	<b>23</b>	<b>3</b>
<b>Meter Reading</b>	<b>December 22<sup>th</sup></b>	<b>December 22<sup>th</sup></b>	<b>December 22<sup>th</sup></b>

### Emergency Watermain Repairs

- No emergency watermain repairs we're performed during this period.

### Locates Water/Sewer

- 95 locates we're performed for outside contractors digging within the Municipality. Which includes Watermain, Storm Sewer, Sanitary main and Forcemain.

## Annual Report to the South Nation Source Protection Authority

**Municipality:** Nation Municipality  
**Reporting Period:** January 1, 2021 to December 31, 2021  
**Report Date:** February 1, 2022  
**Prepared by:** Michael Melaney, Designated RMO for the Municipality

The *Clean Water Act, 2006* requires that Source Protection Plans include monitoring policies for each significant threat policy (as per Subsection 22(2)). The monitoring policies will help to ensure that the Source Protection policies are effective and are being properly implemented.

The Source Protection Plan for the South Nation Source Protection Area became effective on April 1, 2015. The plan includes several policies that detail municipal reporting requirements to the Source Protection Authority. This report addresses reporting requirements as outlined in the table below.

Monitoring Policy	Reporting Requirement	Table
MONITORING-1	Number of Approved Risk Management Plans for Existing Activities	Table 1
MONITORING-1	Number of Approved Risk Management Plans for Future Activities	Table 2
MONITORING-1	Number of Activities Prohibited by the Municipality	Table 3
MONITORING-1	Risk Management Official Reporting	Table 4
MONITORING-1	Risk Management Office Reporting on Restricted Land Uses	Table 5
MONITORING-2	Planning Act Policies and Conformance	Table 6
MONITORING-4	Summary of Education and Outreach Programs	Table 7
MONITORING-5	Implementation of Specific Actions directed at Municipalities	Table 8
MONITORING-1	Location specifics for Risk Management Official Reporting – Risk Management Plans	Table 9
MONITORING-1	Location specifics for Risk Management Official Reporting – Prescribed Instruments	Table 10

The information in Tables 1 to 5 was compiled from the Risk Management database and record of email correspondence by the Risk Management Official.

The information in Table 6 and 8 was completed based on a desktop review of planning files received in 2019, work with the Municipality and Counties on Official Plan and Zoning By-Law amendments, discussion with the South Nation Septic Office and a desktop review of municipal planning documents.

The information in Table 7 was compiled by the Education and Outreach team at South Nation Conservation.

**Reporting Requirements for Policy: MONITORING-1**

<b>Policy MONITORING-1</b>
<b>Part IV <i>Clean Water Act, 2006</i> tools (restricted land use, Risk Management Plans and prohibition)</b>
<p>The Risk Management Official shall report annually by February 1<sup>st</sup> to the Source Protection Authority on significant threat policies that designate an activity for the purpose of Section 58 (Risk Management Plans) or Section 57 (prohibition) of the <i>Clean Water Act, 2006</i>. This report will include the information required in Section 65 of Regulation 287/07 (information on the establishment and enforcement of Risk Management Plans, inspections and abatement measures in addition to descriptions of the administrative, enforcement and compliance results) related to the previous calendar year.</p> <p>Additionally, the Risk Management Official shall inform the Source Protection Authority of the method/procedure used to implement GENERAL-6 (restricted land uses).</p>

Table 1: Number of Approved Risk Management Plans for Existing Activities

<b>Policy</b>	<b>Approved Risk Management Plans for Existing Activities</b>	<b>Qty.</b>
AG-2	Agricultural activities.	-
CHEM-1	Chemical threats.	-
FUEL-1	Fuel oil storage (O.Reg. 213/01).	-
FUEL-2	Liquid fuels (O.Reg. 217/01).	-
PEST-2	Application, storage and handling of pesticide.	-
SALT-2	Storage of road salt and snow.	-
WASTE-3	Waste sites without a prescribed instrument.	-

Table 2: Number of Approved Risk Management Plans for Future Activities

<b>Policy</b>	<b>Approved Risk Management Plans for Future Activities</b>	<b>Qty.</b>
AG-2	Agricultural activities.	-
FUEL-1	Chemical threats.	-
FUEL-2	Fuel oil storage (O.Reg. 213/01).	-
PEST-2	Liquid fuels (O.Reg. 217/01).	-

Table 3: Number of Activities Prohibited by the Municipality

<b>Policy</b>	<b>Activities Prohibited by the Municipality</b>	<b>Qty.</b>
CHEM-2	Chemical threats.	-
FUEL-4	Liquid fuel facilities (O.Reg. 217/01).	-
PEST-3	Commercial storage and handling of pesticides.	-
SALT-3	Storage of salt and snow.	-
WASTE-4	Waste sites without a prescribed instrument.	-

Table 4: Risk Management Official Reporting

<b>Risk Management Official Reporting</b>	<b>Qty.</b>	<b>Details Attached (Y/N)</b>
Risk Management Plans agreed to by the RMO under subsection 56(1) or 58(5) of the Act and the number of plans established by the RMO under subsection 56(6), 58(10) or (12) of the Act	-	N
Risk Management Plans the RMO refused to agree to or to establish under subsection 56(9), 58(15) or (16)	-	N
Orders issued under Part IV of the Act	-	N
Notices given to or by the RMO under subsection 61(2), (7) and (10) of the Act	-	N
Inspections carried out under section 62 of the Act (for the purpose of enforcement)	-	N
Risk assessments submitted under section 60 of the Act	-	N
RMO caused a thing to be done under section 64 of the Act	-	N
Prosecutions and convictions under section 106 of the Act	-	N

Table 5: Risk Management Office Reporting on Restricted Land Uses

<b>Detail</b>	<b>Qty.</b>
Number of Planning Act or Building Code Act applications screened by the Risk Management Office.	1 <sup>1</sup>
Number of notices issued under Section 59 2(a) of the <i>Clean Water Act, 2006</i> .	1 <sup>1</sup>
Number of notices issued under Section 59 2(b) of the <i>Clean Water Act, 2006</i> .	-
<b>Description of the method used to implement policy: GENERAL-6</b>	
<p>The location of the activity is verified. If it is not within a vulnerable area (WHPA or IPZ), a clearance letter is issued.</p> <p>If the activity is within a vulnerable area, the vulnerable area is reviewed to see if any activities could pose a significant drinking water threat. If there are none, a clearance letter is issued.</p> <p>If the proposed activity is not related to a significant drinking water threat for the vulnerable area is it located within, the RMO completes the form "SWP S.59 Screening", and a Section 59 Notice is issued.</p> <p>If the proponent can demonstrate that the proposed activity will not be a significant drinking water threat, through filing an "Application for Notice to Engage in an Activity in a Vulnerable Area for Municipal Drinking Water", a Section 59 Notice is issued.</p> <p>If there is a significant drinking water threat associated with the proposed activity, the Source Protection Plan is consulted and the proponent notified that the activity may be subject to Section 57 (Prohibition) or Section 58 (Risk Management Plan).</p>	

**Notes:**

1. One notice issued under Section 59 2(a) of the *Clean Water Act, 2006* was for a development bordering the Village of Casselman and the Nation Municipality.

**Reporting Requirements for Policy: MONITORING-2**

<b>Policy MONITORING-2</b>
<b>Planning Act, 1990 policies</b>
<p>The local planning authority shall provide the Source Protection Authority with the following information for the previous calendar year:</p> <ul style="list-style-type: none"> <li>• A copy of the sections of the Official Plan and zoning by-laws which were amended to conform with the Source Protection Plan;</li> <li>• A copy of any approvals made under the Planning Act, 1990 for applications for properties in the designated land uses listed in GENERAL-6 (restricted land use); and</li> <li>• A copy of the permit for approvals made under a change of use by-law, if applicable, for properties in designated land uses listed in GENERAL-6 (restricted land use), when the permit is issued.</li> </ul>

Table 6: Planning Act Policies and Conformance

<b>Policy</b>	<b>Detail</b>	<b>Y/N</b>
GENERAL-3	The Municipality has amended sections of the Official Plan to conform to the Source Protection Plan.	Y <sup>1</sup>
GENERAL-3	The Municipality has amended sections of the zoning by-laws to conform to the Source Protection Plan.	N <sup>1</sup>
GENERAL-6	The Municipality has approved applications under the Planning Act, 1990 for properties in areas designated as restricted land uses.	Y <sup>2</sup>
SEWG-3	The Municipality has replaced an existing sewage treatment plant. Decisions made by the planning authority under the Planning Act, 1990 conform to the policy.	N
SEWG-3	The Municipality has expanded an existing municipal sewage treatment facility to provide full services to a new or existing development which is partially serviced or a development where on-site septic systems are failing. Decisions made by the planning authority under the Planning Act, 1990 conform to the policy.	N
SEWG-5	The Municipality has established a review process for future development and/or lot creation that considers the protection of municipal source water in relation to future and proposed on-site sewage.	N <sup>1</sup>
SEWG-7	The Municipality has prohibited the future establishment, operation and maintenance of a stormwater management facility with a WHPA-A or IPZ-1 where stormwater discharges would be a significant drinking water threat.	N <sup>1</sup>
WASTE-2	The Municipality has prohibited the establishment of future waste disposal sites where they would be a significant drinking water threat.	N <sup>1</sup>

**Notes:**

1. The United Counties of Prescott and Russell Official Plan directs local municipalities to amend their Official Plans and Zoning By-Laws to bring them into conformity with the County Official Plan Source Protection policies, which were included in the April 2016 Official Plan.
2. Copies of any approvals made under the Planning Act, 1990 for applications for properties in designated areas have been provided through the Risk Management Office and the Conservation Authority Planners. Additional copies are available upon request from the Municipality or the County.

**Reporting Requirements for Policy: MONITORING-4**

<b>Policy MONITORING-4</b>
<b>Education and Outreach</b>
<p>By February 1<sup>st</sup> of each year, the Municipality or designate shall report to the Source Protection Authority with a description of the actions/measures they have taken in the previous calendar year to implement the education/outreach program described in the Source Protection Plan.</p> <p>The report shall include an evaluation of the program and suggestions to improve the effectiveness.</p>

Table 7: Summary of Education and Outreach Programs

<p><b>Education and Outreach Actions/ Measures:</b></p>	<p>Conservation Authority partners have worked to develop tools and resources which satisfy the Education and Outreach Policies and help establish permanent resources for future Source Water Protection program delivery.</p> <p>Print Media and Landowner Resources</p> <ul style="list-style-type: none"> <li>• Risk Management Plan Binder and Toolkit for property owners</li> <li>• Six (6) activity fact sheets (DNAPLs, organic solvents, etc.)</li> <li>• Distribution of SWP brochure series (Agri-Action, Fuel Tools, Pesticide Wise, Septic Solutions, Water Smart, Well Informed)</li> <li>• Distribution of fuel tags and stickers for homeowners</li> <li>• Boater Awareness Campaign postcards, keychains, and boat stickers with Spills Action Response Centre contact info</li> </ul> <p>Signage</p> <ul style="list-style-type: none"> <li>• Boater Awareness Campaign signage displayed at river access points (boat launches and public and private marinas) – <i>approximately 40 signs distributed</i></li> <li>• SWP Road Signage (displayed on roadways outside vulnerable drinking water protection zones) – <i>nearly 100 in the Raisin-South Nation Source Protection Region</i></li> </ul>
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	<p><b>Social Media and Website</b></p> <ul style="list-style-type: none"> <li>• Maintained the Source Protection Website (<a href="http://yourdrinkingwater.ca">yourdrinkingwater.ca</a>)</li> <li>• Maintained social media presence (@yourdrinkingh2O)</li> <li>• Issued first annual Raisin South Nation Source Protection Region newsletter update; circulated to member municipalities</li> <li>• 3 week province-wide education blitz on Drinking Water Source Protection road signs</li> <li>• Public information campaign launched October 7 with new tools including online mapping application</li> <li>• Issued local press release</li> </ul> <p><b>Education and Outreach</b></p> <ul style="list-style-type: none"> <li>• Licensed to deliver Yellow Fish Road community program, educating community members on storm drains</li> <li>• Licensed to deliver Stream of Dreams Community Art and Environmental Education Program (<i>subsidized with other grants and partners</i>)</li> <li>• Due to the ongoing COVID-19 Pandemic, education and outreach efforts were postponed in 2021.</li> </ul>
<p><b>Evaluation of Program and Suggestions for Improvement:</b></p>	<p>Resources will continue to be used in future program delivery and be made available to partners and property owners. Education programs will continue to be delivered after the completion of the funding agreement. To satisfy demand, extra consideration will be given to host repeat workshops.</p>

**Reporting Requirements for Policy: MONITORING-5**

<b>Policy MONITORING-5</b>
<b>Specify Action</b>
Where a policy requires the Municipality to implement a specific action, the Municipality shall report the Source Protection Authority annually by February 1 <sup>st</sup> on the steps taken to implement this policy.

Table 8: Implementation of Specific Actions directed at Municipalities

<b>Policy</b>	<b>Detail</b>	<b>Y/N</b>
SEWG-1	The Municipality has established and implemented a sewage inspection and maintenance program where sanitary sewers could be a significant threat.	N
SEWG-1	The Municipality has established a process to ensure that future applicants are aware of the requirements for new sanitary sewers where they are a significant drinking water threat.	N
SEWG-4	The Municipality has established a process to manage existing and future septic systems and septic holding tanks where they would be a significant drinking water threat through the Ontario Building Code Act, 1992 and Ontario Regulation 315/10 (as amended) in accordance with the On-Site Sewage System Maintenance Inspection Program.	Y
SEWG-4	The Municipality has established a process to ensure that existing septic systems and septic holding tanks are decommissioned where inspectors determine the need for replacement or when connecting to municipal services.	N
SEWG-4	The Municipality has passed a Mandatory Connection By-law (under the authority of the Municipal Act, 2001) to require connection to municipal sewer services (capacity permitting) where available at the property line in the following situations: failure of a Phase II inspection; the Principal Authority deems the existing system inadequate to service a proposed redevelopment/renovation; or for new development on existing vacant lots of record.	N
SEWG-4	The Municipality has established a process to review and consider the potential for municipal servicing within significant threat areas which currently have private services.	N <sup>1</sup>
GENERAL-8	The Municipality has reviewed and updated sewer-use by-laws to place limits on waste discharges where sewage, organic solvents, and/or dense non-aqueous phase liquids (DNAPLs) could be a significant threat.	N <sup>1</sup>

**Notes:**

1. This policy is non-legally binding, and the Source Protection Plan includes suggested actions for implementation.



February 3, 2022

### **In This Issue**

- Inclusive Communities Grant.
- Webinars announced for Subwatershed Planning Guide Consultation.
- Webinars announced for *Conservation Authorities Act* Phase 2 Regulations.
- Factsheets available for Excess Soil Registry.
- AMO/LAS *Municipal Energy Symposium* March 31 - April 1. Registration open.
- AMO/LAS *Municipal Energy Symposium* - Call for Proposals.
- Webinar: eScribe election webinar series.
- Canoe vendor spotlight: Geotab.
- Canoe webinar: Doosan & Bobcat.
- Blog: Citizen Insights to Boost Your Community Engagement.
- Sponsored message from NWMO.
- Careers: Simcoe and Toronto.

### **Provincial Matters**

Applications are now open for the 2022-23 Inclusive Community Grants program. Funding is available for local projects that will help older residents and people with disabilities participate in community life. The deadline to apply is March 3, 2022. Information and how to apply is found on the government [website](#).

MECP will be hosting webinars on the proposed [Subwatershed Planning Guide](#) on [February 16, 2022 from 1:00-2:30 p.m.](#) and [February 24, 2022 from 9:00-10:30 a.m.](#) Follow the link on each date to register.

MECP will be hosting 90-minute webinars on the proposed [Conservation Authorities Act Phase 2 Regulations](#) on February 4 (10:00 am), February 8 (2:00 pm), and February 10 (10:30 am). Register by emailing [ca.office@ontario.ca](mailto:ca.office@ontario.ca) with the subject line "CAA Phase 2?Webinars" and indicate your preferred session date.

To support implementation of the [O. Reg. 406/19: On-Site and Excess Soil Management](#) (Excess Soil Regulation), a series of fact sheets are available now through the MECP's [Handling excess soil](#) webpage.

### **Eye on Events**

AMO and LAS are excited to host a virtual *Municipal Energy Symposium* March 31 - April 1. This leading edge event takes a critical look at the intersection of climate change, land use planning and energy post-COP26. Explore examples of how municipalities are planning for the future and what this means to daily operations. Register [here](#).

AMO and LAS are calling on municipalities and partners to showcase initiatives and innovation in addressing municipal energy and climate change at the seminal virtual *Municipal Energy Symposium*, March 31 - April 1. For more information and to submit your proposal, [click here](#). Deadline for proposals is **February 4**.

Are you thinking about the municipal election? While it's not happening until October, it is time to start thinking today how to get your meetings ready for your new Council. On February 16 at 11 am ET join eScribe, AMO's preferred partner for electronic meeting management, for a webinar to learn how you can prepare for a seamless election season. [Register today](#).

### **LAS**

We are pleased to welcome Geotab to the [Canoe Procurement Group](#)! Geotab offers vehicle monitoring and telematics solutions to keep your fleet operating as efficiently as possible. [Contact Tanner](#) to learn more.

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Have you ever wondered how your municipality can keep up and continue to engage citizens in an increasingly digital world? Our [guest blogger](#) shares some interesting facts and stats.

### **Sponsored Message from NWMO**

The Nuclear Waste Management Organization (NWMO) is federally mandated through the *Nuclear Fuel Waste Act* (2002) and is responsible for the safe, long-term management of Canada's used nuclear fuel. The NWMO plans to select a single site for a Deep Geological Repository in 2023 and will share updates through the AMO

Watchfile.

Learn more about the [NWMO and Canada's plan](#). Stay tuned for more information about this national infrastructure project. If your municipality has questions or is interested in a project briefing, please contact [Norman Sandberg](#) or 416.303.2254.

### **Careers**

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AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](#) on Twitter!

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132-2022-265  
**Par Courriel**

21 janvier 2022

Message à l'intention des directions générales des administrations et des greffiers municipaux:

Le ministère du Solliciteur général est résolu à assurer la sécurité, le soutien et la protection des collectivités de l'Ontario.

À l'automne 2020, le ministère a recouru aux services d'un consultant indépendant, Goss Gilroy Inc., pour la réalisation d'un examen axé sur la sécurité des tribunaux et le transport des détenus en Ontario, entre autres en ce qui a trait à la conception du Programme de paiements de transfert pour la sécurité des tribunaux et le transport des détenus (STTD). Dans le cadre ce programme, le ministère fournit des fonds aux municipalités pour les aider à payer les frais liés à la sécurité des tribunaux et au transport des détenus.

L'examen confié au consultant indépendant s'inscrit dans les efforts constants que déploie le ministère pour tirer parti de la technologie et renforcer la sécurité publique afin de mettre en place un système de justice plus réactif et plus efficace dans toute la province. Ces efforts ont mené à l'introduction d'initiatives telles que Solutions numériques pour la justice pénale (SNJP) et la Stratégie pour les vidéoconférences dans le secteur de la justice pénale (SVSJP). L'Initiative des SNJP modernise le secteur de la justice pénale par la numérisation de dossiers criminels et en connectant les systèmes informatiques afin que les données circulent de manière transparente entre les services de police, les procureurs, les tribunaux et les services correctionnels, et qu'elles soient facilement accessibles aux personnes compétentes en temps opportun pour la prise de décisions. En outre, l'Initiative des SNJP est conçue pour accroître l'utilisation de la technologie vidéo pour la plupart des types de comparutions devant les tribunaux. Cela réduit la nécessité de transporter des détenus entre les établissements correctionnels et les palais de justice et, par conséquent, améliore la sécurité et l'efficacité globale du système.

Les municipalités, les services de police et d'autres partenaires du secteur de la justice ont participé à l'examen de la sécurité des tribunaux et du transport des détenus. Cet examen étant terminé, le ministère souhaite maintenant en distribuer le résumé d'ordre général et le rapport complet, ci-joints. Nous apprécions le temps et les efforts consacrés par diverses personnes et organisations au cours de l'examen. Nous avons pu obtenir de précieuses observations sur la façon dont nous pouvons renforcer les pratiques exemplaires, et sonder des moyens d'améliorer la prestation de services en ce qui a trait à la sécurité des tribunaux et au transport des détenus.

Le ministère suit une approche progressive en réponse à l'examen mené afin de favoriser une planification axée sur l'amélioration continue et fondée sur de solides données probantes pour combler d'éventuelles lacunes. Il est important de noter que le financement global du Programme de paiements de transfert STTD ne changera pas, étant assujetti au processus financier habituel.

La sécurité publique est une priorité absolue pour notre gouvernement, et il est essentiel de fournir à nos policiers de première ligne et à leurs partenaires municipaux les outils, les ressources et les mesures de soutien financier dont ils ont besoin pour protéger nos collectivités.

Nous nous réjouissons à la perspective de poursuivre notre collaboration étroite avec vous et d'autres partenaires municipaux et du secteur de la justice pour assurer la sécurité des tribunaux et le transport des détenus, ainsi que dans d'autres dossiers prioritaires communs en matière de sécurité publique.

Si vous avez des questions ou des préoccupations concernant l'examen du Programme de paiements de transfert STTD ou si vous souhaitez obtenir une version française du rapport complet, veuillez communiquer avec Michelina Longo, directrice, Direction des relations extérieures, à [Michelina.Longo@ontario.ca](mailto:Michelina.Longo@ontario.ca).

Cordialement,









Sylvia Jones  
Solliciteure générale

Pièces jointes (2)

## Résumé général de l'examen du Programme de financement de la sécurité des tribunaux et du transport des détenus

### Démarche de consultation

Une série d'activités de consultation menées par Goss Gilroy Inc., détaillées ci-dessous, ont eu lieu entre l'automne 2020 et le printemps 2021. Plus de 200 personnes y ont participé.

	<p>Des entretiens ont été menés avec diverses parties prenantes dans le domaine de la sécurité des tribunaux et du transport des détenus. Ces entretiens avaient un double objectif : 1) définir la portée de l'examen et comprendre ce que les parties prenantes voulaient y voir aborder; 2) recueillir des renseignements pour répondre aux questions posées dans l'examen quant aux moyens d'améliorer la prestation de services.</p>	 <p><b>31 entretiens</b></p>
	<p>Deux sondages ont été menés, l'un auprès de tous les services de police municipaux (taux de réponse de 71 %) et l'autre auprès des détachements de la Police provinciale de l'Ontario (taux de réponse de 86 %), afin de recueillir des renseignements sur la manière dont la sécurité des tribunaux et le transport des détenus sont assurés et d'obtenir différents commentaires. Un formulaire de rétroaction en ligne a également été mis à la disposition de tous les directeurs administratifs municipaux et des présidents des commissions des services policiers de l'Ontario.</p>	 <p><b>144 réponses</b></p>
	<p>Les commentaires reçus des parties prenantes au moyen des sondages et du formulaire de rétroaction en ligne ont permis de guider des groupes de discussion dont les participants constituaient un échantillon représentatif des services de police municipaux, des détachements de la Police provinciale de l'Ontario, des services de police des Premières Nations et d'associations de policiers.</p>	 <p><b>43 participants</b></p>

## Ce que nous avons entendu – un aperçu

### Modèle de financement

- De façon générale, les participants se disent préoccupés par l'équité et l'efficacité du modèle de financement actuel pour la sécurité des tribunaux et le transport des détenus. Ceux qui ont des tribunaux situés sur leur territoire supportent le coût net total de la sécurité des tribunaux, y compris les dépenses en heures supplémentaires. Par ailleurs, la nature rétrospective de la subvention ne reflète pas les dépenses en temps réel.
- Les services de police des Premières Nations de l'Ontario ont expliqué qu'ils se souciaient du fait qu'ils ne sont pas admissibles à un financement dans le cadre du Programme de paiements de transfert STTD et qu'ils doivent donc assumer ces dépenses.



### Transport des détenus

- Le recours accru aux comparutions en mode virtuel, accéléré par la pandémie, doit être maintenu dans la mesure du possible, mais il faut tenir compte des limites de l'infrastructure et des répercussions sur les ressources humaines.
- Les agents spéciaux sont des personnes-ressources appropriées pour assurer le transport des détenus et la sécurité des tribunaux, mais tous les services de police n'en disposent pas.
- L'Unité de transfèrement des contrevenants de la Police provinciale de l'Ontario est généralement considérée comme un modèle efficace. Toutefois, certaines exclusions font que certaines administrations doivent consacrer des ressources supplémentaires pour répondre à tous les besoins en matière de transport des détenus.
- Une interface avec les établissements correctionnels est essentielle pour assurer un transport efficace des détenus. La planification et la coordination des départs et des arrivées des détenus dans certains établissements correctionnels et tribunaux pourraient être améliorées. Il y aurait lieu d'explorer des solutions technologiques.



### Sécurité des tribunaux

- Si les améliorations ont permis de renforcer la sécurité dans certains palais de justice, les problèmes en suspens n'ont pas tous été résolus dans d'autres.
- La sous-traitance des fonctions de sécurité des tribunaux soulève quelques préoccupations, mais certaines administrations ont fait leurs preuves dans l'impartition des activités de contrôle sur place.
- Les défis uniques du Nord de l'Ontario et des régions éloignées perturbent les services de police de première ligne lorsque les

agents sont réaffectés à des activités liées à la sécurité des tribunaux ou au transport des détenus en raison de contraintes géographiques et du manque de ressources.

- Les parties prenantes ont relevé une inadéquation entre les demandes de services de sécurité supplémentaires dans les palais de justice et les budgets limités des services de police ne permettant pas de supporter des dépenses supplémentaires.



# Review of the Court Security and Prisoner Transportation Program

## Final Report

**PREPARED FOR:** Ministry of the Solicitor General of  
Ontario

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**DATE:** March 26, 2021



**GOSS GILROY INC.**

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## List of Acronyms

CAOs	Chief Administrative Officers
CSPT	Court security and prisoner transportation
CSPT TP	Court Security and Prisoner Transportation Transfer Payment
GGI	Goss Gilroy Inc.
IPCO	Indigenous Police Chiefs of Ontario
JVN	Justice Video Network
MAG	Ministry of the Attorney General
MPS	Municipal Police Service3ws
OACP	Ontario Association of Chiefs of Police
OAPSB	Ontario Association of Police Service Boards
OPP	Ontario Provincial Police
OPP OTP	Ontario Provincial Police Offender Transportation Program (centralized unit)
OPP OTU	Ontario Provincial Police Offender Transportation Units, located throughout the province
SOLGEN	Ministry of the Solicitor General
TPAD	Transfer Payment Accountability Directive
WASH	Weekend and Statutory Holidays – a reference to special courts on these dates

# Executive Summary

Police services, whether municipal police services, the Ontario Provincial Police or First Nations police services, provide court security and prisoner transportation services across the province of Ontario. While police services provide court security and prisoner transportation services, municipalities are responsible for the costs, as they are for other policing costs.

As part of the 2008 Provincial-Municipal Fiscal and Service Delivery Review, the Ontario government committed to alleviating some court security and prisoner transportation costs from municipalities, beginning in 2012, to a maximum of \$125 million annually. The Ontario Government created the Court Security and Prisoner Transportation Transfer Payment (CSPT TP) Program in order to administer the \$125M payment. The program reached the maximum subsidy rate in 2018.

The purpose of this review was to conduct an assessment of how court security and prisoner transportation are done in Ontario, with a particular focus on CSPT TP Program in order to:

1. Improve the design of the CSPT TP Program to deliver it in a fiscally constrained environment, and to align with accountability requirements in the Transfer Payment Accountability Directive;
2. Identify potential ways to make court security and inmate transportation more efficient in Ontario, in the short-term (within the current model) and in the long-term (considering potential structural changes to the model); and,
3. Identify efficiencies to reduce the costs incurred by police services and reduce costs incurred by Ontario.

