Supplementary Budget – Briefing Note

2022 Budget

Municipal Diversity, Equity and Inclusion Strategy

Briefing Note required for:
>   **-items +/- $50,000 or more**
>   **-changes in FTE**
>   **-Council Priority requests**

Dept	Division	Item	Base Supp	Amount	FTE Impact
CS	HROD	Municipality Diversity, Equity and Inclusion Strategy – Two-year Pilot Project (1.0 FTE each year)	Supp	$436,839	2.00
CS	HROD	Funding from OW Corporate Initiatives Reserve #17261	Supp	($436,839)	0.00
		Total		**$0.00**	

Background:

At the April 26, 2021 Council meeting, the Mitigating the Human and Social Impacts of COVID-19 report (Appendix A) was presented to Council with the following recommendations:

1. This recommendation report and its two recommended areas of action to address the human and social impacts of COVID-19 be accepted:
    i.   Continue to strengthen key determinants of health; and
    ii. Establish and implement a Municipal Diversity, Equity and Inclusion (DEI) Strategy.

2. Administration be directed to:
    a. Move forward with planning and implementing actions to address the areas identified in this report including formal consultation with the Community Response and Recovery Strategy Social Planning Tables and any other groups required to ensure community engagement;
    b. Support current and future conversations with the area's Urban Indigenous people;
    c. Support strategic and education sessions with Council to prioritize action items;
    d. Update Council on progress and identified needs moving forward; and
    e. Dedicate human resources to operationalize a Municipal DEI Strategy, specifically, hire a Diversity Equity and Inclusion Coordinator to be housed within Corporate Services of the Municipality.

Council approved that a two-year Municipal Diversity, Equity and Inclusion Strategy pilot project be implemented with dedicated Diversity, Equity and Inclusion Coordinator to be housed with Corporate Services. The focus of this corporate strategy is to:

*   Use equity as a central consideration for municipal planning and policy and decision-making by use of an Equity and Inclusion Tool
*   Enable more consistent and collaborative data collection and sharing across the municipality
*   Use community engagement to guide municipal planning, implementation and evaluation of municipal services
*   Coordinate and align municipal initiatives related to sustainability, climate, economic development and health
*   Create and implement a plan to ensure equity and inclusion across municipal departments

Background:
A review of the pilot project will be conducted at the conclusion of the two-year pilot project.

Comment:
Council approved the funding of this project to be covered through the OW Corporate Initiatives reserve #17261. The estimated cost for this two-year pilot project is $436,839.

Municipality Of Chatham-Kent

Community Human Services

Public Health Unit

To: Mayor and Members of Council

From: Teresa Bendo, Director, Public Health

Date: April 11, 2021

Subject: Mitigating the Human and Social Impacts of COVID-19

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Recommendations:

It is recommended that:

1. This recommendation report and its two recommended areas of action to address the human and social impacts of COVID-19 be accepted:
    1. Continue to strengthen key determinants of health; and
    2. Establish and implement a Municipal Diversity, Equity and Inclusion (DEI) Strategy.

2. Administration be directed to:
    a. Move forward with planning and implementing actions to address the areas identified in this report including formal consultation with the Community Response and Recovery Strategy Social Planning Tables and any other groups required to ensure community engagement;
    b. Support current and future conversations with the area's Urban Indigenous people;
    c. Support strategic and education sessions with Council to prioritize action items;
    d. Update Council on progress and identified needs moving forward; and
    e. Dedicate human resources to operationalize a Municipal DEI Strategy, specifically, hire a Diversity Equity and Inclusion Coordinator to be housed within Corporate Services of the Municipality.

Background

On March 11, 2020, the World Health Organization declared the Coronavirus (COVID-19) a global pandemic. This led to many interventions[1] aimed at protecting the public's health and the health care system. While these interventions are effective in slowing the spread of COVID-19, they also create many negative unintended consequences for individuals and communities.

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[1] Interventions included but were not limited to physical distancing measures, cancellation of mass gatherings, closure of non-essential businesses, cancellation of elective surgeries, and travel restrictions.

On a local level, Chatham-Kent declared a state of emergency on March 13, 2020. To facilitate a local COVID-19 response to the unintended impacts of COVID-19, the United Way of Chatham-Kent established a COVID-19 Community Response and Recovery Strategy.

Recognizing the impacts of COVID-19 on the community, on June 29, 2020 the Municipality of Chatham-Kent's Council passed a motion requesting recommendations to mitigate the negative unintended human and social impacts of COVID-19. The motion was as follows:

