

Report to Council

Report Title:	Community Safety and Well-Being Plans		
Prepared By:	Sonya Watson, Chief Administrative Officer		
Department:	Administration		
Date:	April 23, 2019		
Report Number:	CAO2019-10	File Number:	C11AD
Attachments:	Community Safety and Well-Being Planning Framework Halton Region Community Safety and Well-Being Plan, Prince Edward County Community Safety and Well-Being Plan		

Recommendation:

That the Council of the Municipality of Brockton hereby receives Report Number CAO2019-10 - Community Safety and Well-Being Plans, prepared by Sonya Watson, Chief Administrative Officer for information purposes, and in doing so supports a letter being sent to the County of Bruce suggesting a collaborative approach to the Community Safety and Well-Being Plans would be beneficial to the lower tier municipalities across the County; and

Further that Brockton Council requests that the County of Bruce lead the collaborative group or initiates discussion with the Grey Bruce Health Unit; and

Further that Brockton Council acknowledges that support towards a staff resource in the form of a project coordinator may be required.

Report:

Background:

The Police Services Act was amended and effective January 1, 2019 as part of the legislation, municipalities are required to develop and adopt community safety and well-being plans working partnership with a multi-sector advisory committee comprised of representation from the Police Services Board and other local service providers in health/mental health, education, community/social service and children/youth services. In relation to this plan requirements are also outlined pertaining to conducting consultations, content of the plan, and monitoring and evaluating, reporting and publishing the plan.

Municipalities have two years to get the plan in to place (January, 2021) and can do this individually, or in partnership with neighbouring municipalities to develop a joint plan.

Analysis:

A meeting was held in Owen Sound on Friday March 22, 2019 hosted by the Grey Bruce Health Unit. Mayor Peabody and I attended, as well as Brian Read from the Brockton Police Services Board. At this meeting the Ministry of Community Safety and Correctional Services outlined the requirements in the plan as follows:

- Creation of an advisory committee (including, but not limited to, LHIN health/mental health, child and youth services, education, community/social services, custodial services, municipal council members/employees, police services)
- Must conduct consultation across the community
- Specific contents of the plan were highlighted (identifying risk factors, identifying strategies and setting measurable outcomes)
- There are regulatory requirement to publish a completed plan within 30 days after adoption (online and in print)
- Additional regulations will come regarding monitoring, evaluating, reporting and reviewing the plan

As a result of that meeting the following action items were identified:

- Discussion needs to be had by municipalities/counties regarding interest in creating one shared plan; there is a need to identify if there are municipalities that want to create their own plan, separate and apart from others
- Lessons learned from Situation Table include the need for a Coordinator (dedicated position) to facilitate the creation of the plan(s)

As a municipality we are required to have a plan in place by January 2021. I would recommend a joint approach is the best option for Brockton for many risks affecting Brockton are similar risks across the County.

In order to facilitate initiating this process locally I would recommend a letter be sent to the County of Bruce suggesting a collaborative approach to the Community Safety and Well-Being Plans would be Brockton's preference and would be beneficial to the lower tier municipalities. I would also suggest that we request that the County and/or the Health Unit lead the collaborative group and acknowledge that support towards a project coordinator to lead this project to completion would be supported.

I have attached two plans for Council's information purposes.

Sustainability Checklist:

What aspect of the Brockton Sustainable Strategic Plan does the content/recommendations in this report help advance?

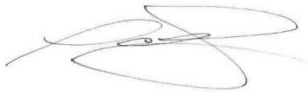
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|---|-----|
| • Do the recommendations help move the Municipality closer to its Vision? | Yes |
| • Do the recommendations contribute to achieving Cultural Vibrancy? | N/A |
| • Do the recommendations contribute to achieving Economic Prosperity? | N/A |
| • Do the recommendations contribute to Environmental Integrity? | N/A |
| • Do the recommendations contribute to the Social Equity? | Yes |

Financial Impacts/Source of Funding:

- Do the recommendations represent a sound financial investment from a sustainability perspective? Yes

This is a legislative requirement. Due to the consulting, assessments and review required for development of this plan it cannot be done at a staff level and may require some financial contribution towards a dedicated staff person as a project coordinator for this initiative.

Reviewed By:



Chief Financial Officer

Respectfully Submitted by:



Sonya Watson, Chief Administrative Officer

COMMUNITY SAFETY AND WELL-BEING PLANNING FRAMEWORK

A Shared Commitment in Ontario

Booklet 3

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Message from the Minister of Community Safety and Correctional Services on Behalf of Cabinet



A safe Ontario is built upon the shared commitment of government leaders, dedicated service providers, and community members working together to make our communities strong, healthy, and vibrant.

The Government of Ontario has demonstrated its commitment to supporting communities through the development of the Provincial Approach to Community Safety and Well-Being (Provincial Approach), and this work will continue under the Strategy for a Safer Ontario (Strategy).

The Strategy is about finding better, smarter ways to build safer communities, and using evidence and experience to improve outcomes. It focuses on collaborative partnerships that include police and other sectors such as education, health, and social services.

The cornerstone of this Strategy and the final phase of the Provincial Approach is the Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario booklet. Under the Strategy, the ministry will require communities to create local community safety and well-being plans that address local needs, based on local risk factors. By doing this, we can ensure that all individuals in Ontario have the opportunity to live in a community that is safe and well.

We often think that community safety is delivered by the police. The truth is that police are the last line of defence against crime, not the first. Community safety must start in the community, with a proactive approach that focuses on well-being.

Since 2009, staff from my ministry have been working with other ministries, a range of service providers, and community partners to explore a risk-based, collaborative community safety and well-being planning process that is unfolding in many Ontario communities. That work has led to the development of this booklet to assist municipalities, First Nations, and their partners in developing and implementing local community safety and well-being plans. This type of planning supports the coordination of local service delivery and encourages multi-sector partnerships to respond to complex social issues on a sustainable basis. My sincere appreciation goes out to those who have shared their experience and expertise to inform this booklet.

As we continue to move forward, on behalf of Cabinet, I am pleased to see the momentum that is growing behind innovative, risk-based, multi-sector approaches to community safety and well-being. We encourage all communities to continue working with a shared commitment to building a safer and healthier Ontario.

Honourable Marie-France Lalonde
Minister of Community Safety and Correctional Services

Message from the Deputy Minister of Community Safety and Correctional Services on Behalf of the Deputy Ministers' Social Policy Committee



As ministry leaders, we are dedicated to promoting a coordinated, integrated sphere for the development and management of the human services system. We recognize the many benefits of community safety and well-being planning within Ontario communities, including the coordination of services. This booklet provides an excellent platform for communities to undertake collaborative planning, resulting in the development of local community safety and well-being plans.

We have been working hard at the provincial level to mirror the type of collaboration that is required for this type of planning at the municipal level, and we strongly encourage

community agencies and organizations that partner with our respective ministries to become involved in the development and implementation of their local plans. Our hope is that this booklet will inspire Ontario communities to form and enhance multi-sectoral partnerships and align policies and programs in all sectors through the community safety and well-being planning process. By working together, we can more efficiently and effectively serve the people of Ontario.

I would like to thank those dedicated to ensuring the safety and well-being of Ontario communities for their involvement in local initiatives and continued support in the development of this booklet.

Matthew Torigian, Deputy Minister of Community Safety and Correctional Services, on behalf of:

Deputy Minister of Advanced Education and Skills Development

Deputy Attorney General

Deputy Minister Cabinet Office Communications and Intergovernmental Affairs

Deputy Minister Cabinet Office Policy and Delivery and Anti-Racism Directorate

Deputy Minister of Children and Youth Services

Deputy Minister of Citizenship and Immigration

Deputy Minister of Community and Social Services

Deputy Minister of Education

Deputy Minister of Finance

Deputy Minister of Francophone Affairs, Seniors' Affairs and Accessibility

Deputy Minister of Health and Long-Term Care

Deputy Minister of Housing

Deputy Minister of Indigenous Relations and Reconciliation

Deputy Minister of Labour

Deputy Minister of Municipal Affairs

Deputy Minister of Tourism, Culture and Sport

Section 1 – Introduction

Setting the Stage

The ministry has been working with multi-sectoral government partners and local community and policing stakeholders to develop the Provincial Approach to Community Safety and Well-Being.

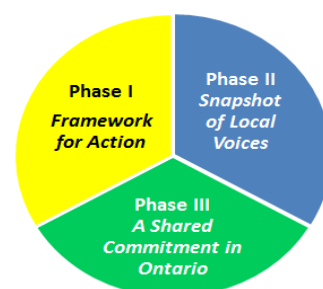
As we travelled across our diverse province throughout 2013 to 2016, we listened closely to local voices that spoke about the need to change the way we look at service delivery in all sectors. The common goal for Ontarians is to get the services they need, when they need them, in an effective and efficient way. Police are often called upon to respond to complex situations that are non-criminal in nature as they operate on a 24/7 basis. We also know that many of these situations, such as an individual experiencing a mental health crisis, would be more appropriately managed through a collaborative service delivery model that leverages the strengths of partners in the community. After engaging Ontario communities on our way forward, we have affirmed that all sectors have a role in developing and implementing local community safety and well-being plans. By working collaboratively at the local level to address priority risks and needs of the community through strategic and holistic planning, we will be better prepared to meet current and future expectations of Ontarians.

This type of planning requires less dependence on reactionary, incident-driven responses and re-focusing efforts and investments towards the long-term benefits of social development, prevention, and in the short-term, mitigating acutely elevated risk. It necessitates local government leadership, meaningful multi-sectoral collaboration, and must include responses that are centred on the community, focused on outcomes and evidence-based (i.e., derived from or informed by the most current and valid empirical research or practice). It is important to note that although there is a need to rely less on reactionary, incident-driven responses, there continues to be a strong role for the police, including police services boards, in all parts of the planning process.

The ultimate goal of this type of planning is to achieve sustainable communities where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression. The success of society is linked to the well-being of each and every individual.

Purpose

Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario is the third booklet in the series that outlines a Provincial Approach to Community Safety and Well-Being. It is a follow-up to community feedback highlighted in the *Community Safety and Well-Being in Ontario: A Snapshot of Local Voices*, released in 2014, and is grounded in research outlined in the first booklet, *Crime Prevention in Ontario: A Framework for Action*, released in 2012.



Communities across the province are at varying levels of readiness to develop and implement a community safety and well-being plan. As such, this booklet is intended to act as a resource to assist municipalities, First Nations and their partners at different stages of the planning process, with a focus on getting started. More specifically, it highlights the benefits of developing a plan, the community safety and well-being planning framework that supports a plan, critical success factors, and connects the framework to practice with a toolkit of practical guidance documents to assist in the development and implementation of a plan. It also incorporates advice from Ontario communities that have started the process of developing a plan that reflects their unique local needs, capacity and governance structures. Planning partners in Bancroft, Brantford, Chatham-Kent, Kenora, Rama, Sault Ste. Marie, Sudbury and Waterloo tested aspects of community safety and well-being planning and the toolkit to ensure that they are as practical and helpful as possible.

Benefits

Through the ministry's engagement with communities that are developing a plan, local partners identified the benefits they are seeing, or expect to see, as a result of their work. The following benefits are wide-ranging, and impact individuals, the broader community, and participating partner agencies and organizations:

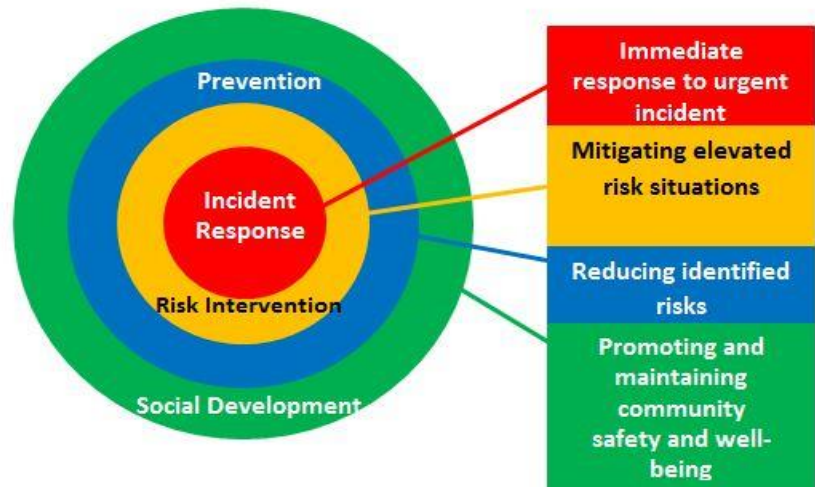
- enhanced communication and collaboration among sectors, agencies and organizations;
- new opportunities to share multi-sectoral data and evidence to better understand the community through identifying trends, gaps, priorities and successes;
- increased understanding of and focus on priority risks, vulnerable groups and neighbourhoods;
- increased engagement of community groups, residents and the private sector in local initiatives and networks;
- transformation of service delivery, including realignment of resources and responsibilities to better respond to priority risks and needs;
- increased awareness, coordination of and access to services for community members and vulnerable groups;
- more effective, seamless service delivery for individuals with complex needs;
- stronger families and improved opportunities for healthy child development;
- healthier, more productive individuals that positively contribute to the community;
- enhanced feelings of safety and being cared for, creating an environment that will encourage newcomers to the community; and
- reduced investment in and reliance on incident response.

"I believe that community safety and well-being planning situates itself perfectly with many other strategic initiatives that the City is currently pursuing. It has allowed us to consider programs and activities that will produce synergistic impacts across various areas of strategic priority in our community such as poverty reduction, educational attainment and building stronger families. Planning for simultaneous wins is efficient public policy." - Susan Evenden, City of Brantford

Section 2 – The Community Safety and Well-Being Planning Framework

The community safety and well-being planning framework outlined in this section will help to guide municipalities, First Nations communities and their partners as they develop their local plans. It is crucial for all members involved in the planning process to understand the following four areas to ensure local plans are as efficient and effective as possible in making communities safer and healthier:

1. Social Development;
2. Prevention;
3. Risk Intervention; and
4. Incident Response.



Social Development

Promoting and maintaining community safety and well-being

Social development requires long-term, multi-disciplinary efforts and investments to improve the social determinants of health (i.e., the conditions in which people are born, grow, work, live, and age such as education, early childhood development, food security, quality housing, etc.) and thereby reduce the probability of harm and victimization. Specifically, social development is where a wide range of sectors, agencies and organizations bring different perspectives and expertise to the table to address complex social issues, like poverty, from every angle. The key to successful social development initiatives is working together in ways that challenge conventional assumptions about institutional boundaries and organizational culture, with the goal of ensuring that individuals, families and communities are safe, healthy, educated, and have housing, employment and social networks that they can rely on. Social development relies on planning and establishing multi-sectoral partnerships. To work effectively in this area, all sectors need to share their long-term planning and performance data so they have a common understanding of local and systemic issues. Strategies need to be bolstered or put into place that target the root causes of these issues. Social development in action will be realized when all community members are aware of services available to them and can access those resources with ease. Knowing who to contact (community agency versus first-responder) and when to contact them (emerging risk versus crisis incident) allows communities to operate in an environment where the response matches the need. Communities that invest heavily in social development by establishing protective factors through improvements in things like health, employment and graduation rates, will experience the social benefits of addressing the root causes of crime and social disorder through improvements in things like health, employment and graduation rates.

The municipality in Sault Ste. Marie has partnered with a local business owner, college and school board to develop the Superior Skills program. Superior Skills provides eight-week intensive skills training to individuals in receipt of social assistance. Skills training is provided based on identified market gaps in the community; such as sewing, light recycling, spin farming, etc. At the end of the training program, the local business owner incorporates a new company for program graduates to begin employment. The goal is to employ 60% of program graduates at the newly formed businesses.

Prevention

Reducing identified risks

Planning in the area of prevention involves proactively implementing evidence-based situational measures, policies or programs to reduce locally-identified priority risks to community safety and well-being before they result in crime, victimization and/or harm. In this area, community members who are not specialists in “safety and well-being” may have to be enlisted depending on the priority risk, such as business owners, if the risk is retail theft, and property managers, if the risk is occurring in their building. Service providers, community agencies and organizations will need to share data and information about things like community assets, crime and disorder trends, vulnerable people and places, to identify priority risks within the community in order to plan and respond most effectively. Successful planning in this area may indicate whether people are participating more in risk-based programs, are feeling safe and less fearful, and that greater engagement makes people more confident in their own abilities to prevent harm. While planning in this area is important, municipalities, First Nations and their partners should be focusing their efforts on developing and/or enhancing strategies in the social development area to ensure that risks are mitigated before they become a priority that needs to be addressed through prevention.

Based on an identified priority risk within their community, Kenora has implemented Stop Now And Plan, which teaches children and their parents emotional regulation, self-control and problem-solving skills. Partners involved in this initiative include a local mental health agency, two school boards and the police. Additional information on this program, and others that could be used as strategies in the prevention area of the plan (e.g., Caring Dads and Triple P – Positive Parenting Program), can be found in the *Snapshot of Local Voices* booklet.