## Performance

### Impact of COVID-19

Both court security and prison transportation have been dramatically impacted by the COVID-19 pandemic, in Ontario, and in all other jurisdictions included in this review. The most immediate impact has been the need to substantially increase the use of virtual appearances for court hearings in order to comply with social distancing measures and the closure of public spaces, while still ensuring the functioning of the justice system.

The use of virtual appearances has reduced the need for prison transportation and the need to handle prisoners within courthouses during the performance of court security duties. The study found that police services experienced as much as a 90% reduction in transportation volumes and a reduction in the number of staff assigned to court security. While it is expected that prisoner transportation volumes and court security needs will increase in some way after the COVID-19

pandemic is stabilized and a “new normal” emerges, the study has identified cost savings associated with encouraging and supporting the virtual model. Maintaining as much of the virtual model as possible is in line with the existing Justice Video Strategy that aims to have 90% of pre-trial in-custody appearances at the Ontario Court of Justice take place using video. The virtual model is also in line with approaches taken in other Canadian provinces, as well as other jurisdictions internationally, namely Australia and New Zealand. The province will need to continue its programs to improve video capacity, police services will need to expand video capacity at police stations and the court system will need to be engaged such that policies to encourage use of these improvements are created and adopted.

### **Use of Sworn Officers**

Municipal police services and the Ontario Provincial Police use a mix of staff classifications to carry out prisoner transportation and court security duties. Evidence collected through the review indicates that the use of Special Constables for prisoner transportation and the emerging use of contractors for court security screening, perimeter security and alarm monitoring functions are best practices that are not currently fully utilized. While there will always be circumstances where an armed officer is needed, in many cases the use of special constables is appropriate with limited armed police officers available when required. These approaches have proven effective in a number of Ontario locations as well as in other jurisdictions where specific training has been provided. In turn, this can reduce the costs for police services of jurisdiction and provide adequate levels of security if properly implemented. Contracting out for court security screening, perimeter security and alarm monitoring functions may also reduce the cost of introducing screening at new locations, which may make it easier to expand screening in response to stakeholder concerns.

### **Transport Routes**

Prisoner transportation is a very complex system. Police services transport individuals from holding cells at police headquarters to courthouses, to correctional facilities and between courthouses and correctional facilities. With so many police services involved in prisoner transportation, and the Ontario Provincial Police involved in two distinct ways, there is significant duplication of service within the prisoner transportation network. Reducing inefficient manual processes in place now and implementing a structure that would achieve economies of scale are two new practices that can achieve efficiencies. An information management system for use in route optimization, data sharing, scheduling and reduction of manual processes will contribute to reducing travel requirements, administrative support and potential errors.

### **Transfer Payment Delivery**

When the grant was initially designed, stakeholders considered a range of alternative ways to allocate funds – by population, by numbers of prisoners transported or number of courthouses, etc. All these options have flaws and all stakeholders, municipalities, police services and representatives of the Ministries involved selected the approach based on actual expenditures instead. A change in the approach to allocating funding is not recommended at this time, other than the limited incentives to encourage adoption of more efficient approaches. However, the

program is currently not fully compliant with the Transfer Payment Accountability Directive and a performance measurement strategy and regular risk reviews have been recommended.

## Ongoing Needs

The province of Ontario continues to upgrade or replace courthouses, addressing security issues as part of the process. Municipal police services and Ontario Provincial Police have greater confidence in their ability to address security risks where infrastructure and equipment improvements had been made. However, many police services report that infrastructure issues remain and, sometimes, a lack of adequate security equipment can hinder court security. This includes challenges due to the number, design, age or characteristics of courthouse buildings. Additionally, there are varying expectations and demands from the Judiciary with respect to how court security is provided, and court security expectations and requests have increased over time. Police services and courthouse stakeholders identify a lack of consistent standards for court security as an issue but there are a number of factors that can influence needs and make it difficult to set common standards province-wide. There is a need to balance resource investments while ensuring court stakeholders have the means to ensure security requests are met.

Northern Ontario experiences many unique challenges that are not experienced in the more populated areas of the province. There are a number of smaller remote and fly-in communities with smaller police stations and irregular court sittings, long travel distances both for prisoners and court stakeholders, and a number of First Nations communities. In many instances, northern communities have traveling courts that spend short periods in communities resulting in demands on local police services and the disruption of regular policing resources. In relation to the distinctive needs identified for the north, a separate Northern Justice Strategy is needed that could lead to the development of a common prisoner transportation network, the development of a court security capability that would travel with the courts, the need to transport prisoners less frequently and better responsiveness to Indigenous community needs.

## Future Considerations – An Independent Agency

The key finding from the Jurisdictional Review is that none of the other jurisdictions make the police service of jurisdiction responsible for prisoner transportation or court security, except in particular circumstances. Responsibility is generally assumed by an agency independent of the police, typically a Sherriff's Office or other government agency. A frequent recommendation for improvement from workshop participants was also the transfer of the responsibility for prisoner transportation from police services to another entity.

A number of advantages are associated with this model including consistent security standards as one entity administers all courthouses, greater flexibility in the movement of staff to different courts, elimination of duplication of efforts, municipalities with courthouses do not subsidize those without them, and economies of scale to promote efficient operations, among others. This could be carried out on a regional basis with co-operation between police services but would be better set up province-wide. A review of the legislation will be required to determine what, if any,

changes would be required as well as the advantages of creating a new organization versus the advantages of expanding the role of an existing organization

## Summary of Recommendations

- The Ministry of the Solicitor General (SOLGEN) should work with all justice stakeholders (justices, crowns, defense counsel, court administrators, police services) to ensure the “new normal” that emerges after COVID-19 minimizes the transport of prisoners, and maximizes the use of virtual appearances for pre-trial hearings.
- Costs of CSPT can be reduced by:
  - Eliminating duplication, particularly in prisoner transport;
  - Improving economies of scale so special constables can be used more, and fewer police officers are pulled from front-line policing;
  - Using primarily contracted personnel for entrance screening to reduce costs and allow screening to occur in more locations; and,
  - Replacing manual administrative processes.
- Creating regional entities would help achieve these goals, but a provincial operation would add certainty of direction and be easier to establish.
- Improve the CSPT TP Program with performance measures and limited changes to provide incentives for cost reduction.
- A Northern Justice Strategy would address unique issues, and the funding of Indigenous police services needs to consider court security and prisoner transportation responsibilities.

## Financial Implications

Assuming inflation is the prime driver of program costs, the provincial share of total costs is estimated to increase modestly, 1.0% for SOLGEN and about 8% for the Ministry of Children, Community and Social Services (MCCSS) over the implementation period. On the other hand, municipalities will see a 37.6% increase as they are responsible for most cost increases due to the SOLGEN contribution limit of \$125M towards the CSPT TP Program.

However, if the province effectively promotes virtual hearings and carries out the specific improvements to achieve the efficiencies that are outlined in the report, costs can be reduced significantly for both SOLGEN and municipalities. There is considerable uncertainty over the way the courts will work post-COVID-19, and the number of prisoners that will need to be transported to and from courts, so the forecasts show a range between low impact and high impact outcomes. The forecasts below indicate SOLGEN can achieve cost reductions, and can maximize the reductions by either encouraging police services to create regional entities to gain economies of scale and eliminate duplication, or by giving the role to a province-wide entity, which provides a greater certainty the economies will be achieved.

### Summary of Financial Implications for SOLGEN (000s)<sup>1</sup>

	Pre- COVID-19	Short Term	Medium Term	Long Term / Entities	Long Term/ Provincial
No Change	142,267	142,965	143,324	143,691	
Low Impact		139,372	139,659	139,333	140,278
High Impact		137,575	135,968	135,055	125,800

Police services and the municipalities that fund them are in a challenging position, responsible to deliver a program and absorb all the increase in costs involved, whether inflationary or as a result of higher standards and expectations. The dramatic changes brought on by COVID-19 provide a one-time opportunity to recast responsibilities in the best manner possible without medium to long term financial impacts. Police services can certainly play a logical role and do so for less cost than they incurred before COVID-19

### Summary of Financial Implications for Municipalities (000s)

	Pre- COVID-19	Short Term	Medium Term	Long Term /Entities	Long Term/ Provincial
No Change	47,857	56,546	62,106	65,848	
Low Impact		40,891	37,452	39,220	38,275
High Impact		28,727	17,420	17,596	26,851

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<sup>1</sup> See the main report for discussion of the assumptions used for this analysis.

## 1.0 Introduction

This report presents the findings of an independent review conducted on court security and prisoner transportation in Ontario. Consultants from the private firm Goss Gilroy Inc. (GGI) conducted this review between October, 2020 and February, 2021 on behalf of, and with the support of, the Ministry of the Solicitor General (SOLGEN). The review involved extensive consultation with the police services that conduct court security and prisoner transportation, stakeholders within SOLGEN and other ministries within the Province of Ontario, and other stakeholders within the court environment and the municipalities that help fund court security and prisoner transportation. The purpose of the review was to examine how the services are provided, how they are financed and how they could be improved, in terms of compliance with provincial requirements and the efficiency of service delivery.

The first section of the report provides background and contextual information about court security and prisoner transportation in Ontario, and about the Court Security and Prisoner Transportation Transfer Payment (CSPT TP) Program administered by SOLGEN. The second part of this report describes the purpose of the review and data collection methods used. The findings section draws upon the data collected to describe how court security and prisoner transportation and the transfer payment can be improved. The final section sets out an implementation plan for these improvements.

## 2.0 Background

### 2.1 Court Security and Prisoner Transportation in Ontario

Court security and prisoner transportation services are provided by Municipal Police Services (MPSs) in all large and mid-sized municipalities in Ontario and some of the smaller municipalities. Most smaller municipalities receive police services from the Ontario Provincial Police (OPP), who are in charge of court security and prisoner transportation for those municipalities.

#### Court Security Responsibilities

The *Police Services Act* states that police services are responsible for the security of courthouses within their jurisdiction. Section 137 of the Act states that the police services board of jurisdiction or the OPP Commissioner is responsible for court security by:

1. Ensuring the security of judges and of persons taking part in or attending proceedings;
2. Ensuring the security of the premises during the hours when judges and members of the public are normally present;
3. Ensuring the secure custody of persons in custody who are on or about the premises including persons taken into custody at proceedings; and,
4. Determining appropriate levels of security to fulfill the obligations listed above.

Where Section 137 applies, Section 16 of the regulation on Adequacy and Effectiveness of Police Services requires that Chiefs of Police prepare a court security plan, establish procedures on court security that address supervision and training, and ensure that court security personnel have the knowledge, skills and abilities to perform court security functions. Section 29 requires Police Services Boards with court security responsibilities to establish policies with respect to court security. The Act also provides special powers for anyone carrying out court security duties on behalf of the police services board or OPP Commissioner, including the right to require persons to identify themselves, to search a person or vehicle entering the premises, the right to search prisoners, the right to refuse entry to the premises, or require a person to leave, and the right to arrest persons in certain circumstances. The current Policing Standards Manual section on Court Security includes a Court Security Assessment Tool to identify security needs in each individual courthouse for which a police service is responsible. This assessment covers critical incidents, the nature of cases, personnel and procedures, emergency planning and physical assessment.

SOLGEN indicates there are approximately 156 court locations in Ontario. Approximately 45% are base locations, 35% are satellite locations, and 20% are fly-in courts. SOLGEN estimates that 45% of

courthouses are secured by the OPP, and 55% by MPSs or self-administered First Nations Police Services.

Under court security, police services are responsible for:

- **Perimeter security** – The goal generally is to control all access points and only have one public access point. This is generally difficult to achieve in older courthouses, courthouses that share space with other uses, and temporary courts (e.g., an arena or legion hall).
- **Security screening at courthouse entrances** (i.e., persons and packages) – The trend has been towards screening at access points, using magnetometers, walk through or wand instruments and package inspection. This is employed at major courthouses throughout the province. Though the interviews and workshops reported screening equipment has been sent to some courthouses but not installed, or not used by the MPS responsible. Screening is generally not used at *Provincial Offences Act* (POA) courthouses and is not in place for courthouses that lack access control, or many smaller or temporary courthouses.
- **Security in common areas** is generally provided through a combination of cameras and active patrolling. Most courthouses have some form of “presence” by uniformed staff, who may be armed, or not armed, depending upon the location.
- **Security within courtrooms** is generally provided by having uniformed staff present in the courtroom during proceedings. This is provided in many courtrooms, and always when there is a prisoner in custody within the courtroom. Police services report demands from judges and occasionally crowns to have an officer in the courtroom even when there are no prisoners present, as a provision in case an event occurs (Family Courts and conflict between partners was used as an example). There is often resistance from police services to supply uniformed staff on all occasions based on availability and cost of staff.
- **Security during prisoner movement** generally involves meeting the prisoner transportation vehicle, escorting the prisoner to cells within the courthouse, and escorting the prisoner to and from the courtroom when required. It also includes feeding and monitoring the prisoner while in the cells, and returning prisoners to the transportation vehicle.
- **Security system monitoring** (e.g., camera room). Security systems are always monitored electronically. In some cases, generally larger courthouses, the cameras (and other alarms) are monitored by a staff member throughout the day, whether by a dedicated individual in a dedicated room, or by having TV monitors and alarms at a station staffed for other purposes (e.g., near the screening facility or cells).

## Prisoner Transportation Responsibilities

Under the *Municipal Act, 2001* and the *City of Toronto Act 2006*, municipalities are responsible for transporting prisoners between correctional facilities and the courts for the purpose of attending hearings or proceedings. Section 29 of the *Adequacy Standards Regulation* requires a police services board to have a policy on prisoner transportation, and section 13(1)(m) requires the Chief of Police to

establish procedures and processes for prisoner transportation. Section 53 of the *Police Services Act* clarifies that the use of special constables by police services to escort and convey persons in custody on a permanent basis is not prohibited by other provisions.

Police services transport individuals from holding cells at police headquarters to courthouses, to correctional facilities and between courthouses and correctional facilities. For instance, a person held at a police station may be transported to court for a bail hearing, or a person in police custody remanded during a video or audio hearing at a police station may be transported to a correctional facility. Additionally, police services are responsible for transporting in-custody prisoners between correctional institutions and courthouses. This may be to accommodate new bail or procedural hearings or it may involve prisoners participating in a trial. The correctional institutions are in charge of transporting prisoners between institutions<sup>2</sup> and from institutions to medical facilities or other appointments.

Note that prisoner transportation generally has two components. The initial transfer from the police station to a court or custodial institution is the transfer of a prisoner in the custody of the police service who arrested the individual. For subsequent transfers from the courthouse to a correctional institution or for transfers from a correctional institution to a courthouse the prisoner is in custody on account of a court order, and the police service is acting as a service provider to the courts.

The *Police Services Act* will be replaced in the near future with the *Community Safety and Policing Act, 2019* (CSPA) which has received Royal Assent but has not yet been proclaimed into force. Under the CSPA, responsibility for court security will remain with police service boards, which in turn, are largely funded by municipalities. The CSPA will allow First Nations to opt into the legislation in which case their boards will also be responsible (they are not subject to the current *Police Services Act*).

The new CSPA identifies what is a policing function and limits who may perform such functions. However, court security is not a designated policing function (but still a responsibility), with the result that it can be carried out by any individuals appointed for the purpose by a police service board. Appointments could be a sworn police officer, a special constable, or any other civilian appointed for the purpose, including contractors. Similar provisions will apply to the OPP.

Prisoner transportation may be considered by the CSPA as a policing function, at least as it relates to the transportation of prisoners to and from the police station, requiring the task be carried out by “members of the police service”, but regulations under Section 14 could permit this function to be outsourced (e.g., to the OPP Offender Transport Program (OTP), to another police service, to a joint or common service provider or to a contractor).

Thus, MPSs and OPP detachments will continue to be responsible to implement court security and prisoner transport (to the extent prisoner transport is a policing function) under the new CSPA,

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<sup>2</sup> The Bailiff Program used to provide transport between correctional institutions, but was disbanded in 2019. Transportation between correctional facilities is now the responsibility of correctional officers.

although there will be options with respect to how they deliver the services and who they use for that purpose.

## Funding Model

While police services (either MPS or the OPP, whichever is the police service of jurisdiction in the municipality) provide the court security and prisoner transportation services, municipalities are responsible for the costs of court security and prisoner transportation (and other policing costs), although they do receive a subsidy from the Province of Ontario, under the CSPT TP Program. The net costs after provincial contributions are charged against the municipal property tax base as part of the police services budget. The OPP OTP carries out some prisoner transportation for those municipalities that were impacted by the centralization of correctional institutions and does not charge the costs back to the municipalities. The costs of the OPP OTP are recovered from the province’s consolidated revenue fund by SOLGEN and are not part of the CSPT TP Program.

Since 2015, CSPT TP Program funding for municipalities policed by the OPP is paid directly to the OPP rather than to the municipalities that purchase policing from the OPP. The OPP bills municipalities for the police services it provides to those municipalities. It passes the grant on to municipalities by providing the municipality a credit against their municipal policing bills.

## CSPT Transfer Payment Program

As part of the 2008 Provincial-Municipal Fiscal and Service Delivery Review, the Ontario government committed to alleviating some court security and prisoner transportation costs from municipalities, beginning in 2012, to a maximum of \$125 million annually by 2018. The CSPT TP Program is administered by SOLGEN’s Public Safety Division. Table 1 identifies annual program allocations since 2012.

Table 1: CSPT TP Program Funding by Year

(000’s rounded)	2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>Total Funding</b>	\$17.9M	\$35.7M	\$53.6M	\$71.4M	\$89.3M	\$107M	\$125M	\$125M	\$125M

When the CSPT TP Program was announced, it committed to a maximum subsidy of \$125M per year to support municipalities in the implementation of court security and prisoner transportation services. The program reached the maximum subsidy rate in 2018. The \$125M cap was established based on estimates by the Association of Municipalities of Ontario (AMO) and the City of Toronto in the Provincial-Municipal Fiscal and Service Delivery Review, when it was assessed that police services were spending about \$125M per year on court security and prisoner transportation at that time (2008). Municipalities policed by MPSs receive a share of the funding envelope each year, pro-rated to their actual eligible court security and prisoner transportation costs as most recently reported. For

example, funding for 2020 was allocated based on each recipients' relative share of the total provincial CSPT expenditures for 2018. The OPP determines the allocations for OPP-policed municipalities based on their relative share of the projected CSPT costs.

Municipalities that have MPSs receive payment installments quarterly from SOLGEN, based on calendar year to align to the municipal fiscal year. The first quarter payment is made after the municipality and the province have signed a transfer payment agreement, and the recipient has provided adequate proof of insurance. The second installment is paid on the condition that the recipient has provided the previous year's Annual Financial Report. The OPP-policed municipalities receive their CSPT TP Program funding in the form of credits on their municipal policing bills twice a year (25% in February or March, and the remaining 75% in September or October).

This expenditure-based model was selected following consultations with stakeholders. Two other models - funding based on caseload and funding based on population - were considered when the program was designed but deemed ineffective. The two alternative models were rejected mainly because of the difficulty of tracking the necessary information (e.g., prisoner transport traffic, deeper understanding of catchment areas for courts), and because the first model would have been inequitable to smaller municipalities or others with longer distances to transport prisoners.

The CSPT TP Program serves as a subsidy program to support municipalities. Court security and prisoner transportation costs eligible under the CSPT TP Program include court security and prisoner transportation activities, training, equipment and recruitment. It excludes expenditures associated with court administration (e.g., schedule of staff, service of legal documents, data entry, etc.). Annual Financial Reports do not require a detailed breakdown of the costs between court security and prisoner transportation and some jurisdictions do not distinguish between the two categories of expenditures in their financial management systems. The Public Safety Division estimates that 70% of CSPT TP Program funds are used for court security, and 30% for prisoner transportation, based on municipal reports submitted for 2017.

In 2018, approximately 95% of the \$125M was provided to support municipalities policed by MPSs, and about 5% to municipalities policed by the OPP, reflecting their relative levels of expenditure, as identified in Table 2.

(000's rounded)	2015	2016	2017	2018	2019	2020 (budget)
<b>Total CSPT TP Allocation</b>	<b>71,432</b>	<b>89,289</b>	<b>107,143</b>	<b>125,326</b>	<b>125,000</b>	<b>125,000</b>
CSPT TP Allocation – MPS-policed municipalities	69,124	86,404	102,520	119,527	118,844	119,494
CSPT TP Allocation – OPP-policed municipalities	2,308	2,885	4,623	5,799	6,156	5,506

In 2018, the allocation provided through the CSPT TP Program covered about 76% of the reported court security and prisoner transportation expenditures for MPS-policed municipalities<sup>3</sup> and 81% of costs for OPP-policed municipalities. This left a shortfall of about \$37.8M to be covered by MPS-policed municipalities and about \$1.3M for OPP-policed municipalities.

While the \$125M represented the estimated level of municipal expenditures in 2008, police services report that their expenditure levels have risen (Table 3), partly as a result of inflation (e.g., wage and salary increases), partly as a result of increased volumes (of prisoners and courthouses and courtrooms) and partly as a result of higher standards. For instance, the requirement to keep various categories of prisoners separate from each other, and the introduction of improvements in court security, such as screening at more courthouse entrances.

**Table 3: Reported Expenditures and CSPT TP Program Allocations for MPSs and OPP policed municipalities<sup>4</sup>**

(000's)	MPS CSPT costs	CSPT TP Allocation to MPS municipalities	% of MPS costs covered by CSPT TP	OPP CSPT costs	CSPT TP Allocation to OPP municipalities	% of OPP costs covered by CSPT TP
2015	144,263	69,124	48%	6,409	2,308	36%
2016	148,822	86,404	58%	6,766	2,885	43%
2017	151,941	102,520	67%	7,337	4,623	63%
2018	157,332	119,527	76%	7,067	5,799	82%
2019	165,674	118,844	72%	7,583	6,156	81%
2020 (budget)		119,494			5,506	

### The Ontario Provincial Police Offender Transportation Program

As part of the province's program to restructure and consolidate correctional institutions, the province expanded OPP service in 2008 to assist municipalities faced with longer cross-municipal boundary transfers as a result of a local correctional institution being closed. The OPP established its OTP to conduct prisoner transportation for some municipalities.

This funding was approximately \$24 million in fiscal year 2019-2020 (ends March 31, 2020), \$17.3M of this was for the transportation of adult prisoners and \$6.7M related to the transport of youth. Municipalities are required to sign Memoranda of Understanding (MOU) with the OPP outlining specific services to be provided (which may, for example, only include certain types of prisoners housed at a centralized institution) and the terms and conditions related to OPP services. The OPP OTP funds transportation 'loops' across municipal boundaries, between police facilities, courthouses and

<sup>3</sup> This is based on costs reported through the Annual Financial Reports for that year.

<sup>4</sup> This table is based on Annual Financial Reports data compiled by the CSPT TP Program, and OPP data on costs and CSPT program allocation.

correctional institutions. The OTP currently operates 63 Memoranda of Understanding (MOU) with different municipalities, and transports approximately 90,000 prisoners a year (pre-COVID-19 pandemic) between correctional facilities and courthouses, using approximately 60 transportation vehicles. The entire costs of the OTP are charged to, and covered by, SOLGEN (for adult inmates) and the Ministry of Children, Community and Social Services (for Youth).

The OPP OTP is a centrally administered program out of the OPP office in Orillia, Ontario. It is comprised of 150 Offender Transport Officers that make up 10 Offender Transport Units (OTUs) across the province. The OTUs are located in Ottawa, North Bay, Lindsay, Cobourg, Penetanguishene, Milton, Burlington, Simcoe, Windsor, and London. A further 43 employees (civilians and sworn officers) make up the operational support and administration of the OTP. The OTP operates independently from OPP detachments and regions throughout the province that are responsible for prisoner transport in their role as a police service of jurisdiction. However, the OTP does provide service to support some OPP detachments when the municipality they serve has been impacted by a correctional institution closure and the municipality has signed an MOU.

There is no formal distance threshold to trigger a new MOU and hence service by the OTP to a new municipality. All prisoner transport across municipal boundaries, and all prisoner transport for long distances do not qualify, only those that result from the consolidation of correctional institutions. Of note, the OPP OTP does not operate in Northern regions, where no institutional centralization has occurred, but where transport distances are also the longest. The North West Region (NWR) Offender Transport Unit (OTU) provides support to OPP detachments in the Region but the costs of these services are charged back to the municipalities responsible.

## First Nations Policing

First Nations police services are funded under the First Nations Policing Program (FNPP), with federal and provincial governments sharing the costs. First Nations police services are excluded from the CSPT TP Program.

However, First Nations police services currently carry out offender transport, and some services have established Memoranda of Understanding (MOU) with the OPP to coordinate offender transport between the organizations. Some First Nations police services are also required to contract air transportation for prisoners, which is a significant cost.

First Nations police services also provide court security when courts convene in the communities they serve. This generally requires reassigning an officer who otherwise would be deployed to frontline policing duties.

The Indigenous Police Chiefs of Ontario (IPCO), who participated in a workshop session supporting this study, indicated they are only funded to provide front-line police services, and court security and prisoner transportation are not eligible expenditures under the current funding arrangement. They argue they should be eligible for the CSPT TP Program on the basis of fairness. Other police services in

Ontario receive funding under the CSPT TP Program, and they believe they should receive it as well, which would allow them to provide court security and prisoner transportation services without taking officers off the front-line. They also note that they should be providing services in their communities to ensure cultural appropriateness, both in handling prisoners and relating to community members.

## 3.0 Purpose, Scope and Methodology

The review was overseen by a Director-level management committee and a Steering Committee of Assistant Deputy Ministers (ADMs) from stakeholder ministries (SOLGEN and the Ministry of the Attorney General (MAG)). Members of the committees also communicated with their Treasury Board counterparts for input.

The purpose of the review was to conduct an end-to-end assessment of how court security and prisoner transportation are done in Ontario, with a particular focus on SOLGEN's CSPT TP Program. The objective of the study was to develop recommendations towards:

1. Improving the design of the CSPT TP Program to deliver it in a fiscally constrained environment, and to align with accountability requirements in the Transfer Payment Accountability Directive (TPAD); and,
2. Identifying potential ways to make court security and prisoner transportation more efficient in Ontario, in the short-term (within the current model) and in the long-term (considering potential structural changes to the model). More specifically, the consultants sought to identify efficiencies to reduce the costs incurred by police services and reduce costs incurred by SOLGEN, including costs associated with the OPP OTP.

The review focussed on prisoner transportation and court security carried out by police services within the **current legislative framework**. The scope of work excluded the following:

- Related activities connected to correctional institutions.
- First Nations policing agreements.
- Increasing the funding envelope of the CSPT TP Program.

### 3.1 Review Methodology

The review was conducted using multiple lines of evidence to collect factual information from different sources, including gathering the perspective of the stakeholder community. The methodology used is described in the sections below.

#### Interviews with Stakeholders

The review team conducted interviews with a range of court security and prisoner transportation stakeholders. The interviews had a dual purpose: 1) scoping the exercise and understanding what stakeholders were hoping to see as a result of the review, and 2) to collect information to answer the review's questions about how to generate effectiveness and efficiency. Interviews were led by GGI consultants and attended by a SOLGEN representative. Most interviews were with representatives of

the Ontario government Ministries involved. Others included representatives of AMO, IPCO, the OPP OTP and Parry Sound Police Service. The list of interviews conducted for the review can be found in Appendix 1.

## Survey of Police Services and Feedback Forms

The review team administered a survey to MPSs and a survey of OPP detachments to collect information on the way they deliver court security and prisoner transportation, and to collect their general input for the review. Two questionnaires were distributed to MPSs: one to capture qualitative descriptions and feedback on court security and prisoner transportation operations, the other to collect financial and staffing information. The OPP detachments were sent a single questionnaire to collect the qualitative information. Quantitative data about the OPP’s CSPT activities were collected from central OPP.