> Whereas COVID-19 has changed the everyday lives of people in communities all across Chatham-Kent And Whereas there is a need to understand the human, social, and community impacts of COVID-19, and how we can move forward as individuals, households, and communities And Whereas there is an opportunity for Council to take a leadership role in the recovery and adaptation to the 'new normal' due to COVID-19, from a human, social, and community standpoint. And Whereas "Resiliency" is identified as a critical success factor for the CK2035 plan. Therefore, be it resolved that;
>
> #1. Staff at the Municipality of Chatham-Kent work with the United Way of Chatham-Kent, alongside local partners, and stakeholders, engaging community members to identify key recommendations to mitigate the negative human, social, and community impacts of COVID-19. And that these recommendations be presented in a report to Council. This report may consider elements such as: The impact closures and isolation has had on missed health care visits, (for example, missed childhood immunizations, seniors with multiple chronic diseases); The mental and emotional toll COVID-19 has had on everyone and every community in Chatham-Kent, including ongoing support for individuals, families and communities as we navigate the future "new normal" due to COVID-19; The impact of COVID-19 for the homeless, and those in precarious housing; Helping people be emotionally ready to return to work, school, regular daily activities, and ensuring access to child care and eldercare as needed; Financial stability during the recovery from COVID-19.
>
> #2. That the above report consider any gendered, socio-economic, and racial disparity of the impact of COVID-19 within Chatham-Kent in its recommendations.
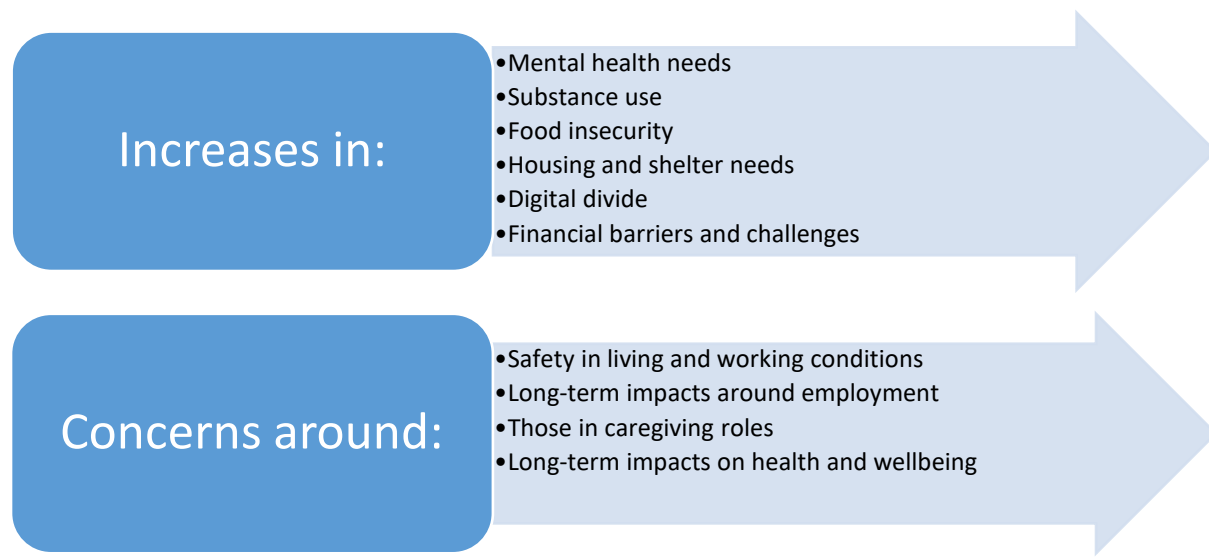>
> #3. That Municipal staff, in partnership with United Way organize, plan and schedule a strategic planning session with Council to discuss the human impacts of COVID-19. This session will take place before the end of September of this year. The session may be held in tandem with other strategic sessions discussing COVID-19. The results will be reported back to Council.

In response to this motion, CK Public Health:

- Completed a scan of available literature to identify the unintended impacts of COVID-19 among communities in Ontario and Canada;
- Met with the COVID-19 Community Response and Recovery Strategy Social Planning Tables hosted by United Way of Chatham-Kent, and distributed a survey in partnership with the United Way, to the Chatham-Kent Nonprofit Network to learn of key issues due to COVID-19 and gather input regarding solutions; and
- Met with departments from the Community Human Services division of the Municipality, where municipal stakeholders confirmed the findings from the literature and survey, and provided further insights into the impacts of COVID-19.

An information report presented to Council on September 21, 2020, focused on the human and social impacts of COVID-19 in Chatham-Kent. Overall, the report highlighted 10 themes, organized into two main categories:

1. Areas where there are identified increases or exacerbation of existing challenges, and
2. Areas where new concerns have been identified (Figure 1).

Increases in:
- Mental health needs
- Substance use
- Food insecurity
- Housing and shelter needs
- Digital divide
- Financial barriers and challenges

Concerns around:
- Safety in living and working conditions
- Long-term impacts around employment
- Those in caregiving roles
- Long-term impacts on health and wellbeing

Figure 1: Impacts of COVID-19

The report highlighted that all residents of CK have been impacted by COVID-19; however, the impacts are not equal among all groups. COVID-19 has affected some groups of people more because of long-standing, unfair differences in access to opportunities for health known as health inequities[2]. This results in specific groups being

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[2] Health inequities are differences in health status between different population groups (ex. between white and racialized groups; Canadian born and non-Canadian born groups; high income and low income groups). They are caused by social conditions in which those groups are born (parent's education and income level), live (housing and food security), work (employment status and working conditions), play (environmental exposures and recreational opportunities) and age (income security, opportunity to do

more likely to have poor health and social outcomes[3]. The information report indicated a need for large system changes to address barriers that lead to and make health differences worse. Policies, procedures, and practices that unfairly discriminate or do not allow some people to participate is just one example of barriers that occur in communities including Chatham-Kent.