Risk Intervention

Mitigating elevated risk situations

Planning in the risk intervention area involves multiple sectors working together to address situations where there is an elevated risk of harm - stopping something bad from happening, right before it is about to happen. Risk intervention is intended to be immediate and prevent an incident, whether it is a crime, victimization or harm, from occurring, while reducing the need for, and systemic reliance on, incident response. Collaboration and information sharing between agencies on things such as types of risk has been shown to create partnerships and allow for collective analysis of risk-based data, which can inform strategies in the prevention and social development areas. To determine the success of strategies in this area, performance metrics collected may demonstrate increased access to and confidence in social supports, decreased victimization rates and the number of emergency room visits. Municipalities, First Nations and their partners should be focusing their efforts on developing and/or enhancing strategies in the prevention area to ensure that individuals do not reach the point of requiring an immediate risk intervention.

Chatham-Kent has developed a Collaborative, Risk-Identified Situation Intervention Strategy, involving an agreement between local service providers to support a coordinated system of risk identification, assessment and customized interventions. Service providers bring situations of acutely elevated risk to a dedicated coordinator who facilitates a discussion between two or three agencies that are in a position to develop an intervention. The *Snapshot of Local Voices* booklet includes information on other risk intervention strategies like Situation Tables and threat management/awareness services in schools.

Incident Response

Immediate response to urgent incident

This area represents what is traditionally thought of when referring to crime and safety. It includes immediate and reactionary responses that may involve a sense of urgency like police, fire, emergency medical services, a child welfare organization taking a child out of their home, a person being apprehended under the *Mental Health Act*, or a school principal expelling a student. Many communities invest a significant amount of resources into incident response, and although it is important and necessary, it is reactive, and in some instances, enforcement-dominated. Planning should also be done in this area to better collaborate and share relevant information, such as types of occurrences and victimization, to ensure the most appropriate service provider is responding. Initiatives in this area alone cannot be relied upon to increase community safety and well-being.

Mental Health Crisis Intervention Teams provide an integrated, community-based response to individuals experiencing mental health and/or addictions issues. They aim to reduce the amount of time police officers spend dealing with calls that would be better handled by a trained mental health specialist, and divert individuals experiencing a mental health crisis from emergency rooms and the criminal justice system. Additional information on a local adaptation of these teams, the Community Outreach and Support Team, can be found in the *Snapshot of Local Voices* booklet.

Refocusing on Collaboration, Information Sharing and Performance Measurement

In order for local plans to be successful in making communities safer and healthier, municipalities, First Nations and their partners need to refocus existing efforts and resources in a more strategic and impactful way to enhance collaboration, information sharing and performance measurement. This can be done by identifying the sectors, agencies and organizations that need to be involved, the information and data required, and outcomes to measure the impacts of the plan. Different forms of collaboration, information sharing and performance measurement will be required in each of the planning areas (i.e., social development, prevention, risk intervention and incident response). Those involved in the plan should be thinking continuously about how their respective organizational strategic planning and budgeting activities could further support strategies in the plan.

Conclusion

Planning should occur in all four areas, however, the majority of investments, time and resources should be spent on developing and/or enhancing social development, prevention and risk intervention strategies to reduce the number of individuals, families and communities that reach the point of requiring an incident response. Developing strategies that are preventative as opposed to reactive will ensure efficiency, effectiveness and sustainability of safety and well-being service delivery across Ontario. It is also important to explore more efficient and effective ways of delivering services, including front-line incident response, to ensure those in crisis are receiving the proper supports from the most appropriate service provider. Keeping in mind the focus on the community safety and well-being planning framework, the next section will highlight critical success factors for planning.

Section 3 – Critical Success Factors

The community safety and well-being planning framework is intended to get municipalities, First Nations and their partners thinking in new ways about local issues and potential solutions by exploring options to address risks through social development, prevention and risk intervention. While this may spark interest in beginning a local collaborative planning process, there are several factors that will be critical to the successful development and implementation of a plan.

The following critical success factors were validated by Ontario communities that the ministry engaged during the development of this booklet:

- Strength-Based;
- Risk-Focused;
- Awareness and Understanding;
- Highest Level Commitment;
- Effective Partnerships; and
- Evidence and Evaluation.



Strength-Based

Community safety and well-being planning is not about reinventing the wheel – it’s about recognizing the great work already happening within individual agencies and organizations, and using collaboration to do more with local experience and expertise. Ontario communities are full of hard-working, knowledgeable and committed individuals who want to make their communities safe and healthy places, and it is important to leverage these individuals when developing a plan. Helpful information and guidance may also be found by talking to other communities in order to build on their successes and lessons learned.

“Community safety and well-being touches every resident and is important to all aspects of our community - from education to health to economic development. It is an area of community planning in which many community members are greatly interested and excited to be involved.” - Lianne Sauter, Town of Bancroft

Risk-Focused

Community safety and well-being planning is based on an idea that has been a focus of the health sector for many years – it is far more effective, efficient and beneficial to an individual’s quality of life to prevent something bad from happening rather than trying to find a “cure” after the fact. For that reason, local plans

should focus on risks, not incidents, and should target the circumstances, people and places that are most vulnerable to risk. As a long-term prevention strategy, it is more effective to focus on *why* something is happening (i.e., a student has undiagnosed Attention Deficit Disorder and challenges in the home) than on *what* is happening (e.g., a student is caught skipping school). Risks should be identified using the experiences, information and data of community members and partners to highlight the issues that are most significant and prevalent in the community. For example, many communities are engaging a wide range of local agencies and organizations to discuss which risks they come across most often, and are compiling available data to do additional analysis of trends and patterns of risk to focus on in their plan.

Awareness and Understanding

Community safety and well-being planning requires that each community member understands their role in making the community a safe and healthy place to live. It is important to engage individuals, groups, agencies, organizations and elected officials to work collaboratively and promote awareness and understanding of the purpose and benefits of a strategic, long-term plan to address community risks. For example, it may be more helpful to speak about outcomes related to improved quality of life in the community – like stronger families and neighbourhoods – rather than reduced crime. This is not just about preventing crime. This is about addressing the risks that lead individuals to crime, and taking a hard look at the social issues and inequalities that create risk in the first place. Potential partners will likely need to understand what they are getting into – and why – before they fully commit time and resources.

“I think it is important to change the conversation early on in the process. A social development approach to community safety and well-being is a marathon rather than a sprint.” - Susan Evenden, City of Brantford

Highest Level Commitment

As the municipality has the authority, resources, breadth of services and contact with the public to address risk factors and to facilitate community partnerships, Ontario communities confirmed that municipalities are best placed to lead the community safety and well-being planning process. In First Nations communities, obtaining buy-in from the Chief and Band Council will provide a strong voice in supporting community safety and well-being planning. This type of planning is a community-wide initiative that requires dedication and input from a wide range of sectors, agencies, organizations and groups. To ensure that all the right players are at the table, it is critical to get commitment from local political leadership, heads of agencies and organizations, as well as other key decision-makers who can champion the cause and ensure that their staff and resources are available to support the planning process.

Effective Partnerships

No single individual, agency or organization can fully own the planning exercise – a plan will only be as effective as the partnerships and multi-sector collaboration that exist among those developing and implementing the plan. Due to the complex nature of many of the issues that impact the safety and well-being of individuals, families and communities, including poverty, mental health issues, addictions, and domestic violence, a wide range of agencies, organizations and services need to be involved to create comprehensive, sustainable solutions. This may begin through **communication** between service providers, where information is exchanged to support meaningful relationships while maintaining separate objectives and programs. **Cooperation** between agencies and organizations is mutually beneficial because it means that

they provide assistance to each other on respective activities. **Coordination** takes partnerships a step further through joint planning and organization of activities and achievement of mutual objectives. **Collaboration** is when individuals, agencies or organizations are willing to compromise and work together in the interest of mutual gains or outcomes. Working in this way will be critical to the development of an effective, multi-sector plan. Many municipalities, First Nations and their partners that are developing local plans have found that having a dedicated coordinator is very helpful in supporting and facilitating collaboration among all the different partners involved in the development of the plan. As partners work together and find new and more effective ways of tackling common challenges, they may begin to operate in **convergence**, which involves the restructuring of services, programs, budgets, objectives and/or staff.

In Sault Ste. Marie, a local multi-agency service delivery model focuses on providing vital services and programs under one roof, and acts as a support to a specific neighbourhood through the Neighbourhood Resource Centre – a collaborative effort of 32 local agencies and groups.

Evidence and Evaluation

Before a plan can be developed, it will be important to gather information and evidence to paint a clear picture of what is happening in the community to support the identification of local priority risks. Some communities have already started to gather and analyze data from various sources, including Statistics Canada, police and crime data, as well as data on employment levels, educational attainment rates, social services and health care information. If gaps in service or programming are found in locally-identified areas of risk, research should be done to determine the most appropriate evidence-based response to be put into place. On the other hand, communities that already have evidenced-based strategies in place that directly respond to a local priority risk identified in their plan should review each strategy to ensure outcome measures are established and that they are showing a positive impact. Depending on these results, enhancing or expanding these strategies should be considered. Once a completed plan is implemented, data and information will be equally critical in order to evaluate how effective it has been in addressing the priority risks and creating positive changes in the community. The same data and information sources that indicated from the beginning that housing and homelessness, for example, was a priority risk in the community, should be revisited and reviewed to determine whether that risk has been reduced. Sharing evidence that the plan is creating better outcomes for community members will help to build trust and support for the implementing partner agencies and organizations, the planning process, and the plan itself.

Conclusion

Municipalities, First Nations and their partners should be considering the critical success factors throughout the process of developing, implementing, reviewing, evaluating and updating the plan. The next section will connect the community safety and well-being planning framework and critical success factors to practical advice and guidance when undergoing this planning process.

Section 4 – Connecting the Framework to Practice

This section is meant to connect the community safety and well-being planning framework and critical success factors of community safety and well-being planning with the operational practice of developing, implementing, reviewing, evaluating and updating the plan. There is no right or wrong first or last step. Communities have suggested that it can take anywhere between one to two years to develop a plan, and those with the municipality or Band Council in a lead role made the most headway. To provide additional operational support and resources, Section 6 includes a toolkit of guidance documents that builds on the following concepts and identifies specific tools in each area for consideration:

- Obtaining Collaborative Commitment;
- Creating Buy-In;
- Focusing on Risk;
- Assessing and Leveraging Community Strengths;
- Evidence and Evaluation; and
- Putting the Plan into Action.

Obtaining Collaborative Commitment

Demonstrated commitment from local governance, whether it is the municipality or Band Council, can have a significant impact on multi-sector buy-in, and will likely be most effective if completed at the beginning of the planning process. This type of commitment can be demonstrated in various ways - through a council resolution, attending meetings, creating a coordinator position, realigning resources and/or creating awareness among staff. Collaboration exists in communities across Ontario, whether it is through strong bilateral partnerships or among three or more partners. The community safety and well-being planning process requires drawing on existing partnerships as well as creating new ones. This may involve leveraging an existing body, or creating a new structure to develop, refine or reaffirm outcomes, strategies and measures in social development, prevention, risk intervention and incident response. Commitment from multiple sectors will usually occur once they have an understanding of what community safety and well-being planning is meant to achieve and its benefits. Commitment may be solidified through agreeing upon goals, objectives, performance measurement and roles and responsibilities.

See Tool 1 for guidance on participants, roles and responsibilities, Tool 2 for guidance on start-up, and Tool 3 for guidance on asset mapping.

Creating Buy-In

In order to ensure that each community member, agency and organization understands what community safety and well-being planning is, and to begin to obtain buy-in and create partnerships, municipalities, First Nations and their partners may choose to start by developing targeted communication materials. They may also wish to meet with and/or bring together service providers or community members and take the time to explain the community safety and well-being planning framework and important concepts and/or get their feedback on local risks. Designing a visual identity and creating marketing and/or promotional material may also help to obtain multi-sectoral buy-in and allow community members to identify with the plan.

See Tool 4 for guidance on engagement.

Focusing on Risk

Engaging community members and service providers to document risks is the first step. The range of risks identified will be dependent on the sources of information, so it is important to engage through various methods, such as one-on-one interviews with multi-sectoral service providers, focus sessions with vulnerable groups, and/or surveys with public drop boxes. Risk identification and prioritization is the next task that should be done by looking at various sources of data and combining it with feedback from the community.

See Tool 4 for guidance on engagement and Tool 5 for analyzing community risks.

Assessing and Leveraging Community Strengths

Achieving a community that is safe and well is a journey; before partners involved in the development of a plan can map out where they want to go, and how they will get there, they need to have a clear understanding of their starting point. It is important that community members do not see community safety and well-being planning as just another planning exercise or creation of a body. It is about identifying local priority risks and examining current strategies through a holistic lens to determine if the right sectors, agencies and organizations are involved or if there are overlaps or gaps in service or programming. Some communities may find there is a lack of coordination of existing strategies. To address this they should look at existing bodies and strategies and see how they can support the development and implementation of the plan. Other communities may discover that there are gaps in service delivery, and should do their best to fill these gaps through, for example, the realignment of existing resources. As every community is different in terms of need and resources, it is recognized that some communities, such as some First Nations communities, may experience difficulties identifying existing strategies due to a lack of resources.

See Tool 3 for guidance on asset mapping.

Evidence and Evaluation

Once risks are prioritized, if gaps in service or programming are found in any or all areas of the plan, research should be done to determine the most appropriate evidence-based response to be put into place to address that risk, while considering local capacity and resources. Some may find after risk prioritization that they already have evidence-based strategies in place that directly respond to identified risks that will be addressed

in their plan. At the planning stage, it is important to identify the intended outcomes of those activities in order to measure performance and progress towards addressing identified risks through the development of a logic model and performance measurement framework. Some outcomes will be evident immediately after activities are implemented and some will take more time to achieve. Whether planning for promoting and maintaining community safety and well-being through social development, working to reduce identified risks, or mitigating elevated risk situations or incident responses, it is equally important for planning partners to set and measure their efforts against predetermined outcomes.

See Tool 6 for guidance on performance measurement.

Putting the Plan into Action

It is important to ensure that strategies put into place in each area of the plan for each priority are achievable based on local capacity and resources. To achieve success, the right individuals, agencies and organizations need to be involved, outcomes benchmarked, and responsibilities for measurement identified. Developing an implementation plan will help municipalities, First Nations and their partners stay organized by outlining who is doing what and when, in each planning area, who is reporting to whom, and the timing of progress and final reports. The date of the next safety and well-being planning cycle should align with the other relevant planning cycles (e.g., municipal cycle) and budgeting activities to ensure alignment of partner resources and strategies. Once the plan is documented and agreed upon by multi-sector partners, it is then time to put it into action with regular monitoring, evaluation and updates to achieve community safety and well-being.

See Appendix F for a sample plan.

Conclusion

Municipalities, First Nations and their partners should consider these steps when planning for community safety and well-being. The most important considerations to remember when planning is that the framework is understood, the critical success factors exist in whole or in part, and that the plan responds to local needs in a systemic and holistic way.

Section 5 – Ontario’s Way Forward

Overall, this booklet responds to the most common challenge articulated by communities across the province - the need to change the way we look at service delivery in all sectors moving forward so that Ontarians can get the services they need, when they need them. To ensure that community safety and well-being planning achieves its intended outcomes, champions will need to continue to lead the way forward to address the root causes of crime and social disorder and increase community safety and well-being now and into the future.

This booklet strongly encourages municipalities, First Nations and their partners to undertake an ongoing holistic, proactive, collaborative planning process to address local needs in new and innovative ways. Developing local plans with multi-sectoral, risk-based strategies in social development, prevention and risk intervention will ensure that risk factors associated with crime and victimization are addressed from every angle. In the longer term, information and data gathered through the planning process will provide an opportunity for multi-sector partners at the local and provincial levels to evaluate and improve the underlying structures and systems through which services are delivered.

The ministry will continue to support Ontarians as they undertake community safety and well-being planning, implementation and evaluation, in collaboration with community, policing and inter-ministerial partners. To further support this shift at the provincial level, through the Strategy for a Safer Ontario, the ministry will be looking at smarter and better ways to do things in order to deliver services in a proactive, targeted manner. This will be done through the use of evidence and experience to improve outcomes, and continuing well-established partnerships that include police, education, health and social services, among others, to make Ontario communities safer and healthier.

Section 6 – Toolkit for Community Safety and Well-Being Planning

The ministry has prepared a toolkit to assist municipalities, First Nations and their partners in developing, implementing, reviewing, evaluating and updating a local plan. These tools have been tested by Ontario communities and include valuable feedback from local practitioners across the province. Overall learnings from these communities have been incorporated into the toolkit, including the processes undertaken to develop local plans.

The following toolkit includes:

- Tool 1 – Participants, Roles and Responsibilities
- Tool 2 – Start-Up
- Tool 3 – Asset Mapping
- Tool 4 – Engagement
- Tool 5 – Analyzing Community Risks
- Tool 6 – Performance Measurement
- Appendix A – Information Sharing
- Appendix B – Engaging Youth
- Appendix C – Engaging Seniors
- Appendix D – Definitions
- Appendix E – Risk and Protective Factors
- Appendix F – Community Safety and Well-Being Plan Sample

In addition, several other resources are available to municipalities, First Nations and their partners as they undertake community safety and well-being planning.