Overall, the purpose of the surveys was to give the reviewers a better understanding of the way CSPT activities are conducted, what strengths and challenges may exist in the current model, and what areas could be examined for improvements towards greater efficiency. The response rate for both surveys was high as outlined in the following table.

**Table 4: Police Survey Participation Rates**

Category	Responses	Response rate	% of respondents performing both CS and PT
MPS	32	71%	81%
OPP	62	86%	50%

The review team also made available an online feedback form to municipal Chief Administrative Officers (CAOs) (n=345) and members of Ontario Police Service Boards (via a link circulated by the Ontario Association of Police Service Boards). This instrument allowed these two groups of respondents to provide input to the review on a voluntary basis. A total of 22 CAOs and 28 members of Police Service Boards provided their input through this mechanism.

## Workshops

The review team conducted a series of workshops with MPSs and OPP detachments. Workshops were held following the surveys to delve deeper into areas identified as challenges and to explore avenues for improvement in more detail with participants. Workshop sessions were held with the following groups:

- Representatives of the Toronto Police Service;
- Representatives of the remaining “Big 10” MPS;

- Representatives of OPP detachments;
- Representatives of small and medium-size MPSs; and,
- Representatives of Indigenous Police Chiefs of Ontario.

Participants in the workshops are listed in Appendix 2

## Jurisdictional Review

The review team conducted a jurisdictional review to compare Ontario's court security and prisoner transportation model with what is done in other jurisdictions in Canada and abroad. The review covered: Alberta, British Columbia, Quebec, Australia and New Zealand. The findings are reported in detail in Appendix 3 and discussed in relevant sections throughout this report.

## 3.2 Limitations and Methodological Notes

- Although the review had a strong stakeholder engagement framework, it did focus heavily on the perspective of police services as implementers of the court security and prisoner transport activities covered in the review. The judiciary, Crown, and defense counsel provided input in writing and through interviews, but participation was limited. Corrections were engaged through interviews with the Ministry, but operations at Institutions was not part of the scope of this review.
- While the response rates to the surveys were high, they did not provide full coverage of the population, especially regarding financial information (i.e., quantitative questionnaire of the Municipal Police Survey).
- COVID-19 has introduced significant uncertainty, making forecasts less precise than they may be otherwise. In particular there is some uncertainty over the extent to which video and audio hearings will continue post COVID-19 and over the volume of prisoner transportation that will be required in the "new normal". All estimates are based on current knowledge and a reasonable understanding of the processes and may, or may not, come to fruition.

## 4.0 Potential Improvements to Efficiency and Effectiveness

### 4.1 COVID-19 and the Evolution of Virtual Appearances

#### Current Situation – Impact of COVID-19

Both court security and prison transportation have been dramatically impacted by the COVID-19 pandemic, in Ontario, and in all other jurisdictions included in our review (Appendix 3). The most immediate impact was the “closure” of courts. With the courts closed, there was still a need for police to bring accused persons before a Justice of the Peace for bail hearings.

As a result, court hearings proceeded, generally through virtual appearances in order to reduce the likelihood of COVID-19 infection for participants. Virtual hearings have tended to be by video whenever possible, but in some cases, particularly in the north, internet bandwidth or facilities have not been adequate to support video, and purely audio hearings have occurred. With courtrooms closed, the virtual appearance was often not just by a prisoner, but also by the judge, crown, defence counsel and even witnesses and agency representatives.

During the pandemic, a prisoner’s first appearance generally occurred at the police station, taking place either from the cells or a nearby room. According to interviewees and focus group participants, police stations have generally been constructed with the expectation that prisoners would be taken to court. Hence there is typically no dedicated space or equipment for virtual appearances. Most police services have accommodated video appearances by repurposing rooms and facilities, and using cell phones and tablets to equip makeshift video facilities.

Additionally, subsequent appearances often have had to occur by video and/or audio from the correctional institution during the pandemic. The substantial increase in the use of video appearances has caused a number of effects. Interviewees indicated that correctional facilities were not built to accommodate video appearance they too have repurposed some spaces and used whatever technical capacity was available to accommodate the needs.

Trials were generally postponed early in the pandemic, but some trials eventually had to proceed to ensure the accused’s rights to be tried within a reasonable time under the Charter of Rights and Freedoms. Interviewees and workshop participants indicated most court appearances still occurred using virtual (video and/or audio) connections, and the data available for prisoner transportation volumes substantiates this (see Figure 1 and Table 5).

Video hearing capacity has also been exceeded at courthouses where judges, crowns and defence counsel are using video or audio for virtual hearings. Interviewees and workshop participants indicated that in many cases, court stakeholders use personal computers, phones and tablets from

home or office, however some use courthouses when they have better video facilities. As courthouses have been opening up, more parties are attending the courthouse and using facilities there. However, in many cases, the video capacity remains insufficient, especially with the need for social distancing between the parties appearing from the same courthouse.

## The Justice Video Strategy

Although the COVID-19 requirements strained virtual appearance capacity, there have been steps in the past to build this capacity. The Government of Ontario began a Video Remand and Bail project in 2000, to ease the transportation burden of accused persons from Ontario correctional facilities to and from court appearances. This led to the creation of the Justice Video Network (JVN), which provides some capacity for remote appearances. However, the JVN was difficult to put in place, complex to use, and adoption was limited.

As part of further efforts to modernize the justice system, the province began larger scale pilots for video appearances and remote defense attorney access in correctional facilities in 2016. A “Justice Video Strategy” (JVS) was developed – before COVID-19 – to increase the capacity for doing court hearings by video from correctional institutions and at courthouses. The strategy aims to have 90% of pre-trial in-custody appearances at the Ontario Court of Justice (excluding the Superior Court) take place using video. The JVS reports that in 2018, about 57% of pre-trial appearances were done remotely, although about half of those were audio appearances, not video. Police services indicated even lower video appearance rates before COVID-19 in their survey responses, although they were reporting on all appearances, not just Ontario Court of Justice Appearances.

At the time of this review, there are about 150 video suites in correctional institutions, and the JVS has plans for another 270 which are targeted for implementation by March of 2023. About 200 of over 850 courtrooms in the province are equipped with video conference equipment. In addition to the units to be provided under the JVS, new video suites are being implemented as part of new courthouse construction or renovation, including at the new major courthouse being built in downtown Toronto. While there is not enough video capacity in courthouses and correctional institutions to meet current requirements, there is more than there would have been without these initiatives, and there will be substantially more by March, 2023.

Perhaps as important, the virtual first appearance is often from a police station shortly after arrest. The hearing is required within 24 hours of arrest and can lead to the release of the prisoner without the need to transport to a courthouse or correctional facility. The JVS reports that 120 video units can be found in police facilities at present. Stakeholders and survey respondents indicate that many more are required. Improvements in the video capacity of police stations will also be required.

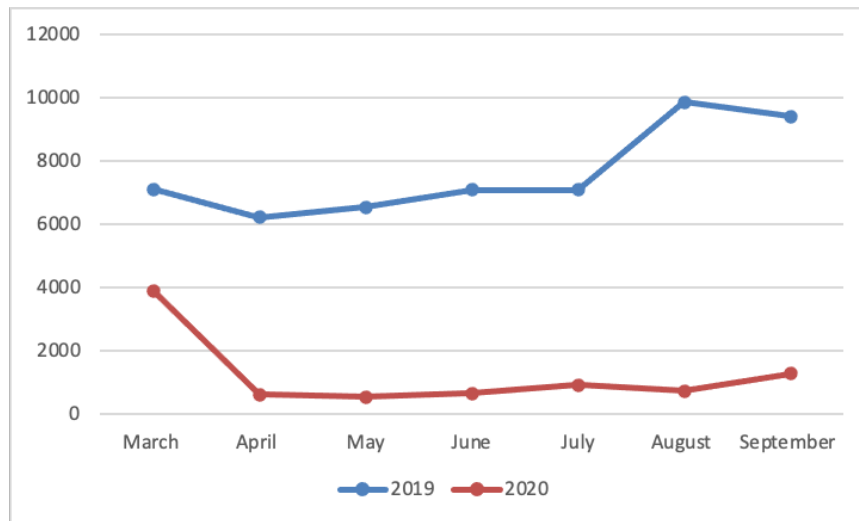
## Drivers for Change – Lessons from COVID-19

Up until the pandemic, there was substantial inertia to overcome and resistance to adopting video technology as an approach to court appearances. Doing virtual court appearances by video rather than

in person is a transformative idea that reduces the need for prisoner transportation and lowers security risks from transport and at courthouses. Stakeholder interviews indicated that with the COVID-19 pandemic, video appearances have become vital to the functioning of the justice system, and the survey, interviews and workshops all indicate video appearances have received much wider take-up than in pre-pandemic times.

This decrease is reflected in OPP OTU numbers when comparing the number of prisoners transported monthly in 2019 with the corresponding 2020 month. On average a 90% reduction is seen from April to September 2020 (Figure 1).

**Figure 1: OPP OTP Prisoner Volumes by Month**



According to the results of the surveys, COVID-19 has reduced prisoner transportation volumes by about 75% for MPS and OPP detachments (Table 5). Most of those reporting “no effect” have the OPP OTP carrying their prisoners.

**Table 5: Impact of Video Appearances on Prisoner Transportation**

	MPS			OPP		
	N	% of MPS	Average reduction in volume	N	% of OPP	Average reduction in volume
<b>Before COVID-19</b>	9	31%	23%	17	32%	33% <sup>5</sup>
<b>Since COVID-19</b>	27	93%	75% <sup>6</sup>	37	70%	78% <sup>7</sup>
<b>No Impact</b>	2	7%	-	14	26%	-

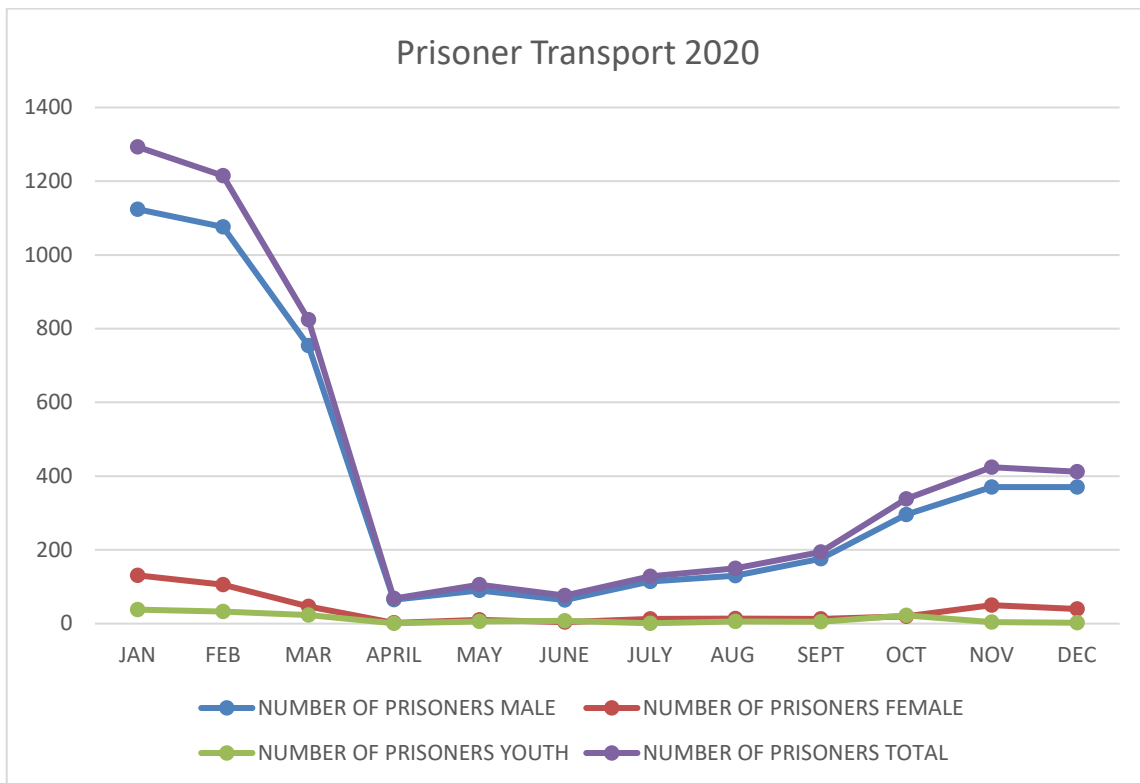
<sup>5</sup> Based on 10 respondents providing actual estimates

<sup>6</sup> Based on 23 respondents providing actual estimates

<sup>7</sup> Based on 27 respondents providing actual estimates

Given the difference between the OPP OTP data and the reports from MPSs, we contacted the Ottawa Police Service that had reported only a 50% reduction and found that the figure was based upon year over year data, without distinguishing between pre- and post COVID-19 periods. The Ottawa Police Service also provided a breakdown of prisoners transported by month which is shown in the figure below.

Figure 2 - Prisoners Transported by Month, Ottawa Police Service



This shows the total number of prisoners transported declined to about 10% of pre-COVID-19 volumes early in the pandemic, but recovered to about 33% of pre-pandemic volumes later in the year, as activity (and arrest volumes) returned closer to usual levels. The OPP data also showed a slight increase in September and may have increased as well later in the fall.

The key remaining transportation requirement in all jurisdictions during COVID-19 is that police services are still transporting prisoners from the police station to the correctional institution, when persons are remanded in custody at their initial bail hearing which is now being conducted virtually from the police station. The Ottawa data shows trips to and from the central courthouse virtually stopped in mid-March.

The table below looks at charges and the court hearings that result from them. 89% of cases were resolved without a trial date in 2019, before the COVID-19 pandemic struck. Only 11% of cases actually involved a trial date, and most of those were resolved by a guilty plea or were withdrawn at

the trial date, with only 3.5% of total cases continuing to an actual trial. This suggests that it should be possible to conduct the vast majority of these appearances virtually, with almost 90% of cases resolved without a trial.

Table 6: Court Appearances in Ontario - Cases Disposed in 2019<sup>8</sup>

Total Cases	All Cases		All Cases that Began — in Bail Court	
	220,548	100%	99,661	100%
Cases Disposed before Trial Date	196,166	88.9%	88,713	89.0%
Cases Disposed at Trial, without Trial (guilty plea or charges withdrawn)	16,029	7.3%	7,453	7.5%
Cases Disposed Following a Trial	8,353	3.8%	3,495	3.5%
<b>Average number of appearances</b>	8.0		10.0	

Note when looking at the table above, the “Cases that began in Bail Court” are those that involve an offender in custody, at least for part of the court process. Each such offender will appear in court an average of ten times, two of which are for bail hearings.

The significant reduction in prisoner transportation volumes has reduced the risks associated with prisoner transportation and court security (e.g., risks of accidents, escape attempts, incidents between prisoners, self-harm, contraband, etc.). These risks remain whenever a prisoner is transported. The COVID-19 experience indicates that many of the court appearances that occurred before COVID-19 could have been virtual appearances, and Table 6 indicates most could be virtual appearances in the future. However, interviewees and workshop participants indicated that even when possible pre-COVID-19, video appearances were rarely implemented, mainly due to resistance from crown, defense and/or the judiciary. Additionally, workshop participants indicated that prisoners were often transported to courthouses primarily to meet with defence counsel and/or community agencies, with purely administrative hearings scheduled to accommodate.

These stakeholders will have learned from the COVID-19 experience, and seemingly many will be more receptive to holding virtual hearings in the future. Workshop participants indicated there may now be a better understanding of the risks related to prisoner transportation and prisoner appearance in courtrooms, and a better appreciation for the potential of virtual appearances. At the same time, there is a certain level of video fatigue emerging out of the pandemic experience and this may be re-enforced by the sub-standard or make-shift facilities that have been used over the past year. The video experience must be improved or there will be a tendency to revert back to in-person appearances.

<sup>8</sup><https://www.ontariocourts.ca/ocj/files/stats/bail/2019/2019-Bail-Offence.pdf>

## Analysis

### Estimated Impacts of Virtual Hearings on Prisoner Transportation

It can be expected that prisoner transportation volumes will increase in some way after COVID-19. The volume during COVID-19 has largely been transfers from police detention facilities to correctional institutions. This volume is estimated to be 20% to 35% of pre-COVID-19 prisoner transportation volumes, based on prisoner transportation statistics during the pandemic (the low number based on the OPP data, the higher percentage based on the survey of MPSs and the more recent Ottawa data), and on the case data (Table 6) which suggests each case has an average of 10 appearances. Only one of these appearances could precede the initial transfer to a correctional institution, although some would not make that trip, having been released after the first hearing. These trips will continue post-pandemic, regardless of the extent of virtual hearings.

Many trials will continue to be in person, requiring the transport of prisoners. However, trial dates are only set in 11% of cases (based on 2019 data, Table 6), and two-thirds of these involve a guilty plea or withdrawn charges, many of which could presumably be handled virtually as many decisions to plead guilty or withdraw charges are made before the trial date. Actual trials only occur in about 3.5% of cases.

However, the majority of trips in the past were related to remand hearings, pre-trial and administrative hearings, sometimes to accommodate meetings at the courthouses, according to stakeholders and workshop participants. The intent of the Justice Video Strategy is to be able to accommodate 90% of the pre-trial hearings, and to accommodate meetings between prisoners and their counsel, the agencies involved in preparing pre-trial release plans and even family and friend visitations.

There are reports on the impact of the use of video in other locations. In the Ninth Judicial District of Minneapolis a review found that the savings on prisoner transportation alone were enough to fund the implementation of the video system, and that all court stakeholders<sup>9</sup> also saved time. Similarly, a review of the impact of video appearances in England identified both savings on prisoner transport and stakeholder time.<sup>10</sup> A study of the Justice Video Network in Ontario showed the OPP saved 294,000 km of employee travel as a result of video hearings.<sup>11</sup>

Through the jurisdictional scan, it was found that Quebec has now mandated that pre-trial appearances will be by video demonstrating that such a strategy can be implemented. Ontario does not seem ready to take this position, preferring to leave more discretion to the judiciary. Change management initiatives to encourage the continued use of virtual hearings whenever possible will be essential to minimize the surge in prisoner transportation requirements that may occur post-COVID-

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<sup>9</sup> Babcock, Emily and Johansen, Kate (2011) "Remote Justice? Expanding the Use of Interactive Video Teleconference in Minnesota Criminal Proceedings," William Mitchell Law Review: Vol. 37: Iss. 2, Article 17. Available at: <http://open.mitchellhamline.edu/wmlr/vol37/iss2/17>

<sup>10</sup> Slessor, James, Goodwin, Tim and Feggetter, Emma, Accenture Consulting, "Rewriting the Rulebook"

<sup>11</sup> <https://www.nbs.net/articles/bringing-courtrooms-online-for-speedier-justice>

19. These initiatives should be aimed at all courthouse stakeholders, the judiciary, crowns, defense attorneys, administrators and police services.

Additionally, feedback received from the OAPSB survey indicated that Ontario's new bail policy is also having an effect on the number of persons being transported for court purposes and is expected to continue to have an impact.

Prisoner transportation volumes in 2022 are therefore estimated to range from 35% to 60% of pre-COVID-19 volumes, made up of:

- 20% to 35% of trips that are from police stations to correctional institutions which will remain, as discussed above;
- 5% to 15% of trips that will relate to trial dates. This a conservative estimate as the 2019 case data indicates trials only occur in 3.5% of cases and only 11% of cases have a trial date at all (even if guilty pleas and withdrawals need to be made in person). The high estimate will leave considerable room for a potential surge as courts re-open and delayed trials are held.; and,
- 10% to allow for pre-trial hearings that could not be accommodated by video, given the ongoing JVS implementation plan.

Once the implementation of new video capacity is completed through the JVS, and the backlog of trials is resolved, the prisoner transportation volumes should decrease to 30% to 55% of pre-pandemic levels. This would be made up of:

- the 20% to 35% of trips that are from police stations to correctional institutions;
- 5% to 10% of trips that will relate to trial dates once the pent-up demand is satisfied and allowing that some guilty pleas and charge withdrawals may occur virtually, and
- 5% to 10% to allow for the pre-trial hearings that are not expected to be accommodated by the Justice Video Strategy (which set 90% of pre-trial appearances as a target), and will still not be accommodated by changing expectations as a result of the COVID-19 experience.

However, costs will not reduce as much as volumes do. Stakeholders noted that COVID-19 prevention protocols have added steps to transportation (e.g., disinfection) and can require more trips given that prisoners have to be physically distanced (e.g., each in their own compartment). The reduction in prisoner volumes has not resulted in a corresponding reduction in the trips required, partly due to reduced vehicle capacity with social distancing requirements, and partly because a trip must occur to transport a single prisoner – using the same staff resource that might have carried 10 prisoners before. The cost largely relates to the driver (and co-driver), not to the type of vehicle involved.

But there will be reductions. The SOLGEN May 2020 COVID-related survey found that 18 out of 29 police services (including OPP) who responded had reduced the number of staff assigned to prisoner transportation. The survey found that the number of officers and staff assigned to court security had decreased by roughly 40% overall. The OPP OTP have retained all their permanent staff but

significantly reduced part-time staff hours. This resulted in a 24% reduction in the cost of transporting adult prisoners, far less than the reduction in prisoner volumes because all full-time staff have been retained, but certainly an indication that costs may be reduced when prisoner volume declines. MPS report they have most frequently reassigned transport and sometimes court security staff to supervising virtual court appearances from police headquarters.

There were some runs, including flights, that currently involve individual prisoners. They can be eliminated if the trip is eliminated. Many prisoners are now transported on loops that follow a general route pattern. The loops cannot be eliminated as long as there is at least one prisoner to transport, however the loops could be combined in some cases if volume diminishes significantly, reducing the number of loops and therefore the costs of operating them. The introduction of software as discussed in another section will assist in redesigning the loops to meet changing demand levels.

In the transportation business, costs are generally considered linear, e.g., directly related to volumes. There can be situations where the costs are not linear, such as decreases in the number of trips while the geographical service area remains the same and circumstances where the level of service has to be maintained while the ridership declines. These factors are present in this situation, which will result in the savings being less than the decline in ridership. For example, the City of Ottawa found that the average number of passengers per trip declined from 4.3 in 2019 to 3.1 in December of 2020 and as low as 2 in July when only 11% of prisoner volumes were carried. However, experience working in the transportation industry, the experience of the OPP OTP (which reduced costs 24% without laying off any staff) and the MPSs (which reassigned many staff to other duties) during COVID-19 and common sense suggests there will be cost reductions of at least half the amount that ridership declines. As a consequence, there is an expectation costs will be reduced by at least 20% to 30% in the short-term (when volumes are down by 45% to 70%) and 20% to 40% in the medium and long term when full video facilities are in place (and prisoner volumes are down 55% to 70%).

### **Estimated Impacts of Virtual Hearings on Court Security**

Participants in the workshops indicated courthouse security requirements have not decreased as dramatically as prisoner transportation requirements have during the pandemic. Workshop participants and survey responses indicated the costs of providing basic security at courthouses are similar to what they were before the pandemic, with the exception of prisoner movement in most cases.

Similar to prisoner transportation, the opportunity for savings once courthouses re-open largely relate to the handling of prisoners within the courthouses. Historically most prisoners in a courthouse have been there for pre-trial hearings, and the expansion of virtual hearings would reduce the number of prisoners within the courthouse. It is not anticipated cost reductions will reach the 40% level as indicated in the May 2020 survey by virtue of at least some prisoners needing to be in the courthouses once they re-open.

Prisoner management can involve meeting the prisoners when they arrive at a courthouse, transporting them to holding cells, supervising them while in the cells, arranging for their meals,

transporting them to and from courtrooms when required and supervising them while in the courtroom, and returning them to the transport vehicles at the end of the day. These costs are a major demand on court security staff, second only to entranceway screening and may take from 20% to 40% of court security staffing.

Reduced volumes have already resulted in lower staffing levels, and can be expected to continue to some extent. In larger courthouses the number of supervisory officers will decline and in other locations where a prisoner is required for a trial but there are none to be supervised while the trial is underway, staffing can be reduced. Lower volumes in smaller courthouses may potentially eliminate the need for prisoner management altogether on some hearing dates. It is estimated that the costs of court security should decline:

- 5% to 10% in the short term, based on estimated reduced volumes identified above, and a reduction in the 20% to 40% of costs related to prisoner management and
- 10% to 15% in the longer term, as prisoner volumes reduce further due to the elimination of the trial backlog and the continued improvement of video facilities.

#### *Prisoner Impacts of Virtual Hearings*

There is also an expectation that prisoner impacts have declined as a result of more extensive use of virtual hearings. If attending a hearing in person, prisoners may be awakened early, may spend extensive time in an uncomfortable prisoner transportation vehicle, may spend hours in a courthouse lockup and then return quite late to the correctional institution. These conditions can be particularly difficult for prisoners with mental health issues. When prisoners are released as a result of a hearing, there are advantages to being released from the correctional institution, where they can retrieve their personal items (wallets, belts, phones, etc.) and they can receive assistance from a discharge planning officer, rather than at a courthouse where the personal items and services are not available.

## Maximizing Use of Virtual Hearings in the Future

Most stakeholders, whether by interview, survey or workshop saw the use of video appearances and reduction in prisoner transportation requirements as beneficial and argued it should be maintained as much as possible as courts open and the “new normal” is established.

There is a danger that as COVID-related restrictions diminish, the court system will shift back to its former model of operation, particularly if the infrastructure required to support virtual appearances remains inadequate. The province does have a process underway to expand the capacity of courthouses and correctional institutions to conduct effective virtual hearings, and to accommodate the meetings between prisoners, and their defence counsel and supportive agencies. However, these changes will not all be in place by the time COVID-19 restrictions ease. Furthermore, there is no coordinated plan for police services to accommodate virtual hearings from their detention facilities. Most have accommodated the virtual appearances to the extent necessary, but often with temporary arrangements that impact other aspects of police operations. Police services will need to make

permanent changes in their facilities in order to accommodate an adequate standard of bail hearings by prisoners in their care.

Stakeholders, by interview, survey or workshop indicated that continuing to use virtual hearings whenever possible, and adequate, will require:

- The Court system developing an understanding that in the “new normal”, pre-trial appearances will be virtual - by video whenever possible, but by audio when necessary to prevent long trips or flights, particularly in the north.
- The province needs to continue its programs to improve video capacity at courthouses and at correctional institutions. This also means ensuring that all significant projects to expand, relocate or otherwise modify courthouses and correctional institutions include adequate video facilities. It means ensuring defence counsel and support agencies can access prisoners by video.
- Police services will need to expand the video capacity at police station lockups. The province will need to adopt policies that encourage these improvements, potentially including funding.
- Courthouse stakeholders will need to accept the imperfections, even inadequacies of existing virtual capacities as modernization is addressed. The province will need to perform effective change management while this transition is ongoing.
- Capacity is not only about technology. Video appearances from an institution or police detention facility require someone to monitor the process to ensure the security of the facility, equipment, and the offender. The survey and workshops indicate that many police services have redeployed staff that would normally provide prisoner transportation and/or court security services to this role. This is more challenging for smaller services or those that use the OPP OTP as there is less opportunity to reassign staff and more of a problem providing supervision in correctional institutions and sometimes at courthouses which leads to pulling officers off of front-line services.