Since the information report went to Council, CK Public Health has continued its efforts to respond to the motion by preparing this recommendation report. In doing so, CK Public Health has taken into consideration:

- The growing negative impacts as a result of COVID-19 and the public health measures put in place to contain it, and
- The role and responsibility of municipalities in mitigating these negative impacts by addressing the factors that are making health differences between community members worse.

The goal of the recommendations in this report is to ensure there are clear actions the Municipality of Chatham-Kent can take to:

1. Lessen the negative impacts from COVID-19 and the public health measures used to contain the spread of the virus;
2. Enable Chatham-Kent to recover and become more resilient as a community[4];
3. Acknowledge and complement the work of the COVID-19 Response and Recovery Strategy Social Planning Tables hosted by the United Way of Chatham-Kent; and
4. Recognize and foster the work currently underway by the Urban Indigenous community.

CK Public Health acknowledges this report as a starting point to initiate this work. Further consultation and engagement will be required in order to wholesomely develop and plan the work required to accomplish the recommendations in this report.

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preventative health maintenance like dental and eye care). Health inequities are unfair and can be reduced by policies and redistribution of resources. (World Health Organization, 2020)

[3] Poor health outcomes include but are not limited to chronic diseases such as diabetes, heart disease, and chronic obstructive pulmonary disorder (COPD). These are a result of poor social outcomes such as food insecurity, homelessness, lower education attainment, racism, trauma, and poverty.

[4] Community resilience refers to communities working to make themselves better able to prepare, adapt and get stronger in response to adverse events in ways that not only allow people, businesses, neighbourhoods and the whole community to maintain essential functions but also to bounce forward toward an improved environment, social and economic health and wellbeing. (Institute for Sustainable Communities, 2020)

<u>Comments</u>

To prepare this report, CK Public Health staff:

- Completed a scan of the available regional, provincial and national literature to identify mitigation strategies for the human and social impacts of COVID-19 and areas of action for recovery;
- Reviewed current municipal work aimed at addressing the root causes of differences in health, to identify areas of alignment and collaboration (Appendix A); and
- Met with the COVID-19 Response and Recovery Strategy Social Planning Tables hosted by the United Way of Chatham-Kent and the Municipality of Chatham-Kent Senior Management Team to gain insight on actions required for CK's COVID-19 recovery (see Appendix B).

It is apparent that COVID-19 has exacerbated many existing health and social differences between people in the community. This is contributing to the growing gap between those doing well and those who are not. Narrowing the gap will not only require concerted efforts to build the conditions that foster health and wellbeing, but will require a new way of doing business and providing services.

This new way of doing business requires corporations and organizations to:

1. Pay attention to diversity, equity, and inclusion. What organizations pay attention to grows. This work matters to an organization's employees and its customers, and it is worth putting effort and resources into.
2. Be adaptable. Equity and inclusion work involves people and with people come surprises and changes. (Shift Management, n.d.)

Recommendations

Based on what CK Public Health learned from the literature and conversations, there are two recommendations to address the local human and social impacts of COVID-19 (refer to Figure 1) are:
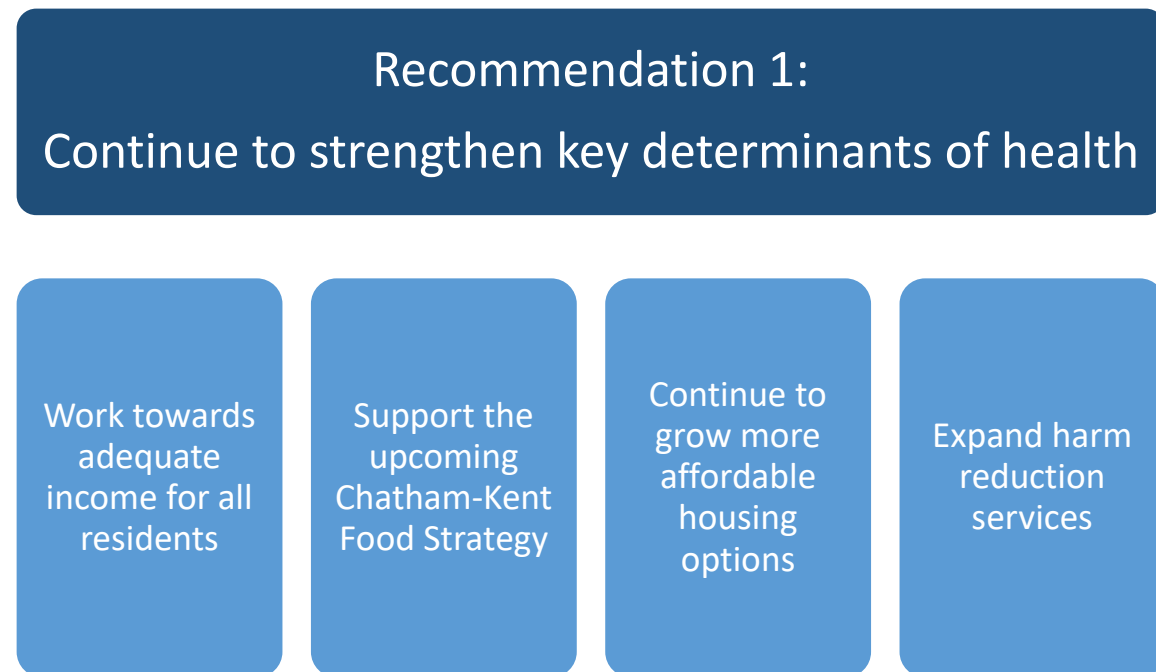
Figure 2: Recommendation 1: Continue to strengthen key determinants of health.