- Crime Prevention in Ontario: A Framework for Action
- Community Safety and Well-Being in Ontario: Booklet 2 - A Snapshot of Local Voices
- Provincial Approach to Community Safety and Well-Being

Tool 1 – Participants, Roles and Responsibilities

The Champion and Coordinator(s)

Each community will approach community safety and well-being planning from a different perspective and starting point that is specific to their unique needs, resources and circumstances. Some communities may have champions and others may need to engage them to educate the public and serve as a face for the plan. In municipalities, the community safety and well-being planning process should be led by a clearly identifiable coordinator(s) that is from the municipality. In First Nations communities, the coordinator(s) may be from the Band Council or a relevant agency/organization.

Role of Champion(s)

Champions are public figures who express their commitment to community safety and well-being planning and rally support from the public and community agencies/organizations. It should be an individual or group who has the ability to motivate and mobilize others to participate, often because of their level of authority, responsibility or influence in the community. The more champions the better. In many communities this will be the mayor and council, or Chief and Band Council in a First Nations community.

A champion may also be a:

- Community Health Director;
- Local elected councillor at the neighbourhood level;
- Chief Medical Officer of Health;
- Municipal housing authority at the residential/building level; or
- School board at the school level.

Role of the Coordinator(s)

The coordinator(s) should be from an area that has knowledge of or authority over community safety and well-being, such as social services. As the coordinator(s) is responsible for the coordination/management of the plan, this should be someone who has working relationships with community members and agencies/organizations and is passionate about the community safety and well-being planning process.

Key Tasks of the Coordinator(s)

- The key tasks include recruiting the appropriate agencies/organizations and individuals to become members of an advisory body. This should include multi-sectoral representation and people with knowledge and experience in responding to the needs of community members.

“The City of Brantford is best positioned in terms of resources, breadth of services and contact with the public to both address risk factors and to facilitate community partnerships. Specifically, the City can access a wide range of social services, housing, child care, parks and recreation and planning staff to come together to create frameworks that support community safety.” - Aaron Wallace, City of Brantford

Responsibilities of the Coordinator(s)

- Planning and coordinating advisory body meetings.
- Participating on the advisory body.
- Planning community engagement sessions.
- Ensuring the advisory body decisions are acted upon.
- Preparing documents for the advisory body (e.g., terms of reference, logic model(s), the plan).
- Receiving and responding to requests for information about the plan.
- Ensuring the plan is made publicly available.

See Appendix E for risk and protective factors, Tool 6 for guidance on performance measurement and Appendix F for a sample plan.

Advisory Body

The advisory body can be as small or as large as appropriate for the community. For example, a small community with fewer services may have six members, and a larger community with a wide range of services may have 15 members. It may involve the creation of a new body or the utilization of an existing body. To ensure the commitment of the members of the advisory body, a document should be developed and signed that outlines agreed upon principles, shared goals, roles and resources (e.g., terms of reference).

Members of the Advisory Body

- Member agencies/organizations and community members recruited to the advisory body should be reflective of the diverse make-up of the community and should have:
 - Knowledge/information about the risks and vulnerable populations in the community;
 - Lived experience with risk factors or part of a vulnerable group in the community;
 - Understanding of protective factors needed to address those risks;
 - Experience developing effective partnerships in the community;
 - Experience with ensuring equity, inclusion and accessibility in their initiatives; and
 - A proven track record advocating for the interests of vulnerable populations.
- Individual members will ideally have the authority to make decisions on behalf of their respective agencies/organizations regarding resources and priorities, or will be empowered to do so for the purposes of developing the plan.
- Advisory bodies should include representation from the municipality/First Nations communities, police service/police services board, a mental health agency/organization and at least one other sector.

See Tool 2 for guidance on start-up and Tool 3 for guidance on asset mapping.

Responsibilities of the Advisory Body

- Leading community engagement sessions to inform the development of the plan.
- Determining the priorities of the plan, including references to risk factors, vulnerable populations and protective factors.

- Ensuring outcomes are established and responsibilities for measurement are in place and approving performance measures by which the plan will be evaluated, as well as the schedule and processes used to implement them.
- Ensuring each section/activity under the plan, for each priority risk, is achievable.
- Ensuring the right agencies/organizations and participants are designated for each activity.
- Owning, evaluating and monitoring the plan.
- Aligning implementation and evaluation of the plan with the municipal planning cycle and other relevant sector specific planning and budgeting activities to ensure alignment of partner resources and strategies.
- Setting a future date for reviewing achievements and developing the next version of the plan.
- Thinking about ways in which the underlying structures and systems currently in place can be improved to better enable service delivery.

See Tool 4 for guidance on engagement and Tool 5 for analyzing community risks.

Key Tasks of the Advisory Body

- Developing and undertaking a broad community engagement strategy to build on the members' awareness of local risks, vulnerable groups and protective factors.
- Developing and maintaining a dynamic data set, and ensuring its ongoing accuracy as new sources of information become available.
- Determining the priority risk(s) that the plan will focus on based on available data, evidence, community engagement feedback and capacity.
 - After priority risks have been identified, all actions going forward should be designed to reduce these risks, or at least protect the vulnerable groups from the risks.
- Based on community capacity, developing an implementation plan or selecting, recruiting and instructing a small number of key individuals to do so to address the selected priority risk(s) identified in the plan.

Implementation Teams

For each priority risk determined by the advisory body, if possible and appropriate, an implementation team should be created or leveraged to implement strategies (e.g., programs or services) to reduce the risk. The need for implementation team(s) will depend on the size and capacity of the community and the risks identified. For example, a small community that has identified two priority risks that can be effectively addressed by the advisory body may not require implementation teams. On the other hand, a large community with six priority risks may benefit from implementation teams to ensure each risk is addressed. They may also establish fewer teams that focus on more than one priority risk. If planning partners determine it is appropriate for them to have a new implementation team to ensure the commitment, a document should be developed and signed that outlines agreed upon principles, shared goals and roles.

"It's important to ensure that committee members want to be there and have a strong understanding of safety and well-being planning." - Dana Boldt, Rama Police Service

Members of Implementation Teams

- Members of the implementation team(s) should be selected based on their knowledge of the risk factors and vulnerable groups associated with the priority, and have access to relevant information and data. They may also have lived experience with risk factors or be part of a vulnerable group in the community.

Members of implementation teams should have:

- In-depth knowledge and experience in addressing the priority risks and which protective factors and strategies are needed to address those risks.
- A proven track record advocating for the interests of vulnerable populations related to the risk.
- The ability to identify the intended outcomes or benefits that strategies will have in relation to the priority risk(s) and suggest data that could be used to measure achievement of these outcomes.
- Experience developing effective stakeholder relations/ partnerships in the community.
- Experience ensuring equity, inclusion and accessibility in their initiatives.

See Tool 6 for guidance on performance measurement and Appendix F for a sample plan.

Responsibilities and Tasks of Implementation Teams

- Identify strategies, establish outcomes and performance measures for all four planning areas related to the priority risk, including promoting and maintaining community safety and well-being, reducing identified risks, mitigating elevated risk situations and immediate response to urgent incidents.
- Engage community members from the vulnerable populations relevant to the priority risk to inform the development of the strategies in each area.
- Establish an implementation plan for the strategies in each area which clearly identifies roles, responsibilities, timelines, reporting relationships and requirements.
- Monitor the actions identified in the implementation plan, whether it is the creation, expansion and/or coordination of programs, training, services, campaigns, etc.
- Report back to the advisory body.

Tool 2 – Start-Up

Once partners involved in community safety and well-being planning have established an advisory body or implementation team(s), they should document important information pertaining to each group, including background/context, goals/purpose, objectives and performance measures, membership, and roles and responsibilities. Making sure that everyone knows what they are trying to achieve will help the group(s) stay on track and identify successes of the plan.

For many planning partners, this will be done using a terms of reference. The following was created to guide the development of this type of document. Some planning partners may decide to develop a terms of reference for their advisory body and each implementation team, while others may decide to develop one that includes information on each group; this will depend on a variety of factors such as the community's size, their number of risk factors and implementation team(s).

Background and Context

When developing a terms of reference, planning partners may wish to begin by providing the necessary background information, including how they have reached the point of developing an advisory body or implementation team, and briefly describing the context within which they will operate. This should be brief, but include enough detail so that any new member will have the necessary information to understand the project's context.

Goals and Purpose

Planning partners may then wish to identify:

- the need for their advisory body or implementation team (i.e., why the group was created and how its work will address an identified need); and
- the goal(s) of their group/project. A goal is a big-picture statement, about what planning partners want to achieve through their work – it is the change they want to make within the timeframe of their project.

Objectives and Performance Measures

If the planning partners' goal is **what** they plan to achieve through their work, then their objectives are **how** they will get there – the specific activities/tasks that must be performed to achieve each goal. It is important to ensure that goals and objectives are **Specific, Measurable, Achievable, Results-focused and Time-bound (SMART)** so that partners will know exactly what information to look at to tell if they have achieved them. Information and data that help planning partners monitor and evaluate the achievement of goals and objectives are called performance measures or performance indicators. See Section 5 of the toolkit for more information and guidance on performance measures.

For each goal identified, planning partners may list specific objectives/deliverables that will signify achievement of the goal when finished. For each objective/deliverable, they may list the measures that will be used to evaluate the success of the results achieved. To help planning partners stay organized, they may wish to create a chart such as the one below, which includes example goals/objectives and performance measures.

These may look different for the advisory body and implementation team(s). For example, the goals/objectives of the advisory body may relate to the development of the plan, where the goals/objectives of an implementation team may be related to reducing a specific risk identified in the plan through the expansion of an existing program. Planning partners should develop their own goals/objectives and performance measures depending on need, resources and capacity.

Goal/Objectives	Performance Measures
Goal: To engage a diverse range of stakeholders in the development and implementation of the plan Objective: Develop a community engagement/communications strategy	Number of engagement sessions held Number of different sectors engaged Number of community members and organizations that see their role in community safety and well-being planning Knowledge of what community safety and well-being planning means and association with the plan brand
Goal: To reduce youth homelessness Objective: To help youth without a home address find stable housing	Number of youth accessing emergency shelters Number of youth without a home address Number of youth living/sleeping on the streets Number of youth living in community housing
Goal: Increased educational attainment rates Objective: To prevent youth from leaving school and encourage higher education	Number of youth dropping out of high-school Number of youth graduating high-school Number of youth enrolling in post-secondary education Number of youth graduating from post-secondary education Number of education sessions held for post-secondary institutions Number of youth meeting with academic advisors

Membership

Planning partners' terms of reference should also identify the champion and coordinator(s) of their plan and members of the advisory body or implementation team(s) by listing the names and agencies/organizations of each member in a chart (see example below). This will help to identify if there are any sectors or agencies/organizations missing and ensure each member is clear about what their involvement entails.

Notes:

- The champion is a public figure who expresses their commitment to developing and implementing a plan and rallies support from the public and community agencies/organizations. The coordinator(s), from the municipality or Band Council, should be responsible for the coordination/management of the plan and should be someone who has working relationships with community members and agencies/organizations and is passionate about the community safety and well-being planning process.
- Member agencies and organizations recruited to the advisory body should have knowledge of and supporting data about the risks and vulnerable populations in the area to be covered under the plan, as well as have established stakeholder relations. Members must have the authority to make decisions on behalf of their respective agencies/organizations regarding resources and priorities, or will be empowered to do so for the purposes of developing the plan.
- Members of the implementation team(s) should be selected based on their knowledge about the risk factors and vulnerable groups associated with the priority, have access to more information about them, have established stakeholder relations with the vulnerable groups to effectively carry out the project,

experience with developing and implementing local strategies, and have the specialized knowledge and technical capacities to specify objectives, set benchmarks and measure outcomes.

- It is important to include community leaders/organizations that advocate for the interests of the vulnerable populations on both the advisory body and implementation teams. It is also important to ensure representation from diverse communities and equity, inclusion and accessibility in the planning and implementation of initiatives.

Name	Organization	Role
Mayor John B.	City of X	Champion – advocates for the plan through public speaking engagements, etc.
Jane D.	City of X	Coordinator – coordinates meetings, assists in planning community engagement sessions, records meeting minutes, etc.
Shannon T.	Public Health Centre	Member – attends meetings, identifies potential opportunities for collaboration with organizations activities, etc.

Roles and Responsibilities

It will also be important for planning partners to define the specific functions of their advisory body or implementation team(s) to ensure that its members understand what they are trying to achieve and ultimately what they are responsible for.

See pages 19 and 20 for examples of advisory body responsibilities and page 21 for examples of implementation team responsibilities.

Logistics and Process

Planning partners should also document logistics for their advisory body or implementation team(s) so that its members know how much of their time they are required to commit to the group and are able to plan in advance so they can attend meetings as required. This may include:

- membership (e.g., identifying and recruiting key stakeholders);
- frequency of meetings;
- quorum (how many members must be present to make and approve decisions);
- meeting location;
- agenda and materials;
- meeting minutes; and
- expectations of members.

Support and Sign-Off

Finally, after all members of the advisory body or implementation team(s) agree to the information outlined above, in order to solidify their acceptance and commitment, each member should sign the terms of reference.

Tool 3 – Asset Mapping

Achieving community safety and well-being is a journey; before partners involved in the development of a plan can map out where they want to go, and how they will get there, they need to have a clear understanding of their starting point. Early in the planning process, they may wish to engage in asset mapping to help to:

- identify where there is already work underway in the community to address a specific issue and to avoid duplication;
- identify existing strengths and resources;
- determine where there may be gaps in services or required resources; and
- capture opportunities.

Mapping community assets involves reviewing existing bodies (i.e., groups/committees/ boards), analyzing social networks, and/or creating an inventory of strategies. This will help to ensure that planning is done as efficiently and effectively as possible.

Existing Body Inventory

When the community safety and well-being planning coordinator(s) from the municipality or Band Council is identifying members of their bodies to assist in the development and implementation of their plan, creating an inventory of existing bodies will help to determine if it is appropriate for them to take on these roles. Often there is repetition of the individuals who sit on committees, groups, boards, etc., and utilizing a body that already exists may reduce duplicative efforts and ultimately result in time savings.

Mapping existing bodies is also beneficial in order to make connections between a community's plan and work already being done, revealing potential opportunities for further collaboration.

This is an example of how bodies may be mapped:

Existing Body	Purpose/Mandate	Members	Connection to Plan	Opportunities for Collaboration
Youth Homelessness Steering Committee	To address youth homelessness by increasing employment opportunities for youth and reducing waitlists for affordable housing	Municipality School Board Mental Health Agency Child Welfare Organization Employment Agency	Unemployment is a priority risk factor within the community that the plan will focus on addressing	A representative from the municipality sits on this committee as well as the advisory body and will update on progress made
Mental Health Task Force	To ensure community members that are experiencing mental health issues are receiving the proper supports	Band Council Hospital Drop-in Health Clinic Mental Health Agency Child Welfare Organization Homeless Shelter	Mental health is a priority risk factor within the community that the plan will focus on addressing	This group will be used as an implementation team to develop and enhance strategies to address mental health in social development and prevention

Social Network Mapping

Social network mapping is used to capture and analyze relationships between agencies/organizations within the community to determine how frequently multi-sectoral partners are working together and sharing information, and to assess the level of integration of their work. This information may be collected through surveys and/or interviews with community agencies/organizations by asking questions such as: What agencies/organizations do you speak to most frequently to conduct your work? Do you share information? If yes, what types of information do you share? Do you deliver programs or services jointly? Do you depend on them for anything?

Relationships may be assessed on a continuum such as this:

Relationship	Description	Example
No relationship	No relationship of any kind	All sectors, agencies/organizations are working independently in silos
Communication	Exchanging information to maintain meaningful relationships, but individual programs, services or causes are separate	A school and hospital working together and sharing information only when it is required
Cooperation	Providing assistance to one another with respective activities	The police visiting a school as part of their annual career day
Coordination	Joint planning and organization of schedules, activities, goals and objectives	Community HUBs across Ontario - Various agencies housed under one structure to enhance service accessibility, with minimal interaction or information shared between services
Collaboration	Agencies/organizations, individuals or groups are willing to compromise and work together in the interest of mutual gains or outcomes	Situation Tables across Ontario - Representatives from multiple agencies/organizations meeting once or twice a week to discuss individuals facing acutely elevated risk of harm to reduce risk
Convergence	Relationships evolve from collaboration to actual restructuring of services, programs, memberships, budgets, missions, objectives and/or staff	Neighborhood Resource Center in Sault Ste. Marie – Agencies/organizations pool together resources for renting the space and each dedicate an individual from their agency to physically work in one office together to support wraparound needs

Collecting this information will allow planning partners to identify relationship gaps and opportunities. For example, through this exercise there may be one agency/organization that has consistently low levels of collaboration or convergence with others. In this case, the community safety and well-being planning coordinator(s) from the municipality or Band Council may wish to reach out to their local partners, including those represented on their advisory body, to develop strategies for enhancing relationships with this agency/organization. If appropriate, this may involve inviting them to become involved in the advisory body or implementation team(s).