## Recommendation

1) *SOLGEN should work with all justice stakeholders (justices, crowns, defense counsel, court administrators, police services) to ensure the “new normal” that emerges after COVID-19 minimizes the transport of prisoners, and maximizes the use of virtual appearances for pre-trial hearings. This will require:*

- *Establishing a standard of practice for using virtual hearings for pre-trial hearings that do not have extenuating circumstances.*
- *Continuing to install video capacity in correctional institutions and courthouses with a view to accommodating both the hearings themselves and communications between prisoners and their counsel and relevant support agencies.*
- *Encouraging police services to upgrade their detention facilities to incorporate the capacity for virtual bail hearings.*

- *Improving access to virtual weekend and statutory holiday (WASH) courts throughout the province to eliminate the need to transport prisoners before a First Court Hearing.*

## Implementation Plan

SOLGEN will have to execute an effective Change Management Plan over the next year to year and a half in order to minimize the requirements of transporting prisoners to court for pre-trial appearances. While the scope of such a plan is beyond the mandate of this review, it will need to include:

- Work with all court stakeholders to review their experience in the past year, identify what went well and what problems or issues emerged with virtual appearances.
- Develop a plan to address the issues, and address them as quickly as possible. The plan may have short- and long-term elements, including the identification of “work around” solutions employed in the past year, evaluation of those means, and identifying new work arounds, or previously established best practices to deal with the issues.
- Publish the findings and best practices and encourage their use in the future. Ensure the risks related to prisoner transportation and prisoner appearances are identified and presented.
- Work with the senior judiciary to determine their expectations and encourage them to encourage other judges throughout the province to minimize the need for in-person appearances other than required for a trial.
- Work to overcome technical issues, such as internet access in the north, conducting pilots with a variety of satellite providers.

## Efficiency Estimate:

	Rationale and Assumptions	Estimated Savings
<ul style="list-style-type: none"> <li>Short-term</li> </ul>	<ul style="list-style-type: none"> <li>Prisoner transportation volumes return to 35% to 60% of pre-COVID-19 levels. (made up of trips from police stations to correctional institutions (20% to 35%), trial dates (5% to 15% including deferred trials), and other pre-trial hearings that cannot be carried out by video (10%))</li> </ul>	<ul style="list-style-type: none"> <li>20% to 30% reduction of prisoner transportation costs (some trips eliminated; some loops consolidated). \$16M to \$24M reduction</li> <li>5% to 10% reduction of court security costs (reduced prisoner management costs) \$6M to \$13M reduction.</li> </ul>
<ul style="list-style-type: none"> <li>Medium Term</li> </ul>	<ul style="list-style-type: none"> <li>Prisoner transportation volumes decrease to 30% to 55% of pre-COVID-19 levels with elimination of trial backlog and improved video facilities, (made up of trips from police stations to correctional institutions (20% to 35%), trial dates (5% to 10%), and other pre-trial hearings that cannot be carried out by video (5% to 10%)).</li> </ul>	<ul style="list-style-type: none"> <li>20% to 40% of prisoner transportation costs. (some trips eliminated; some loops consolidated) \$16M to \$32M reduction</li> <li>10% to 15% of Court Security costs (reduced prisoner management costs) \$13M to \$20M reduction.</li> </ul>
<ul style="list-style-type: none"> <li>Long Term</li> </ul>	<ul style="list-style-type: none"> <li>Same</li> </ul>	<ul style="list-style-type: none"> <li>Same</li> </ul>

## 4.2 Use of Special Constables

### Current Situation

The survey results and workshop discussions confirm that most MPSs use special constables for prisoner transportation (Table 7). About half of MPSs who responded to the survey also use sworn officers at least on occasion to perform transport covered by the CPST TP Program. Workshop participants indicate this may occur due to: timing (no special constable available), the risk assessment (e.g., armed presence necessary), irregular requirements inconsistent with prisoner transport unit schedules, or occasional requirements at smaller services. There is no involvement of contract personnel in prisoner transportation other than the contracts with OPP OTP.

**Table 7: Type of Personnel Used for PT by MPSs**

Prisoner transportation Tasks (% of MPS that use category for each task)	Sworn Officers	Special Constables	Contractor (OPP OTP)	Not applicable
From police station to correctional institution	69%	93%	10%	0%
From police station to court	79%	93%	3%	0%
From correctional institution to court	48%	86%	14%	14%
From court to correctional institution	55%	93%	14%	7%

About half of OPP detachments (Table 8) also use special constables for prisoner transport<sup>12</sup>. Most OPP detachment respondents and certain MPS respondents with an OPP OTP MOU, indicated that OPP OTP handles most of their prisoner transport, but that they still have to use their own personnel under some circumstances. Workshop participants indicated this may be because the OPP OTP cannot handle the prisoner (higher risk or requirement outside court order) or the requirement does not meet the OPP OTP program schedule, usually a requirement on weekends. The OPP detachments are more likely to use sworn officers than MPS because they are generally smaller, have lower transportation needs, or rely on the OPP OTP for the majority of prisoner transports. They use sworn officers for specialized occasional needs.

**Table 8: Types of Personnel Used for PT by OPP Detachments**

Prisoner Transportation Tasks (% of OPP detachments that use category for each task)	Sworn Officers	Special Constables	Contract Personnel	Other Civilians	Not applicable
From detachment to correctional institution	91%	57%	4%	0%	0%
From detachment to court	94%	51%	4%	0%	0%
From correctional institution to court	66%	58%	6%	0%	11%
From court to correctional institution	70%	55%	6%	0%	15%

All MPSs use special constables for court security as indicated in Table 9, and most have them perform nearly all functions within the courthouse. For example, Toronto, with the largest Courthouse security operation, is staffed entirely by special constables as a routine, with sworn officers included when a risk assessment requires it. However, most services do have sworn police officers present to respond to security calls and alarms and supervise the work of special constables or contractors. Eleven MPSs indicated they have officers in courthouses performing administrative duties who are not included in the Court Security costs. Eighteen MPSs indicated they do not have such officers.

A few MPS survey respondents indicated that although it is incumbent on sworn officers to respond to emergencies, on-duty special constables are often involved in crisis response as well. Stakeholders

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<sup>12</sup> A few respondents noted that sworn officers are involved only to transport youth offenders.

mentioned retired sworn officers are hired part-time to provide additional security, and cadets can also be mobilized for court security. Discussions during the workshops revealed that court security arrangements can vary significantly between court locations within a given jurisdiction (e.g., special constables only in the main courthouse, but sworn officer assigned to POA court).

**Table 9: Type of Staff That Perform Court Security Tasks for MPSs**

Court security tasks performed at the courthouse(s) (% of MPS who use each staff category)	Special Constables	Sworn Officers	Contract Personnel	Other Civilians	Not applicable
Prisoner movement with the courthouse	100%	48%	3%	0%	0%
Security in the courtroom	100%	59%	3%	0%	0%
Prisoner feeding	97%	31%	3%	0%	0%
Managing in-custody facilities	97%	55%	3%	0%	0%
General visibility in common areas	93%	62%	17%	0%	0%
Security at access points	83%	52%	28%	0%	7%
Respond to alarms and other calls	76%	79%	10%	3%	0%
Facility perimeter security	66%	41%	28%	3%	10%
COVID-19 responsibilities (e.g., health screening)	38%	31%	52%	24%	10%

OPP detachments use special constables to a lesser extent than MPS as shown in Table 10. In the majority of OPP detachments, sworn officers conduct prisoner movement, safety in the courtrooms, and general visibility in common areas. This is especially true in smaller communities and part-time courthouses. Some OPP officers play a dual role at smaller courthouses, providing administration support and being available to respond to security duties as required. Among OPP detachments who do court security and responded to the survey, 40% indicated they have such officers conducting administrative duties at the courthouses, but these expenditures are not covered in the costs submitted for reimbursement under the CSPT TP Program.

**Table 10: Type of Staff That Perform Court Security Tasks for OPP**

Court security tasks performed at the courthouse(s) (% of detachments who use each category)	Special Constables	Sworn Officers	Contract Personnel	Other Civilians	Not applicable
Prisoner movement within the courthouse	48%	73%	0%	0%	8%
Safety and security in the courtroom	45%	88%	5%	0%	0%
Prisoner feeding	45%	58%	8%	20%	10%
Manage in-custody facilities	43%	53%	5%	8%	20%
General visibility in common areas	43%	78%	8%	5%	5%
Facility perimeter security	35%	58%	3%	0%	25%
Respond to alarms and other calls	33%	78%	3%	0%	13%
Security at access points	30%	45%	8%	5%	33%
COVID-19 responsibilities (e.g., health screening)	13%	30%	20%	10%	40%

Special constables working within the OPP OTP do not formally assist with court security. However, there are instances in which the police service providing security in the courthouse assists in bringing the prisoner from the truck to the courthouse cells. In some cases, the transporting officers or special constables experience downtime between the last drop off and the first pick-up.

## Drivers for Change

In the majority of cases, survey respondents indicate that armed presence is needed only in high-risk cases and that the use of special constables is appropriate and sufficient, especially if the vehicles and equipment are adequate. However, 45% of MPS and 26% of OPP detachments who responded to the survey and do prisoner transportation indicated that armed presence is necessary for this service. On the other hand, Toronto, the largest MPS, uses special constables exclusively for prisoner transportation. The OPP OTP also uses special constables exclusively for transportation. There are very few mid-sized to larger services that use sworn officers exclusively.

The Jurisdictional Review indicates that the other jurisdictions surveyed generally use personnel other than sworn police officers to conduct both prisoner transportation and court security. The name of the position varies, but these staff generally receive specific training focused on the court security and/or prisoner transportation areas, are often not armed (although in one case they are), and are generally paid less than sworn police officers.

Among smaller services there is more use of sworn police officers, generally because the need varies from day to day (e.g., courts move from town to town, they are open for limited periods, prisoner attendance is intermittent). This makes it more difficult to hire special constables and deploy them on a full-time basis unless additional tasks can be assigned. This is a particular challenge for Indigenous services which rely on the OPP to appoint special constables and we understand that the OPP appointments are for limited tasks (tasks can be varied by appointment based on needs).

Many smaller municipalities (and some mid-sized), as well as many OPP Detachments rely on the OPP OTP to handle prisoner transport. When the OTP cannot transport prisoners, these services must pull their sworn police officers off regular duties in order to carry out the prisoner transport. The same situation emerges when smaller services and detachments must provide court security on an occasional basis. They are required to pull sworn police officers off regular duties. First Nations police services also noted this as a problem.

The OPP OTP is a unique service that provides the economies of scale to justify use of special constables, but a few survey respondents and workshop participants spoke about instances where the OPP OTP will not accommodate the transport, and the local police service must carry out the transport, usually using sworn police officers withdrawn from front-line duty.

The OPP OTP Standard Operating Conditions (SOC) indicate the OPP OTP may refuse to transport:

- An offender exhibiting self-harming behaviour;
- An offender exhibiting/indicating a medical problem without appropriate authorization from a medical practitioner;
- An offender testing positive on an institutional body scan without appropriate authorization from a medical practitioner;
- An offender confirmed to be more than five months pregnant;
- An offender who is not ambulatory;
- An offender on a suicide watch;
- An offender in an insecure location and there is no armed officer present.

A decision on whether to transport in these cases can be made by the Senior Offender Transport Officer. The SOCs also indicate that when a police service of jurisdiction determines there is a threat related to a high-risk offender (e.g., potential for assisted escape or hijacking), the OTP will not carry the prisoner. In addition, the OPP OTP will only transport prisoners pursuant to a court order. Where court orders indicate prisoners will be taken to a particular place (e.g., a custodial institution) the OTP will not take the prisoner to any other place, even to a hospital or medical facility if the prisoner is thought to have a medical issue. Diverting from the court order requires clearance.

If the OPP refuses to transport for any of these reasons, the police service of jurisdiction is then required to provide the transport, and this usually occurs using a sworn police officer and a squad car. As a consequence of the comments from MPSs the OPP OTP has indicated that it is reviewing its practices in such refusals and eliminating the refusals whenever possible.

## Analysis

There is some opportunity to expand the use of special constables in Ontario.

The evidence indicates that the use of special constables for court security and prisoner transportation is a best practice. The survey identified that all mid-sized to large forces in the province use special constables for both court security and prisoner transportation. The OPP OTP uses special constables for prisoner transportation as well and the jurisdictional review found that generally, personnel other than sworn police officers are used to conduct both prisoner transportation and court security.

We know from the survey that there are a number of MPS using sworn officers exclusively for court security and/or prisoner transportation. It was found that the difference in cost between a sworn officer and a special constable, including benefits, is generally in the \$30,000 to \$40,000 range

annually.<sup>13</sup> Based on the survey data, there are at least two MPS that would be candidates for expanding the use of special constables.

Expanding the use of special constables in smaller services or detachments would require some approach to allow sharing the special constable resource among services. The best approach would seem to be to attach the court security, and where appropriate prisoner transportation mandate, to an entity that could work with the courts, so the same special constable(s) could travel with the court as hearings are arranged to provide court security at each location. Where the logistics are appropriate (e.g., the court is based in a location with a correctional institution), the special constables moving to the rotating court locations could also facilitate the prisoner transportation.

This kind of arrangement would likely require the transfer of responsibility from local police services to some common entity, whether by agreement with the services or through a provincial action. Options to achieve this are discussed in later sections of this report.

## Recommendations

- 2) *The MPS that use full-time sworn police officers rather than special constables for prisoner transportation and/or court security should convert to use of special constables.*
- 3) *In 2024 Implement \$40,000 CSTP PT grant reductions per FTE for police services that only use sworn police officers for prisoner transportation or courthouse entrance screening (should not apply to police services who use a limited number of sworn officers as well as special constables).*
- 4) *The OPP OTP continue to reduce its “refusals” to transport prisoners whenever possible.*

## Implementation Plan

Point out the alternatives to the MPSs still using sworn officers exclusively and invite them to contact other MPSs which use special constables more extensively. This implementation process can be combined with that for contracting of courthouse entrance screening (discussed in the next section), and the savings are additive.

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<sup>13</sup> An article “The Civilianization of Police in Canada” reported at <https://www.publicsafety.gc.ca/cnt/rsracs/pblctns/2015-r042/index-en.aspx#a10-1> provides an example of the replacement of sworn officers with civilians as Court Service Officers. Court services were provided by seven members: one sergeant at an annual salary of \$132,429, two constables at annual salaries of \$121,859, two special civilian constables at annual salaries \$105,076, and two part-time special constables at annual salaries of \$41,046. This amounted to \$400,410 in salaries and benefits. After an analysis of salaries and benefits, court security became the responsibility of one special constable at an annual salary of \$53,538, and six part-time special constables at annual salaries totalling \$123,138. This amounted to \$176,676, amounting to overall savings of \$223,734. The article notes that resources saved were deployed elsewhere within the police service rather than resulting in a net reduction to the budget.

Note that sworn officers cannot be replaced with special constables in smaller forces, without implementing the structural change addressed later in this report.

## Efficiency Estimate

	Rationale and Assumptions	Estimated Savings
<ul style="list-style-type: none"> <li>Short-term</li> </ul>	<ul style="list-style-type: none"> <li>Replace 1-4 sworn police officers with special constables with a saving of \$30-40,000 per position</li> <li>Assumes two MPS currently using sworn officers will convert to best practice</li> </ul>	<ul style="list-style-type: none"> <li>\$30K to \$160K</li> </ul>
<ul style="list-style-type: none"> <li>Medium Term</li> </ul>	<ul style="list-style-type: none"> <li>Replace 4-8 sworn police officers with special constables with a saving of \$30-40,000 per position</li> <li>Assumes MPSs currently using sworn officers will convert to best practice, and potential for some conversions based on co-operation between services</li> </ul>	<ul style="list-style-type: none"> <li>\$120K to \$320K</li> </ul>
<ul style="list-style-type: none"> <li>Long Term</li> </ul>	<ul style="list-style-type: none"> <li>Replace 4-15 sworn police officers with special constables with a saving of \$30-40,000 per position</li> <li>Assumes all MPSs involved and some regional entities involved in prisoner transportation as well as court security</li> </ul>	<ul style="list-style-type: none"> <li>\$240K to \$600</li> </ul>

## 4.3 The Use of Contractors for Court Security

### Current Situation

As part of the CSPT TP Program review, MPSs and OPP were asked to identify how they staffed various court security activities. Breakdowns of the mix of staff for securing access points, conducting facility perimeter security and undertaking COVID-19 screening activities were requested.

According to the survey results, 19 MPS have special constables screening at access points, nine of which also have sworn police officers involved. Ten OPP detachments have special constables (with or without sworn police officers) carrying out screening, and another ten have sworn police officers doing the screening.

Screening is usually only conducted at the major courthouse in each location, although in Toronto, with 13 courthouses, screening is done by special constables and there is screening equipment at all courthouses. Some OPP detachments use sworn police officers because they secure a courthouse that does not sit every day. Many police services indicate they have sworn police officers in the courthouses performing other duties, ranging from providing visible presence, courtroom security, or court administrative duties, resources that may be available if an incident at the screening station occurs.

The survey results indicate there is some contracting out for security at access points, facility perimeters and for the conduct of COVID-19 screening. During the workshops, a few police services did describe their use of contract personnel to oversee access points. The percentage of MPS and OPP locations that are using contract personnel for these functions are highlighted in the table below.

**Table 11: Type of Staff That Perform Court Security Tasks for MPS and OPP**

Court security tasks performed at the courthouse(s) (% of MPS who use each staff category)	Special Constables		Sworn Officers		Contract Personnel		Other Civilians		Not applicable	
	MPS	OPP	MPS	OPP	MPS	OPP	MPS	OPP	MPS	OPP
Security at access points	83%	30%	52%	45%	<b>28%</b>	<b>8%</b>	0%	5%	7%	33%
Facility perimeter security	66%	35%	41%	58%	<b>28%</b>	<b>3%</b>	3%	0%	10%	25%
COVID-19 responsibilities (e.g., health screening)	38%	13%	31%	30%	<b>52%</b>	<b>20%</b>	24%	10%	10%	40%

During the workshops, a few MPS representatives identified there are substantial cost savings available from contracting service delivery in the area of court security, particularly in perimeter security, screening and alarm monitoring.

## Drivers for Change

Workshop attendees indicated that by contracting out access point and perimeter security activities, significant cost savings have been achieved, and they were satisfied with contractors’ performance and the resulting security level. In those cases, contractors and court security police staff work in close collaboration (e.g., a sworn police officer is also in the area near the screening, or sworn police officers are available to respond; and two special constables also monitor screening during peak times at one location).

Another police service explained they have recently gone to tender to hire contractors to operate X-ray and magnetometers at the courthouse. The contracting measure is intended to generate significant savings, but the respondent wondered whether the level of service will be comparable to that of experienced special constables already familiar with the community, and whether sharing responsibilities with a private third-party will be effective.

There was concern that contractors may be ineffective e.g., inadequately trained, or unresponsive to direction from the police service. There was also concern that some high risk but very low frequency incidents have required an armed presence at or near the entrance when screening personnel are confronted with armed members of the public.

Other police services and court stakeholders seem to share the same concerns when considering involvement of the private sector in court security. The concern appears to focus on the learning involved in the change process, and the concern that a competitive procurement process will not select competent contractors. Toronto, who uses special constables exclusively for court security, has conducted regular audits on court security, but no exercise has recommended the use of contractors.

However, the data collected during the study indicates that contractors have successfully been used to conduct screening at courthouse entrances, secure courthouses in the evening and for monitoring cameras and alarms. At the moment the province has engaged contractors to conduct COVID-related health screening (that have been responsive to direction), and Ottawa Police Service and the Waterloo Regional Police Service use contractors successfully.

Ottawa found the introduction of contractors to conduct screening saved 70% of the cost, or \$700,000 compared to having 10 special constables conduct the work. This relates in part to the lower all-in hourly cost of staff, and partly to more flexibility in the assignment and recruiting of staff. Ottawa engaged a contractor who was also providing building security services in the evening, which ensured at least some staff had familiarity with the building and its operating circumstances. Ottawa also required the contractor to provide staff who had a minimum level of specified training as determined by the MPS. However, Ottawa also kept a sworn police officer who supervises the screening process, and provides the armed presence required in the event of incidents.

Similarly, the Waterloo Regional Police Service has registered a 4.5 FTE reduction and annual savings equal to \$358,000 as a result of contracting private security for screening as opposed to using special constables in their courthouse.

## Analysis

The evidence indicates expanded use of contractors to conduct screening at courthouse single points of entry can reduce the costs for police services of jurisdiction and provide adequate levels of security if properly implemented. It can also reduce the cost of introducing screening at new locations, which may make it easier to expand screening to new areas in response to stakeholder concerns. Contracting is most likely to be successful if RFPs require a specified level of staff training as determined by a MPS, and an MPS does not eliminate the presence of sworn police officers where they exist now, presumably on the basis of a risk assessment.

The concerns raised that some high risk but very low frequency incidents have required an armed presence is a factor independent of whether special constables or contract staff conduct the screening, as neither are armed. If a risk assessment indicates an armed presence is necessary, it will be required under either scenario. In some cases, it will be determined that other armed officers in the courthouse can cover the requirements, and again, that determination would be independent of whether special constables or contractors carry out the screening.

Based on survey findings, we estimate that there are 20 courthouses that could change from having special constables conduct screening, to having contractors conduct the screening. About half of these will be smaller than Ottawa and Waterloo, some will be constrained by collective agreements and/or negative attitudes towards contracting and some may keep more sworn police officers involved than Ottawa and Waterloo (although both retained some). As a consequence, our analysis conservatively assumes savings will be \$200,000 per location on average, despite the much higher savings that have occurred in Ottawa and Waterloo. The \$200,000 per location estimate is very conservative. The estimate is based on calculating less than half the average of what was achieved in Ottawa and Waterloo.

The review did consider the potential to contract out court security and/or prisoner transportation province-wide as a whole, to organizations such as the Commissionaires or GardaWorld. There would likely be savings in doing so, however there is concern that it would remove the control and direction of staff too far from the court stakeholders. With the high aversion to risk of court stakeholders and the need to maintain an armed presence in many courthouses we do not recommend this approach at the present time. However, it is something that a particular police department may choose to pursue in the future, and with the right relationship between the court stakeholders, the police service and the contractor, it could be a workable solution.

## Recommendation

- 5) Encourage police services using special constables (currently 83% of MPS and 30% of OPP locations) to conduct screening at courthouse entrances through contracting the screening operations. The contract should require the training of contract staff and specifications of responsibilities to respond to direction from the MPS (or OPP) courthouse security personnel. The screening area should retain an armed sworn police officer presence when warranted by risk assessments.*

## Implementation Plan

There is no structural change required to implement this recommendation. The existing *Police Services Act* does allow for the police service of jurisdiction to determine how it will provide court security and if it chooses to use contract staff, they have the special authority the act confers on court security staff generally. The police service of jurisdiction would remain accountable for court security.

The Ministry should start the process by facilitating information exchanges between police services and support police services that are considering the approach. A zoom presentation by Ottawa and Waterloo for example, could help identify best practices and assist other police services to initiate the process. It would also be useful to prepare a “best practices” document to assist police services to manage the approach, particularly when they are required to use municipal procurement processes. The process would be useful to police services expected to implement new screening processes as well as those contemplating converting existing screening processes to contracted staffing.

In a second phase, perhaps starting in 2024, the CSPT TP Program could be adapted to provide financial incentives to contract screening in particular. This could involve reducing the approved expenditures or the actual CSPT TP Program payments of any police service that continues to screen without at least tendering for screening activities (if tenders suggest no savings, implementation would not be required) to assume contracting is employed at all full-time courthouses, or it could simply reduce the payment by \$200,000 (based on the saving estimate above). These funds could be used to support the expansion of screening equipment to new locations, as discussed in the next section “Improving Security in Courthouses”.

## Efficiency Estimate

	Rationale and Assumptions	Estimated Savings
<ul style="list-style-type: none"> <li>Short-term</li> </ul>	<ul style="list-style-type: none"> <li>The forecast assumes at least 2 to 5 courthouses could switch to contractor screening in the short-term, recognizing that it is underway in at least one. To be conservative, the forecast assumes, reducing costs by \$200,000 at each location</li> </ul>	<ul style="list-style-type: none"> <li>\$400 K to 1 million</li> </ul>
<ul style="list-style-type: none"> <li>Medium Term</li> </ul>	<ul style="list-style-type: none"> <li>The medium-term estimate would assume 5 to 20 courthouses (total) would switch. The lower estimate assumes MPSs other than Toronto convert the higher</li> </ul>	<ul style="list-style-type: none"> <li>\$1 to 4 million</li> </ul>

	Rationale and Assumptions	Estimated Savings
	estimate assumes courthouses in Toronto are involved	
• Long Term	• Same	• \$1 to \$4M

## 4.4 Improving Security in Courthouses

### Current Situation

Current legislation states that police service boards and the OPP Commissioner are responsible to determine the level of security required for court activities. In doing this, police services should follow the risk assessment protocols set by the province. There are guidelines for conducting the risk assessments as outlined in the Provincial Adequacy Standards (LE-014A). The Court Security Tool is used to identify security needs in each individual courthouse for which the police service of jurisdiction is responsible. This assessment covers critical incidents, the nature of cases, personnel and procedures, emergency planning and physical assessment.

Each courthouse has a Court Security Committee through which the judiciary, crown, defence counsel and court administrators discuss security requirements with police service responsible to provide security. Most MPS and OPP detachments who answered the survey participate in regular formal meetings with partners regarding court security, through Court Security Committees or working groups, Local Courts Management Advisory Committee, Criminal Court Management Committee, and Bench and Bar meetings. According to survey results, the frequency of contact varies (i.e., ‘regular’, bi-weekly, quarterly, bi-annually, annually). The majority of MPS survey respondents (86%) and most OPP detachment respondents (67%) report that collaboration with partners on court security is working well.

### Infrastructure Issues

Some survey and workshop respondents described technology or infrastructure upgrades to courthouses that have been valuable (e.g., creating a single-point of entry, installation of new screening equipment, adding surveillance cameras, opening of new courthouse, etc.). The province of Ontario continues to upgrade or replace courthouses, addressing security issues as part of the process. Survey respondents who operated out of new courthouses, or who reported that infrastructure and equipment improvements had been made, said they did not reduce their court security staff as a result, but had greater confidence in their ability to address security risks.

Through the survey and focus groups, other services report that infrastructure issues remain and, sometimes, a lack of adequate security equipment hinders court security. This includes challenges due to the number, design, age or characteristics of courthouse buildings. Examples of these challenges were noted as: shared buildings and cohabitation with multiple services, prisoner circulation in public spaces, lack of space, multiple points of entry, elevators, or inadequate cell blocks. Several courthouses

are located in heritage buildings, which can complicate retrofit or maintenance projects, although there have been examples where issues were overcome. Equipment issues include lack of screening hardware, no adequate camera system, defective alarms, no prisoner box for in-custody matters, and so on.

Among MPS who responded to the survey and do court security, less than half (46%) indicated there is screening equipment in operation at the courthouses they secure. This percentage is lower for OPP detachments where 16% of survey respondents indicated they have screening equipment in operation at courthouse access points. Courthouses with screening detectors tend to be larger facilities with higher risk trials and the largest numbers of people entering. The courthouses with deficiencies tend to be smaller and/or not used full-time.

These issues impact the risk assessment, and thus the number of staff (namely sworn officers) that have to be deployed to secure courthouses. For instance, armed presence may be required because a location has multiple points of access. The lack of screening equipment can impact the risk of weapons being brought into the courthouses, or the ability to screen incoming packages.

Additionally, crowns sitting in small or even temporary facilities with audiences that may be related to the accused indicate they would feel more comfortable if there was some screening of the attendees, who are usually seated behind the crown's back. Security outside the courthouse can also be a concern (e.g., immediate vicinity, and parking spaces).

## Relationships

Through the survey and workshops, police services explained that the relationship with the judiciary, crown and defense counsel regarding court security can be challenging. There are varying expectations and demands from the Judiciary with respect to how court security is provided. Some want armed officers in their Courtrooms – some do not, some want prisoners unshackled, causing increased security risks for the police services to manage and navigate, while others do not.

However, the most common issue raised by police services relates to court stakeholders' high and increasing expectations for court security, which can put a strain on resources. Court security expectations and requests have increased over time. Of MPS and OPP survey respondents who indicated they had made changes to court security duties in the last three years, most described increasing their staffing levels. Smaller police services have to accommodate additional requests by pulling staff from the front-lines or going into overtime. About half of OPP survey respondents (52%) find it challenging to deliver court security with their level of staffing, with needs exceeding their capacity. Some respondents specify that they do not have the resources to meet demands from the judiciary, or to accommodate late court hours. A few small and medium sized police services indicated they had to refuse requests to conduct additional court security activities (e.g., opening of a new court location, staffing new equipment) because of lack of personnel.