Recommendation 1: Continue to strengthen key determinants of health[5]

Many different factors influence a person or group's health and wellbeing. Literature shows that 60% of a person's health is determined by factors outside of their personal choices (see Appendix C).

Social factors like education, income, early childhood experiences, experiences of racism, homophobia, and xenophobia; and environmental factors like conditions where we live, learn, work, play and age are important determinants of health. People's access to these factors differ based on their social position in society. A person's social position determines their access to opportunities and resources and this access influences their health and wellbeing.

Previous research conducted by CK Public Health (2019), suggests that many CK residents perceive health and well-being as within people's control and highly influenced by personal choice. However, this view is contrary to what social advocacy groups now know to be true.

To lessen the impacts of COVID-19, the Municipality needs to invest and coordinate actions to continue to strengthen the key determinants of health. To do this, it is recommended that Municipal Council:

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[5] The determinants of health, also known as the social determinants of health, are a broad range of social, environmental, economic and personal factors that ultimately determine a persons or a population group's health. (Government of Canada, 2020)

Work towards adequate income[6] for all residents

When income is insufficient, it makes meeting basic needs difficult. People may struggle to pay for housing, food, and transportation; have limited educational opportunities; and may be unable to access services that support health and wellbeing. The current minimum wage and government subsidy programs do not provide enough money for people to sustain life in a wat that supports health and wellness.

Examples of actions in this area include:

- Attracting investments that include well-paying jobs with good working conditions;
- Supporting policy that makes participating in the workforce easy like expansion of subsidized childcare programs and public transportation; and
- Advocating for better government funded income support programs.

Support the upcoming recommendations and actions of the Chatham-Kent Food Strategy

With food insecurity[7] on the rise locally, there is a need to address food insecurity in a new way. The Chatham-Kent Food Strategy is a multi-year plan that integrates current actions while identifying future actions that work to strengthen the local food system by:

- Helping to increase access and availability to local foods,
- Providing people with education and information about buying and eating foods,
- Working towards better economic, social, and physical environments in CK,
- Balancing the aspirations of the community with municipal and local resources, and
- Working with organizations and members of the food system including production, processing, and distribution; buying and selling; access and consumption; and waste.

The CK Food Strategy hopes to be a powerful tool to transform CK's local food system and provide significant opportunities to elevate the health, economy, environment and culture for all. CK Public Health is currently finalizing the consultation process and aims to release recommendations later in 2021.

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[6] The term adequate income is used in this context to describe an income that supports individuals and families to thrive, allowing for financial security that affords basic needs (i.e. housing, food, transportation, utilities, hygiene products and clothing) and opportunities for growth (ex. obtaining a post-secondary education) and participation in society (ex. fees to attend field trips and community events). In addition, an adequate income provides security during life transitions (ex. parental leaves) and provide an emergency safety net (ex. during times of illness). Similar concepts include a living wage and basic guaranteed income.

[7] Food insecurity is the inadequate or insecure access to food because of financial constraints. (CK Food Strategy, 2020)

Continue to grow more affordable housing options

There is a great need to grow affordable housing[8] in CK. Current efforts to move forward on this work need to continue.

In addition to the current work, the Municipality can:

- Act now to enhance interim supports for people experiencing housing insecurity,
- Work intentionally to address existing 'NIMBY-ism" in the community. NIMBY-ism an acronym for "Not In My Backyard" is a large barrier which inhibits conversations and planning regarding affordable housing or other types of supportive housing[9] options, and
- Explore high impact, low cost ways to lower household expenses (via energy cost savings) for residents. This can contribute to a COVID-19 recovery by decreasing financial demands on individual households, while also lowering carbon emissions.

Coordinate and expand harm reduction services

One of the largest impacts of COVID-19 that CK is experiencing is the impact on both mental health and substance use. Wait lists for treatment and support are long and a more comprehensive, coordinated harm reduction approach is required, focused on meeting individuals where they are at and having the right mix of supports available. The Municipality can facilitate the establishment of an expanded, coordinated approach by:

- Ensuring there is a current review of the existing system and supports around substance use, including the needs and gaps for harm reduction services and for pre-post treatment facilities;
- Encouraging greater coordination across municipal departments to address mental health and substance use through a harm reduction approach (e.g., increasing the number of social workers to attend calls with police that require mental health intervention; ensuring accessible and appropriate locations for harm reduction services), and
- Advocating to higher levels of government for local facilities, programs, and other supports to effectively address substance use and other mental health issues.

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[8] Affordable housing refers to private, public and non-profit sectors and includes all forms of housing tenure: rental, ownership and co-operative, as well as temporary and permanent housing. Housing is considered 'affordable' if it costs less than 30% of a household's before-tax income. (Canadian Mortgage and Housing Corporation, 2018)
[9] Supportive housing combines affordable housing with other coordinated services to help people who may be struggling with chronic mental and physical health conditions maintain stable housing. (Center on Budget and Policy Priorities, 2016)

Recommendation 2:

Establish and implement a Municipal Diversity, Equity and Inclusion Strategy

Use equity as a central consideration for municipal planning and policy and decision-making by use of an Equity and Inclusion Tool	Enable more consistent and collaborative data collection and sharing across the municipality	Use community engagement to guide municipal planning, implementation and evaluation of municipal services	Coordinate and align municipal initiatives related to sustainability, climate, economic development and health	Create and implement a plan to ensure equity and inclusion across municipal departments

Figure 3: Recommendation 2 – Establish and implement a Municipal Diversity, Equity and Inclusion Strategy.