Strategy Inventory

When deciding on strategies to address priority risks within a plan, it is important to have knowledge of strategies (e.g., programs, training, etc.) that are already being offered within the community. In some instances, a community may have several programs designed to reduce an identified risk, but there is a lack of coordination between services, resulting in a duplication of efforts. The community safety and well-being planning coordinator from the municipality or Band Council may then bring each agency/organization together to develop an approach to more efficiently deliver that strategy. Other planning partners may find that there are significant service gaps in relation to a specific area of risk, and that implementing a new strategy in order to close the gap may have a significant impact on the lives of the people experiencing that risk.

To assist with planning, it may be helpful to identify the risks addressed by each strategy, the area of the framework that the program falls under (i.e., social development, prevention, risk intervention and incident response), funding, and anticipated end dates. This will provide a sense of what strategies have limited resources and lifespans, as well as insight into which strategies may require support for sustainability.

When undertaking this exercise, planning partners may develop a template similar to this:

Strategy Name/Lead	Description	Key Risk Factors Addressed	Area of the Framework	Funding/ Source	End-Date
Stop Now and Plan (SNAP) Children's Mental Health Agency	SNAP is a gender sensitive, cognitive behavioural family-focused program that provides a framework for effectively teaching children and their parents how to regulate emotions, exhibit self-control and use problem-solving skills.	Youth impulsivity, aggression, poor self-control and problem solving	Prevention	\$100,000/year Federal Grant	12/2018

Threat Management /Awareness Services Protocol School Board	Threat Management/Awareness Services aim to reduce violence, manage threats of violence and promote individual, school and community safety through early intervention, support and the sharing of information. It promotes the immediate sharing of information about a child or youth who pose a risk of violence to themselves or others.	Negative influences in the youth's life, sense of alienation and cultural norms supporting violence	Risk Intervention	\$100,000/ year Provincial Grant	12/2018
Age-Friendly Community Plan Municipal Council	Age Friendly Community Plan aims to create a more inclusive, safe, healthy and accessible community for residents of all ages.	Sense of alienation, person does not have access to housing	Social Development	\$50,000/ year Provincial Grant	03/2017

Tool 4 – Engagement

In the development of local plans, there are two main reasons why planning partners may want to develop communication materials and/or conduct community engagement. First, partners may want to create promotional and educational materials in order to gain public support for and encourage participation in the plan. Second, they may want to collect information from the community to contribute to the plan (i.e., identifying and/or validating risks).

This section is intended to guide planning partners as they develop communication materials and organize community engagement; each section may be used for either purpose.

Introduction and Background

Planning partners may begin by providing the necessary background and briefly describing the context of community safety and well-being planning.

Purpose, Goals and Objectives

Planning partners may then wish to identify why communication materials are being developed and/or why the community is being engaged by asking themselves questions such as: What are the overall goals of the plan? What are the specific objectives of the communication materials and/or community engagement sessions?

Stakeholders

A plan is a community-wide initiative, so different audiences should be considered when developing communication materials to promote a plan's purpose and encourage involvement in its development/implementation. For a plan to be successful in enhancing community safety and well-being, a variety of sectors must see their role in the planning process. For example, if planning partners decide to develop posters to demonstrate what community safety and well-being planning means, they should ensure individuals from a variety of professions are represented, rather than just the police, so the community does not see the plan as a police-led initiative. Rather, partners may wish to include a picture of multiple sectors collaborating (i.e., holding hands, sitting around a table, etc.).

“Develop an engagement strategy that is manageable and achievable given the resources available – you won’t be able to engage every single possible partner, so focus on a good variety of community organizations, agencies and individuals and look for patterns.” - Lianne Sauter, Town of Bancroft

Additionally, to ensure the plan meets the needs of as many people as possible, planning partners should consider engaging with diverse groups and individuals. This may include:

- police, fire, emergency medical and other emergency services, such as sexual assault centres and shelters for abused women/children, to collect data on the occurrences they have responded to most frequently, as well as relevant locations and vulnerable groups;

- acute care agencies and organizations, including but not limited to child welfare and programs for at-risk youth, mental health, women's support, primary health care, addictions treatment, to collect information on the people they serve;
- health agencies and organizations, including but not limited to Public Health Units, Community Care Access Centres, Community Health Centres, Aboriginal Health Access Centres, and Long-Term Care Homes;
- social development organizations, such as schools and school boards, social services, youth drop-in centres, parental support services, community support service agencies and Elderly Persons Centres, to collect information on the people they serve;
- cultural organizations serving new Canadians and/or ethnic minorities, including Francophone organizations;
- local First Nations, Métis and/or Inuit groups, on or off reserve, and urban Aboriginal organizations;
- business sector, including but not limited to bankers, realtors, insurers, fraternal and service organizations, employers, local business leaders and owners, to collect information about the local economy; and
- community members with lived experiences and neighbourhood groups, including but not limited to individuals from vulnerable groups, community elders, faith groups, non-for-profit community based organizations and tenant associations.

See Tool 5 for guidance on analyzing community risks.

Planning partners should consider keeping a record of the groups that they have reached through community engagement, as well as their identified concerns, to support the analysis of community risks for inclusion in their plan.

Approach

In order to gain support and promote involvement, planning partners should think about how they can best communicate why they are developing a plan and what they want it to achieve. Some planning partners may do this through branding, such as developing a name, logo or mission statement for their plan. For example, one community that tested the framework and toolkit created a name and logo for the work undertaken as part of their plan – Safe Brantford – and put this on their community surveys, etc. This allows community members to recognize work being done under the plan and may encourage them to become involved.

Additionally, when planning for community engagement, partners to the plan should think about the different people, groups or agencies/organizations they plan to engage with, and the best way to engage them. They should ask themselves questions such as: what information do I want to get across or get from the community and what method of communication or community engagement would help me do this most effectively? For example, planning partners could have open town hall meetings, targeted focus groups by sector, one-on-one interviews with key people or agencies/organizations, or provide an email address to reach people who may be uncomfortable or unable to communicate in other ways. They may also distribute surveys and provide drop-boxes throughout the community. It is important to consider not only what planning partners want to get from engaging with community members, stakeholders and potential partners, but also what they might be hoping to learn or get from this process. As much as possible, partners to the plan should use these considerations to tailor their communication/community engagement approach based on the people/groups they are engaging.

See Appendix B for guidance on engaging youth and Appendix C for guidance on engaging seniors.

Materials and Messaging

Based on the type of engagement undertaken, planning partners may need to develop supporting materials to share information about their work and to guide their discussions. Materials should strive to focus the discussions to achieve the intended objectives of the engagement sessions, and may include some key messages about the community's work that they want people to hear and remember. Regardless of the audience, partners to the plan should develop basic, consistent information to share with everyone to ensure they understand what is being done, why they are a part of it, and what comes next. It will be important to ensure that materials and messages are developed in a way that manages the expectations of community members – be clear about what can be achieved and what is unachievable within the timeframe and resources.

With that, planning partners should ensure that all materials and messaging are accessible to a wide range of audiences, so that everyone is able to receive or provide information in a fair manner. For additional information, please refer to the *Accessibility for Ontarians with Disabilities Act, 2005*.

Logistics

When engaging the community, it will be important to have logistics sorted out so that the individuals/groups targeted are able to attend/participate. To do this, planning partners may want to consider the following:

- scheduling (e.g., How many community engagement sessions are being held? How far apart should they be scheduled? What time of day should they be scheduled?);
- finances (e.g., Is there a cost associated with the meeting space? Will there be snacks and refreshments?);
- travel accommodations (e.g., How will individuals get to the community engagement sessions? Is it being held in an accessible location? Will hotel arrangements be required?);
- administration (e.g., consider circulating an attendance list to get names and agency/organization and contact details, assign someone to take notes on what is being said at each session); and
- accessibility issues/barriers to accessibility (e.g., information or communication barriers, technology barriers and physical barriers).

Risks and Implications

While community engagement should be a key factor of local plans, some planning partners may encounter difficulties, such as resistance from certain individuals or groups. To plan for these setbacks, they should anticipate as many risks as possible, identify their implications and develop mitigation strategies to minimize the impact of each risk. This exercise should also be done when developing communication materials, including identifying potential risks to certain messaging. This may be done by using a chart such as the one below.

Risk	Implication	Mitigation Strategy
Organizations from various sectors do not see their role in community safety and well-being planning	Risks are not being properly addressed using a collaborative, multi-sector approach	Reach out to multi-sector organizations and develop clear communication materials so they are able to clearly see their role

Risk	Implication	Mitigation Strategy
Individuals experiencing risk will not attend or feel comfortable speaking about their experiences	Information collected will not reflect those with lived experience	Engage vulnerable groups through organizations that they may be involved with (e.g., senior's groups, homeless shelters, etc.)
Outspoken individuals who do not believe in planning for community safety and well-being in attendance	Opinions of everyone else in attendance may be negatively impacted	Assign a strong, neutral individual who holds clout and feels comfortable taking control to lead the engagement session

Community Engagement Questions

Whether planning partners are engaging individual agencies/organizations one-on-one or through town hall meetings, they should come prepared to ask questions that will allow them to effectively communicate what they want to get across or information they want to receive. Questions asked may vary depending on the audience. For example, a neighbourhood-wide town hall session might include only a few open-ended questions that initiate a broad discussion about a range of safety and well-being concerns. A more focused community engagement session with a specific organization or sector might include questions that dive deeper into a specific risk, challenges in addressing that risk, and potential strategies to be actioned through the plan to mitigate those risks.

Timelines

To ensure all required tasks are completed on time or prior to engagement, planning partners may wish to develop a work plan that clearly identifies all of the tasks that need to be completed in advance.

This may be done using a chart such as this:

Activity/Task	Lead(s)	Timelines
Prepare a presentation with discussion questions	Kate T. (municipality) and Shannon F. (public health)	Two weeks in advance of engagement session
Reach out to community organizations that work with vulnerable groups for assistance in getting them to the sessions	Fionne P. (municipality) and Emily G. (education)	Twelve weeks in advance of engagement session

Tool 5 – Analyzing Community Risks

One of the ways partners involved in planning may choose to identify or validate local risks is through town hall meetings, where agencies/organizations and community members are provided with an opportunity to talk about their experiences with risk. Others may decide to have one-on-one meetings with community agencies/organizations or focus groups to discuss risks that are most common among those they serve.

This section is intended to assist planning partners in capturing the results of their community engagement, including who was engaged, what risks were identified, and how those risks can be analyzed and prioritized. This process will be crucial as they move towards developing risk-based approaches to safety and well-being.

Summary of Community Engagement Sessions

Planning partners may begin by writing a summary of their community engagement sessions, including the time period in which they were conducted, types of outreach or communication used, successes, challenges and findings, and any other key pieces of information or lessons learned. They may then record the people, agencies/organizations and sectors that were engaged and participated in their community engagement sessions in a chart similar to the one below, in order to show the diverse perspectives that have fed into their plan, and to help assess whether there are any other groups or sectors that still need to be engaged.

Sector/Vulnerable Group	Organization/Affiliation
Health	Hospital Public Health Unit Community Care Access Centre
Education	School Board High School Principal Alternative Education Provider
Housing	Community Housing Office Landlords
Emergency responders	Police service/Ontario Provincial Police Fire Department Ambulance
Social services	Employment Centre Family/Parenting Support Services Community Recreation Centre Women's Shelters Local Aboriginal Agencies
Mental health and addictions	Treatment/Rehabilitation Centre Mental Health Advocacy Addiction Support Group
At-risk youth	Youth from the Drop-in Centre
Seniors	Elder Abuse Response Team Community Support Service Agencies

Identified Risks

Planning partners will then want to capture the risks identified through their community engagement, and indicate who has identified those risks. If a risk has been identified by many different sectors and agencies/organizations, it will demonstrate how widely the community is impacted by that risk, and will also indicate the range of partners that need to be engaged to address the risk. Examples of this kind of information are included in the table below.

Risk	Identifying Sectors/Organizations/Groups
Missing school – chronic absenteeism	principal, school board, police, parents in the community
Physical violence in the home, emotional violence in the home	women's shelter, police services, hospital, school, child welfare agency
Housing – person does not have access to appropriate housing	emergency shelter, police, mental health service provider, citizens

Priority Risk Analysis

Once planning partners have compiled the risks identified through their community engagement, it is likely that some will stand out because they were referenced often and by many people, agencies/organizations. These risks should be considered for inclusion in the priority risks that will be addressed in the plan. The number of risks planning partners choose to focus on in their plan will vary between communities and will depend on the number of risks identified and their capacity to address each risk. For example, planning partners from larger communities where multiple risks have been identified may choose to have five priority risks in their plan. On the other hand, planning partners from smaller communities with multiple risks identified may choose to address three priority risks. Partners should not include more risks than they have the resources and capacity to address.

"There are some priorities that seem to affect many sectors on different levels through preliminary discussion. Data reports and community engagement sessions will assist in the overall identification of prioritized risks for initial focus within the plan." - Melissa Ceglie, City of Sault Ste. Marie

Additionally, planning partners should refer to local research to support and/or add to priority risks identified during their community engagement. This is important as in order for plans to effectively increase a community's safety and well-being, they should focus on risks that **experience and evidence** show are prevalent. When analyzing the identified risks to determine which ones will be priorities, and how they would be addressed in the plan, planning partners may wish to walk through and answer the following questions for each risk:

- **What is the risk?**
 - For example, is the risk identified the real problem, or is it a symptom of something bigger? As with the above example of the risk of poor school attendance, planning partners might think about what is causing students to miss school, and consider whether that is a bigger issue worth addressing.
 - Which community members, agencies/organizations identified this risk, and how did they describe it (i.e., did different groups perceive the risk in a different way)?

- **What evidence is there about the risk – what is happening now?**
 - How is this risk impacting the community right now? What has been heard through community engagement?
 - Is there specific information or data about each risk available?
 - How serious is the risk right now? What will happen if the risk is not addressed?
- **What approach does the community use to address what is happening now?**
 - Incident response or enforcement after an occurrence;
 - Rapid intervention to stop something from happening;
 - Implement activities to reduce/change the circumstances that lead to the risk; or
 - Ensure that people have the supports they need to deal with the risk if it arises.
- **How could all of the approaches above be used to create a comprehensive strategy to address each priority risk that:**
 - Ensures all community members have the information or resources they need to avoid this risk;
 - Targets vulnerable people/groups that are more likely to experience this risk and provide them with support to prevent or reduce the likelihood or impact of this risk;
 - Ensures all relevant service providers work together to address shared high-risk clients in a quick and coordinated way; and
 - Provides rapid responses to incidents using the most appropriate resources/agencies?
- **Where will the most work need to be done to create a comprehensive strategy to address the risk? Who will be needed to help address any existing service gaps?**

Risk-driven Tracking Database

Many communities have already started implementing strategies in the four planning areas of the Framework to address their local risks. In support of planning in the risk intervention area, the ministry initiated the Risk-driven Tracking Database to provide a standardized means of gathering de-identified information on situations of elevated risk of harm in the community.

The Risk-driven Tracking Database is one tool that can be used by communities to collect information about local priority risks and evolving trends to help inform the community safety and well-being planning process. It is recommended that this data be used in conjunction with other local data sources from various sectors.

For additional information on the Risk-driven Tracking Database, please contact SafetyPlanning@Ontario.ca.

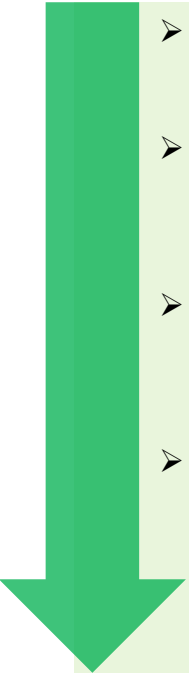
Tool 6 – Performance Measurement

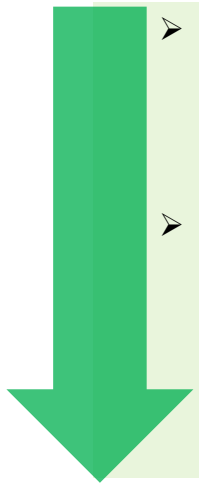
In the development stage of a plan, it is necessary to identify and understand the key risks and problems in the community and then to explore what can be done to address them.

In order to choose the best strategies and activities for the specific risk or problem at hand, partners involved in planning should seek out evidence of what works by conducting research or engaging others with experience and expertise in that area. Leverage the strengths of existing programs, services or agencies/organizations in the community and beyond to implement activities that are proven to achieve results and improve the lives of those they serve.

At the planning stage, it is also important to identify the intended outcomes of those activities in order to measure performance and progress made towards addressing identified problems. **Outcomes** are the positive impacts or changes activities are expected to make in a community. Some outcomes will be evident immediately after activities are implemented and some will take more time to achieve. Whether planning for incident response, mitigating elevated risk situations, working to reduce identified risks, or promoting and maintaining community safety and well-being through social development, it is equally important for planning partners to set and measure their efforts against predetermined outcomes.