## Request for Standards

Both workshop participants and courthouse stakeholders also identify lack of consistent standards for court security as an issue. On the one hand, this makes it difficult for police services to “push back” against court security asks that are not aligned with the risk assessment, police service responsibilities or level of resourcing. On the other hand, there are no standards that court administration, the judiciary, counsel or Crown can rely on to formulate security requirements in courthouses and courtrooms.

As a result of no standard, security requirements do vary significantly between courthouses. A significant number of factors influence these differences:

- The nature of proceedings in the courthouse, e.g., criminal courts, youth courts, family courts, or POA courts (traffic ticket courts).
- The layout of the courthouse building, which may or may not have a single point of entry for the public, separate entrances for prisoners, and the judiciary, a requirement for judges to traverse public spaces, and a requirement for prisoners to traverse public areas, etc. The occasional use of public facilities in small communities, such as arenas or Legion halls can be limiting.
- Particular risks, such as defendants likely to be targets of attack or defendants likely to attack others, or the potential intervention of third parties to disrupt activities or attempt to free a prisoner.

These differences make it very difficult to set a standard for all courthouses, or even all courthouses that fit into a certain category. Renovations or reconstruction of courthouses can produce important benefits that can reduce the costs of providing adequate security, but they are costly and while some are always underway, they cannot all be accomplished at once. Moreover, standards and expectations do change over time. Any meaningful standard would have to apply to the facility as well. Setting a standard that required large capital expenditures by the province or large operating expenditures by police services would be problematic.

However, court stakeholders do require some means to ensure their reasonable requests are met. The ability of the judiciary to cancel a court hearing is an approach. An alternative would be to have an appeal body that court stakeholders could ask to issue orders that a police service provide additional security services. However, that would be difficult in a context where court security is largely a municipal responsibility, and while “anything is possible”, there have been very few incidents which would justify higher security standards.

Financial incentives would be possible, perhaps recognizing the full cost of new security measures implemented by a police service as a first charge against the CSPT TP Program. However, this would have the impact of having other municipalities pay for improved security in a particular location. Without some provincial funding of these incentives, there would be strong resistance.

## Recommendations

- 6) *Screening at entrances to courthouses should continue to be expanded as risk assessments identify requirements.*
- 7) *Police services should remain responsible for establishing security levels (and determining when and where screening will be added) unless*
  - *The province accepts responsibility for the cost of increasing security levels.*
  - *CSPT costs drop below \$125M so the full cost is funded by the province.*
  - *Funds are available for transfer from CSPT TP Program payments reduced as a result of a decision to contract screening.*

## Efficiency Estimate

There are no cost savings associated with this recommendation. Additional estimated resources are provided.

	Rationale and Assumptions	Estimated Cost
<ul style="list-style-type: none"> <li>• Short-term</li> </ul>	<ul style="list-style-type: none"> <li>• The forecast assumes at least 1 to 2 courthouses could implement screening. The forecast assumes, increased costs of \$400,000 at each location</li> </ul>	<ul style="list-style-type: none"> <li>• \$400K to \$800K</li> </ul>
<ul style="list-style-type: none"> <li>• Medium Term</li> </ul>	<ul style="list-style-type: none"> <li>• The forecast assumes at least 2 to 4 courthouses could implement screening</li> </ul>	<ul style="list-style-type: none"> <li>• \$800K to \$1.6 million</li> </ul>
<ul style="list-style-type: none"> <li>• Long Term</li> </ul>	<ul style="list-style-type: none"> <li>• The forecast assumes at least 3 to 6 courthouses could implement screening</li> </ul>	<ul style="list-style-type: none"> <li>• \$1.2 to \$2.4M</li> </ul>

## 4.5 Scheduling Prisoner Transportation

### Current Situation

Prisoner transportation is a very complex system. The police may initiate a transportation requirement by arresting someone who isn't subsequently released. The courts may establish a requirement by scheduling a hearing, and then by deciding to release, or not release a prisoner. Occasionally a requirement may result from the police need to take fingerprints or the need for a medical clearance after a prisoner shows symptoms resulting from an emerging medical condition or a conflict situation.

The OPP OTP tracks prisoner transportation requirements on a physical board at each of its five offices, then manually transfers the information to a daily board for each transportation loop, then creates manual sheets that drivers (and co-drivers) can use to determine who they are to pick up, where, and when. Although each vehicle has a regular “loop” they service, some stops may be skipped or others added depending upon the circumstances. The driver or co-driver also records information they have concerning how the trip went, and future commitments or appearances that prisoners are to make. This information is transferred to the future requirements board. This process occurs at all nine of the OPP OTP locations.

## Drivers for Change

The OPP OTP prisoner transportation scheduling process is manual and inefficient. There is a low tolerance for errors in this process, so it may require multiple calls or emails to confirm information with various police departments, courts and to inform correctional institutions which prisoners are to be prepared at what time on which day. The management of the operation consumes 11% of the FTEs of the OTP. This includes the staff carrying out all these administrative tasks, as well as other management and supervisory staff.

## Analysis

This process could be improved through the use of a software system that would collect information from police services, court administrators and prisoner transportation providers, and distribute information to correctional institutions, determine the most effective routes for the available vehicles to meet the needs the coming day, print schedules for drivers, and allow drivers to record information they receive. Ideally the system would allow input from cellphones (an app) and computers, from any of the stakeholders involved (police services, court administrators, correctional institutions, drivers or co-drivers and transportation managers), recording the source and time of the input. It would design the routes for each vehicle using algorithms like that used for para-transit scheduling, considering the various limitations on vehicle capacity, the categories of prisoners, etc. If tied to a GPS system (e.g., cell phones of co-drivers and/or vehicles) it would provide some visibility of progress and allow confirmation of anticipated arrival times. It could also provide confirmation to each police station, courthouse or correctional institution of the expected schedule, allowing them to confirm all requirements will be met. Emails could be sent daily or more frequently to seek the confirmation by stakeholders.

It is uncertain what the cost would be to implement such a software system and further investigation and/or a procurement process would be required. It would also be important to build the system taking into account any changes to operating regimes that are adopted or planned. The savings could be significant, not just in terms of the transportation costs but perhaps also the related costs in court administration, correctional institutions and police services. There is also the potential savings from

automated route planning. Route planning software packages promise savings of 10% to 50%<sup>14</sup>. One implementation is credited with reducing the staff time required for route planning by 66% and another saw a 12% reduction in driver cost and a capacity increase of 14%.<sup>15</sup> The savings would be less in this application as many of the current loops have been run for some years. But with reduced volumes and particular stops to be included or excluded based on day to day needs, there should be some savings.

It may also be useful to include in the system some capabilities related to court administration and court security. The court security system is pretty routine in most courthouses, but more variable in smaller and remote communities where courts only sit periodically. Some assistance in scheduling those courts may be helpful and could contribute to the scheduling of prisoner transportation and court security staff. Court administration is largely automated, and a link between that system and the new prisoner transportation system could ensure consistency in results and allow one-time input of data related to planned hearings.

Within the OPP OTP there are five administrative assistants and seven officers involved at least part-time in the route planning process, about 6% of the total staffing (and at least 6% of total costs). Reducing the need to collect, retain and process information on each prisoner trip, confirm the information (the impact of mistakes is large enough to require steps to reduce them) – all by hand – would clearly reduce the administration required. Within larger police services there are similar groups performing this work. There may also be some savings on the drivers and co-drivers if the route optimization aspect helps reduce travel requirements or the number of loops to be run. To be conservative, we have estimated the potential cost savings at 1% to 4% of transportation costs for both the lower administrative costs and route optimization savings, although it is likely savings will be greater.

## Recommendation

8) *The Ministry could pursue the potential to integrate a software initiative with court administration and court security requirements. Implementing a new software solution should reduce costs, but it would take some time, and the potential savings would need to be more precisely identified.*

## Implementation Plan

As a first step, SOLGEN should conduct a market review to determine the availability of software that would automate and co-ordinate prisoner transportation. Options that would be usable by all participants across the province, and those that might support a large individual operation (Toronto,

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<sup>14</sup> <https://www.paragonrouting.com/en-us/blog/post/is-route-optimization-worth-the-money/>, <https://www.aptean.com/solutions/tms/fleet-savings-calculator/>, <https://medium.com/@CircuitApp/using-route-optimization-to-cut-delivery-costs-8c90e2a7c8ea>, <https://blog.routific.com/what-is-route-optimization>, <https://optimoroute.com/>, <https://optimoroute.com/what-is-route-optimization/>

<sup>15</sup> <https://optimoroute.com/what-is-route-optimization/#examples>

OPP OTP, a Northern entity) should be considered. Any potential assistance with court administration should be noted.

Based on the outcome of the market review, the Ministry should identify the scope of a potential software solution, in particular identifying how it may relate to software used in the administration of the courts and the correctional institutions.

The Ministry should then conduct a competitive process to select a software vendor (unless it is determined to extend an existing system).

A pilot implementation could be arranged with the OPP Offender Transportation Program (OTP), or with one of the large MPS, such as Toronto.

Once the pilot demonstrates the value and works out ensures the design is optimal, extend the implementation to other providers.

### Efficiency Estimate

	Rationale and Assumptions	Estimated Savings
<ul style="list-style-type: none"> <li>Short-term</li> </ul>	<ul style="list-style-type: none"> <li>Market Survey and scope definition</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<ul style="list-style-type: none"> <li>Medium Term</li> </ul>	<ul style="list-style-type: none"> <li>Software selection and trial implementation</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<ul style="list-style-type: none"> <li>Long Term</li> </ul>	<ul style="list-style-type: none"> <li>Full implementation</li> </ul>	<ul style="list-style-type: none"> <li>1% to 4% of prisoner transportation costs (\$650K to \$2M)</li> </ul>

## 4.6 Indigenous Services

First Nations police services participated in the review. They expressed a strong concern that they are currently only funded for “front-line” policing, of which court security and prisoner transportation are excluded. However, they indicate they are required to provide both services related to persons they arrest, and support trials in the communities they serve. They argued they should be eligible for the CSPT TP Program just like any other police service, so they could provide the services without taking officers off of the front-line.

We were unable to identify any description of the services they are funded to provide, and only limited description of services they are not to provide – which did not include prisoner transport or court security. First Nations police services are also funded for 100% of their costs by the federal and provincial governments, unlike the police services in other communities where the municipality is responsible for most costs.

While of interest, these matters do not indicate whether the Indigenous services receive adequate funding for the responsibilities they have. The agreements under which they are funded are up for

renewal within the next few years. It would be a good time to review the range of services they provide and ensure there is adequate funding for those services.

Indigenous services also indicated that they can only use special constables for limited purposes as they are appointed by the OPP and can only perform the duties identified in their appointment. However, the OPP did indicate during this review that special constables can be appointed to conduct a range of activities, depending upon the description provided by the detachment – or the Indigenous service – when they seek the appointment. Based on that clarification, the Indigenous services may wish to explore wider use of special constables that would make the appointment of special constables worthwhile in a wider range of circumstances.

## Recommendation

- 9) *That the Ministry ensure that the appropriate funding levels for prisoner transportation and court security are specifically and clearly addressed in the next round of funding discussions with First Nations police services.*

## Implementation Plan

The court security and prisoner transportation requirements be considered during discussions related to future funding of First Nations Police Services.

## Efficiency Estimate:

No specific cost reductions are related to these recommendations.

## 5.0 Program Delivery Structural Change

The review identified two areas where savings cannot be achieved without structural change:

1. Through the focus groups and interviews, participants agreed there are opportunities for efficiencies in better coordination of prisoner transportation between services. Duplication of effort in prisoner transportation occurs at large correctional facilities where multiple police services, the OPP and perhaps the OPP OTP have to pick-up and drop-off prisoners. Where jurisdictions overlap, it is not uncommon to have several prisoner transport vehicles from different entities operating at the same institutions at the same time.
2. As noted earlier there are opportunities to replace sworn officers with special constables in the smaller MPSs and OPP detachments that cannot be achieved without gaining economies of scale in providing security and possible prisoner transportation to traveling courts.

The key finding from the Jurisdictional Review is that none of the other jurisdictions make the police service of jurisdiction responsible for prisoner transportation or court security, except in particular circumstances. Responsibility is generally assumed by an agency independent of the police, typically a Sherriff's Office or other government agency. A frequent recommendation for improvement from workshop participants was also the transfer the responsibility for prisoner transportation from police services to another entity.

### 5.1 Duplication in Prisoner Transportation

#### Current Situation

With so many police services involved in prisoner transportation, and the OPP involved in two distinct ways, there is significant duplication of service within the prisoner transportation network. For example, at the Elgin-Middlesex Detention Centre, six different municipal police services pick-up or drop off prisoners, along with one OPP detachment. The OPP Offender Transport Program also goes to the same detention centre.

The table below provides examples of these multiple occurrences.

Table 12: Police Services at Major Correctional Facilities

Facility	Prisoner Capacity	MPS	OPP detachments	OPP OTP	Total organizations
<b>Central East Correction Center</b>	1184	3	3	1	7
<b>Central North Correction Centre</b>	1184	3	3	1	7
<b>Maplehurst Correctional Complex</b>	1055	5	0	1	6
<b>Elgin-Middlesex Detention Center</b>	450	6	1	1	8
<b>Hamilton-Wentworth Detention Centre</b>	560	2	0	1	3

There are instances where the various services are heading in different directions after leaving the correctional centre, however in many cases they are heading in the same direction, and in a few cases, they are actually going to the same court facility (mostly in Toronto).

The OPP OTP has indicated it can clearly identify duplication of effort and costs could be reduced by combining forces, but it cannot quantify the potential savings, and can't implement such a concept given its current mandate.

Additionally, there are many sworn police officers conducting both prisoner transportation and court security in smaller communities, and smaller services (or OPP detachments) as discussed earlier. In the larger services, there are economies of scale to accommodate hiring special constables to conduct the prisoner transportation and/or court security as the case may be. However, where courts travel and sit in individual courthouses less than full-time, the police service responsible to provide security often has to pull sworn officers from their front-line duties to perform the tasks. This is both a use of more expensive resources than required and a serious inconvenience when the sworn officers are required for patrol or other duties.

## Analysis

The *Police Services Act* (and its likely successor) allow police services to purchase services from a third party. The third party could be another police service, or a new entity<sup>16</sup> established by a group of police services to transport prisoners and/or provide court security services on their behalf. The entities could be established by agreement between all the services involved, or by agreements between the entity and each of the services individually. In many ways the MOUs between municipalities and the OPP OTP are examples of how this could work.

Such agencies would be in a position to eliminate duplication between transportation routes, implement new practices such as the use of special constables to support mobile courts and the use of contractors to conduct screening at court entrances. They would have the scale to improve services and perform them as efficiently as possible, which isn't the case with smaller police services and OPP detachments.

One large opportunity would relate to prisoner transportation in the Greater Toronto Area (GTA), or even the wider area within the Greenbelt. It would offer the opportunity to overcome the duplication in prisoner transportation and would be a good home for an IT system that would co-ordinate prisoner transportation in the most efficient fashion possible. It is unlikely to achieve additional savings on the court security side, although it may be easier to contract some of the court screening activities if the responsibility was transferred to a new entity. It may be appropriate to have a number of entities focused around each of the institutions, or to have one that would handle all prisoner transport inside the Greenbelt.

Another major opportunity would be to group smaller MPSs and/or OPP detachments that share a court that travels between locations. There are eight judicial districts in Ontario and most of them have at least some courts that do not sit regularly. It may be useful to work with the judicial districts to identify the municipalities or detachments that would have to co-operate to hire special constables to serve the mobile courts. This would provide one approach to engaging the special constables needed to transport prisoners to court and provide court security without pulling sworn officers out of front-line policing services. Although one could argue that the sworn police officers would be retained so there would not be any savings, it would delay the time when a new position is needed, and many OPP detachments already allocate many portions of an FTE to various municipalities, so savings would accrue. Allocating the court security and perhaps prisoner transportation requirements to a new entity would allow the services to provide more consistent services to their communities. Such entities might be based on the judicial districts.

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<sup>16</sup> "Entity" is a general term referring to an organization that has a mandate to carry out certain activities. The legal form of the entity would need to be established after further consideration and consultation with the stakeholders, but it could be a new corporate entity, or it could be a responsibility accepted by an existing entity on behalf of others.

The major drawback of this approach is the reliance on voluntary participation and the requirement for co-operation and continued involvement of each of the participating police services. As history with municipal amalgamation and shared services in Ontario suggests, this level of involvement and participation can be difficult to achieve, and would likely require financial incentives, perhaps treating the entities like the OPP OTP in terms of funding. This would suggest reallocating some of the CSPT TP Program funds to each of the entities.

Similar to the approach used in Alberta and B.C. special constables can be assigned to work full-time with the court. Then the special constables would travel from location to location with the rest of the court party and provide the court security required. Depending upon the local circumstances, they may also be able to assist with, or conduct, the prisoner transportation. Given the allocation of responsible for both activities to the police service of jurisdiction, this could not occur with the current structure.

The potential savings would depend upon the extent of participation in the entity, and its mandate. Largely the entities would provide an opportunity to gain the savings discussed under the sections on special constables, eliminating duplication, and using technology.

The creation of regional court security and prisoner transportation entities would have two major advantages:

1. The ability to eliminate duplication in prisoner transportation by having one party plan and carry out all the prisoner transportation related to the region.
2. The ability to provide special constables to provide basic court security for traveling courts.

## Recommendation

- 10) *That the Ministry promote the development of regional entities among police services responsible for prisoner transportation and court security.*
- 11) *That regional entities have a mandate to eliminate duplication in prisoner transportation, focus on the use of special constables and contract perimeter security, alarm monitoring and entranceway screening.*
- 12) *That regional entities would use sworn police officers from the local police services when required to accommodate risk assessment conclusions. Requirements for full-time sworn police officers (e.g., as part of entranceway screening) could result in the secondment of the staff, while temporary requirements would be met by assigning staff to the duties as required.*
- 13) *That the province fund regional entity operations fully, as it does with the OPP OTP. The \$125M cap on the CSPT TP Program should be reduced by the amount of funding activities with the region concerned, for the activities transferred to the entity.*

## Implementation Plan

The province should identify a group of MPS/OPP detachments that provide security for a mobile court operation that shows some support for the regional co-operative entity and provide them some support to review the opportunity and come up with a plan to support the court, with or without

prisoner transportation as the circumstances suggest. It is essential that this first implementation be successful to encourage others to follow the same approach.

Once the first regional entity is operational, the province should address duplicating it in other jurisdictions. It should also support a process to create a regional entity with a prime focus on prisoner transportation. The scale of the operation would need to be determined, e.g., a focus on an institution or on the Greater GTA, or even the area inside the Greenbelt as a whole.

## Efficiency Estimate

Benefits from the use of special constables are included in the high-end estimates in that section above. The potential returns from reducing duplications in transportation are identified here.

	Rationale and Assumptions	Estimated Savings
<ul style="list-style-type: none"> <li>Short-term</li> </ul>	<ul style="list-style-type: none"> <li>Not Operational</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<ul style="list-style-type: none"> <li>Medium Term</li> </ul>	<ul style="list-style-type: none"> <li>Not Operational</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<ul style="list-style-type: none"> <li>Long Term</li> </ul>	<ul style="list-style-type: none"> <li>High estimate assumes at least Greater GTA entity rationalizes transportation in the highest traffic area and Northern Strategy implemented with reduced transportation needs and co-ordination of FN and OPP trips</li> </ul>	<ul style="list-style-type: none"> <li>3% to 6% of transportation costs (\$2M to \$2.9M)</li> </ul>

## 5.2 Northern Strategy

### Current Situation

Northern Ontario experiences many challenges that are less significant in the more populated areas of the province. There are several large cities in the north, along with many smaller remote and fly-in communities. Some of the remote and fly-in communities are Indigenous and there are significant Indigenous populations in some of the large cities. First Nations police services serve most of the Indigenous communities, the OPP provides police services to many of the other smaller and remote communities, and municipal police services serve the major population areas. Correctional facilities are located in the large cities, and the smaller, remote and fly-in communities have smaller police stations, usually with some form of detention facility, but generally not a facility that is suitable for holding prisoners for extended periods.

The north has many traveling courts that spend short periods in communities resulting in demands on local police services and the disruption of their regular policing resources.

The north also faces some unique challenges related to prisoner transportation. Before COVID-19, an arrest in a remote community often resulted in an extended trip by cruiser, or by airplane, depending on the location, to one of the large cities where the detainee would attend court for their bail hearing. If the detainee was released, they may be released without transportation back to their community. If remanded, the detainee would be placed in custody at the correctional facility. During COVID-19 there has been more effort to have the bail hearing occur in the remote community, before the prisoner is transported. However, the unreliability or absence of internet connections has resulted in many appearances by audio, rather than video. There were also circumstances where the police service was unable to arrange a virtual hearing, and the prisoner was transported to a large city even before a hearing could occur, both because of the 24-hour holding limit for police cells, and the inadequacies of cells at remote police stations.

When a trial is held, it is usually back in the community where the charge was laid. If the prisoner has been denied bail, they must be transported back to that community by the local police service – generally a two-way trip out from the community and then back. If the prisoner has been released after a hearing in the city, they may have no resources and be unable to return to their community for the trial. When the court flies in for the trial, the local police service must assign staff to provide security at the trial, which is generally not in a dedicated courthouse, but may be in an arena, community meeting hall or other facility.

## Analysis

Based on the understanding of current circumstances in the north provided by interviewees, focus group participants and IPCO, there are unique challenges given the remote and fly-in communities, the extensive use of traveling courts, the long travel distances both for prisoners and court stakeholders, and the number of First Nations communities.

A Northern Justice Strategy could lead to the development of a common prisoner transportation network in the north, and the development of a court security capability that would travel with the courts, both allowing the use of lower cost special constables, and better respond to needs.

It may also be useful to respond to other needs in the north, particularly the need to transport prisoners extensive distances. This could involve improving some detention facilities in northern communities and/or developing correctional rehabilitation facilities, similar to the healing lodges developed in other provinces. This could allow some prisoners to be detained in the north pending a hearing or a trial. Such an approach would have to be developed with involvement from the OPP, Indigenous police services in the area, and the MPS serving the cities in the area.

It would also need to examine the connectivity issues in the north and identify options to ensure virtual hearings are feasible from as many police stations as possible.

The strategy could also look at establishing a WASH court that would be available by video and/or audio for hearings from these remote communities (if the province does not initiate a province-wide

facility). This could eliminate the trips from remote communities to cities that occur simply because no court could be reached.

Some of these steps may be reasonably easy to implement, others might require some development. A solution could also be based on expanding an existing service, for example the OPP OTP in Northern Ontario, or it could involve establishing a new entity with more Indigenous participation. Such agencies might operate on a regional basis. For example, part of a Northern Justice Strategy could be the creation of such an entity. The OPP OTU in the North currently serves a number of OPP detachments. The Indigenous services that operate in the north carry out similar programs, although the OPP remains the police service of jurisdiction. The municipal police services in the north might also be useful participants and they generally handle security in the fulltime courthouses, and use many of the same correction institutions as the more remote communities. One key benefit would be to reduce the need for police services to divert front-line officers to provide court security and/or prisoner transportation services. A strategy would need to develop staff appropriate to respond to the needs of Indigenous communities.

Development of a regional entity in Northern Ontario is a key cost reduction and service improvement opportunity and would need to advance from the development of a Northern Justice Strategy.

## Recommendations

*14) That the Ministry initiate the development of a Northern Justice Strategy.*

*15) That the needs of Indigenous Communities and First Nations Police Services be considered in the resolution of issues related to Northern Ontario.*

## Implementation Plan

SOLGEN would need to discuss the potential with key justice stakeholders in the north, including the court stakeholders, the MPS, OPP and First Nations police services and community leaders. It would be useful to establish a working group with key stakeholders and identify some resources to support the process.

The study process would involve a consultation process, both to identify all the issues to be addressed, and to identify appropriate approaches to resolving the issues.

## Efficiency Estimate

Savings are available from eliminating duplication in transportation and expanding the use of special constables. Both of these items were identified earlier, and the high estimates can only be achieved if regional entities, such as a Northern Ontario CSPT entity is formed.

## 5.3 Independent Agency

### Current Situation

The tables below provide a summary of the approach to court security and prisoner transportation in other jurisdictions. Full details on information collected from the jurisdictional review can be found in Appendix 3. The first table shows the responsibility for prisoner transportation while the second shows the responsibility for court security.

Table 13: Responsibility for Prisoner Transportation

	Ontario	Alberta	British Columbia	Quebec	Australia	New Zealand
<b>Transportation Station to Detention</b>						
→ Police	■	□		■	■	■
- Other		◆	◆			
<b>Transportation Detention to Court (and back)</b>						
- Police	■				□	
→ Other		■	■	■	◆	■

■ Yes    ◆ Mostly    □ Partly

As the table indicates, police are frequently responsible for prisoner transportation from the police station to a court or correctional facility. With increasing use of video for bail hearings, this usually means to a correctional institution. In BC, the RCMP transports some prisoners in remote areas, but is compensated by the Sherriff's office. For the more frequent transportation requirements between the courthouse and the detention centre, a central agency is responsible. The state authority is responsible in Australia, except in remote areas where police services generally provide the service.

Court security is generally the responsibility of an entity independent of the police (Table 14). Usually, a Sherriff's Office or other government entity. Some jurisdictions (Australia and BC) make local police services in remote areas responsible for court security.

Table 14: Responsibility for Court Security

	Ontario	Alberta	British Columbia	Quebec	Australia	New Zealand
<i>Who is responsible general security</i>						
Police of jurisdiction	■				□	
→Centralized entity		■	■	■	■	■

■ Yes      ◆ Mostly      □ Partly

Interviewees from other jurisdictions raised a number of advantages associated with the use of centralized agencies:

- Some suggest it is more consistent with even-handed justice.
- If a justice entity is responsible, this resolves conflict of interests with police, particularly on court security issues.
- Allows consistent security standards as one entity administers all courthouses.
- Resolves the trade-off of capital and operating costs between different entities.
- Provides greater flexibility in the movement of staff to different Courts.
- Resolves fairness issues:
  - Municipalities with courthouses do not subsidize those without them.
  - Municipalities with access to a centralized unit (OPP OTP) do not have advantages over other municipalities that fund prisoner transport.
  - Municipalities in the north or with long transportation requirements do not suffer relative to those with short transportation requirements.
  - Municipalities with inefficient courthouses from a court security point of view are not disadvantaged based on where provincial funds are invested.

The key finding from the Jurisdictional Review is that none of the other jurisdictions make the police service of jurisdiction responsible for prisoner transportation or court security, except in particular circumstances, although the BC Sherriff’s office does purchase services from police services when this is the most economic way to meet the need.

### Provincial CSPT Entity

Founded upon the feedback received from representatives of central agencies in other jurisdictions reviewed, and the alignment of those findings to the issues identified in court security and prisoner transportation processes identified throughout this report, the Ministry could consider creating a

single entity with responsibility for CSPT throughout the province. This approach would be consistent with that in other jurisdictions, including all the Canadian jurisdictions examined. It would be able to achieve all the operational efficiencies discussed, including:

- Using special constables or the equivalent, for all CSPT activities where an armed presence is not necessary. The province could also create two categories of staffing, with one armed to provide the armed presence where that is considered necessary.
- Contracting entranceway screening, much as the province has contracted COVID-19 screening, and learning from the experience of police services that have contracted some courthouse security services to date.
- Tying security provision to traveling courts, eliminating the impact on front-line policing,
- Co-ordinating court security with courthouse operations, so the province can provide the level of security it determines is required (through risk assessments) and ensure consistency of approach across the province.
- Providing an alignment of interests between those responsible for capital improvements of courthouses and those responsible for security operations.
- Giving the province the incentive to minimize prisoner transportation to reduce risks and costs.