Recommendation 2: Establish and implement a Municipal Diversity, Equity and Inclusion (DEI) Strategy

In the current situation, equity and inclusion in municipalities is imperative. Systemic and persistent forms of discrimination have created cities and towns that do not work for everyone. When not addressed, these issues grow, particularly in the context of COVID-19. Municipalities are the level of government closest to people. Decisions made at this level have profound impacts on policy, service delivery, civic engagement, and community life. Municipalities are responsible for the quality of life of their residents.

Addressing social inequities to ensure the inclusion of all residents is a cost effective strategy at a time when municipal budgets are strained. Equity and inclusion practices create more sustainable cities where people of all walks of life have the right to, and can participate fully in social, economic, political, and cultural life. (City for All Women Initiative, 2015)

Equity and inclusion is the cornerstone to a just and fair COVID-19 recovery.

The literature supports a strategic approach to equity and inclusion, as collaborative efforts across sectors are required in order to do this difficult work. An equity and inclusion strategic plan can help embed equity and inclusion throughout the Municipality and target multiple departments, services, and organizational practices like recruitment and retention, customer service, and community planning. An equity and inclusion strategic plan includes many facets such as ongoing education, implementation of tools, continuous monitoring and evaluation of progress, and accountability indicators.

A Municipal Diversity, Equity and Inclusion Strategy would include:

Use equity as a central consideration for municipal planning, policy and decision-making by use of an Equity and Inclusion Tool.

Equity is a key consideration for addressing the impacts of COVID-19.

Recent research conducted by CK Public Health suggests that over 60% of residents believe that different groups have been disproportionately impacted by COVID-19, and groups that are already vulnerable are likely experiencing a greater impact on mental health since the pandemic began. These groups include parents, women, and those with lower household income. (CK Public Health, 2020).

An equity approach to planning, policy, and decision-making helps municipalities understand how municipal actions impact people differently and how to reduce those varying impacts. This is essential to ensuring no one is left behind as we move forward towards recovering from COVID-19.

Embedding equity and inclusion tools[10] into all levels of decision-making, across all municipal sectors and departments, makes this goal achievable. These tools help identify if decisions being made will have a positive or negative impact on certain groups within the community and if so, help to identify ways to decrease the negative impacts identified. Equity and inclusion tools also look at the process of decision making – who is involved and who is not. This involvement, or lack thereof, could be intentional or unintentional.

Enabling more consistent and collaborative data monitoring, collection and sharing across the Municipality

Data is important as it helps to provide evidence and guide current priorities and decisions. Municipalities that do not systematically collect equity and inclusion data and use it to inform their planning may experience serious impacts within the corporation as well as within the community they serve. Such impacts include:
- A decreased ability to serve the diverse needs of their community,
- Potentially negative perceptions from an increasingly diverse public, or
- Lower employee engagement and higher turnover rates among under-represented groups of employees. (Gallagher-Louisy, 2013)

At present, the Municipality does not have a consistent body of data. Data is often collected as a requirement for funding or if it is a requirement as part of a department's mandate. There is data being collected by several departments, however, among the corporation there is not a clear understanding of the existing data or data management tools. Different departments are unclear or do not know what data other departments are collecting. Despite collecting large amounts of data, there are still many gaps in the

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[10] An example of an Equity and Inclusion tool can be found here.

local data that need to be addressed. Currently, data work and collaboration in the corporation is happening in an informal manner at the side of employee's desks.

In addition, the monitoring and measuring of the long-term impacts of COVID-19 on quality of life used to inform municipal planning will be essential to a just COVID-19 recovery in CK. The impacts of COVID-19 will have long-lasting affects on individuals and families. Because of this, it will require a long-term commitment to monitoring people's health and social conditions. In addition, some of the long-term negative impacts of COVID-19 will not be realized for years, therefore sustainable monitoring and tracking will be required to effectively plan, implement, and evaluate mitigation strategies.

Dedicated human resources to support and coordinate municipal-wide monitoring and data collection, along with evidence-based decision-making, moves this goal into action.

Use community engagement[11] to help guide the planning, implementation and evaluation of municipal services

Similar to the findings found in the [Growth and Recovery Strategy Next Steps](#) report to Council, the need to enhance community engagement work for a social COVID-19 recovery is required. Genuine and authentic community engagement is a foundational piece to equity and inclusion work. This is work that requires untraditional methods and time.

Actions towards this goal include:
- The development and implementation of a municipal community engagement charter or policy that emphasizes equitable or fair representation of groups that are most impacted by the service/project at hand; and
- Creating a standardized community engagement process across municipal departments to help inform municipal planning and provide accountability.

Coordinate and align municipal initiatives related to sustainability, climate, economic development and wellbeing

There is a need within the Municipality to align and coordinate efforts to create a sustainable, resilient community and to increase efficiencies of operations within the corporation.