When performance measurement focuses on outcomes, rather than completion of planned activities, it presents opportunities for ongoing learning and adaptation to proven good practice. Performance measurement can be incorporated into the planning process through a logical step-by-step approach that enables planning partners to consider all the components needed to achieve their long-term outcome, as outlined below.

- 
- Inputs: financial, human, material and information resources dedicated to the initiative/program (e.g., grant funding, dedicated coordinator, partners, analysts, evaluators, laptop, etc.).
 - Activities: actions taken or work performed through which inputs are used to create outputs (e.g., creation of an advisory body and/or implementation team(s), development, enhancement or review of strategies in social development, prevention, risk intervention or incident response, etc.).
 - Outputs: direct products or services resulting from the implementation of activities (e.g., multi-sector collaboration, clients connected to service, development of a plan, completion of a program, etc.).
 - Immediate Outcomes: change that is directly attributable to activities and outputs in a short time frame. Immediate outcomes usually reflect increased awareness, skills or access for the target group (e.g., increased awareness among partners and the community about the plan and its benefits, increased protective factors as a result of a program being implemented like increased self-esteem, problem solving skills, etc.).



- **Intermediate Outcomes:** Change that is logically expected to occur once one or more immediate outcomes have been achieved. These outcomes will take more time to achieve and usually reflect changes in behaviour or practice of the target group (e.g., increased capacity of service providers, improved service delivery, reduction of priority risks, etc.).
- **Long-term Outcome:** The highest-level change that can reasonably be attributed to the initiative/program as a consequence of achievement of one or more intermediate outcomes. Usually represents the primary reason the initiative/program was created, and reflects a positive, sustainable change in the state for the target group (e.g., improved community safety and well-being among individuals, families and communities, reduced costs associated with and reliance on incident responses, etc.).

When choosing which outcomes to measure, it is important for planning partners to be realistic about what measurable impact their activities can be expected to have in the given timeframe. For example, their project goal might be to reduce the number of domestic violence incidents in the community. This would require sustainable changes in behaviour and it may take years before long-term trends show a measurable reduction. It may be easier to measure immediate to intermediate level outcomes such as increased speed of intervention in situations of high-risk for domestic violence, or increased use of support networks by victims or vulnerable groups.

A logic model should be completed during the planning phase of the plan in order to map out the above components for each identified risk or problem that will be addressed. Please see below for a logic model sample.

Following the identification of outcomes, corresponding indicators should be developed. An **indicator** is an observable, measurable piece of information about a particular outcome, which shows to what extent the outcome has been achieved. The following criteria should be considered when selecting indicators:

- relevance to the outcome that the indicator is intended to measure;
- understandability of what is being measured and reported within an organization and for partners;
- span of influence or control of activities on the indicator;
- feasibility of collecting reasonably valid data on the indicator;
- cost of collecting the indicator data;
- uniqueness of the indicator in relation to other indicators;
- objectivity of the data that will be collected on the indicator; and
- comprehensiveness of the set of indicators (per outcome) in the identification of all possible effects.

Outcomes, indicators and other information about the collection of indicator data should be mapped out early on in order to ensure that performance measurement is done consistently throughout the implementation of activities, and beyond, if necessary. This information forms the **performance measurement framework (PMF)** of the plan (or for each risk-based component of the plan). Please see below for a sample PMF template where this information may be captured.

A PMF should be completed to correspond with a logic model, as follows:

1. Specify the geographical **location**; a bounded geographical area or designated neighbourhood.
2. From the Logic Model, list the identified **outcomes** at the immediate, intermediate and long-term level, as well as the **outputs**. It is important to measure both outputs and outcomes – output indicators show that planning partners are doing the activities they set out to do, and outcome indicators show that their activities and outputs are having the desired impact or benefit on the community or target group.
3. Develop key performance **indicators**;
 - a. Quantitative indicators – these are numeric or statistical measures that are often expressed in terms of unit of analysis (the number of, the frequency of, the percentage of, the ratio of, the variance with, etc.).
 - b. Qualitative indicators – qualitative indicators are judgment or perception measures. For example, this could include the level of satisfaction from program participants and other feedback.
4. Record the **baseline data**; information captured initially in order to establish the starting level of information against which to measure the achievement of the outputs or outcomes.
5. Forecast the achievable **targets**; the “goal” used as a point of reference against which planning partners will measure and compare their actual results against.
6. Research available and current **data sources**; third party organizations that collect and provide data for distribution. Sources of information may include project staff, other agencies/organizations, participants and their families, members of the public and the media.
7. List the **data collection methods**; where, how and when planning partners will collect the information to document their indicators (i.e., survey, focus group).
8. Indicate data collection **frequency**; how often the performance information will be collected.
9. Identify who has **responsibility**; the person or persons who are responsible for providing and/or gathering the performance information and data.

Sample Logic Model:

PRIORITY/RISKS: poor school performance, low literacy, low graduation rates

VULNERABLE/TARGET GROUP: youth and new immigrants

LONG-TERM OUTCOME

Increased Community Safety and Well-Being

INTERMEDIATE OUTCOME

Increased Educational Attainment

IMMEDIATE OUTCOMES

- Community is better informed of issues faced related to community safety and well-being (education specifically)
- Impacts of not graduating from high-school communicated to students, community members and service providers
- Increased access to education for students in receipt of social assistance
- Expansion of lunch-time and after-school reading programs in schools

OUTPUTS

- 47 youth and youth service providers engaged in the plan
- Awareness of evidence-based strategies to increase graduation
- Partnerships created between local university, college, social services
- 25 students from low income neighbourhoods provided access to free summer tutoring

ACTIVITIES

- Distribution of engagement survey
- Community engagement sessions
- One-on-one meetings with local university, college and social services
- Broker partnerships between social services, neighbourhood hubs, library and school boards

INPUTS

1,000+ hours of the municipalities' community safety and well-being planning coordinator's time, 2,000 copies of engagement survey, refreshment and transportation costs for engagement sessions, 500 hours of the manager of strategic planning and community development's time, 5 hours of time dedicated by representatives of the local college, university, social service center, school board and library

Sample Performance Measurement Framework:

Expected Outcomes	Indicators	Baseline Data	Targets	Data Sources	Data Collection Methods	Frequency	Responsibility
Long-Term Outcomes Use outcome from Logic Model - e.g., Increased community safety and well-being	# of people employed	employment rate from the year the plan starts	5% increase	municipality	collect from municipality	every 2 years (the plan is for 4 years)	municipality
Intermediate Outcomes Use outcomes from Logic Model - e.g., Increased Educational Attainment	# of students graduated from high-school	graduation rate from the year the plan starts	5% increase	school board(s)	collect from school boards	at the end of every school year	school board
Immediate Outcomes Use outcomes from Logic Model - e.g., Community is better informed of issues faced related to community safety and well-being (education specifically)	# of community members that have attended engagement sessions	no comparison - would start from "0"	200 people	municipal community safety and well-being planning coordinator	collect attendance sheets at the end of every session	at the end of the first year of planning	municipal community safety and well-being planning coordinator
Outputs Use outputs from Logic Model - e.g., 25 students from low income neighbourhoods provided access to free tutoring	# of students that have completed the tutoring program	no comparison - would start from "0"	100% completion	social service tutors	collect attendance sheets	each year at the end of summer	social services manager running the program

Appendix A – Information Sharing

There are many different types of activities that may be used to address priority risks in each of the four planning areas. Collaborative, multi-sectoral risk intervention models, such as Situation Tables, are one example of initiatives that are widely used across the province in risk intervention. They involve multi-sector service providers assisting individuals, families, groups and places facing acutely elevated risk of harm by connecting them to resources in the community within 24 to 48 hours. As information sharing has been identified by many communities as a barrier to the success of these models, this section was developed to provide guidance. In addition to the information sharing guidance below, the Risk-driven Tracking Database is another tool available to support communities implementing their multi-sectoral risk intervention models (see Tool 5 – Analyzing Community Risks).

While the following speaks specifically to multi-sectoral risk intervention models, the importance of sharing information in each of the four planning areas cannot be understated. In order for planning to be effective, multi-sector agencies and organizations must work together, including sharing information in social development on long-term planning and performance data between sectors, in prevention on aggregate data and trends to inform priority risks, in risk intervention on risks facing individuals, families, groups and places and in incident response on a situation at hand.

Please note that not all aspects of the information sharing principles and Four Filter Approach outlined below are prescribed in legislation and many may not be mandatory for your specific agency or organization. Together, they form a framework intended to guide professionals (e.g., police officers, educators from the school boards, mental health service providers, etc.) that are engaged in multi-sectoral risk intervention models (e.g., Situation Tables) that involve sharing information.

The sharing of personal information and personal health information (“personal information”) requires compliance with the Freedom of Information and Protection of Privacy Act (FIPPA), Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the Personal Health Information Protection Act (PHIPA), and/or other pieces of legislation by which professionals are bound (e.g., the Youth Criminal Justice Act). With that, before engaging in a multi-sectoral risk intervention model, all professionals should familiarize themselves with the applicable legislation, non-disclosure and information sharing agreements and professional codes of conduct or policies that apply to their respective agency or organization.

Considerations should also be made for undergoing a Privacy Impact Assessment (PIA) and entering into a confidentiality agreement. Conducting a PIA and entering into information sharing agreements is recommended to ensure that adequate standards for the protection of personal information are followed.

For information on PIAs, refer to the “Planning for Success: Privacy Impact Assessment Guide” and “Privacy Impact Assessment Guidelines for the Ontario Personal Health Information Protection Act” which are available on the Information and Privacy Commissioner of Ontario website.

Once the decision has been made to participate in a multi-sectoral risk intervention model, such as a Situation Table, agencies/organizations should also ensure transparency by making information about their participation publicly available, including the contact information of an individual who can provide further information or receive a complaint about the agency/organization's involvement.

*Note: Information contained below should not be construed as legal advice.

Information Sharing Principles for Multi-Sectoral Risk Intervention Models

Information sharing is critical to the success of collaborative, multi-sectoral risk intervention models and partnerships that aim to mitigate risk and enhance the safety and well-being of Ontario communities. Professionals from a wide range of sectors, agencies and organizations are involved in the delivery of services that address risks faced by vulnerable individuals and groups. These professionals are well-placed to notice when an individual(s) is at an acutely elevated risk (see definition outlined on page 44) of harm, and collaboration among these professionals is vital to harm reduction.

Recognizing that a holistic, client-centered approach to service delivery is likely to have the most effective and sustainable impact on improving and saving lives, professionals involved in this approach, who are from different sectors and governed by different privacy legislation and policy, should consider the following common set of principles. It is important to note that definitive rules for the collection, use and disclosure of information are identified in legislation, and the following principles highlight the need for professional judgment and situational responses to apply relevant legislation and policy for the greatest benefit of individual(s) at risk.

Consent

Whenever possible, the ideal way to share personal information about an individual is by first obtaining that individual's consent. While this consent may be conveyed by the individual verbally or in writing, professionals should document the consent, including with respect to the date of the consent, what information will be shared, with which organizations, for what purpose(s), and whether the consent comes with any restrictions or exceptions.

When a professional is engaged with an individual(s) that they believe is at an acutely elevated risk of harm, and would benefit from the services of other agencies/ organizations, they may have the opportunity to ask that individual(s) for consent to share their personal information. However, in some serious, time-sensitive situations, there may not be an opportunity to obtain consent. In these instances, professionals should refer to pieces of legislation, including privacy legislation, which may allow for the sharing of personal information absent consent.

With or without consent, professionals may only collect, use or disclose information in a manner that is consistent with legislation (i.e., FIPPA, MFIPPA, PHIPA and/or other applicable legislation to which the agency/organization is bound), and they must always respect applicable legal and policy provisions.

Professional Codes of Conduct

It is the responsibility of all professionals to consider and adhere to their relevant professional codes of conduct and standards of practice. As in all aspects of professional work, any decision to share information must be executed under appropriate professional discipline. This presumes the highest standards of care, ethics, and professional practice (e.g., adherence to the policies and procedures upheld by the profession) will be applied if and when personal information is shared. Decisions about disclosing personal information must also consider the professional, ethical and moral integrity of the individuals and agencies/organizations that will receive the information. The decision to share information must only be made if the professional is first satisfied that the recipient of the information will also protect and act upon that information in accordance with established professional and community standards and legal requirements. As this relates to collaborative community safety and well-being practices, this principle reinforces the need to establish solid planning frameworks and carefully structured processes.

Do No Harm

First and foremost, this principle requires that professionals operate to the best of their ability in ways that will more positively than negatively impact those who may be at an acutely elevated risk of harm. Decisions to share information in support of an intervention must always be made by weighing out the benefits that can be achieved for the well-being of the individual(s) in question against any reasonably foreseeable negative impact associated with the disclosure of personal information. This principle highlights what professionals contemplate about the disclosure of information about an individual(s) in order to mitigate an evident, imminent risk of harm or victimization. This principle ensures that the interests of the individual(s) will remain a priority consideration at all times for all involved.

Duty of Care

Public officials across the spectrum of human services assume within their roles a high degree of professional responsibility – a duty of care – to protect individuals, families and communities from harm. For example, the first principle behind legislated child protection provisions across Canada is the duty to report, collaborate, and share information as necessary to ensure the protection of children. Professionals who assume a duty of care are encouraged to be mindful of this responsibility when considering whether or not to share information.

Due Diligence and Evolving Responsible Practice

The Office of the Information and Privacy Commissioner of Ontario (IPC) is available and willing to provide general privacy guidance to assist institutions and health information custodians in understanding their obligations under FIPPA, MFIPPA and PHIPA. These professionals are encouraged to first seek any clarifications they may require from within their respective organizations, as well as to document, evaluate and share their information sharing-related decisions in a de-identified manner, with a view to building a stronger and broader base of privacy compliant practices, as well as evidence of the impact and effectiveness of information sharing. The IPC may be contacted by email at info@ipc.on.ca, or by telephone (Toronto Area: 416-326-3333, Long Distance: 1-800-387-0073 (within Ontario), TDD/TTY: 416-325-7539). Note that FIPPA,

MFIPPA and PHIPA provide civil immunity for any decision to disclose or not to disclose made reasonably in the circumstances and in good faith.

Acutely Elevated Risk

For the purposes of the following Four Filter Approach, “acutely elevated risk” refers to any situation negatively affecting the health or safety of an individual, family, or specific group of people, where professionals are permitted in legislation to share personal information in order to eliminate or reduce imminent harm to an individual or others.

For example, under section 42(1)(h) of FIPPA, section 32(h) of MFIPPA and section 40(1) of PHIPA, the following permissions are available.

Section 42(1)(h) of FIPPA and section 32(h) of MFIPPA read:

An institution shall not disclose personal information in its custody or under its control except,

in compelling circumstances affecting the health or safety of an individual if upon disclosure notification is mailed to the last known address of the individual to whom the information relates.

*Note: written notification may be made through methods other than mail to the last known address. The individual should be provided with a card or document listing the names and contact information of the agencies/organizations to whom their personal information was disclosed at filters three and four, at or shortly after the time they are provided information on the proposed intervention.

Section 40(1) of PHIPA reads:

A health information custodian may disclose personal health information about an individual if the custodian believes on reasonable grounds that the disclosure is necessary for the purpose of eliminating or reducing a significant risk of serious bodily harm to a person or group of persons.

“Significant risk of serious bodily harm” includes a significant risk of both serious physical as well as serious psychological harm. Like other provisions of PHIPA, section 40(1) is subject to the mandatory data minimization requirements set out in section 30 of PHIPA.

Four Filter Approach to Information Sharing

In many multi-sectoral risk intervention models, such as Situation Tables, the discussions may include sharing limited personal information about an individual(s) such that their identity is revealed. For that reason, the Ministry encourages professionals to obtain express consent of the individual(s) before the collection, use and disclosure of personal information. If express consent is obtained to disclose personal information to specific agencies/organizations involved in a multi-sectoral risk intervention model for the purpose of harm reduction, the disclosing professional may only rely on consent to disclose personal information and collaborate with the specific agencies/organizations and only for that purpose.

If it is not possible to obtain express consent and it is still believed that disclosure is required, professionals in collaborative, multi-sectoral risk intervention models are encouraged to comply with the Four Filter Approach outlined below.

Under the Four Filter Approach, the disclosing agency/organization must have the authority to disclose and each recipient agency/organization must have the authority to collect the information. The question of whether an agency/organization “needs-to-know” depends on the circumstances of each individual case.