## Recommendation

16) *If the development of regional entities does not achieve substantial progress within four years, the province should establish a province-wide entity with responsibility for court security and prisoner transportation. Consideration should be given to creating a new agency or having the OPP carry out the role, depending upon whether the entity would report to SOLGEN or the Attorney General. Key elements of the plan, whether part of the OPP or part of a new entity, would include:*

- *Having local MPS and OPP detachments remain responsible for transferring prisoners in their custody (e.g., from the police station to a correctional institution or a courthouse). The provincial agency could agree to conduct such transfers where the one-way travel distance is more than 50 km (far enough to require a significant resource diversion, unlikely to cover transportation within a municipality, and likely to capture those municipalities currently benefiting from OPP OTP service);*
- *Having two categories of staff, an armed category and an unarmed category;*
- *Most staff would be in the unarmed category, but the armed members would be used where a full-time armed presence is required as part of a court security plan;*
- *Reliance on the police service of jurisdiction to support high risk operations when required;*
- *Contracting entrance screening and extending it as required by risk assessments*

## Implementation Plan

The province will need to conduct an examination of the alternatives (a “Sherriff” operation, or the assignment of the role to the OPP) in detail. The review would need to consider:

- The reporting relationship. A Sherriff option would report to the Attorney General and an OPP option would report to SOLGEN.
- The additional infrastructure required, under each option.
- The labour relations implications of each option.
- The costs and other financial implications of each option, taking into account the evolution of the justice system post COVID-19.
- The availability of armed officers when required.
- The transition process, and particularly the extent to which staff currently conducting court security and prisoner transportation would be transferred, or would have the option to transfer to the new entity.

There will need to be a transition plan and transition date established, with extensive consultation with the MPSs and OPP carrying out the role now.

## Efficiency Estimate

Many of the benefits of this approach are not financial, however it is important to note total provincial costs could be reduced. Leaving the police service of jurisdiction responsible for the initial transport from the police station to either a courthouse or correctional institution would have them responsible for carrying a little over half the future volume of prisoners as discussed in the section on *Estimated Impacts of Virtual Hearings on Prisoner Transport*. They would be among the less economical of trips as the number transported on each trip would vary and the timing would be somewhat unpredictable. This approach would therefore leave municipalities with about 20% to 35% of pre-COVID-19 prisoner transportation volumes, or about 55% of planned prisoner transportation volumes. While this is a significant cost, it compares to the 30% of combined court security and prisoner transportation costs that police services (and their municipalities) currently bear. It would not be their only cost as they would also be responsible for the costs of converting police holding areas to accommodate virtual hearings.

	Rationale and Assumptions	Estimated Savings
<ul style="list-style-type: none"> <li>• Short-term</li> </ul>	<ul style="list-style-type: none"> <li>• Not Operational</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<ul style="list-style-type: none"> <li>• Medium Term</li> </ul>	<ul style="list-style-type: none"> <li>• Not Operational</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<ul style="list-style-type: none"> <li>• Long Term</li> </ul>	<ul style="list-style-type: none"> <li>• Full implementation, results in the municipalities taking responsibility for the first trip from the police station to a courthouse or correctional institution, 20% to 35% of pre-COVID transits</li> </ul>	<ul style="list-style-type: none"> <li>• About 60% of forecast prisoner transportation costs would be left with municipalities as they would carry about 55% of expected trips, with slightly higher costs per trip.</li> </ul>

## 6.0 Alignment to Transfer Payment Policy

### 6.1 Context

In June 2019, the Ontario Internal Audit Division of the Treasury Board Secretariat published its review of transfer payments managed by SOLGEN, including the CSPT TP Program. It measured compliance with the Transfer Payment Accountability Directive (TPAD) and the relevant grant agreements.

Overall, the audit found that SOLGEN's public safety grant programs were for the most part compliant with the Transfer Payment Accountability Directive (TPAD) and respective transfer payment agreements; however, to ensure that programs are delivering results and operating in an efficient and effective manner, the audit recommended that SOLGEN:

- examine a renewed funding model and or granting structure for public safety grants;
- establish program-level outcomes and performance measures for all grant programs so that performance can be assessed;
- review the level of monitoring required by recipients to make certain it is proportional to risk and recipient capacity;
- implement timely corrective action when recipients are not meeting transfer payment agreement requirements; and,
- complete risk assessments on all grant activities and recipients to ensure a risk-based approach is being used.

The CSPT TP Program has the largest portion of funding compared to other transfer payment programs managed by the Public Safety Division at SOLGEN. In particular, the audit found the rationale for funding municipalities that provide court security or prisoner transportation services to be lacking. It noted that TPAD activities should be focused on outcomes and the achievement of associated public policy objectives, arguing that the programs reviewed are funding core policing activities. It also notes that the CSPT TP Program originated as part of the 2008 negotiations between the province and municipalities. Thus, SOLGEN implemented a cabinet approved program to upload certain municipal costs to the province.

The Jurisdictional Review, as reported in Appendix 3, indicates that all other jurisdictions reviewed make responsibility for court security and prisoner transportation a provincial or, in some cases, national responsibility. In no other jurisdiction is court security and prisoner transportation a municipal responsibility (beyond special considerations for remote communities), at least beyond the initial transfer of prisoners from the police station. This relates to the corresponding provincial or national responsibility for justice, and the clear connection between court security and the transfer of

prisoners to and from the courthouse with the administration of justice. This is within the SOLGEN's priority area.

## 6.2 Managing Cost Effectiveness and Efficiency

Court security and prisoner transportation cannot be segregated into separate dimensions of police service, nor separate dimensions of the outcomes of the justice ecosystem. The CSPT TP Program funding model has been established as a support subsidy. Based on the document review, it was found that the program currently does not have documented goals or outcomes.

The current Transfer Payment Agreements for the CSPT TP Program indicate:

*“The Province implemented the Court Security and Prisoner Transportation (CSPT) Program (the “Program”) in 2012 to assist municipalities in **offsetting** their costs of providing CSPT services in their jurisdictions.”*

This study did not review the need or relevance of the CSPT TP Program, nor the justification for SOLGEN to be intervening and funding court security and prisoner transportation activities through the formal agreement with municipalities. The Ministry does however have public sector accountability to ensure CSPT TP Program funds are used as intended. This includes demonstration of how resources were used in the realization of outputs and outcomes, and whether the extent of resource utilization was reasonable for the level of outputs and outcomes observed.

Recent research conducted by Public Safety Canada entitled, “Measuring the performance of Police: The Perspective of the Public,”<sup>17</sup> found that there are a number of dimensions of police work that can be used when setting up a framework to measure the performance of police.<sup>18</sup> There is not one single performance measure that can assess all of the dimensions of police work at the same time; neither is there one perfect measure that can assess a single dimension of police work (Gallagher et al, 2001). The measuring instrument needs to be chosen depending on the dimension that needs to be measured.

In the case of the CSPT TP Program, there is a concern that the grant program does not adequately encourage or reward financial efficiency and cost reduction. The Public Safety Canada report found that an efficiency dimension of performance relates indirectly to police work in that the public expects the police to do their work in an efficient and economically sustainable manner. Just as in any other public or private organization, waste of resources within police departments is usually met with public disapproval.

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<sup>17</sup> Public Safety Canada, Research Division, Measuring the Performance of the Police: The Perspective of the Public, Research Report: 2015-R024

<sup>18</sup> Kiedrowski, J., Petrunik, M., Macdonald, T., Melchers, R. (2013). “Canadian Police Board Views on the Use of Police Performance Metrics” Ottawa: Public safety Canada, # PS14-12/2013E. 53 pages.

The measurement of efficient police performance receives the least amount of attention because it is not seen as a primary output of police work. Further, the measurements are not straightforward because it can be complicated to set benchmarks for what constitutes efficient spending. For example, large police jurisdictions could be spending more in all areas of police work because they deal with larger or more complex problems. Similarly, one jurisdiction may have to transport prisoners longer distances and/or have a different risk level, requiring different service levels. One approach to measure police performance in this area is to look into the innovative approaches that police take to spending: new economical ways to utilize officers, use of technology, innovative scheduling methods, etc.<sup>19</sup>

In this sense, the CSPT TP Program can initially focus on performance indicators targeted towards resource utilization. This can provide insight to what and how resources are being used and possible other contextual factors that affect the resources being used.

Through the document and data review completed for this study, the performance indicators identified below may be considered by the CSPT TP Program as a start to its formal performance measurement strategy. The current CSPT TP Program transfer payment agreement stipulates that recipients only need to provide annual financial reports. Further work will be required to define an outcome pathway, in collaboration with municipal stakeholders, that will allow SOLGEN to track program outcomes.

An initial perspective of efficiency would be largely concerned with how inputs are being used and converted into outputs, and the extent to which outputs have been optimized in relation to resources used to produce them (i.e., the extent to which the minimum number of resources have been used (contextualized of course).

It is possible that an operational efficiency perspective may actually suit information needs of the Ministry. The following table presents options for measuring operational efficiency and economy.

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<sup>19</sup> Public Safety Canada, Research Division, Measuring the Performance of the Police: The Perspective of the Public, Research Report: 2015-R024, page 15.

**Table 15: Performance Indicators for Implementation Efficiency**

Output Indicator	Source	Rationale	Methodology
<p>Quantitative:</p> <p># of FTEs assigned to court services and transit services broken out by CS and PT and by:</p> <ul style="list-style-type: none"> <li>■ Sworn police officers</li> <li>■ Special constable versus all other police officer ranks</li> <li>■ Contract staff versus all other police officer ranks</li> <li>■ Other civilians</li> </ul>	<p>MPSs and OPP Annual Report for the CSPT TP Program (new instrument to accompany the Template for Annual Financial reporting)</p> <p>Statistics Canada Annual Police Administration Survey</p>	<ul style="list-style-type: none"> <li>● The use of special constables for court services and transit services has been shown to reduce cost (at least when scale warrants) and the use of contractors for courthouse entrance screening has been shown to reduce costs.</li> <li>● The Ministry can track changes over time in the proportion of special constables and contractors being engaged to perform court security and transit services with the expectation that proportions will increase (target set by the Program in future).</li> <li>● Police services are providing the special constable data to Statistics Canada so the additional burden to collect information will be minimal.</li> </ul>	<ul style="list-style-type: none"> <li>● The question should be worded to align with the Annual Police Administration Survey conducted by Statistics Canada Permanent special constable personnel question (#4 in the 2019 survey), particularly in the way FTEs are measured so comparisons can be made.</li> <li>● The Ministry can consider a number of possible analysis scenarios: <ul style="list-style-type: none"> <li>■ Comparisons across MPSs in Ontario.</li> <li>■ Comparisons nationally to Statistics Canada data in order to understand trends in the use of special constables (tested first as many provinces do not employ the same model as Ontario).</li> </ul> </li> </ul>
<p>Quantitative:</p>	<p>MPS and OPP Annual Report for</p>	<ul style="list-style-type: none"> <li>● While recognizing a number of external influencers to video and audio appearances, MPSs and</li> </ul>	<ul style="list-style-type: none"> <li>● Analyze trends in proportion of first appearance by video and audio.</li> </ul>

Output Indicator	Source	Rationale	Methodology
<p>% (proportion) of first appearances conducted by video from the police station. Broken down by:</p> <ul style="list-style-type: none"> <li>■ Video</li> <li>■ Audio</li> </ul>	<p>CSPT TP Program (new instrument)</p> <p>Or</p> <p>Ontario Court of Justice Criminal Court Statistics if available</p>	<p>OPP should attempt to maintain reduced levels of in-person first appearances (i.e., all first appearances from a police station as influenced by COVID-19).</p> <ul style="list-style-type: none"> <li>● The Ministry will be able to track the rate at which video appearances are increasing or decreasing, possibly an early indicator that environments are regressing towards pre-COVID-19 levels. The Ministry could then trigger an increase in change management intervention or conduct additional investigation to understand the change in activity.</li> <li>● In future, as the video strategy is rolled out, targets can be set.</li> </ul>	<ul style="list-style-type: none"> <li>● Compare trend in proportion of first appearance by video and audio to trend in cost of transportation e.g., % increase in first appearance by video and audio versus assumed % decrease in transportation cost.</li> </ul>
<p>Quantitative:</p> <p># of prisoners transported</p>	<p>MPSs and OPP Annual Report for CSPT TP Program (new instrument)</p> <p>Ontario Court of Justice Criminal Court Statistics</p>	<ul style="list-style-type: none"> <li>● While this indicator is not perfect (e.g., not accounting for multiple prisoners transported at the same time), it can provide the Ministry with some insight to operational efficiency (relationships between resources and outputs).</li> </ul>	<ul style="list-style-type: none"> <li>● Program output index: gross annual prisoner transportation costs ÷ annual number of prisoners</li> <li>● Analyze relationship between # of prisoners transported and number of cases received and pending in court. Expectation that there should be some correlation between the two variables. As cases go down (particularly major crimes, the number of in-person appearances would also go down, decreasing</li> </ul>

Output Indicator	Source	Rationale	Methodology
	(Offence Based Statistics)	<ul style="list-style-type: none"> <li>• The court security and prisoner transportation costs are already provided in the current annual financial reports and can be broken out by PT and CS</li> <li>• Offence Based Statistics are already broken down by region. Alignment can be determined by (court) or comparisons made within a region.</li> </ul>	<p>the number of prisoners transported). Initial bivariate analysis should be completed to ensure the validity of this indicator.</p> <ul style="list-style-type: none"> <li>• Potential to compare decreasing costs with decreasing numbers reported for average appearances to disposition (this is the average of all appearances from the first to last court appearance). Assessment likely required against offence type.</li> <li>• A breakdown by ground versus air will be required for service in the north. Context and environment for activities where prisoners are mainly transported by air will need to be considered and balanced.</li> </ul>
<p>Quantitative:</p> <p>Annual ground kilometers travelled for all prisoner transportation conducted</p>	MPS and OPP Annual Report for CSPT (new instrument)	<ul style="list-style-type: none"> <li>• OPP OTP already collects this data.</li> <li>• Assume that longer distance equates to greater cost but this indicator can contribute to validate or disprove assumptions.</li> </ul>	<ul style="list-style-type: none"> <li>• Program output index: gross annual prisoner transportation costs ÷ annual prisoner transportation kilometres travelled</li> <li>• Possibility to compare MPS with similar environments in order to promote consistency in delivery (if best practices are found).</li> <li>• Will need to factor differing cost environments across the province (e.g., cost of gas per litre).</li> <li>• Breakdown by ground versus air will be required for service in the north. Will need to factor in proportion of ground versus air in cost breakdowns.</li> </ul>
<p>Qualitative:</p> <p>Identification of annual budget efficiencies proposed in relation to</p>	MPS and OPP Annual Report for CSPT TP Program (new instrument)	<ul style="list-style-type: none"> <li>• Municipal Police Service Boards approve and publish MPS operational budgets which typically detail cost saving</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis of efficiencies implemented to identify best practice for potential dissemination to other MPS or OPP for consideration.</li> </ul>

Output Indicator	Source	Rationale	Methodology
court security and inmate transportation.		measures proposed by MPSs. The Ministry could request a summary of cost-saving measures being implemented by a MPS in relation to court security and prisoner transportation on an annual basis. This would set an expectation that the continuous review for efficiencies is expected.	<ul style="list-style-type: none"> <li>Requires coding of qualitative data for the identification of consistent or innovative activities.</li> </ul>
Qualitative: Identification of rationale for increased costs	MPS and OPP Annual Report for CSPT TP Program (new instrument)	<ul style="list-style-type: none"> <li>An alternative approach to providing incentives for cost reductions might be to require municipalities to justify their expenditure level as expenditures rise under the new normal. The justification could require an explanation of why the approach taken is the lowest cost available, and/or a certification that the approach follows “best practices” (such as use of special constables, for prisoner transport and most court security and use of contractors for screening at entrances, monitoring alarm systems and any WASH patrolling).</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of reasons for increased costs to understand changing environment and determine if there are supports available to mitigate.</li> <li>Requires coding of qualitative data for the identification of common issues or regional problems.</li> </ul>

## Recommendation

17) SOLGEN should formally develop a Performance Measurement Framework (PMF) for the CSPT TP Program collaboratively with program recipients and stakeholders. The PMF must define objectives and expected results (outcomes). In order to meet the requirements of the Transfer Payment Policy, at minimum, the PMF must focus on outputs and/or intermediate outcomes for activities in order to determine how success will be evaluated. The PMF needs to define expected short, medium and long-term outcomes. Subsequent to the results definition, the Ministry should implement a systematic collection of performance data, which would make it possible to link the funding to the achievement of results, measure progress to targets, further pursue analysis of certain issues and to make changes to the program as required.

## 6.3 Options to Maintain Necessary Financial Accountability

### A Risk-Based Approach is Best

Risk-based assessment approaches in policing have a long-standing history as best practices in the published literature. A study in the National Institute of Justice Research Preview<sup>20</sup> identifies that a risk assessment should be an integral part of a comprehensive survey of courtroom security and the transportation of prisoners to determine security vulnerabilities and equipment and training needs.

In Ontario, the current Policing Standards Manual's section on Court Security includes a Court Security Tool to identify security needs in each individual courthouse for which the police service of jurisdiction is responsible. This assessment covers critical incidents, the nature of cases, personnel and procedures, emergency planning and physical assessment.

The 2019 Ontario Internal Audit Division audit also found that SOLGEN should use a risk-based approach to review the activities of grant recipients.

### Opportunities for the Ministry

- Police services could be required to submit the risk assessments conducted for court security and activities in place today (as the baseline), and then again whenever it changes. The Ministry could then undertake a qualitative assessment of annual costs versus risk.
- To date, SOLGEN has not assigned a risk rating to CSPT transfer payment recipients in receipt of less than \$500K. As well, it does not appear to have audited or reviewed the funded activities of any of the grant recipients. It should be noted that about half of recipients

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<sup>20</sup> National Institute of Justice Research Preview, Court Security and the Transportation of Prisoners, June 1997.

surveyed did report that they had been audited or reviewed since 2015, but those audits or reviews were conducted internally by the police service, or by the municipalities that provide the majority of police funding. A risk assessment should be completed by the Ministry for all grant recipients and a risk-based review or audit test of 10% of applications (randomly selected, with higher probability of selection for higher risk recipients and materiality) should be conducted annually. Possible criteria for review could be:

- Annual financial and performance reporting received on time.
- Expenses reported meet program guidelines.
- Meeting service standards for payment.
- Financial reports are being signed by a person with an adequate level of authority.
- Funding agreements are being signed by the appropriate delegate.
- Select audits of eligible activities (as identified in the master TP agreement).

## Transfer Payment Delivery

The CSPT TP Program is paid based on expenditures incurred two years earlier. Therefore, in 2021 recipients will be paid based on their expenditures in 2019. As a result, a municipality that reduces expenditures (as most will in 2021 due to COVID-19 if not as a result of implementing cost reduction measures in 2021) will not receive any reduction in its grant, at least not until 2023. At that time, their grant will be reduced by 70% of the cost reduction, which could be seen as a disincentive to reduce costs. Some stakeholders also pointed out that increasing expenditures, perhaps to meet a request from courthouse stakeholders for new security activities, will not be covered by any increase in grant payments until 2023 either. That means the entire cost of new expenditures is born by the police service (or municipality) for the first two years, which is a clear **disincentive** to increasing expenditures.

This could be resolved by allowing some kind of “amendment” process before the final payment. Applicants could be allowed to submit an amendment if their activities changed over the course of the year in such a manner as to increase or decrease expenditures by more than, say, 10% of their base year (two year ago) expenditures. Their share of the grant would then be adjusted on the final payment to take into account the change. The process would have to include an amendment to the following year’s grant to recognize the change, and similarly going forward. The process would add significant complexity both to the recipients and to the SOLGEN grant administration. It is very likely recipients would report increases in expenditures (and enhance their grant eligibility) but not decreases, so the effect would be to reduce the impact of new expenditures, but it would not encourage cost savings. It would likely also raise concern among municipalities that received a reduced allocation (the \$125M being a fixed amount) in order to accommodate a higher payment to another municipality.

COVID-19 changes will significantly alter actual expenditures in calendar year 2020 and presumably the effect on expenditures will continue into 2021. This is a period where substantial cost reductions could have been achievable, but many police services have followed the federal

government’s encouragement to keep people on salary as much as possible, reassigning staff, and reducing part-time hours when feasible. The “new normal” that will emerge in 2021 and 2022 is an area where encouragement to cut expenditures, or minimize the growth in expenditures (assuming they dropped in 2021) could be effective.

The two-year delay in implementing the grant will reduce the impact, but also make it easier to introduce changes. Although police services may reassign their staff to activities like monitoring video appearances from police stations, many of these activities will not qualify as CSPT TP Program expenditures, even when they are substitutes for qualifying expenditures. The result could be a very substantial decrease in qualifying expenditures, even when staffing levels do not decrease substantially.

One way to make the grant provide immediate support to improved security measures that increase costs (e.g., adding screening) would be to convert the grant to a fixed percentage of actual expenditures. This could occur in 2023 when the “post-COVID-19” world has emerged. As indicated in the financial analysis, this percentage could be as much as 100% if the use of virtual hearings is retained for most hearings, however this does not align with SOLGEN priorities, as it does run a risk of expanding expenditures beyond \$125M. It would also be difficult to reward cost reduction, unless a “bonus” beyond actual costs was provided to police services that identified specific cost reduction initiatives they had implemented.

When the grant was initially designed, stakeholders considered a range of alternative ways to allocate funds – by population, by numbers of prisoners transported or number of courthouses, etc. All these options have flaws and all stakeholders, municipalities, police services and representatives of the Ministries involved selected the approach based on actual expenditures instead.

## Recommendation

*18) A change in the approach to allocating funding under the CSPT TP Program is not recommended at this time, except as outlined in the other recommendations to incent cost reductions.*

## 7.0 Summary of Financial Implications

The tables below summarize the forecast financial impacts that may occur due to the expansion of virtual hearings and the other changes recommended in this report. All tables assume 2% average inflation per year. The CPI for Ontario went up 2.1% in 2019, .7% in 2020 (influenced by COVID-19). Some collective agreements call for more than 2%, however the recently lower inflation rate is likely to constrain future agreements. The other assumptions are as discussed in the earlier sections.

The table below shows the costs of court security and prisoner transportation in the next three years assuming pre-COVID-19 conditions, and all costs inflating by 2% per year.

Table 16: Future CSPT Costs With No Changes

	Pre-COVID-19 (000s)	2022 (000s)	2023 (000s)	2024 (000s)
MPS (2019)	165,274	175,390	178,898	182,476
OPP Detachments (2019)	7,583	8,047	8,208	8,372
OPP OTP (2020) Adult	17,267	17,965	18,324	18,691
OPP OTP (2020) Youth	6,690	6,960	7,099	7,241
<b>Total Costs</b>	<b>196,814</b>	<b>208,362</b>	<b>212,530</b>	<b>216,780</b>
<b>Costs will be carried by:</b>				
Municipalities	47,857	58,437	62,106	65,848
SOLGEN	142,267	142,965	143,324	143,691
MCCSS	6,690	6,960	7,099	7,241

Assuming inflation is the prime driver of program costs, the provincial share of total costs will increase modestly, comparing the 2024 projection to pre-COVID-19 levels:

- 1.0% for SOLGEN; and,
- About 8% for MCCSS over the implementation period.

On the other hand, municipalities will see a 37.6% increase as they are responsible for most costs increases due to the SOLGEN contribution limit of \$125M towards the CSPT TP Program.

Phase 1 implementation of the recommendations related to efficiency and effectiveness will have the following effects – as discussed in each of the short-term opportunities described in relevant sections earlier.

Table 17: Phase 1 Implementation

	Court Security		Prisoner Transportation	
	Low Impact (000s)	High Impact (000s)	Low Impact (000s)	High Impact (000s)
Base Cost	128,406	128,406	79,956	79,956
Effect of Virtual Appearances	(6,420)	(12,841)	(15,991)	(23,987)
Special Constables	(30)	(160)		
Use of Contractors	(400)	(1,000)		
Expanded Screening	400	800		
<b>Net Cost</b>	<b>121,956</b>	<b>115,205</b>	<b>63,965</b>	<b>55,969</b>
<b>Costs will be carried by:</b>				
Municipalities	30,111	21,529	10,870	7,199
SOLGEN	91,845	93,677	47,527	43,899
MCCSS	-		5,568	4,872

The major impact will be the effect of the expansion of virtual hearings, relative to 2019. With the current funding approach, the major cost reductions would benefit the municipalities, potentially reducing their costs to or below 2019 levels.

Phase 2 implementation of the recommendations related to efficiency and effectiveness will have the following effects – as discussed in each of the medium-term opportunities described in relevant sections earlier.

**Table 18: Phase 2 Implementation**

	Court Security			Prisoner Transportation	
	Low Impact (000s)	High Impact (000s)		Low Impact (000s)	High Impact (000s)
Base Cost	130,974	130,974		81,555	81,555
Effect of Virtual Appearances	(13,097)	(19,646)		(16,311)	(32,622)
Special Constables	(120)	(160)			(40)
Use of Contractors	(1,000)	(4,000)			
Expanded Screening	800	1,600			
<b>Net Cost</b>	<b>117,557</b>	<b>108,768</b>		<b>65,244</b>	<b>48,893</b>
<b>Costs will be carried by:</b>					
Municipalities	27,107	13,304		10,355	4,116
SOLGEN	90,449	95,464		49,210	40,521
MCCSS	0	0		5,679	4,256

In Phase 2, continued expansion of virtual hearings and some additional economies related to staffing may reduce the costs of both municipalities and SOLGEN depending primarily upon the extent to which the volume of prisoner transportation declines, and costs decrease with them.

Phase 3 implementation of the recommendations related to efficiency and effectiveness will have the following effects – as discussed in each of the long-term opportunities and the structural changes described in relevant sections earlier.

Table 19: Phase 3 Implementation

	Court Security		Prisoner Transportation	
	Low Impact (000s)	High Impact (000s)	Low Impact (000s)	High Impact (000s)
Base Cost	133,594	133,594	83,186	83,186
Effect of Virtual Appearances	(13,359)	(20,039)	(16,637)	(33,275)
Special Constables	(120)	(160)	(120)	(320)
Use of Contractors	(1,000)	(4,000)		
Expanded Screening	1,200	2,400		
Scheduling Software			(664)	(1,988)
Reduced Duplication			(1,973)	(2,856)
<b>Net Cost</b>	<b>120,314</b>	<b>111,795</b>	<b>63,792</b>	<b>44,752</b>
<b>With Regional Entities costs will be carried by:</b>				
Municipalities	28,6734	13,795	10,486	3,801
SOLGEN	91,580	98,000	47,753	37,055
MCCSS	0	0	5,553	3,896
<b>With Province-wide Entity costs will be carried by:</b>				
Municipalities	-		38,275	26,851
SOLGEN	120,314	111,795	19,964	14,005
MCCSS			5,553	3,896

The net costs for SOLGEN under the various options would be as follows:

Table 20: Net Costs to SOLGEN

	Pre-COVID-19	Short Term	Medium Term	Long Term /Entities	Long Term/ Provincial
No Change	142,267	142,965	143,324	143,691	
Low Impact		139,372	139,659	139,333	140,278
High Impact		137,575	135,986	135,055	125,800

The net costs to municipalities would be as follows:

Table 21: Net Costs to Municipalities

	Pre-COVID-19	Short Term	Medium Term	Long Term /Entities	Long Term/ Provincial
No Change	47,857	56,546	62,106	65,848	
Low Impact		40,891	37,462	39,220	38,275
High Impact		28,727	17,420	17,596	26,851

Without any change in policy, direction, or prisoner volumes due to COVID-19, SOLGEN costs will remain essentially static. The \$125M contribution to the CSPT TP Program will remain constant, and the only impact would be inflation on the OPP OTP costs. On the other hand, municipal costs will continue to rise going from \$47.9M to \$65.8M as municipalities take on almost the full burden of increasing costs.