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[11] Community engagement is the process by which citizens are engaged to work and learn together on behalf of their communities to create and realize bold visions for the future. Community engagement can increase community cohesion and allow for the community to have ownership over the outcomes that will ultimately impact them. Community engagement requires [foundational knowledge](#) in important principles to ensure effectiveness. ([Tamarack Institute](#), 2020)

Operationalizing this in the Municipality of Chatham-Kent could include:
- Establishing key considerations for sustainability, climate, economic development and health when planning and evaluating all municipal initiatives, and
- Using a cross-departmental process with content experts to identify alignments to enhance this work.

Create and implement a plan to ensure equity and inclusion across municipal departments

Equity and inclusion work is big. It requires lots of different work on many different levels. While implementing processes and policy, along with tools is a great start, there is work that also must happen to make this work meaningful – and not tokenistic.

For a COVID-19 recovery that leaves no one behind, the Municipality must acknowledge, learn about, and take action on underlying issues that are harmful to CK's residents who are most at risk of being left behind. Those issues include stigma, particularly towards people experiencing homelessness, those who use substances and those experiencing poor mental health. NIMBY-ism is a result of stigma and is a huge barrier to exploring alternate supportive housing solutions as well as locations for other supportive services like harm reduction services including syringe drop boxes and needle exchange programs. This stigma is literally killing people and this should be of major concern in Chatham-Kent as our community has seen an increasing number of cases in homelessness, drug poisonings, and financial insecurity since the beginning of COVID-19.

There is a need for education within the corporation related to:
- Unconscious bias and systemic racism to recognize and address hidden biases that affect work and decisions,
- Indigenous Truth and Reconciliation,
- Indigenous Sovereignty, and
- Trauma informed service delivery ensuring and understanding that everyone has experienced some form of trauma [12] and this shapes who they are, as well as their interactions with people and services.

Examples of creating a municipal culture of equity and inclusion include:
- Establishing an equity network across the municipality to share work, knowledge, opportunities and continuous quality improvement support; and
- Intentionally planning and taking action towards addressing stigma, unconscious bias and systemic racism.

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[12] Trauma refers to an event that threatens the life or integrity of an individual, such as physical abuse, death of a parent, witnessing domestic violence, abandonment, natural disasters, war, community violence or medical issues. Types of trauma can be single, complex, developmental, historical and intergenerational. 76% of Canadian adults will report some form of trauma exposure in their lifetime; 50% of all Canadian women and 33% of all Canadian men have survived at least one incidence of sexual or physical violence. (Community Mental Health Action Plan, 2020)

How does everything connect?

There are many efforts happening across the Municipality of Chatham-Kent that are working to address the local impacts of COVID-19. Local partners and initiatives include:

- COVID-19 Response and Recovery Strategy Social Planning Tables hosted by United Way,
- CK Plan 2035 Council Priorities,
- Economic Development's Growth and Recovery Strategy,
- Chatham-Kent Food Strategy,
- The improvements for CK Public Health's Harm Reduction Program, and
- Initiatives championed by the Urban Indigenous community aimed at showcasing cultural programs and services for the area's Urban Indigenous people.

In addition, conversations and plans targeting actions to reduce the effects of and reduce the rate of climate change must continue and be prioritized. Climate change and COVID-19 are stress multipliers that make existing health and social problems even worse for those who already experience negative health and social differences. Climate change initiatives can assist with decreasing the negative impacts of COVID-19, while a COVID-19 recovery plan that is equitable and inclusive can assist in achieving a more sustainable and resilient community.

As COVID-19 has illuminated the social inequities within communities, those inequities will continue to grow as long as equity and inclusion are not considered in a systematic, consistent way moving forward. Indigenous people, women, racialized people, people with disabilities, people living in poverty, youth, seniors, newcomers and LGBTQ2S+ communities will continue to face barriers when accessing health, employment, and housing. Francophones and residents living in rural areas will continue to have reduced access to services. These inequities will continue to cost municipalities socially and financially.

Where do we go from here?

As governments and organizations continue to respond to the COVID-19 crisis and work towards recovery, it is widely acknowledged that communities cannot go back to how things were. The literature has outlined that learnings from many previous crises have gone to waste and that this cannot happen with COVID-19. Learning from previous experiences, experts strongly advise that lessons from this crisis are used to make changes to the systems that create health and social differences in society. The Municipality in partnership with the community must work towards a ['just recovery for all'](#).

The Municipality of Chatham-Kent has the opportunity to move forward in a direction that will allow for a just recovery for all. This work will shape the future and determine

the resiliency of our community when faced with the next crisis – pandemic, climate event or other.