Filter One: Initial Agency/Organization Screening

The first filter is the screening process by the professional that is considering engaging partners in a multi-sectoral intervention. Professionals must only bring forward situations where they believe that the subject individual(s) is at an acutely elevated risk of harm as defined above. The professional must be unable to eliminate or reduce the risk without bringing the situation forward to the group. This means that each situation must involve risk factors beyond the agency/organization’s own scope or usual practice, and thus represents a situation that could only be effectively addressed in a multi-sectoral manner. Professionals must therefore examine each situation carefully and determine whether the risks posed require the involvement of multi-sectoral partners. Criteria that should be taken into account at this stage include:

- The intensity of the presenting risk factors, as in: Is the presenting risk of such concern that the individual’s privacy intrusion may be justified by bringing the situation forward for multi-sectoral discussion?
- Is there a significant and imminent risk of serious bodily harm if nothing is done?
- Would that harm constitute substantial interference with the health or well-being of a person and not mere inconvenience to the individual or a service provider?
- Did the agency/organization do all it could to mitigate the risks before bringing forward the situation?
- Do the risks presented in this situation apply to the mandates of multiple agencies/organizations?
- Do multiple agencies/organizations have the mandate to intervene or assist in this situation?
- Is it reasonable to believe that disclosure to multi-sectoral partners will help eliminate or reduce the anticipated harm?

Before bringing a case forward, professionals should identify in advance the relevant agencies or organizations that are reasonably likely to have a role to play in the development and implementation of the harm reduction strategy.

Filter Two: De-identified Discussion with Partner Agencies/Organizations

At this stage, it must be reasonable for the professional to believe that disclosing information to other agencies/organizations will eliminate or reduce the risk posed to, or by, the individual(s). The professional then presents the situation to the group in a de-identified format, disclosing only descriptive information that is reasonably necessary. Caution should be exercised even when disclosing de-identified information about the risks facing an individual(s), to ensure that later identification of the individual(s) will not inadvertently result in disclosure beyond that which is necessary at filter three. This disclosure should focus on the information necessary to determine whether the situation as presented appears to meet, by consensus of the table, both the threshold of acutely elevated risk, outlined above, and the need for or benefit from a multi-agency intervention, before any identifying personal information is disclosed.

The wide range of sectors included in the discussion is the ideal setting for making a decision as to whether acutely elevated risk factors across a range of professionals are indeed present. If the circumstances do not meet this threshold, no personal information may be disclosed and no further discussion of the situation should occur. However, if at this point the presenting agency/organization decides that, based on the input and consensus of the table, disclosing limited personal information (e.g., the individual's name and address) to the group is necessary to help eliminate or reduce an acutely elevated risk of harm to an individual(s), the parties may agree to limited disclosure of such information to those agencies/organizations at filter three.

Filter Three: Limited Identifiable Information Shared

If the group concludes that the threshold of acutely elevated risk is met, they should determine which agencies/organizations are reasonably necessary to plan and implement the intervention. Additionally, the presenting agency should inform the table of whether the individual has consented to the disclosure of his or her personal information to any specific agencies/organizations. All those agencies/organizations that have not been identified as reasonably necessary to planning and implementing the intervention must then leave the discussion until dialogue about the situation is complete. The only agencies/organizations that should remain are those to whom the individual has expressly consented to the disclosure of his or her personal information, as well as those that the presenting agency reasonably believes require the information in order to eliminate or reduce the acutely elevated risk(s) of harm at issue.

Identifying information may then be shared with the agencies/organizations that have been identified as reasonably necessary to plan and implement the intervention at filter four.

Any notes captured by any professionals that will not be involved in filter four must be deleted. Consistency with respect to this “need-to-know” approach should be supported in advance by way of an information sharing agreement that binds all the involved agencies/organizations.

*Note: It is important that the agencies/organizations involved in multi-sectoral risk intervention models be reviewed on a regular basis. Agencies/organizations that are rarely involved in interventions should be removed from the table and contacted only when it is determined that their services are required.

Filter Four: Full Discussion Among Intervening Agencies/Organizations Only

At this final filter, only agencies/organizations that have been identified as having a direct role to play in an intervention will meet separately to discuss limited personal information required in order to inform planning for the intervention. Disclosure of personal information in such discussions shall remain limited to the personal information that is deemed necessary to assess the situation and to determine appropriate actions. Sharing of information at this level should only happen to enhance care.

After that group is assembled, if it becomes clear that a further agency/organization should be involved, then professionals could involve that party bearing in mind the necessary authorities for the collection, use and disclosure of the relevant personal information.

If at any point in the above sequence it becomes evident that resources are already being provided as required in the circumstances, and the professionals involved are confident that elevated risk is already being mitigated, there shall be no further discussion by the professionals other than among those already engaged in mitigating the risk.

The Intervention

Following the completion of filter four, an intervention should take place to address the needs of the individual, family, or specific group of people and to eliminate or mitigate their risk of harm. In many multi-sectoral risk intervention models, the intervention may involve a “door knock” where the individual is informed about or directly connected to a service(s) in their community. In all cases, if consent was not already provided prior to the case being brought forward (e.g., to a Situation Table), obtaining consent to permit any further sharing of personal information in support of providing services must be a priority of the combined agencies/organizations responding to the situation. If upon mounting the intervention, the individual(s) being offered the services declines, no further action (including further information sharing) will be taken.

It is important to note that institutions such as school boards, municipalities, hospitals, and police services are required to provide written notice to individuals following the disclosure of their personal information under section 42(1)(h) of FIPPA and section 32(h) of MFIPPA (see note on page 44). Even where this practice is not required, we recommend that all individuals be provided with written notice of the disclosure of their personal information. This should generally be done when the intervention is being conducted. In the context of multi-sectoral risk intervention models, such written notices should indicate the names and contact information of all agencies to whom the personal information was disclosed at filters three and four, whether verbally or in writing.

Report Back

This “report back” phase involves professionals receiving express consent from the individual(s) to provide an update regarding their intervention to the group, including to those who did not participate in the intervention. This may involve reporting back, in a de-identified manner, on pertinent information about the risk factors, protective factors and agency/organization roles that transpired through the intervention. In the absence of express consent of the individual(s), the report back must be limited to the date of closure and an indication that the file can be closed or whether the intervening agencies need to discuss further action. If the file is being closed, limited information may be shared regarding the reason for closure (e.g., connected to service).

Appendix B – Engaging Youth

Many communities that tested the framework and toolkit identified youth as a priority group for their plan, facing risk factors such as coming from a single parent family, leaving care, unsupervised children, etc. There is also significant research literature that supports the active participation and inclusion of youth in decision-making as a way of addressing exclusion and marginalization. This section was developed for adults in communities that are undertaking the community safety and well-being planning process to help them understand a youth perspective and how to meaningfully engage youth.

Benefits of Youth Engagement

The following are some of the benefits to engaging youth in the community safety and well-being planning process:

- opportunity for new understanding of the lived reality of youth;
- opportunity to inform broader community safety and well-being plans, and other initiatives that may be developed to address identified risk areas;
- opportunity to breakdown stereotypes/assumptions about young people. In particular, assumptions related to risk areas that may involve youth;
- long-term opportunity for creation of on-the-ground community policies and programs that are increasingly responsive to the needs of youth;
- shared learning of current issues as youth often raise questions that have not been thought of by adults;
- new ideas, energy and knowledge;
- creates healthy and positive community connections between youth and adults, leading to social cohesion; and
- opportunity to ask what youth are traditionally excluded from and offers an opportunity to get them to the table.

Additionally, the following are benefits that youth engagement can have on the youth themselves:

- build pride/self-esteem for being contributors to a larger purpose (i.e., local plans with a youth perspective);
- opportunities to build skills, for example:
 - **communication** – opportunities for youth to assist in the creation of material (i.e., advertisement, pamphlets, etc.);
 - **analytical** – opportunities to analyze and interpret information that is gathered to inform the plan from a different perspective;
- connection to positive adult(s); and
- inclusion and a voice into what is happening in the community.

Practical Tips

The following are some practical tips for engaging youth during the community safety and well-being planning process.

Explaining the Project

- Create youth-friendly materials about community safety and well-being planning – posters, postcards and social media, such as Facebook, Twitter, etc.
- Work with youth to define how they will participate by allowing the youth to help co-create the purpose of their engagement and their role in planning.
- When young people are able to design and manage projects, they feel some sense of ownership in the project. Involvement fosters motivation, which fosters competence, which in turn fosters motivation for future projects.
- Explain upfront what their role will be. Try and negotiate roles honestly while ensuring any promises made are kept.
- Try for a meaningful role, not just token involvement, such as one-off consultation with no follow-up.

Collaboration

- Adults should collaborate with youth and not take over.
- Provide youth with support and training (e.g., work with existing community agencies to host consultation sessions, ask youth allies and leaders from communities to facilitate consultation, recruit youth from communities to act as facilitators and offer support and training, etc.).
- Partner with grassroots organizations, schools and other youth organizations. By reaching out to a variety of organizations, it is possible to gather a wider range of youth perspectives.
- Provide youth with opportunities to learn and develop skills from the participation experience. For example, an opportunity to conduct a focus group provides youth with the opportunity to gain skills in facilitation and interviewing.

Assets

- Look at youth in terms of what they have to offer to the community and their capacities – not just needs and deficits.
- Understand that working with youth who are at different ages and stages will help adults to recognize how different youth have strengths and capacities.
- Ask youth to help map what they see as community assets and community strengths.

Equity and Diversity

- Identify diverse groups of youth that are not normally included (e.g., LGBTQ (Lesbian, gay, bi-sexual, two-spirited, transgendered, questioning, queer), racialized youth, Aboriginal youth, Francophone youth, youth with disabilities, immigrant youth, etc.).
- Proactively reach out to youth and seek the help of adults that the youth know and already trust.
- When working with diverse communities, find people that can relate to youth and their customs, cultures, traditions, language and practices.
- Understand and be able to explain why you are engaging with particular groups of youth and what you will do with the information that you gather.

Forming an Advisory Group

One way of gathering youth perspectives is to form a youth advisory group.

- Look for a diversity of participants from wide variety of diverse backgrounds. For example, put a call out to local youth-serving organizations, schools, etc.
- Spend time letting the youth get to know each other and building a safe space to create a dialogue.
- Depending on the level of participation, have youth and/or their parents/guardians sign a consent form to participate in the project.
- Keep parents/guardians of the youth involved and up-to-date on progress.
- Find different ways for youth to share their perspectives as not all youth are ‘talkers’. Engage youth through arts, music and taking photos.
- An advisory group provides a good opportunity for youth to socialize with peers in a positive environment and to work as a team.

Recognition and Compensation

- Youth advisory group members can be volunteers, but try to compensate through small honorariums and by offering food and covering transportation costs where possible. This will support youth that might not traditionally be able to get involved.
- Recognition does not have to be monetary. For example, meaningful recognition of the youth’s participation can include letters for community service hours or a letter that can be included in a work portfolio that describes in detail their role in the initiative.

Appendix C – Engaging Seniors

There are many reasons to engage seniors (those aged 65 and over) in the development of local plans. For example, encouraging youth and providing them with opportunities to form relationships with seniors may help to reduce intergenerational gaps. Demographic aging is also impacting many Ontario communities as older persons increasingly make up greater portions of the population. The importance of safety and security for older Ontarians has been recognized under Ontario's Action Plan for Seniors and a growing number of initiatives present opportunities to connect community safety and well-being planning to seniors and their service providers. This section was developed to assist partners involved in the community safety and well-being planning process to identify opportunities to engage seniors and create linkages with other activities that are already underway.

Benefits of Seniors' Engagement

Engaging seniors in the community safety and well-being planning process is a natural extension of the roles that they already play in their communities, as employees, volunteers, or members of various agencies/organizations. It may involve direct engagement with seniors themselves, senior's agencies/organizations or service providers, and provide an:

- opportunity for new understanding of the lived reality of seniors;
- opportunity to breakdown stereotypes/assumptions about older people and the contributions they can make to their communities;
- long-term opportunity for creation of on-the-ground community policies and programs that are increasingly responsive to the needs of seniors and the shared benefits these may have for people of all ages;
- source for new ideas, energy, knowledge and experience; and
- opportunity to create healthy and positive community connections between people of all ages, leading to social cohesion.

Additionally, the following are benefits that engagement can have on the seniors themselves:

- provide opportunities to apply skills and share knowledge with other generations;
- maintain or enhance social connections; and
- build a sense of inclusion and voice into what is happening in the community as a contributor to a larger community purpose.

Building Connections

The following are some opportunities and considerations for engaging seniors during the community safety and well-being planning process.

Seniors Organizations

Seniors are members of many local agencies/organizations and a number of large senior's agencies/organizations have local chapters across the province. Partnering with a variety of these groups will allow for a wide range of seniors' perspectives and access to the diverse strengths and capacities of seniors from different ages and lived experience. For more information on seniors agencies/organizations that may be active in your community, please refer to the Ontario Seniors' Secretariat website.

When reaching out to seniors, planning partners are encouraged to consider the following approaches to ensure diversity and equity:

- identify diverse groups of seniors (e.g., LGBTQ, Aboriginal seniors and elders, older adults with disabilities, immigrant or newcomer seniors);
- identify individuals/groups that can relate to seniors and their customs, cultures, traditions, language and practices; and
- when forming advisory groups with seniors' representation, consider compensation options such as small honorariums or offering food and covering transportation costs where possible (this will support seniors that might not traditionally be able to get involved).

Service Providers

When forming an advisory group or other engagement approaches that include service provider perspectives, consider reaching out to agencies/organizations that are familiar with the needs of older adults, including:

- Community Care Access Centres;
- Long Term Care Homes, Retirement Homes, or seniors housing providers;
- police services, including those with Seniors Liaison Officers and Crimes against Seniors Units;
- Elderly Person Centres;
- community support service agencies (funded by Local Health Integration Networks to provide adult day programs, meal delivery, personal care, homemaking, transportation, congregate dining, etc.);
- Municipal Recreation and Health and Social Service Departments; and
- Social Planning Councils and Councils on Aging.

Local Linkages

Existing local engagement and planning mechanisms may be leveraged to help connect seniors and service providers throughout the community safety and well-being planning process. By making these linkages, synergies and efficiencies may be achieved. Some of these mechanisms may include:

- Seniors/Older Adult Advisory Committees
 - Established by local governments to seek citizen and stakeholder input into the planning and delivery of municipal services that impact older adults.

- Local Elder Abuse Prevention Networks
 - There are over 50 local networks across the province that help address the needs of vulnerable seniors and the complex nature of elder abuse. They link health, social services and justice agencies/organizations to improve local responses to elder abuse and help deliver public education, training, and facilitate cross-sectoral knowledge exchange between front-line staff, often including advice on managing elder abuse cases. Contact information for local elder abuse prevention networks can be found on the Elder Abuse Ontario website.
- Age-Friendly Community (AFC) Planning Committees
 - Based on the World Health Organization's eight dimension framework, the AFC concept highlights the importance of safe and secure environments, social participation and inclusion, all of which are aligned with senior's participation in the community safety and well-being planning process.
 - Many communities are developing AFC plans to help create social and physical environments that allow people of all ages, including seniors, to participate fully in their communities. Local AFC planning committees are being established to lead the completion of needs assessments and multi-sectoral planning. To support planning, the Ontario Seniors' Secretariat has created an AFC Planning Guide and an AFC Planning Grant Program. More information about AFCs and local activity underway can be found on the Ministry of Seniors Affairs website.
- Accessibility Advisory Committees
 - Under the *Ontarians with Disabilities Act, 2001*, municipalities with more than 10,000 residents have to establish local accessibility advisory committees. Most of the members of these committees are people with disabilities, including seniors.
 - Over 150 Ontario municipalities have set up local accessibility advisory committees. The committees work with their local councils to identify and break down barriers for people with disabilities.
 - Engaging accessibility advisory committees in community safety and well-being planning would contribute to the development of inclusive policies and programs that serve all members of a community. For more information about Accessibility Laws, please visit the Government of Ontario accessibility laws web page.

Appendix D – Definitions

Acutely elevated risk: a situation negatively affecting the health or safety of an individual, family, or specific group of people where there is a high probability of imminent and significant harm to self or others (e.g., offending or being victimized, lapsing on a treatment plan, overt mental health crisis situation, etc.). In these situations, agencies and organizations may be permitted in legislation to share personal information in order to prevent imminent harm. This often involves circumstances that indicate an extremely high probability of the occurrence of victimization from crime or social disorder, where left unattended, such situations will require targeted enforcement or other emergency, incident response.

Collaboration: individuals, agencies or organizations, working together for a common purpose; acknowledging shared responsibility for reaching consensus in the interest of mutual outcomes; contributing complementary capabilities; willing to learn from each other; and benefiting from diverse perspectives, methods and approaches to common problems.

Community engagement: the process of inviting, encouraging and supporting individuals, human services agencies, community-based organizations and government offices and services to collaborate in achieving community safety and well-being.

Community safety and well-being: the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.

Crime prevention: the anticipation, recognition and appraisal of a crime risk and the actions taken – including the integrated community leadership required – to remove or reduce it.

Evidence-based: policies, programs and/or initiatives that are derived from or informed by the most current and valid empirical research or practice that is supported by data and measurement.

Partners: agencies, organizations, individuals from all sectors, and government which agree to a common association toward mutual goals of betterment through shared responsibilities, complementary capabilities, transparent relationships, and joint decision-making.

Protective factors: positive characteristics or conditions that can moderate the negative effects of risk factors and foster healthier individuals, families and communities, thereby increasing personal and/or community safety and well-being.