Recognizing the impact of virtual appearances and the potential cost reduction opportunities identified, provincial costs are forecast to be \$3.5M to \$5M lower in 2022, the short term. With the fixed \$125M SOLGEN contribution, municipal costs could reduce by \$7M to \$19M by 2022, rather than increasing by \$9M. However, the reduced municipal cost for court security and prisoner transportation does not consider the increased costs municipalities will bear due to the need to create virtual capacity at police station cells and to supervise virtual hearings.

In the medium term (2023), SOLGEN costs could go down by another \$2.5M, while municipal costs could decrease by another \$3M to \$11M depending upon whether the low impact or high impact changes occur. Again, there is no consideration of the increased costs municipalities will bear to accommodate virtual hearings.

In the long term, SOLGEN costs would be \$3M to \$7M lower than they were pre-COVID-19 in the long run if regional entities were created to reduce the costs of CS and PT. There is some risk in having those entities created successfully, which could result in some further spending to provide the incentives to form the entities, but these expenditures would not be large. Municipal costs would remain more or less the same as they were in the medium term, with the additional economies off-setting the effects of inflation.

If the province chooses to take responsibility for CS and PT (other than the first transfer from a police station to a correctional institution), provincial costs could be \$3.5M to \$13M lower than under the regional entity option, or \$6M to \$20M lower than they were pre-COVID-19. Municipalities would see their costs \$5M to \$18M lower than the \$47.8M cost pre-COVID-19. Note that municipalities would also have the cost of accommodating virtual hearings at police stations. This approach would also provide the province more control of costs and security levels so it would be better able to influence whether the low or high impact scenarios become true.

## 8.0 Summary of Recommendations

As recommendations were elaborated in connection with the detailed rationales and evidence presented throughout the report, a summary of all recommendations is presented here.

- 1) *SOLGEN should work with all justice stakeholders (justices, crowns, defense counsel, court administrators, police services) to ensure the “new normal” that emerges after COVID-19 minimizes the transport of prisoners, and maximizes the use of virtual appearances for pre-trial hearings. This will require:*
  - *Establishing a standard of practice for using virtual hearings for pre-trial hearings that do not have extenuating circumstances.*
  - *Continuing to install video capacity in correctional institutions and courthouses with a view to accommodating both the hearings themselves and communications between prisoners and their counsel and relevant support agencies.*
  - *Encouraging police services to upgrade their detention facilities to incorporate the capacity for virtual bail hearings.*
  - *Improving access to virtual weekend and statutory holiday (WASH) courts throughout the province to eliminate the need to transport prisoners before a First Court Hearing.*
- 2) *The MPS that use full-time sworn police officers rather than special constables for prisoner transportation and/or court security should convert to use of special constables.*
- 3) *In 2024 Implement \$40,000 CSTP PT grant reductions per FTE for police services that only use sworn police officers for prisoner transportation or courthouse entrance screening (should not apply to police services who use a limited number of sworn officers as well as special constables).*
- 4) *The OPP OTP continue to reduce its “refusals” to transport prisoners whenever possible.*
- 5) *Encourage police services using special constables (currently 83% of MPSs and 30% of OPP) to conduct screening at courthouse entrances through contracting the screening operations. The contract should require the training of contract staff and specifications of responsibilities to respond to direction from the MPS (or OPP) courthouse security personnel. The screening area should retain an armed sworn police officer presence when warranted by risk assessments.*
- 6) *Screening at entrances to courthouses should continue to be expanded as risk assessments identify requirements.*
- 7) *Police services should remain responsible for establishing security levels (and determining when and where screening will be added) unless*
  - *The province accepts responsibility for the cost of increasing security levels.*
  - *Court security and prisoner transportation costs drop below \$125M so the full cost is funded by the province.*
  - *Funds are available for transfer from CSPT TP Program payments reduced as a result of a decision to contract screening.*

- 8) *The Ministry could pursue the potential to integrate a software initiative with court administration and court security requirements. Implementing a new software solution should reduce costs, but it would take some time, and the potential savings would need to be more precisely identified.*
- 9) *That the Ministry ensure that the appropriate funding levels for prisoner transportation and court security are specifically and clearly addressed in the next round of funding discussions with First Nations police services.*
- 10) *That the Ministry promote the development of regional entities among police services responsible for prisoner transportation and court security.*
- 11) *That regional entities have a mandate to eliminate duplication in prisoner transportation, focus on the use of special constables and contract permitter security, alarm monitoring and entranceway screening.*
- 12) *That regional entities would use sworn police officers from the local police services when required to accommodate risk assessment conclusions. Requirements for full-time sworn police officers (e.g., as part of entranceway screening) could result in the secondment of the staff, while temporary requirements would be met by assigning staff to the duties as required.*
- 13) *That the province fund regional entity operations fully, as it does with the OPP OTP. The \$125M cap on the CSPT TP Program should be reduced by the amount of funding activities with the region concerned, for the activities transferred to the entity.*
- 14) *That the Ministry initiate the development of a Northern Justice Strategy.*
- 15) *That the needs of Indigenous Communities and First Nations Police Services be considered in the resolution of issues related to Northern Ontario.*
- 16) *If the development of regional entities does not achieve substantial progress within four years, the province should establish a province-wide entity with responsibility for court security and prisoner transportation. Consideration should be given to creating a new agency or having the OPP carry out the role depending upon whether the entity would report to SOLGEN or the Attorney General. Key elements of the plan, whether part of the OPP or part of a new entity, would include:*
  - *Having local MPS and OPP detachments remain responsible for transferring prisoners in their custody (e.g., from the police station to a correctional institution or a courthouse). The provincial agency could agree to conduct such transfers where the one-way travel distance is more than 50 km (far enough to require a significant resource diversion, unlikely to cover transportation within a municipality, and likely to capture those municipalities currently benefiting from OPP OTP service);*
  - *Having two categories of staff, an armed category and an unarmed category;*
  - *Most staff would be in the unarmed category, but the armed members would be used where a full-time armed presence is required as part of a court security plan;*
  - *Reliance on the police service of jurisdiction to support high risk operations when required;*

- *Contracting entrance screening and extending it as required by risk assessments*

*17) SOLGEN should formally develop a Performance Measurement Framework (PMF) for the CSPT TP Program collaboratively with program recipients and stakeholders. The PMF must define objectives and expected results (outcomes). In order to meet the requirements of the Transfer Payment Policy, at minimum, the PMF must focus on outputs and/or intermediate outcomes for activities in order to determine how success will be evaluated. The PMF needs to define expected short, medium and long-term outcomes. Subsequent to the results definition, the Ministry should implement a systematic collection of performance data, which would make it possible to link the funding to the achievement of results, measure progress to targets, further pursue analysis of certain issues and to make changes to the program as required.*

*18) A change in the approach to allocating funding under the CSPT TP Program is not recommended at this time, except as outlined in the other recommendations to incent cost reductions.*

## Appendix 1: List of Stakeholder Interviews

Stakeholder or Partner
1. Association of Municipalities of Ontario (AMO)
2. Institutional Services
3. Public Safety Division
4. SOLGEN Finance
5. Indigenous Justice Division
6. Municipal POA Courts
7. Ontario Association of Chiefs of Police
8. Ontario Association of Police Services Boards
9. OPP – OTP
10. OPP – Finance
11. Ministry of Children, Community, and Social Services
12. Indigenous Police Chiefs of Ontario (IPCO)
13. Criminal Law Division
14. Multiple via Survey
16. Judiciary
17. Court Services Division
18. Ontario Video Strategy/ Justice Video Strategy
19. Owen Sound Police Services

## Appendix 2: List of Workshops Participants

Group	Date	Participants
<b>Indigenous Police Chiefs of Ontario (IPCO)</b>	December 7, 2020	<ol style="list-style-type: none"> <li>1. Wikwemikong Tribal Police Service</li> <li>2. Treaty 3 Police</li> <li>3. Nishnawbe Aski Police Service (NAPS)</li> <li>4. Treaty 3 Police</li> </ol>
<b>“Big 10” Municipalities</b>	December 10, 2020	<ol style="list-style-type: none"> <li>1. Halton Regional Police</li> <li>2. Halton Regional Police</li> <li>3. Peel Regional Police</li> <li>4. Ottawa Police Service</li> <li>5. London Police Service</li> <li>6. York Regional Police</li> <li>7. Niagara Regional Police</li> <li>8. Durham Regional Police</li> <li>9. Waterloo Regional Police</li> <li>10. Windsor Police Service</li> <li>11. Hamilton Police Service</li> </ol>
<b>Toronto Police</b>	December 9, 2020	
<b>Small/Medium size Police Services</b>	December 14, 2020	<ol style="list-style-type: none"> <li>1. South Simcoe Police Service</li> <li>2. Chatham-Kent Police Service</li> <li>3. Kawartha Lakes Police Service</li> <li>4. Brockville Police Service</li> <li>5. Brockville Police Service</li> <li>6. Peterborough Police Service</li> <li>7. Thunder Bay Police Service</li> <li>8. Gananoque Police Service</li> <li>9. Woodstock Police Service</li> <li>10. Cornwall Police Service</li> <li>11. Cornwall Police Service</li> </ol>
<b>OPP Detachments</b>	December 15, 2020	<ol style="list-style-type: none"> <li>1. Bancroft</li> <li>2. Orillia</li> <li>3. Upper Ottawa</li> <li>4. Quinte West</li> <li>5. Lennox and Addington</li> <li>6. Offender Transportation Program</li> <li>7. West Parry Sound</li> <li>8. South Bruce</li> </ol>

## Appendix 3: Jurisdictional Comparator Review Report

This jurisdictional comparative study was conducted to support the review of the Ontario Ministry of the Solicitor General's Court Security and Inmate Transportation Program. The following sections provide an overview of the information gathered through the analysis of various jurisdictions in Canada and abroad. The objective of the jurisdictional review was to understand how other jurisdictions financially support and operationalize prison transportation and court security functions. Comments in this section are generally as expressed by the interviewee and have not been tested or confirmed. The details of each jurisdiction are presented followed by summary comparison tables.

### 1. Alberta

Contacts: Deputy Chief Marcia Gonder and Superintendent Aaron Coon

#### General Information

In Alberta, the Alberta Sheriff has the mandate to provide court security in all court buildings and is responsible for the transportation of all offenders pre- and post-sentencing. Sheriffs are governed by the Alberta Peace Officer Act and the organization carries out a number of roles beyond court security and prisoner transportation.

The organization is currently comprised of five Divisions:

- Courts and Prisoner Transport;
- Communications;
- Surveillance;
- Highway Patrol; and,
- Fish and Wildlife.

There are approximately 1,150 sworn peace officers – 424 of those assigned to Courts and Prisoner Transport. The all-in cost for a Sheriff is approximately \$110K (compared to about \$160K for an RCMP constable). The province is divided into two operational divisions – North and South. Recently, the Courts and Prisoner Transport sections have been more clearly divided to recognize the different business lines associated with their functions. Most Sheriffs are armed although about 10 Sheriffs operate under a different classification and only carry pepper spray and handcuffs.

There have been a number of reviews since 2003 that redefined the service delivery model. The Alberta Sheriff assumed more responsibilities over the years from the Royal Canadian Mounted Police (RCMP) in prisoner transport and they moved away from an integrated Traffic Unit with the RCMP to create a stand-alone unit.

The Alberta Sheriff has recently delineated Court Security and Prisoner Transport to better meet the needs of their clients. They have also recognized that Court needs are different than Law Enforcement needs and there is a requirement to continue building out their service delivery model to recognize varying conditions that are mainly focused on supporting 24x7 needs of law enforcement.

Funding is provided by the Provincial Government under the Solicitor General and the Alberta Sheriff do not receive funds from the police services they serve.

## Court Security

The Alberta Sheriff is responsible to provide Court Security which includes perimeter, buildings, courtrooms and holding facilities. Its mandate also includes smaller circuit court temporary locations, although these locations are not a legislated responsibility. Although not legislated, it falls under the Sheriff's Mandate.

The Court Security model has been in place for many years and not many changes have taken place. With the introduction of magnetometers and screening checkpoints in certain Court buildings, the Alberta Sheriff has contracted "The Commissionaires" to perform these security functions.

In larger Courts, a dedicated unit of Sheriffs is present to provide overall security including perimeter security, building security and courtroom security. Sheriffs also are responsible for any holding facilities located in a Court Building. In smaller courthouses, Sheriffs are brought in to cover when there is Court in session. In remote areas, the prisoner transport Sheriff will also act as Court Security.

All newly hired Sheriffs attend a 15-week induction training program. This program would be comparable to other policing programs, with the exception of the duration and learning regarding policing roles. Sherriff's will receive additional training before being assigned to roles other than CS and PT.

Staff are deployed throughout the province at Base court locations and provide security services to the regional circuit courts when open.

- Base Court (provincially) – Total of 21 location (including Edmonton/Calgary)
- Circuit Courts (provincially) – Total of 52

The interview respondent noted that the model works well. The judiciary is demanding and their expectations often impact the effective deployment of resources.

Court Security Staffing: 424 full time employees in total consisting of:

- Perimeter Sheriff (SST1): These Sheriffs are unarmed and only provide support to contracted Commissionaires; screening the general public entering the Courthouse. They only utilize these Sheriffs in major centres where they see a significant volume of public entering.
- Jury Officers (SST1): These officers are not 'peace officers' and only provide support to the Judiciary during jury trials. They remain with the jury throughout the process, from selection to trial, this is to ensure the integrity of the jury trial processes.
- Communications Officer (SST1): these members are civilian and provide dispatch services and logistics planning for prisoner transport. All stakeholders requesting prisoner transportation services submit their requests directly to these officers to have offenders moved.
- Intelligence Officers (SST3): these members are Peace Officers but work with the Communications Officer on screening prisoner transport requests for intel and security for the Sheriffs conducting the service.
- Judicial Security Officer (SST3): These officers provide close security protection to the senior levels of Judiciary. This includes driving and escorting these members of the Judiciary while working in their roles (not outside of business hours). These Sheriffs are not in uniform (but still armed) and provide covert security to these key stakeholders.
- Sheriff (SST3): These are armed Sheriffs who are assigned to courtroom security, cellblock security and to facilitate prisoner transportation services. This is the primary group of Sheriffs assigned to program areas and provide the majority of the service delivery to stakeholders. (Approximately 360-370 uniformed members).
- Sheriff Sergeant (SST4): These are uniformed supervisors that work in operations and oversee the unit staffing. This includes day to day operations, time management for staff and are primary point of contacts for stakeholders.

Note: other Sheriffs performing other tasks have different training and compensation levels, consistent with the requirements of their tasks.

## Prisoner Transport

The Alberta Sheriff has a provincial centralized hub call centre that coordinates all prisoner transports across the province. They have set regular routes that are established in order to maximize the ability to pick up prisoners from all pickup points. "It operates like UPS except it's for prisoners". Their longest run is approximately 1,200km. They will share the run between the North and South Divisions. The split is approximately 50/50 for urban short vs long runs. They are responsible to transport all prisoners pre-sentence during their regular hours of operation Monday to Friday. The police of jurisdiction is responsible for all prisoner transportation during off hours. Municipal Police Services are not compensated by the province for any resulting prisoner transportation costs.

Sheriffs also have the mandate to transport prisoners between five Federal and 11 Provincial correctional institutions. They utilize large capacity prisoner buses to facilitate transports. This mitigates costing and the need for large amounts of staff to provide services.

Sheriffs have gradually been assuming more prisoner transportation responsibilities across the province, including functions previously performed by the RCMP.

There have been some negotiations with Municipal Police Services (Edmonton and Calgary) to extend more than the “basic” service currently being provided and to design a service delivery that better meets the needs of police services (e.g., 7 X 24). The approximately \$1.5 million in additional costs incurred by the Sheriffs to expand services would potentially be funded by municipal police services requesting this enhancement.

Sheriffs do approximately 50,000 prisoner transports per year; on average 220 per day. Its capacity has dropped by 50% since COVID 19 due to restrictions being imposed from Health and Safety on transport vehicles and the reduction in the number of prisoners requiring transport because of enhanced release procedures by Police.

Some Sheriffs are assigned to fixed transportation which includes fixed scheduled runs to the following stakeholders:

- Provincial Corrections;
- Federal Corrections;
- RCMP (province wide); and,
- Municipal police, basic services (Monday-Friday) with a potential for future cost paid service (this has only been discussed, not implemented).

These Sheriffs also provide support to Out of Province Escort teams and travel across the country to return offenders being held in other jurisdictions.

They are currently working to build Prisoner Transportation section to be functioning 7 days a week, as the current service offering of Monday-Friday (0700-1700), has been insufficient for their policing partners.

One benefit mentioned by the interview respondent is that having Alberta Sheriffs provide these services, from a costing perspective and as a policing mandate, allows Police Officers the ability to focus on their primary responsibility.

Technology has also played an important role in reducing in person court appearances by using video conference. COVID-19 has helped with the acceptance of this technology and they hope to capitalize on it.

## 2. British Columbia

Contacts: Chief Paul Corrado – BC Sheriff, Superintendent Dave Attfield – BC RCMP, and Superintendent Lisa Byrne – Vancouver Police Department.

### General Information

In British Columbia (BC), the BC Sheriffs have a strong presence across the province and have significant responsibilities in providing Court Security during regular hours of operation, staffing permitted. They also have a responsibility to transport prisoners during regular hours of operation (5 days a week). The RCMP has a large presence in BC and they are involved in the transport of prisoners within their jurisdictions (7,500 members, 132 detachments, 121 cell blocks). The municipal police services (MPS), such as Vancouver, also have a role in transporting prisoners, particularly on weekends. The RCMP and MPS are generally compensated when they assist.

### Court Security

The British Columbia Sheriff Service is responsible for Court Security for the province of BC. It is an organization within the Ministry of the Attorney General of BC and part of the Court Services Branch.

The BC Sheriff Service responsibility is legislated under the BC Sheriff Act and Police Act. Sheriffs in BC have the authority to enforce provincial and federal statutes within their mandate. They are also appointed under the BC Public Service Act.

Historically, Sheriffs performed a variety of duties such as jailhouse manager, tax collector, government agent, formed Posses and even gold commissioner.

In 1974, the Sheriff's Office in British Columbia was restructured and merged into a single department known as the British Columbia Sheriff Service and reported to the Attorney General.

In the spring of 2019, Sheriffs were given further responsibility to act in exigent circumstances to intervene in life-threatening situations they encounter in the course of their duties.

All Sheriffs are sworn peace officers in the province of BC. They are formally trained through the BC Sheriffs Academy at the Justice Institute of BC. The Service does employ civilian Jury Guards and their role is restricted to providing comforts to the Jury. Jury Guards are neither peace officers nor are they trained in the same stream as Deputy Sheriffs. Jury Guards only receive in-house training.

Some of the tasks Deputy Sheriffs perform include court security (armed/not armed), search gate, prisoner and jury management, witness protection, arrest and detention.

Interviewee respondents note that one advantage to the training is that it is the same throughout the province for all Sheriffs. A Sheriffs Operating Manual provides operational guidance and outlines operational procedures that are to be followed consistently throughout the province.

One disadvantage noted by interviewees is the use of jury guards. The Service is no longer actively seeking to employ civilian jury guards. Jury guards are not peace officers and do not have the same authority as sworn Sheriffs; thus, jury guards cannot respond in the same manner as Sheriffs in some circumstances.

Funding for the BC Sheriff Service is provided by the provincial government.

The RCMP and municipal police services are required to support BC Sheriffs in providing remote location court security due to shortages of personnel within the Sheriffs. RCMP and municipal police services do not receive funding for remote location support. Police services also assist in providing security for high-risk trials and participate in risk assessments.

## Prisoner Transport

The BC Sheriffs are largely responsible for transporting prisoners to and from police stations, courts and detention facilities. However, they currently only operate during Court hours, which excludes evenings and weekends. The transportation gap is fulfilled by the police service of jurisdiction – either the RCMP or the municipal police. RCMP and municipal forces are eligible to receive funding from the BC Sheriff when required to transport prisoners. The co-location of the central Courts and Vancouver Police Department (VPD) holding cells in Vancouver is ideal and significantly reduces prisoner transportation needs.

There has been a push to introduce video remand in order to reduce the number of prisoners requiring transportation. The advent of COVID-19 has significantly increased video remands and it is the BC Sheriffs plan to continue with this practice post COVID-19. Police services have been impacted with infrastructure and staffing challenges to accommodate video from police cells. They have not received provincial funding to move video technology forward, although Sheriff costs for prisoner transportation have declined.

Police in BC are required to hold prisoners in their cell blocks upon remand when there are capacity issues in the detention centres. They receive provincial funding under the “Keeper of Prisoner Program” when required to hold prisoners. The funding available does not cover all real costs due to limited funding in the province. For example, in 2019, the Vancouver Police recovered 78% of their costs from the province. Police services would like to see 24 X 7 services by the Sheriffs due to increased risk and liability associated with keeping prisoners longer in their cells.

Interview respondents pointed out that distance travelled between facilities can be an issue for the transport of prisoners in more remote locations. When the Sherriff is transporting prisoners long distances, two sheriffs may be involved and local police services are required to hold prisoners in their cells during prisoner runs that require hand offs, which can cause additional working pressures and risk for police services.

The general consensus across all interviewees is that BC Sheriffs should receive the required funding to operate their services 24 X 7 resulting in a more effective and efficient model.

### 3. Quebec

Contacts: Dave Castegan – Directeur général adjoint à la sécurité de l’État – Ministère de la sécurité publique (Court Security)

Jimmy Potvin – Directeur général adjoint des affaires policières – Ministère de la sécurité publique (Prisoner Transport)

#### General Information

In Québec, Court Security and Prisoner Transportation fall under the mandate of the Ministry of Public Safety. There are two distinct sub ministries responsible for each program. Court Security has always been performed by Special Constables who work for the Ministry. As a result of a significant project focused on the modernization of their Courts, there has been a shift in the responsibility associated with the transport of prisoners. Previously, Corrections had the sole responsibility of transporting all prisoners. Since the modernization project, and with the advent of COVID-19, police services are now responsible to transport any prisoner to an institution (or a court if a live appearance is required for some reason). Corrections maintains the responsibility of transporting prisoners requiring appearances for trial.

#### Court Security

Court Security in Québec is a shared responsibility between two Ministries (Justice and Public Security). There are over 100 court locations across the province including 48 main Court buildings and approximately 52 part time courts including fly in locations. The infrastructure is the responsibility of the Ministry of Justice and all other dynamic security requirements fall under the Ministry of Public Safety’s mandate. Interviewees note that this division of responsibility doesn’t always work well. It mainly depends on the relationships that exist. There have been instances where the Ministry of Justice doesn’t always take into consideration all downstream costs and operational impacts resulting from changes or decisions made relating to infrastructure. There is a view that both should fall under the responsibility of one Ministry though there is no opinion as to which one.

Special Constables, who are fully armed, hired and trained by the Ministry, are responsible to provide court security from the sidewalks in. They have powers of search and arrest and are remunerated at same rate as police officers due to collective agreements in place.

Court buildings that operate on a regular basis have dedicated special constables assigned. Judges who are required to attend remote part-time court sites are assigned Special Constables who travel with them to the sites and are responsible for security. Of late, Indigenous community police services have taken over the responsibility of providing security to part time courts in their jurisdiction which has been supported by the Ministry and has helped reduce their costs.

There are Liaison officers from police services (MPS and QPP) at Courts which helps the relationship between the Ministry and police services and acts as a point of contact with respect to Intelligence and information gathering.

The Ministry has a complement of trained investigators to conduct investigations of criminal incidents occurring in court buildings. However, if they are complex then the police of jurisdiction will assume responsibility. They have officers assigned to Intelligence who work with corrections and police services, Jury surveillance officers (courtrooms – hotels) to ensure the integrity of juries, officers assigned to monitor courtrooms as required by some Judges and officers assigned to the protection of some Judges (based on risk assessment).

All Court Cell Block security is the responsibility of Corrections.

Private Security companies are hired throughout the province to provide additional security functions and various court building and remote part time courts. These functions include screening, security camera monitoring, parking lot gate security and staffing at security checkpoints to operate x-ray units.

The model has been in place for more than 20 years and there have been no recent changes, however they are moving towards the use of “Government Security Officers” to replace private security being used to augment security at various sites. The Ministry wants better control of recruiting, training and staffing as opposed to using a number of private contractors.

## Prisoner Transport

In recent years, the province of Quebec has undertaken a significant modernization project which spans into 2023 valued at \$675 million, including the introduction and expansion of video conferencing. One of Quebec’s goals is to reduce the need to transport prisoners and use technology to make Court appearances more effective and efficient. With the advent of COVID-19, their plans for video conferencing have advanced to the point that all Bail and Remand Appearances are now mandated to take place over video – either from the police station or the detention facility. The initial plan was to operate the program only over weekends, but they are now moving towards operating 7 days a week.

Prior to the modernization project, all prisoner movements, other than initial Bail Hearings where the accused was still in police custody, were made by Corrections. All prisoner movements pre-trial are now the responsibility of the police service of jurisdiction. When combined with the requirement that all bail and remand hearings be virtual, this essentially means police are responsible for prisoner transportation from the police holding cells to the detention facility. If the police service is not equipped to move prisoners, the Sûreté du Québec will assume that function. Corrections have the mandate to transport prisoners required for trial from the institution.

The number of transports required have reduced dramatically with COVID-19, resulting in lower workload for Corrections but an increase in tasks for police, to accommodate video appearances from police cells and the new responsibility to transport prisoners to the correctional institution.

Police have been asked to track their costs associated with the acquisition of technology, infrastructure changes and increased costs associated with prisoner transportation. There are no

current plans to fund local police services, however, a new funding arrangement may result in future years.

#### 4. Australia / Queensland

Contact: Andrew Ballantyne , Superintendent Custodial Delivery Command – Queensland Corrective Services

##### General Information

Australia (pop 25M) is comprised of six states and three territories, one of which is Queensland (pop 5.2M). The Australian Federal Police has the role of investigating federal crime and protecting the national security of the Commonwealth of Australia. Each state or territory has their own police service responsible for investigating crimes and maintaining public safety within their respective jurisdictions. In addition, each state and territory has their own Corrective Services entity responsible for the supervision and rehabilitation of offenders in correctional services. In Queensland, the 5,000 Custodial Corrections Officers (CSO) are mandated to provide court security for defendants in their largest centres of Brisbane Courts Complex's and Townsville Courts, transport prisoners between correctional centres across the state, and are mandated to provide security in all correctional facilities centres in the state.

##### Court Security

Queensland Corrective Services (QCS) have the mandate of providing Court security for defendants in court buildings located in Brisbane and Townsville which are their largest court locations in the state. Building security for these courts is provided by State Government Security i.e., the entry and exit screening. There are 131 designated local court locations (not all full time), 38 District Courts and 11 Supreme Court locations.

In the past, police had the responsibility for security of defendants in courts. However, changes were made approximately 30 years ago. The bulk of all trials take place in the Brisbane Supreme and District Courts and some in Townsville and Cairns including serious offences. Minor offences can be dealt with at other court locations throughout the state. Queensland Police Service (QPS) are responsible for providing security at all other court locations (approximately 70) in the state and do not receive specific funding for this activity as this is included in their responsibilities. They also have state protective security officers assigned to those Courts.

All Court Security Officers (CSO's) receive the same training regardless of the role they are assigned (Courts, Correctional Centres and Escort and Security Branch). Extra compensation by way of shift premium is provided to those CSO's working shift work, however CSO's working Court Security only work Monday to Friday.

##### Prisoner Transport

In general, Corrections staff move prisoners from correctional facilities to court once remanded into custody by the Courts across the state. Police transport prisoners to Court from police

holding facilities. There are several remote locations where police transport prisoners from Correctional Facilities to Police holding facilities (Watch houses) to attend court e.g., Toowoomba, Roma. This is based on geography and stems from practice and history.

Some CSO's are armed for transports based on risk assessments in accordance with approved policy.