Areas of Strategic Focus and Critical Success Factors

The recommendations in this report support the following areas of strategic focus:

☒   Economic Prosperity:

Chatham-Kent is an innovative and thriving community with a diversified economy

☒   A Healthy and Safe Community:

Chatham-Kent is a healthy and safe community with sustainable population growth

☒   People and Culture:

Chatham-Kent is recognized as a culturally vibrant, dynamic, and creative community

☒   Environmental Sustainability:

Chatham-Kent is a community that is environmentally sustainable and promotes stewardship of our natural resources

The recommendations in this report support the following critical success factors:

☐   Financial Sustainability:

The Corporation of the Municipality of Chatham-Kent is financially sustainable

☒   Open, Transparent and Effective Governance:

The Corporation of the Municipality of Chatham-Kent is open, transparent and effectively governed with efficient and bold, visionary leadership

☒   Has the potential to support all areas of strategic focus & critical success factors

☐   Neutral issues (does not support negatively or positively)

Consultation

One of the things public health has learned while meeting with community members and preparing this report is that consultation means different things to different groups of people. For some, conversations on a specific topic is viewed as consulting between the parties present. For others, especially our First Nation, Inuit, Metis, and Urban Indigenous peoples, consultation is a very formal process enshrined in law.

For the purpose of this Council report, CK Public Health had community conversations to understand what mitigation strategies are needed to reduce the negative unintended human and social impacts of COVID-19 (see Appendix B)

CK Public Health met with United Way of Chatham-Kent to understand the perspective of frontline providers and to learn how the recommendations found in the literature can become actionable in the local context. To do this, CK Public Health provided a discussion primer and discussion questions to the United Way who, in turn, included them into their routinely scheduled COVID-19 Community Response and Recovery Strategy Social Planning Table discussion. The Social Planning Table facilitators engaged their respective groups for feedback then shared their discussion with CK Public Health during their routinely scheduled Summary Tables meeting.

CK Public Health also met with senior management team members and staff from across all departments of the Municipality of Chatham-Kent (Appendix B). This was completed through two facilitated meetings. Municipal stakeholders were provided a discussion primer, a presentation and discussion questions.

Financial Implications

There are no financial implications from this report but there are financial implications arising from the implementation of the recommendations.

Prepared by:

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Attachments:

Appendix A – Areas for action: Alignment with the Economic Development Growth and Recovery Strategy and CK Plan 2035, Council Priorities
Appendix B – Community Conversations

Appendix C – What Makes People Sick Infographic

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Appendix A – **Areas for Action: Alignment with the Economic Development Growth and Recovery Strategy and CK Plan 2035, Council Priorities**

The chart below demonstrates how the areas for action identified for the mitigation of negative unintended impacts of COVID-19 align with the Economic Development Growth and Recovery Strategy Gantt chart recommendations and the CK Plan 2035, Council priorities.

Recommendation		Economic Development Recommendation	CK Plan 2035, Council Priorities
1. Continue to strengthen key determinants of health	a) Work towards adequate income for all residents	Recommendations 33-38	Community wellness
	b) Support the upcoming recommendations and actions of the Chatham-Kent Food Strategy	Recommendations 2, 34-36, 38	Growth Community wellness
	c) Continue to grow more affordable housing options	Recommendation 4	Community wellness
	d) Expand harm reduction services	Recommendations 6, 38	Community wellness
2. Establish and implement a Municipal Diversity, Equity and Inclusion Strategy	1. Using equity as a central consideration for municipal planning, policy and decision-making by use of an Equity and Inclusion Tool 2. Enabling more consistent and collaborative data	Recommendations 2, 6, 10, 15, 16, 18, 20, 22-38	Growth Community wellness Community engagement

	monitoring, collection and sharing across the Municipality 3. Use community engagement to help guide the planning, implementation and evaluation of municipal services 4. Coordinate and align municipal initiatives related to sustainability, climate, economic development and wellbeing 5. Create and implement a plan to ensure equity and inclusion across municipal departments		

Appendix B – Community Conversations

United Way of Chatham-Kent COVID-19 Community Response and Recovery Strategy, Social Planning Tables

Information Report Content	July 23, 2020 July 27, 2020	Community Partner Survey to Nonprofit Network
Recommendation Report Content	July 23, 2020 October 15, 2020 October 22, 2020	1 pm Summary Tables Meeting

Attendance at Summary Table Meetings was not taken.

July survey questions and Summary Table discussion questions:

1. What has been the impact of COVID-19 on the people you support and you as an organization and service provider?
   - What existing problems have you seen exacerbated? What new problems or challenges are you or the people you support facing?

2. What would you like to see happen next to help mitigate the human and social impacts of COVID-19? Consider both the role of Government and Community.
   - What do people need now? What is needed in the longer-term?
   - What strategies have already worked well that should be sustained moving forward?

October Summary Table discussion questions:

1. What does operationalizing these recommendations look like for you as a community organization?
2. What municipal support is required to help you operationalize the recommendations?
3. Who is missing from this conversation?

Municipality of Chatham-Kent

Information Report Content	August 13, 2020	Community Human Services Department
Recommendation Report Content	November 6, 2020 November 10, 2020	Municipal Senior Management Team Meeting

Community Human Services Department, August 13, 2020

Department	Representative
Community Human Services	April Rietdyk, General Manager
Community Attraction and Promotion	Audrey Ansell, Director
Child Care and Early Years	Kelly Emery, Director
Housing Services	Kristen Williams, Manager, Tenant Relations
Senior Services	Mary Alice Searles, Director
Employment and Social Services	Matthew Keech, Program Manager
Library Services	Tania Sharpe, CEO/Chief Librarian

Community Human Services discussion questions:

1. What impacts have your departments seen related to the public health measures put in place to manage COVID-19?
2. What possible mitigation strategies are required in your department for managing long-term impacts of COVID-19 on your clients and services?
3. What, if any, plans does your department have to engage the community or certain population groups?