Risk factors: negative characteristics or conditions in individuals, families, communities or society that may increase social disorder, crime or fear of crime, or the likelihood of harms or victimization to persons or property.

Social determinants of health: the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These are protective factors of health and well-being including access to income, education, employment and job security, safe and healthy working conditions, early childhood development, food security, quality housing, social inclusion, cohesive social safety network, health services, and equal access to all of the qualities, conditions and benefits of life without regard to any socio-demographic differences. The social determinants of health are the same factors which affect individual, family and community safety and well-being.

Appendix E – Risk and Protective Factors

The following definitions were adopted, created and/or refined by the ministry in consultation with its community and provincial partners. They are complementary to the risk and protective factors identified in the *Crime Prevention in Ontario: A Framework for Action* booklet (Appendix 1), and are also consistent with the Risk-driven Tracking Database. They are intended to guide partners involved in the community safety and well-being planning process as they identify local risks to safety and well-being and develop strategies to create protective factors to mitigate the risks. These risk and protective factors are commonly used by communities across the province that have implemented multi-sectoral risk intervention models.

Risk Factors

Antisocial/Problematic Behaviour (Non-criminal)

Risk Factor	Definition
Antisocial/Negative Behaviour - antisocial/negative behaviour within the home	resides where there is a lack of consideration for others, resulting in damage to other individuals or the community (i.e., obnoxious/disruptive behaviour)
Antisocial/Negative Behaviour - person exhibiting antisocial/negative behaviour	is engaged in behaviour that lacks consideration of others, which leads to damages to other individuals or the community (i.e., obnoxious/disruptive behaviour)
Basic Needs - person neglecting others' basic needs	has failed to meet the physical, nutritional or medical needs of others under their care
Basic Needs - person unable to meet own basic needs	cannot independently meet their own physical, nutritional or other needs
Elder Abuse - person perpetrator of elder abuse	has knowingly or unknowingly caused intentional or unintentional harm upon older individuals because of their physical, mental or situational vulnerabilities associated with the aging process
Gambling - chronic gambling by person	regular and/or excessive gambling; no harm caused
Gambling - chronic gambling causes harm to others	regular and/or excessive gambling that causes harm to others
Gambling - chronic gambling causing harm to self	regular and/or excessive gambling; resulting in self-harm
Housing - person transient but has access to appropriate housing	has access to appropriate housing but is continuously moving around to different housing arrangements (i.e., couch surfing)
Missing - person has history of being reported to police as missing	has a history of being reported to police as missing and in the past has been entered in the Canadian Police Information Centre (CPIC) as a missing person

Risk Factor	Definition
Missing - person reported to police as missing	has been reported to the police and entered in CPIC as a missing person
Missing - runaway with parents' knowledge of whereabouts	has run away from home with guardian's knowledge but guardian is indifferent
Missing - runaway without parents knowledge of whereabouts	has run away and guardian has no knowledge of whereabouts
Physical Violence - person perpetrator of physical violence	has instigated or caused physical violence to another person (i.e., hitting, pushing)
Sexual Violence - person perpetrator of sexual violence	has been the perpetrator of sexual harassment, humiliation, exploitation, touching or forced sexual acts
Threat to Public Health and Safety - person's behaviour is a threat to public health and safety	is currently engaged in behaviour that represents danger to the health and safety of the community (i.e., unsafe property, intentionally spreading disease, putting others at risk)

Criminal Involvement

Risk Factor	Definition
Criminal Involvement - animal cruelty	has been suspected, charged, arrested or convicted of animal cruelty
Criminal Involvement - arson	has been suspected, charged, arrested or convicted of arson
Criminal Involvement - assault	has been suspected, charged, arrested or convicted of assault
Criminal Involvement - break and enter	has been suspected, charged, arrested or convicted of break and enter
Criminal Involvement - damage to property	has been suspected, charged, arrested or convicted of damage to property
Criminal Involvement - drug trafficking	has been suspected, charged, arrested or convicted of drug trafficking
Criminal Involvement - homicide	has been suspected, charged, arrested or convicted of the unlawful death of a person
Criminal Involvement - other	has been suspected, charged, arrested or convicted of other crimes
Criminal Involvement - possession of weapons	has been suspected, charged, arrested or convicted of possession of weapons
Criminal Involvement - robbery	has been suspected, charged, arrested or convicted of robbery (which is theft with violence or threat of violence)
Criminal Involvement - sexual assault	has been suspected, charged, arrested or convicted of sexual assault
Criminal Involvement - theft	has been suspected, charged, arrested or convicted of theft
Criminal Involvement - threat	has been suspected, charged, arrested or convicted of uttering threats

Education/Employment

Risk Factor	Definition
Missing School - chronic absenteeism	has unexcused absences from school without parental knowledge, that exceed the commonly acceptable norm for school absenteeism
Missing School - truancy	has unexcused absences from school without parental knowledge
Unemployment - person chronically unemployed	persistently without paid work
Unemployment - person temporarily unemployed	without paid work for the time being

Emotional Violence

Risk Factor	Definition
Emotional Violence - emotional violence in the home	resides with a person who exhibits controlling behaviour, name-calling, yelling, belittling, bullying, intentional ignoring, etc.
Emotional Violence - person affected by emotional violence	has been affected by others falling victim to controlling behaviour, name-calling, yelling, belittling, bullying, intentional ignoring, etc.
Emotional Violence - person perpetrator of emotional violence	has emotionally harmed others by controlling their behaviour, name-calling, yelling, belittling, bullying, intentionally ignoring them, etc.
Emotional Violence - person victim of emotional violence	has been emotionally harmed by others who have controlled their behaviour, name-called, yelled, belittled, bullied, intentionally ignored them, etc.

Family Circumstances

Risk Factor	Definition
Parenting - parent-child conflict	ongoing disagreement and argument between guardian and child that affects the functionality of their relationship and communication between the two parties
Parenting - person not providing proper parenting	is not providing a stable, nurturing home environment that includes positive role models and concern for the total development of the child
Parenting - person not receiving proper parenting	is not receiving a stable, nurturing home environment that includes positive role models and concern for the total development of the child
Physical Violence - physical violence in the home	lives with threatened or real physical violence in the home (i.e., between others)
Sexual Violence - sexual violence in the home	resides in a home where sexual harassment, humiliation, exploitation, touching, or forced sexual acts occur

Risk Factor	Definition
Supervision - person not properly supervised	has not been provided with adequate supervision
Supervision - person not providing proper supervision	has failed to provide adequate supervision to a dependant person (i.e., child, elder, disabled)
Unemployment - caregivers chronically unemployed	caregivers are persistently without paid work
Unemployment - caregivers temporarily unemployed	caregivers are without paid work for the time being

Gang Issues

Risk Factor	Definition
Gangs - gang association	social circle involves known or supported gang members but is not a gang member
Gangs - gang member	is known to be a member of a gang
Gangs - threatened by gang	has received a statement of intention to be injured or have pain inflicted by gang members

Housing

Risk Factor	Definition
Housing - person doesn't have access to appropriate housing	is living in inappropriate housing conditions or none at all (i.e., condemned building, street)

Mental Health

Risk Factor	Definition
Mental Health - diagnosed mental health problem	has a professionally diagnosed mental health problem
Mental Health - grief	experiencing deep sorrow, sadness or distress caused by loss
Mental Health - mental health problem in the home	residing in a residence where there are mental health problems
Mental Health - not following prescribed treatment	not following treatment prescribed by a mental health professional; resulting in risk to self and/or others
Mental Health - self-reported mental health problem	has reported to others to have a mental health problem(s)
Mental Health - suspected mental health problem	suspected of having a mental health problem (no diagnosis)
Mental Health - witnessed traumatic event	has witnessed an event that has caused them emotional or physical trauma

Risk Factor	Definition
Self-Harm - person has engaged in self-harm	has engaged in the deliberate non-suicidal injuring of their own body
Self-Harm - person threatens self-harm	has stated that they intend to cause non-suicidal injury to their own body
Suicide - affected by suicide	has experienced loss due to suicide
Suicide - person current suicide risk	currently at risk to take their own life
Suicide - person previous suicide risk	has in the past, been at risk of taking their own life

Neighbourhood

Risk Factor	Definition
Poverty - person living in less than adequate financial situation	current financial situation makes meeting the day-to-day housing, clothing or nutritional needs, significantly difficult
Social Environment - frequents negative locations	is regularly present at locations known to potentially entice negative behaviour or increase the risks of an individual to be exposed to or directly involved in other social harms
Social Environment - negative neighbourhood	lives in a neighbourhood that has the potential to entice negative behaviour or increase the risks of an individual to be exposed to or directly involved in other social harms

Peers

Risk Factor	Definition
Negative Peers - person associating with negative peers	is associating with people who negatively affect their thoughts, actions or decisions
Negative Peers - person serving as a negative peer to others	is having a negative impact on the thoughts, actions or decision of others

Physical Health

Risk Factor	Definition
Basic Needs - person unwilling to have basic needs met	person is unwilling to meet or receive support in having their own basic physical, nutritional or other needs met
Physical Health - chronic disease	suffers from a disease that requires continuous treatment over a long period of time
Physical Health - general health issue	has a general health issue which requires attention by a medical health professional
Physical Health - not following prescribed treatment	not following treatment prescribed by a health professional; resulting in risk
Physical Health - nutritional deficit	suffers from insufficient nutrition, causing harm to their health
Physical Health - physical disability	suffers from a physical impairment

Risk Factor	Defintion
Physical Health - pregnant	pregnant
Physical Health - terminal illness	suffers from a disease that cannot be cured and that will soon result in death

Substance Abuse Issues

Risk Factor	Definition
Alcohol - alcohol abuse by person	known to excessively consume alcohol; causing self-harm
Alcohol - alcohol abuse in home	living at a residence where alcohol has been consumed excessively and often
Alcohol - alcohol use by person	known to consume alcohol; no major harm caused
Alcohol - harm caused by alcohol abuse in home	has suffered mental, physical or emotional harm or neglect due to alcohol abuse in the home
Alcohol - history of alcohol abuse in home	excessive consumption of alcohol in the home has been a problem in the past
Drugs - drug abuse by person	known to excessively use illegal/prescription drugs; causing self-harm
Drugs - drug abuse in home	living at a residence where illegal (or misused prescription drugs) have been consumed excessively and often
Drugs - drug use by person	known to use illegal drugs (or misuse prescription drugs); no major harm caused
Drugs - harm caused by drug abuse in home	has suffered mental, physical or emotional harm or neglect due to drug abuse in the home
Drugs - history of drug abuse in home	excessive consumption of drugs in the home has been a problem in the past

Victimization

Risk Factor	Definition
Basic Needs - person being neglected by others	basic physical, nutritional or medical needs are not being met
Crime Victimization - arson	has been reported to police to be the victim of arson
Crime Victimization - assault	has been reported to police to be the victim of assault (i.e., hitting, stabbing, kicking, etc.)
Crime Victimization - break and enter	has been reported to police to be the victim of break and enter (someone broke into their premises)
Crime Victimization - damage to property	has been reported to police to be the victim of someone damaging their property
Crime Victimization - other	has been reported to police to be the victim of other crime not mentioned above or below

Risk Factor	Definition
Crime Victimization - robbery	has been reported to police to be the victim of robbery (someone threatened/used violence against them to get something from them)
Crime Victimization - sexual assault	has been reported to police to be the victim of sexual assault (i.e., touching, rape)
Crime Victimization - theft	has been reported to police to be the victim of theft (someone stole from them)
Crime Victimization - threat	has been reported to police to be the victim of someone uttering threats to them
Elder Abuse - person victim of elder abuse	has knowingly or unknowingly suffered from intentional or unintentional harm because of their physical, mental or situational vulnerabilities associated with the aging process
Gambling - person affected by the gambling of others	is negatively affected by the gambling of others
Gangs - victimized by gang	has been attacked, injured, assaulted or harmed by a gang in the past
Physical Violence - person affected by physical violence	has been affected by others falling victim to physical violence (i.e., witnessing; having knowledge of)
Physical Violence - person victim of physical violence	has experienced physical violence from another person (i.e., hitting, pushing)
Sexual Violence - person affected by sexual violence	has been affected by others falling victim to sexual harassment, humiliation, exploitation, touching or forced sexual acts (i.e., witnessing; having knowledge of)
Sexual Violence - person victim of sexual violence	has been the victim of sexual harassment, humiliation, exploitation, touching or forced sexual acts

Protective Factors

Education

Protective Factor	Definition
Academic achievement	successful at school (i.e., obtains good grades)
Access to/availability of cultural education	availability of programming and/or curriculum that includes cultural diversity, including First Nations, Francophone, etc.
Adequate level of education	has obtained at least their high school diploma
Caring school environment	attends a school that demonstrates a strong interest in the safety and well-being of its students
Involvement in extracurricular activities	engaged in sports, school committees, etc., that provide stability and positive school experience
Positive school experiences	enjoys/enjoyed attending school and generally has/had a positive social experience while at school

Protective Factor	Definition
School activities involving the family	school and family supports are connected through activities

Family Supports

Protective Factor	Definition
Adequate parental supervision	caregivers are actively involved in ensuring safety and well-being
Both parents involved in childcare	two parents that are both strong, positive figures in their life
Family life is integrated into the life of the community	family life is integrated into the life of the community, creating strong social bonds
Open communication among family members	communication among family members allows for open and honest dialogue to discuss problems
Parental level of education	parents have at least received their high school diplomas
Positive relationship with spouse	relationship with spouse is positive and their spouse positively affects their thoughts, actions or decisions
Positive support within the family	positive and supportive caregivers/relatives whom they can rely on
Single parent family with a strong father or mother figure	although they are from a single parent family, they have one strong, positive father or mother figure
Stability of the family unit	consistent family environment
Strong family bond	relationships with parents and/or other family members based on bond which may prevent them from engaging in delinquent behaviour
Strong parenting skills	strong parental monitoring, discipline, clear standards and/or limits set with child/youth

Financial Security and Employment

Protective Factor	Definition
Financial stability	financially stable and able to provide the necessities of life
Ongoing financial supplement	receiving a financial supplement which provides a regular non-taxable benefit (e.g., housing subsidy, Guaranteed Income Supplement, Old Age Security, Ontario Disability Support Program, etc.)
Positive work environment	working in an environment that is safe, supportive and free of harassment/discrimination
Stable employment	steady paid employment
Temporary financial support	receiving a financial supplement on a short or fixed-term basis in order to overcome a temporary obstacle (e.g., Ontario Works, etc.)

Protective Factor	Definition
Work life balance	positive use of time; employment schedule includes adequate down-time and time to pursue personal interests

Housing and Neighbourhood

Protective Factor	Definition
Access to/availability of resources, professional services and social supports	access to/availability of resources, professional services and social supports
Access to stable housing	stable housing is available that they may access at any time
Appropriate, sustainable housing	lives in appropriate, sustainable housing, in which they are reasonably expected to remain
Housing in close proximity to services	lives in close proximity to resources, professional services and social supports
Positive, cohesive community	resides in a community that promotes positive thoughts and/or behaviour and has a reasonable level of social cohesion
Relationships established with neighbours	relationships with neighbours assist in providing a strong network of support

Mental Health

Protective Factor	Definition
Accessing resources/services related to mental health	currently accessing resources and/or services (i.e., involved in counselling, seeing a psychologist, addictions counselling, etc.)
Adaptability	ability and willingness to adjust to different situations while communicating and building relationships
Personal coping strategies	the ability to solve/minimize personal and interpersonal problems related to stress or conflict
Self-efficacy	belief in their own ability to complete tasks and reach goals; self-motivated
Self esteem	positive perceptions of his/her self-worth
Taking prescribed medication	taking prescribed medication for a mental health disorder in accordance with doctor's instructions

Physical Health

Protective Factor	Definition
Accessing consistent resources/services to improve on-going physical health issue	established and ongoing medical support for a chronic health issue through a consistent service provider

Protective Factor	Definition
Accessing resources/services to improve a temporary physical health issue	accessing resources and/or services to treat a short-term illness or injury
Demonstrates commitment to maintaining good physical health	exercises regularly, eats a balanced diet
Positive physical health	appears to be in good physical health
Primary care physician	has a family doctor

Pro-social/Positive Behaviour

Protective Factor	Definition
Optimism and positive expectations for future	has a positive expectation for their future which could lead to positive decisions/behaviour
Positive interpersonal skills	the ability to interact positively and work effectively with others
Positive pro-social behaviours	engages in activities/behaviours that positively impact others prompted by empathy, moral values, sense of personal responsibility (e.g., sharing, volunteering, etc.)
Sense of responsibility	takes responsibility for their own actions
Strong engagement/affiliation in community, spiritual and/or cultural activities	involved in positive activities with cultural, religious, spiritual and/or social groups that strengthen community ties and social support
Strong problem-solving skills	the ability to address issues and solve day-to-day problems in an effective, calm manner

Social Support Network

Protective Factor	Definition
Close friendships with positive peers	associates with people who positively affect their thoughts, actions or decisions
High level of trust in community support services	believes community support services are willing/able to help/influence them in a positive way
High level of trust in police	believes the police are willing/able to help them in a positive way
Positive role models/relationship with adult	engagement with a positive role model/adult who they receive support from and can look up to

Appendix F – Community Safety and Well-Being Plan Sample

The following is an example of what a plan may look like. It is intended to guide local partners involved in the community safety and well-being planning process as they summarize work undertaken in the development of their plan. While planning partners should include information in their plan related to the headings below (i.e., members of their advisory body and implementation team(s), overview of community engagement, risks, activities and outcomes, etc.) it is left up to local discretion.