When a person is arrested by police, a charge is laid and if there is a requirement to hold them in custody they appear before a judge in person or by video. If remanded into custody, they return to the police watchhouse and are put on a list to be picked up by Queensland Corrections when a spot has been secured in a correctional facility. Currently the correctional facilities are operating at an average of 160% capacity therefore a prisoner can be on a list waiting in a police cell for over seven days before being picked up for transport to the correctional centre.

QCS move about 30,000 prisoner per year. There is high use of video conferencing for remand prisoners by Corrections – up to 70% is done by video across all Correctional centres.

QCS have recently gone through a review and are amidst reform. Both QCS and QPS are currently reviewing reception, transport, and escort of, and security of, prisoners.

QPS would like to see prisoners transferred into jail sooner. Currently Corrections are not resourced to deal with front end services performed at watchhouses. Queensland Correctional Facilities are operating at approx. 160% of capacity – placing strain on the system and housing prisoners is problematic.

An extension to a facility has been completed and a new facility is being built which should assist with capacity issues.

QCS and the Justice sector are also working to assess the value of incarcerating certain offenders for certain offences. Is it effective to put a first time impaired driver in jail – are they a threat to society as an example.

## 5. New Zealand

Contact: Deputy Commissioner Jevon McSkimming, New Zealand National Police

### General Information

The New Zealand Police Service (NZPS) has approximately 15,000 employees and has the policing mandate for the entire country. Police in New Zealand are not armed. Court security does not fall under the jurisdiction of the police. It is handled by the Minister of Justice. However, police are responsible for all prosecutions therefore have some presence in court buildings. NZPS are responsible for all prisoner transport up until the sentencing phase of the judicial process. Prisoners are held in police cells for short durations and when remanded by the Court they are held in Correctional facilities.

## Court Security

Responsibility for court security is legislated under the Court Securities Act and the Minister of Justice is responsible to ensure Courts are secure and provides required funding. A combination of civilians (Court Security Officers) and private contractors are present in the courts for security purposes. One stated advantage of using non police resources is associated to the impartiality of the Court process given that police are the ones responsible for prosecuting offenders.

New Zealand Police have a physical presence in the court buildings for the main purpose of prosecuting offenders and to maintain the security of offenders. If a police response is required, those on duty will respond, but additional resources may be called in. There are no security checkpoint requirements present in accessing any of the 326 court buildings across the country. A risk-based approach is used if a particular court appearance or trial requires higher security and additional resources will be assigned if deemed necessary.

There are approximately 300 police stations across the country and most of them are in proximity of the court buildings. However, the closure or merging of police facilities has outpaced consolidation of Court buildings.

## Prisoner Transport

The New Zealand Police is responsible for all pre-sentencing prisoner transportation in the country and operations are funded by the general revenue provided by the Ministry of Justice.

There has been a concerted effort to reduce the number of Court appearances required by an offender. The strategy involves reducing the number of arrests requiring detention (e.g., identification confirmation, releasing at a police station or an officer phone checking fingerprints to avoid need to arrest) and the use of video remand. Both strategies are geared towards reducing the number of prisoners requiring transport. There is a cultural shift that has been required and resistance is often felt depending on the individual Judge hearing a case. The advent of COVID-19 has helped with the culture change but they have a long way to go towards achieving their goals. The practice of offenders appearing in person has been in place for centuries and shifting to a culture of remote appearance has been challenging.

There is a pool of approximately 300-400 “Duly Authorized Officers” (equivalent of Special Constables) who are tasked with prisoner transport and guarding prisoners in police and court cells. The prisoner transport program is governed centrally but the officers are deployed geographically and report to Area or District Commanders depending on the size of the jurisdiction. Because of geography, the longest transport they have might be two hours. They also have fly in communities. There is centralized (national) policy and direction. Resource deployment, supervision and operations are grounded at the local level.

The focus of the NZPS is on reducing Court Appearances – they are looking at “disrupting the custody pipeline”. They have seen a 30% reduction of appearances specifically attributed to better managing offender identification and providing front line officers smart phone technology to

capture and view video and fingerprints. Their focus is also on maximizing the use of digital evidence in Court.

They also use a risk management approach and will have police officers support transports or court appearances when required. The model they use to transport when required works well according to interviewees.

## 6. United Kingdom

Contact: On Line Research

### Organization/Agency Responsible

England/Wales: The Lord Chancellor or Secretary of State for Justice (role combined in 2007) is under a duty to ensure that there is an efficient and effective system to support the carrying out of the business of the Senior Courts, the Court of Protection, the county courts, the family courts, and magistrates' courts, and that appropriate services are provided for those courts.

Northern Ireland: The Ministry of Justice, Lord Chief Justice's Office, and the Courts and Tribunals Services are responsible for the safe operation of court rooms.

Scotland: Estates, Health and Safety, Fire and Security Committee under the Scottish Courts and Tribunals Service which is a public agency responsible for the administration of Scottish Courts.

### Legislation

Courts Act 2003

The Lord Chancellor, in accordance with the Courts Act 2003, appoints and designates security officers for all courts in England and Wales, other than the UK Supreme Court. Security officers are required to comply with training requirements prescribed by secondary legislation. Once the Lord Chancellor designates an individual as a court security officer, they have specific powers that they may exercise in court buildings, for example, the power of search, seizure of weapons and other prohibited articles and of restraint and/or removal from a court.

### Model

England and Wales: Court Security Officers employed by the Lord Chancellor/Secretary of State for Justice or a private "court officer" designated by the Lord Chancellor under section 51(1) of the Courts Act 2003 provides all court security functions.

Northern Ireland: Similar to the England and Wales

Scotland: Court security is the responsibility of the Scottish Police Force. Non-Warranted uniformed officers are provided, who have the power to hold persons in custody, remove persons from the premises, apprehend escapees, transfer persons from any court, prison, police station, or

mental institution to another, search any person in custody, and demand information with reasonable cause.

## Staff

A court security officer is a person who is appointed by the Lord Chancellor under section 2(1) or provided under a contract made by virtue of section 2(4), and designated by the Lord Chancellor as a court security officer.

In the UK, private contractors also transport prisoners to and from 24 crown courts and 43 magistrates' courts. They cover many of the most high-profile courts in England and Wales, including the Royal Courts of Justice, the Central Criminal Court and Westminster Magistrates' Courts.

North Ireland: Private security contractors perform the role of jury keepers. A Private security contractor is responsible for the overall security of the courthouse. General court duties include calling defendants, witnesses and helping court ushers. Prison Service Prison Officers and Prison Custody Officers are responsible for the security of defendants in custody while in the holding area of the courthouse and the dock. Youth court security is provided by "security staff".

Court Police and Security Officers, known as a TurnKey, is a uniformed non-warranted officer of the Scottish Police Force. These Officers provide security (and transport) for courts within Scotland.

## Funding

Limited information, however, it appears that funding is provided by the central governments through the ministry responsible for court operations.

## COVID-19 /Other Concerns

Move towards more remote court appearances and other technologies available to reduce the need for in-court appearances. Some courts have installed plexiglass dividers and such to mitigate transmission risk.

## Comparison Tables

General Information	Ontario	Alberta	British Columbia	Quebec	Queensland Australia	New Zealand
Population (millions)	14.75	4.42	5.1	8.57	5.11	5
Police	✓	✓	✓	✓	✓	✓
Sheriffs	✗	✓	✓	✗	✗	✗
Government Security	✗	✗	✗	✓	✓	✓
Corrections	✓	✓	✓	✓	✓	✓

Court Security	Ontario	Alberta	British Columbia	Quebec	Australia	New Zealand
<i>Responsibility Legislated?</i>	■	■	■	■	■	■
<i>Who is responsible general security</i>						
- Police of jurisdiction	■		□		□	■
- Centralized entity		■	■	■	■	■
<i>Staffing model for general security</i>						
- Police	■		□			
- Other	□	■	■	■	■	■
<i>Staffing model for holding facilities</i>						
- Police	■		□			
- Other		■	■	■	■	■
<i>Screening</i>						
- All courthouses	□	□	□	□	□	
- Major courthouses	■	■	■	■	◆	
- Part-time courthouses						
<i>Designated Funding</i>	◆	■	■	■	■	■

■	Yes	◆	Mostly	□	Partly
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Prisoner Transportation	Ontario	Alberta	British Columbia	Quebec	Australia	New Zealand
<i>Responsibility legislated?</i>	■	■	■	■	■	■
<i>Transportation Station to Court</i>						
- Police	■	□	□	■	■	■
- Other		◆	◆			
<i>Transportation Station to Detention</i>						
- Police	■	□	□	■	■	■
- Other		◆	◆			
<i>Transportation Court to Detention</i>						
- Police	■	□	□	■	■	■
- Other		◆	◆			
<i>Transportation Detention to Court</i>						
- Police	■				□	
- Other		■	■	■	◆	■
<i>Use Armed Police Officers</i>	□	□	□	◆	□	
<i>Use Special Constables</i>	◆	□	□			■
<i>Use Sworn Peace Officers</i>		◆	◆	□	◆	
<i>Payments to Police for Conducting PT.</i>	◆		◆			
<i>Pre COVID-19 use of video appearances</i>	□	□	□	□	□	◆
<i>Impact of COVID-19 on increased use of video appearances</i>	■	■	■	■	■	■
<i>Are changes being contemplated?</i>	◆	□	□	◆	□	□

■	Yes	◆	Mostly	□	Partly
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## Mémoire

**Destinataires :** Maire François St-Amour, Conseil, DG Josée Briard  
**De :** John Mesman, chef d'équipe, Terres communautaires et sensibilisation  
**Date :** Le 21 janvier 2022  
**Objet :** **Journées des arbres gratuits pour la communauté - Partenariat municipal**

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Nous vous remercions de votre soutien continu à l'initiative de conservation des forêts et aux programmes de plantation d'arbres de la Conservation de la Nation Sud (CNS).

La CNS plantera un nombre record d'arbres ce printemps. Plus de 230 000 semis d'arbres ont été réservés dans le cadre de nos programmes de partage des coûts.

Veillez noter qu'en raison de l'important coût suscité par nos programmes, le stock de semis d'arbres est limité et les nouvelles commandes reçues sont destinées au printemps 2023.

### **Journées des arbres gratuits pour la communauté aux bureaux municipaux**

En 2022, la CNS organisera des Journées des arbres gratuits avec ses partenaires municipaux afin de promouvoir l'intendance de l'environnement dans nos collectivités et de mettre en valeur les partenariats efficaces entre les municipalités et les offices de protection de la nature.

Compte tenu de la pandémie en cours, la CNS continuera d'offrir le programme en utilisant des réservations en ligne, des mesures de santé et de sécurité améliorées, et des heures de ramassage prolongées. Des plans de sécurité seront fournis aux municipalités et aux bureaux de santé.

Selon la recommandation du Rapport sur la conservation des forêts 2018 de la CNS, 500 \$ ont été inclus pour chaque municipalité dans le budget 2022 de la CNS afin de soutenir les distributions dans les bureaux municipaux.

Des semis d'arbres ont été obtenus pour chaque lieu de ramassage. Cependant, en raison du stock limité cette année, nous ne sommes pas en mesure d'augmenter le nombre de semis fournis.

Pour les municipalités toujours intéressées à fournir des fonds de contrepartie pour aider à distribuer plus d'arbres, la CNS peut obtenir des arbres en pot auprès de ses partenaires.

**Comme le stock d'arbres est limité, veuillez contacter notre bureau d'ici le vendredi 4 février 2022 si votre municipalité est intéressée à fournir des fonds pour des arbres en pot.**

Notre campagne et nos réservations en ligne seront lancées fin mars 2022. Les activités de distribution d'arbres doivent avoir lieu fin avril - début mai, en fonction de la livraison et des conditions de gel.

Pour toute question, veuillez contacter Kelsey Smith, [ksmith@nation.on.ca](mailto:ksmith@nation.on.ca) ou 1.877.984.2948.

Sincèrement,

John Mesman  
Chef d'équipe, Terres communautaires et sensibilisation  
Conservation de la Nation Sud



## Mémemorandum

**Destinataires :** Maire Francois St-Amour, DG Josée Brizard  
La municipalité de la Nation  
**De :** John Mesman, chef d'équipe, Terres communautaires et sensibilisation  
**Date :** Le 3 février 2022  
**Objet :** **75<sup>e</sup> anniversaire de la CNS - Événement de lancement du Défi 75 km**

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La Conservation de la Nation Sud (CNS) célèbre 75 ans de conservation en 2022 !

Pour commémorer cette étape importante, la CNS organisera des événements de célébration tout au long de l'année 2022 pour souligner comment notre gestion des ressources en eau et l'intendance de nos terres protégées ont aidé à former et à contribuer à un héritage naturel vivant.

Certaines de ces activités sont de nouvelles initiatives et d'autres sont les préférées de la communauté, telles que :

- Défi de randonnée – Défi de 75 km
- Journée Portes ouvertes et éco-éducation
- Programme éducatif sur le sirop d'érable
- Distribution communautaire d'arbres gratuits
- Partenariats Saveurs de la Nation
- Tournoi de golf de bienfaisance des « Amis de la CNS »

La CNS est ravie de lancer le Défi de randonnée 75 km en février : Les résidents du bassin versant et les visiteurs seront encouragés à visiter les aires de conservation de la CNS tout au long de l'année et à mesurer leur distance, qu'ils fassent de la raquette, de la randonnée, du canoë ou de la marche. Il ne s'agit pas d'une course - les participants peuvent le faire à leur guise et à leur rythme.

**Un événement de lancement est prévu le samedi 12 février 2022 à l'aire de conservation de la Forêt Warwick à Berwick, de 10 h à 15 h.**

La CNS offrira du chocolat chaud gratuit, de la musique en direct, un feu de joie et une randonnée santé sur les sentiers. En partenariat avec la Bibliothèque de SDG, un livre d'histoires spécial pour la randonnée sera également présenté. Les protocoles COVID-19 seront respectés.

Le terrain de stationnement à la Forêt Warwick est situé au 15755 route de comté 9, Berwick.

Pour plus d'information, veuillez contacter Shannon Gutoskie au 1-877-984-2948, ou à [sgutoskie@nation.on.ca](mailto:sgutoskie@nation.on.ca).

Bien sincèrement,

John Mesman  
Chef d'équipe, Terres communautaires et sensibilisation  
Conservation de la Nation Sud

**From:** Workman, Lisa <[lisa.workman@ucdsb.on.ca](mailto:lisa.workman@ucdsb.on.ca)>  
**Sent:** January 24, 2022 9:15 AM  
**To:** François St-Amour <[Francois.St-Amour@nationmun.ca](mailto:Francois.St-Amour@nationmun.ca)>  
**Subject:** MAYOR ST.AMOUR: Attached: UCDSB Correspondence January 14, 2022 from UCDSB Chair, John McAllister (re: motion for stop sign cameras on school buses )

Good morning Mayor St. Amour,

John McAllister, Chair of the Upper Canada District School Board is pleased to share the attached correspondence with you regarding a motion that was carried at the Board meeting of December 15, 2021.

This motion was moved by Trustee William MacPherson, who in addition to his role as a Trustee of Ward 2, is a school bus driver.

- *BE IT RESOLVED: that a letter be written on behalf of the Trustees of the Upper Canada District School Board informing all local-upper level municipalities (County Councils) that the enabling legislation to allow the legal and lawful use of stop sign cameras on school buses was passed into law as of June 22<sup>nd</sup>, 2020. This valuable tool will serve as means of enforcement of Ontario's Traffic Act as it applies to illegal passing of stopped school buses.*
- *BE IT ALSO RESOLVED: that the Trustees of the Upper Canada District School Board encourage that these systems be initiated and implemented within a timely fashion to enhance the safety of all school children on their journeys to and from school.*
- *Copies of this letter and the corresponding motion be copied to all local MPPs, all publicly funded school boards as well as to the Association of Municipalities of Ontario and the Rural Ontario Municipalities Association.*

Please note: These are personalized letters and all recipients that were copied will be included within a separate email.

Stay safe, healthy and in good spirits.

*Respectfully,*

***Lisa M. Workman (She/Her), Trustee Liaison Officer***

*Upper Canada District School Board  
225 Central Ave W - Brockville, ON - K6V 5X1  
613-342-0371 ext.1279 ; mobile 613-340-6930*

*"The only person you are destined to become is the person you decide to be."*



## **Le 3 février 2022**

**DESTINATAIRES :** Directeurs administratifs et secrétaires des municipalités

**OBJET :** Étapes de l'allègement prudent et progressif des mesures de santé publique assurant le maintien de la protection de la capacité des hôpitaux et des soins de santé

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Je vous écris aujourd'hui pour vous tenir au courant des mesures prises par l'Ontario dans le contexte de la pandémie de COVID-19. Grâce aux mesures de santé publique et de sécurité dans les lieux de travail qui sont entrées en vigueur le 5 janvier 2022, les principaux indicateurs de la santé publique et du système de santé semblent se stabiliser. Je tiens à exprimer ma profonde gratitude aux professionnels municipaux qui ont travaillé sans relâche pour soutenir leur collectivité tout au long de la pandémie.

Le 20 janvier 2022, le gouvernement a annoncé que la province sortira de l'étape 2 modifiée pour appliquer de nouveau l'étape 3 à tous les bureaux de santé publique le 31 janvier 2022.

En l'absence de tendances préoccupantes dans les indicateurs de la santé publique et du système de santé, l'Ontario appliquera une approche prudente et progressive de la suspension des mesures de santé publique : 21 jours sépareront chaque étape. L'Ontario a énoncé cette approche qu'elle prévoit appliquer au cours des prochaines semaines.

## **Le 31 janvier 2022**

Le 31 janvier 2022, l'Ontario a entamé le processus d'allègement progressif des restrictions tout en maintenant des mesures de protection. Notamment :

- Hausse des limites des rassemblements sociaux à 10 personnes à l'intérieur et à 25 personnes à l'extérieur.
- Hausse ou maintien des limites de capacité à 50 % dans les lieux publics intérieurs, y compris :
  - les restaurants, les bars et les autres établissements servant des aliments ou des boissons qui n'ont pas d'endroit pour danser;
  - les détaillants (y compris les épiceries et les pharmacies);
  - les centres commerciaux;

- les zones sans spectateurs des installations destinées aux sports et aux activités de conditionnement physique récréatives, notamment les gymnases;
- les cinémas;
- les espaces servant à la tenue de réunions et d'évènements, notamment les centres de congrès;
- les installations récréatives et les parcs d'attractions, notamment les parcs aquatiques;
- les musées, les galeries, les aquariums, les zoos et les attractions semblables;
- les casinos, les salles de bingo et les autres établissements de jeux;
- les services, rites et cérémonies religieux.
- Autorisation pour les zones réservées aux spectateurs des installations comme celles des événements sportifs, les salles de concert et les théâtres de fonctionner à 50 % de leur capacité en sièges, jusqu'à concurrence de 500 personnes.

La preuve de vaccination et les autres exigences continuent de s'appliquer dans les lieux où elles étaient déjà en vigueur.

Veillez consulter le [Règlement de l'Ontario 364/20 \(Règles pour les régions à l'étape 3 et à l'étape postérieure au plan d'action\)](#) pour obtenir la [liste complète des mesures](#).

## **Le 21 février 2022**

Le 21 février 2022, l'Ontario prévoit alléger certaines mesures de santé publique, notamment :

- Hausse des limites des rassemblements sociaux à 25 personnes à l'intérieur et à 100 personnes à l'extérieur.
- Retrait des limites de capacité dans les lieux publics intérieurs où la preuve de vaccination est exigée, y compris les restaurants, les installations sportives et récréatives intérieures, les cinémas et les autres lieux qui choisissent d'appliquer les exigences relatives à la preuve de vaccination.
- Autorisation d'accueillir des spectateurs jusqu'à 50 % de la capacité pour les événements sportifs, les salles de concert et les théâtres.
- Dans la plupart des autres lieux publics intérieurs où la preuve de vaccination n'est pas exigée, limitation de la capacité au nombre de personnes qui peuvent maintenir la distanciation physique de deux mètres.
- Pour les services, rites et cérémonies religieux intérieurs, limitation au nombre de personnes qui peuvent maintenir la distanciation physique de deux mètres, ou suspension des limites si la preuve de vaccination est exigée.
- Hausse des limites de capacité intérieure à 25 % dans les autres lieux à risque plus élevé où la preuve de vaccination est exigée, y compris les boîtes de nuit, les réceptions de mariage tenues dans des espaces de réunion ou d'évènement où la danse est autorisée, ainsi que les établissements de bains et les sex clubs.

La preuve de vaccination et les autres exigences continueront de s'appliquer dans les lieux où elles sont déjà en vigueur.

### **Le 14 mars 2022**

Le 14 mars 2022, l'Ontario prévoit franchir d'autres étapes dans l'allègement des mesures de santé publique, notamment :

- Suspension des limites de capacité dans tous les lieux publics intérieurs. La preuve de vaccination et les autres exigences régulières continueront de s'appliquer dans les lieux où elles sont déjà en vigueur.
- Suspension des limites de capacité restantes pour les services, rites et cérémonies religieux.
- Hausse des limites des rassemblements sociaux à 50 personnes à l'intérieur; aucune limite pour les rassemblements extérieurs.

### **PREUVE DE VACCINATION**

Conformément à [l'annonce du 10 décembre 2021](#), il est maintenant obligatoire d'utiliser le certificat de vaccination amélioré avec code QR pour accéder aux lieux qui exigent une preuve de vaccination. Le code QR peut être numérique ou imprimé. On peut télécharger le certificat de vaccination amélioré avec code QR en visitant <https://covid-19.ontario.ca/obtenir-preuve/>.

De plus, les entreprises doivent désormais vérifier le certificat au moyen de l'application VérifOntario, qui peut être téléchargée gratuitement à partir de l'App Store d'Apple et du site Google Play. L'application, qui fonctionne sans connexion Internet, n'enregistre jamais les renseignements personnels.

Il faudra continuer à montrer une pièce d'identité portant le nom et la date de naissance correspondant à ceux du certificat de vaccination amélioré pour entrer dans les locaux de certaines [entreprises et organisations](#).

Remarque : les entreprises et les organisations n'ont plus à recueillir des renseignements aux fins de la gestion des cas et des contacts.

Deux exceptions s'appliquent à l'utilisation obligatoire du certificat de vaccination amélioré en Ontario : neuf communautés des Premières Nations et les visiteurs de l'étranger qui n'ont pas de code QR pouvant être scanné.

Les membres des communautés de neuf Premières Nations peuvent continuer à montrer leur preuve de vaccination originale imprimée ou électronique avec une pièce d'identité là où la preuve de vaccination est exigée. Ils n'ont pas besoin d'un certificat de vaccination amélioré avec code QR pour entrer dans ces lieux. Cette exception respecte l'engagement de la Province concernant la souveraineté des données des Autochtones et les décisions prises par ces communautés.

Voici les Premières Nations concernées :

- Première nation Anishinaabeg de Naongashiing;
- Première Nation de Big Grassy;
- Première Nation du lac la Croix;
- Première Nation de Mitaanjigamiing;
- Première Nation Nigigoonsiminikaaning;
- Première Nation ojibway d'Onigaming;
- Première Nation de Rainy River;
- Première Nation de Seine River;
- Première Nation des Mississaugas de Credit.

Les visiteurs de l'étranger qui n'ont pas de code QR pouvant être scanné par l'application VérifOntario sont également exemptés. Ils doivent montrer aux entreprises leur récépissé de vaccination international et un passeport non canadien ou une carte NEXUS valide comme pièce d'identité aux fins de la confirmation visuelle de leur preuve de vaccination. Cette mesure provisoire s'appliquera jusqu'à ce que les visiteurs de l'étranger puissent recevoir du gouvernement fédéral un code QR temporaire de voyageur à leur entrée au Canada.

Pour vérifier la preuve de vaccination des visiteurs de l'étranger sans code QR compatible, les entreprises et les organisations doivent confirmer visuellement :

- que le prénom, le nom de famille et la date de naissance figurant sur les documents de vaccination correspondent à ceux du passeport non canadien montré;
- que les documents de vaccination correspondent à la définition d'une personne entièrement vaccinée et qu'au moins 14 jours se sont écoulés depuis la deuxième dose de vaccin.

Le gouvernement a mis à jour le réglement, le document d'orientation pour les entreprises et les organismes ainsi que la foire aux questions pour appuyer la mise en œuvre du certificat de vaccination amélioré avec code QR et de l'application VérifOntario.

## **SOUTIENS POUR LES ENTREPRISES**

Je profite de l'occasion pour vous informer de nouveaux programmes pouvant aider le personnel municipal chargé du développement économique qui appuie vos entreprises locales dans le contexte des restrictions. Le gouvernement a lancé le Programme ontarien de remise pour les coûts à l'intention des entreprises afin de soutenir les entreprises forcées de fermer ou de réduire leur capacité en raison des mesures de santé publique visant à réduire la propagation du variant Omicron. Dans le cadre du nouveau programme, le gouvernement offre aux entreprises admissibles une remise allant jusqu'à 100 % de l'impôt foncier et des coûts énergétiques qu'elles paient pendant qu'elles sont assujetties aux restrictions. On peut présenter une demande dans le cadre du programme depuis le 18 janvier 2022. Informez-vous sur le programme et présentez une demande ici.

Le gouvernement lance aussi sa nouvelle Subvention ontarienne de secours pour les petites entreprises en raison de la COVID-19, qui versera 10 000 \$ aux entreprises admissibles qui ont dû fermer conformément à l'étape 2 modifiée du Plan d'action pour le déconfinement. Les fonds devraient parvenir aux entreprises admissibles en février.

Enfin, le gouvernement améliore les flux de trésorerie des entreprises ontariennes admissibles en mettant à leur disposition jusqu'à 7,5 milliards de dollars en prêts de six mois sans intérêt ni pénalité pour qu'elles paient la plupart de leurs taxes administrées par la Province. La période sans pénalité ni intérêt a débuté le 1<sup>er</sup> janvier 2022. Cette mesure appuie les entreprises dès maintenant en leur offrant la souplesse dont elles auront besoin pour leur planification à long terme.

## **CONFORMITÉ ET APPLICATION**

Le ministère sait que les municipalités sont des partenaires clés dans la défense contre le virus grâce aux activités coordonnées de conformité et d'application que votre personnel met en œuvre dans votre collectivité. Le gouvernement de l'Ontario continue d'aider les lieux de travail à demeurer sécuritaires et ouverts en menant des campagnes de sécurité relatives à la COVID-19. Ces campagnes, élaborées en consultation avec les bureaux locaux de santé publique et les services d'application des règlements municipaux, appuient le Plan pour un déconfinement prudent en Ontario.

Comme vous le savez, ces campagnes comprennent des visites dans les lieux de travail qui présentent des facteurs de risque élevé de transmission de la COVID-19. Si vous souhaitez qu'une équipe provinciale appuie les activités locales de conformité et d'application dans votre collectivité, veuillez communiquer avec William (BJ) Alvey, chef et conseiller de direction de Conformité à la réglementation en Ontario, par courriel à [William.BJ.Alvey@ontario.ca](mailto:William.BJ.Alvey@ontario.ca) ou par téléphone au 905 572-7648.

## **TROUSSES DE DÉPISTAGE ANTIGÉNIQUE RAPIDE**

Le Programme provincial de dépistage antigénique fournit gratuitement des trousse de dépistage antigénique rapide aux collectivités, aux organismes et aux lieux de travail à risque élevé, y compris des municipalités. Veuillez consulter le site Web L'Ontario, ensemble pour savoir comment demander des tests antigéniques rapides, une formation ou un service de dépistage rapide sur place, et pour connaître les exigences de déclaration.

Je profite également de l'occasion pour vous remercier de la souplesse et de la coopération dont vous avez fait preuve depuis le début de la pandémie. Nos partenaires municipaux continuent à jouer un rôle essentiel dans la réponse à la COVID-19.

Veillez agréer l'expression de mes meilleurs sentiments.

La sous-ministre,

A handwritten signature in black ink, appearing to read "k. Manson-Smith". The signature is written in a cursive, lowercase style.

Kate Manson-Smith