Municipal Senior Management Team Meeting, November 6, 2020:

Department	Representative
Information Technology & Transformation	Catherine Fitzerald, Director
Operations – Water/Wastewater	Darren Galbraith, Director
Legal Services	Dave Taylor, Director
Finance, Budget, Information Technology & Transformation	Gord Quinton, General Manager
Economic Development Services	Jamie Rainbird, Manager
Municipal Governance/Clerk	Judy Smith, Director
Community Development	Karen Loney

Police Services	Kirk Earley, Deputy Chief
Housing Services	Ray Harper, Director
Fire	Ric Scharf
Engineering & Compliance	Rob Bernadi, Director
Public Works	Steve Brown, Supervisor
Emergency Medical Services	Donald MacLellan, General Manger
Water/Wastewater Services	Robin Dudley, Operations Manager
Community Attraction and Leisure Services	Mark Reinhart

Municipal Senior Management Team Meeting, November 10, 2020:

Department	Representative
Fire	Adam Walters, Assistant Chief
Planning Services	Gabriel Clarke
Engineering & Transportation, Infrastructure and Engineering Services	Chris Thibert, Director
Human Resources	Marianne Fenton, Manager
Parks, Recreation and Cemeteries	Jeff Bray, Director
Public Works	Ryan Brown, Director
Financial Services	Matt Torrance, Director
Employment and Social Services	Polly Smith, Director
Community Development	Karen Loney
Economic Development Services	Stuart McFadden, Director
Fire	Ken Labonte, Assistant chief
Fire	Chris Case, Fire Chief

| Community Attraction and Leisure Services	Mark Reinhart

Senior Management Team Meeting discussion questions:

1. What gaps do you see in this action area?
2. What role could we play, in our departments and as a municipality, to support work in this area?
3. What would facilitate action in this area?

Appendix C – What Makes People Sick Infographic

This infographic displays that 60% of a person's health is determined by their life experiences and their environment.
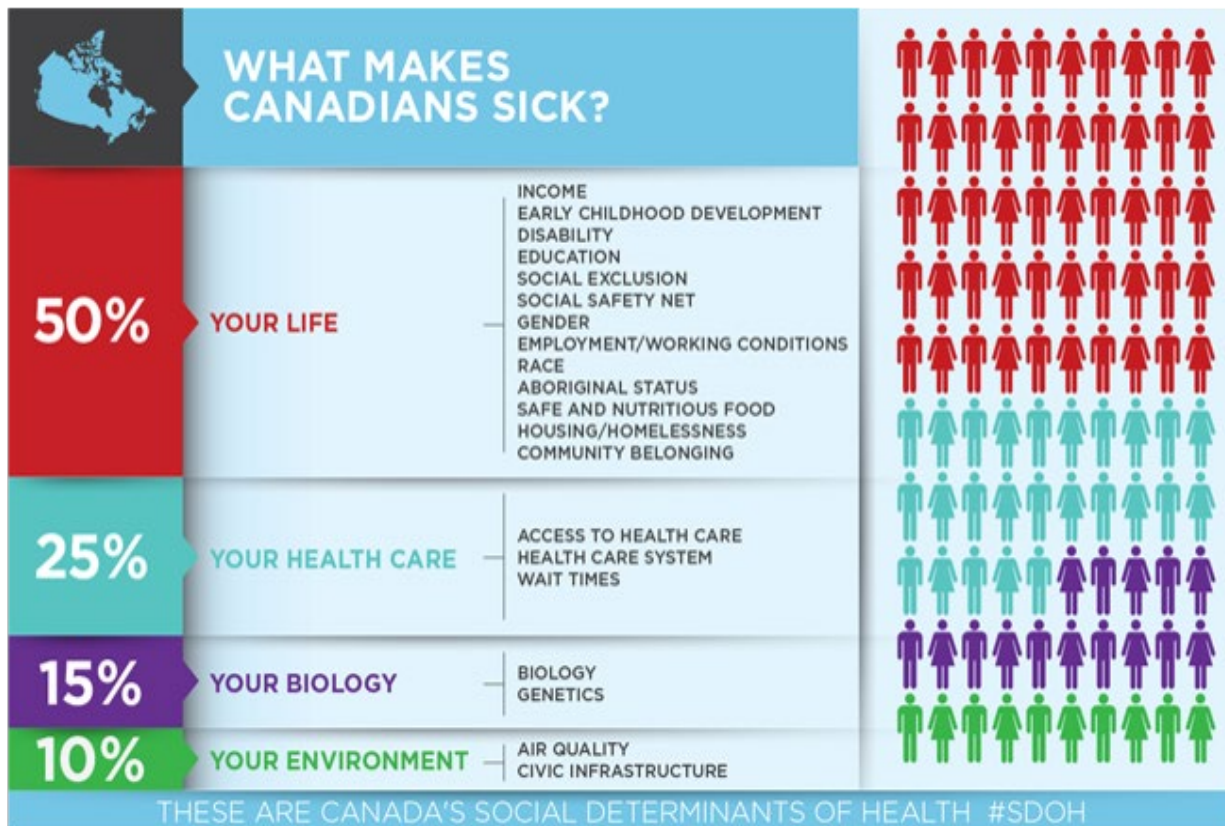
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