A plan is meant to be a living document, and should be updated as communities move forward in their work. While the plan itself will be important for planning partners to stay organized and inform the community of the way forward, the most valuable outcomes from this process will be improved coordination of services, collaboration, information sharing and partnerships between local government, agencies and organizations and an improved quality of life for community members.

Municipality/First Nation: Municipality of North Preston

Coordinator(s):

Coordinator: Claudia T., Social Services, Municipality of North Preston

Co-Coordinator: Steffie A., Department Head, North Preston Catholic School Board

North Preston Community Safety and Well-Being Planning Committee Members (Advisory Body):

- Claudia T., Municipality of North Preston (Social Services)
- Silvana B., Municipality of North Preston (Communications)
- Steffie A., North Preston Catholic School Board
- James L., North Preston Public School Board
- Morgan T., Community Elder
- Fionne Y., Children's Mental Health Centre
- Yoko I., North Preston Hospital
- Stephanie L., Social Services
- Shannon C., Ontario Works
- Ram T., Ontario Disability Support Program
- Emily J., North Preston Police Services Board
- Nicole P., North Preston Police Service
- Sheniz K., North Preston Probation and Parole
- Stephen W., Local Aboriginal Agency
- Oscar M., University of North Preston, Data Analytics

Community Background:

The North Preston community has a population of 64,900, with approximately 40% made up of those between the ages of 15 and 29. There are 54% males and 46% females in the community. The majority of residents living in North Preston were born in North Preston, with only 20% coming from another Ontario community, province or country. As a result, most of the population is English speaking; however, there are some smaller neighbourhoods with a strong presence of French-speaking individuals. Most residents of North Preston are single, with 30% of the population being married or in a common-law relationship; there is also a high presence of single-parent households. Most of the land is residential, with several retail businesses in the downtown core. Households living in North Preston have an average annual income of \$65,000.

Community Engagement:

To support the identification of local risks, partners involved in the development of North Preston's community safety and well-being plan hosted two community engagement sessions at the community centre. The first session had 25 participants, and the second session had 53 participants. Each of these sessions were open to the public, and included representation from a variety of agencies/organizations from a wide range of sectors, including but not limited to local elementary and secondary schools, university, hospital, community agencies, private businesses, addictions support centres, mental health centres, long-term care homes, retirement homes and child welfare organizations. Members of the public and vulnerable groups also attended, including youth and seniors themselves. A number of open-ended questions were posed at the engagement sessions to encourage and facilitate discussion, such as: What is the North Preston community doing well to ensure the safety and well-being of its residents? What are challenges/issues in the North Preston community and opportunities for improvement?

To receive more specific information regarding risks, planning partners conducted 14 one-on-one meetings with community agencies/organizations (some attended the town-hall meeting and some did not). These meetings were initiated by the municipal coordinator, as she grew up in the community and already had a strong working relationship with many of these agencies/organizations. Questions were asked such as: What are the barriers to success that you see in your organization? What are the risks most often faced by the individuals and families that you serve? Agencies/organizations that were engaged during this phase include:

- North Preston Catholic School Board
- Employment Centre
- Children's Mental Health Centre
- North Preston Hospital
- Ontario Works
- North Preston Police Service
- North Preston Senior's Association
- Local Homeless Shelter
- Organization that works with offenders
- Addictions Centre
- Women's Shelter
- Local First Nations and Métis Organization
- Francophone Organization
- LGBTQ Service Organization

Priority Risks:

The following risks were selected by the planning committee as priorities to be focused on in their four year plan:

- Low Educational Attainment Rates
 - At the town-hall community engagement sessions, members of the public and the local school boards identified a lack of educational attainment in North Preston. Statistics provided by Ontario Works also indicated that North Preston has an above-average number of individuals being financially supported by their services that have not obtained their high-school diploma. The local school boards have noticed a significant increase in the number of individuals dropping out before they reach grade 12 in the past two years. This was supported by statistics received from Statistics Canada, which show North Preston having a significantly high number of people that have not completed high-school compared to other municipalities of a similar size.
- Mental Health
 - Mental health was identified most frequently (12 out of 14) by the agencies/organizations that were engaged on a one-on-one basis as being a risk faced by many of the individuals and families they serve.
- Domestic Violence
 - Statistics provided by the North Preston Police Service indicate that they respond to more calls related to domestic violence than any other type of incident. North Preston also has the largest women's shelter within the region; it is often over-populated with women having to be referred to services outside of the municipality.

Implementation Teams and Members:

- Increasing Educational Attainment Working Group
 - **Purpose:** to increase educational attainment in North Preston by creating awareness about the impacts of dropping out of school and ensuring youth receive the support they need to graduate.
 - **Membership:** this group includes representation from the planning committee as well as organizations that were engaged during community engagement whose mandate aligns with this group's purpose. Specifically, membership consists of:
 - Julie M., North Preston Catholic School Board
 - Ray A., North Preston Public School Board
 - Shannon C., Ontario Works
 - Ram T., Ontario Disability Support Program
 - Claudia T., Municipality of North Preston (Social Services)
 - Sam S., Employment Centre
 - Stephen W., Local Aboriginal Agency
 - Allan R., youth living in the community
- Mental Health Task Force
 - **Purpose:** to ensure North Preston community members who are experiencing mental health issues are properly diagnosed and have access to the most appropriate service provider who can assist in addressing their needs.
 - **Membership:** this group has been in place for the past two years and was identified after completing an asset mapping exercise of existing bodies as a body that could be responsible for coordinating/developing strategies related to mental health. Existing members will continue to be on this implementation team and include:

- Mary M., Municipality of North Preston (Social Services)
- Fionne Y., Children’s Mental Health Centre
- James Y., North Preston Hospital
- Susan B., Addictions Centre
- Todd S., North Preston Catholic School Board
- Lynn W., North Preston Public School Board
- Morgan T., Community Elder
- Domestic Violence Prevention Working Group
 - **Purpose:** to ensure victims of domestic violence are receiving the proper supports from the most appropriate service provider and are provided with assistance in leaving their abusive relationships.
 - **Membership:** this group includes representation from the planning committee as well as organizations that were engaged during community engagement whose mandate aligns with this group’s purpose. Specifically, membership consists of:
 - Emily J., North Preston Police Service
 - Aiesha Z., Women’s Shelter
 - Stephanie L., Social Services
 - Lisah G., Social Services
 - Kail L., North Preston Hospital
 - Frank C., Victim Services
 - Sean D., Local Aboriginal Agency

Plans to Address Priority Risk

Priority Risk #1: Low Educational Attainment

Approximately 20% of the population of North Preston has not obtained their high school diploma. As a result, employment opportunities for these individuals are limited and the average household income is much lower than the provincial average. This has resulted in an increase in property crime in the past several years as these individuals strive to provide for themselves and their families.

Vulnerable Group: youth between the ages of 12-17

Risk Factors: missing school – chronic absenteeism, truancy, low literacy, low educational attainment, learning difficulties, behavioural problems

Protective Factors: positive school experiences, optimism and positive expectations for future, self-esteem, positive support within the family

Activities:

- Broker partnerships between social services, neighbourhood hubs, library and school boards (social development) – this will be done collectively by the Increasing Educational Attainment Working Group
- Community engagement sessions involving youth (prevention) – this will be done at the onset by the planning committee
- One-on-one meetings with local university, college and social services (prevention) – this will be done at the onset by the planning committee

- Review outcomes of lunch-time and after-school reading programs in schools to consider enhancement and expansion (prevention)
- Implement the Violent Threat Risk Assessment Protocol (risk intervention) – this will be a joint effort of the North Preston Catholic and Public School Boards

Immediate Outcomes:

- Community is better informed of issues faced related to community safety and well-being (education specifically)
- Impacts of not graduating from high-school communicated to students, community members and service providers
- Increased access to education for students in receipt of social assistance
- Expansion of lunch-time and after-school reading programs in schools
- A coordinated approach to supporting youth who pose a risk of violence to themselves or others
- Better school experiences for troubled youth

Intermediate Outcomes:

- Increase graduations rates

Long-Term Outcomes:

- Increase community safety and well-being through an increase in employment rates and income levels

Priority Risk #2: Mental Health

More than 50% of the North Preston Police Services' social disorder calls are responding to those with a mental health issue. This has created tension within the community as the police are not properly equipped to handle these types of situations. These individuals are becoming involved in the criminal justice system, rather than receiving the support that they require.

Vulnerable Group: individuals between the ages of 15 and 45

Risk Factors: poor mental health, learning difficulties, low self-esteem, impulsivity, mistreatment during childhood, neglect

Protective Factors: self-esteem, adaptability, housing in close proximity to services, access to/availability of resources, professional services and social supports

Activities:

- Broker partnerships between mental health service providers (social development) – this will be done collectively by the Mental Health Task Force
- Community engagement sessions (prevention) – this will be done at the onset by the Planning Committee
- One-on-one meetings with local mental health service providers (prevention) – this will be done at the onset by the planning committee and additional meetings will also be arranged by the Mental Health Task Force
- Broker partnerships with private sector building development companies with the aim of increasing housing opportunities in priority neighbourhoods (prevention) – this will be done by the Mental Health Task Force

- Implementation of the Youth Outreach Under 18 Response Service to eliminate service gaps for youth on waitlists by providing them with short-term support until other services may be accessed (risk intervention) – this will be led by the Children’s Mental Health Centre
- Implementation of an evidence-based collaborative model of police and mental health workers responding to mental health calls together (e.g., COAST) (incident response)

Immediate Outcomes:

- Mental health service providers interacting to reduce a duplication of services
- Individuals experiencing mental health issues receiving support from the most appropriate service provider
- Individuals in the community are aware and more sensitive to those experiencing mental health issues
- Individuals experiencing mental health issues are connected to stable housing that is in close proximity to services
- Development of relationship with private sector building companies

Intermediate Outcomes:

- The level of mental health service availability meets the needs of the population

Long-Term Outcomes:

- Increase community safety and well-being through availability of affordable housing in areas of need due to partnership between the municipality and private sector building company

Priority Risk #3: Domestic Violence

There are a significant number of women (as well as some men) in North Preston in violent relationships. While the severity varies between cases, many of these victims continue to return to their spouses after the police have been involved. As a result, there are a significant number of children being taken away from their families and being put into foster care.

Vulnerable Group: women and children in the community

Risk Factors: physical violence in the home, emotional violence in the home, mistreatment during childhood, parent’s own abuse/neglect as a child, unsupportive/abusive spouses, young mothers

Protective Factors: self-esteem, positive relationship with spouse, strong family bond, positive support within the family, stability of the family unit

Activities:

- Engage women’s shelters, local hospital and police to create an anti-relationship-violence campaign (social development) – this will be done collectively by the Domestic Violence Prevention Working Group with support from the municipality
- Engagement of victims in community engagement (prevention) – this will be done at the onset by the planning committee and additional meetings will also be arranged by the Domestic Violence Prevention Working Group
- Implementation of a healthy relationships program (prevention) – this will be a joint effort of the local Women’s Shelter and North Preston Hospital

- Implementation of a Situation Table to ensure individuals at risk of victimization and/or harm are connected to a service provider before an incident occurs (risk intervention) – this will be led by the municipality with participation from all planning committee members and other agencies/organizations who were engaged one-on-one

Immediate Outcomes:

- Increase victim's awareness of services in the community
- Awareness of the impact of domestic violence on children
- Enrolment in a healthy relationships program for those who have been arrested for domestic-violence related offences
- Connecting individuals with acutely elevated risk to service

Intermediate Outcomes:

- Victims of domestic violence are provided with the support they require to leave their situation and/or victims and perpetrators are provided with the support they require to improve their situation

Long-Term Outcomes:

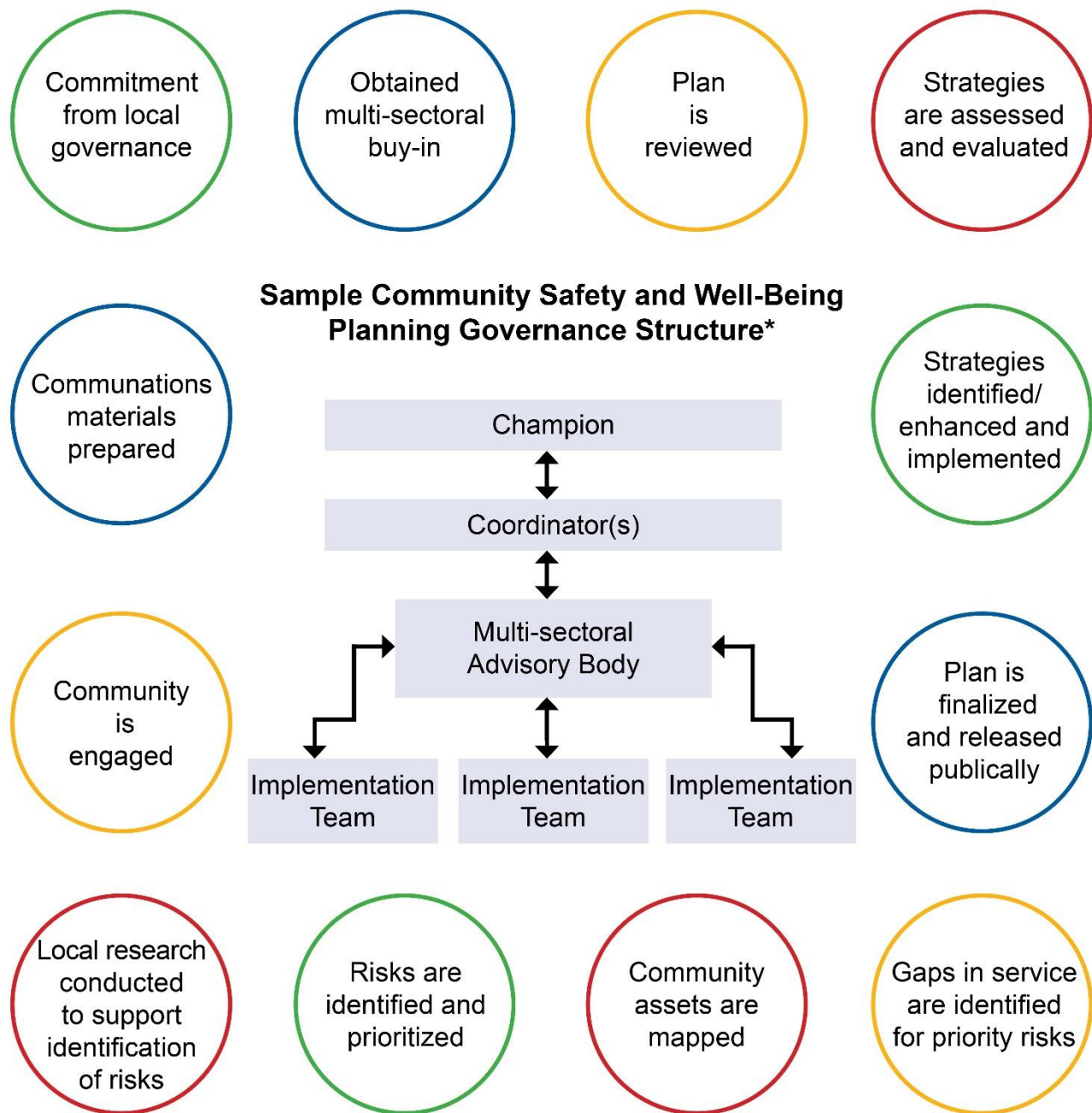
- Increase community safety and well-being

Thank you for your commitment to community safety and well-being planning. The ministry welcomes your thoughts, comments and input on this booklet. Please send your comments to SafetyPlanning@Ontario.ca.

In addition, the ministry would also like to thank our inter-ministerial, policing and community partners who participated in the development of this booklet, including the pilot communities who tested components of the community safety and well-being planning framework and toolkit for community safety and well-being planning. Thank you for your ongoing support and feedback throughout this process.

Ministry Contributors:

Stephen Waldie, Director, External Relations Branch, Public Safety Division,
Oscar Mosquera, Senior Manager, External Relations Branch, Public Safety Division
Shannon Ciarallo (Christofides), External Relations Branch, Public Safety Division
Stephanie Leonard (Sutherland), External Relations Branch, Public Safety Division
Morgan Terry, External Relations Branch, Public Safety Division
Steffie Anastasopoulos, External Relations Branch, Public Safety Division
Nicole Peckham, External Relations Branch, Public Safety Division



***Note: governance structures may look different in each community**

This diagram includes an example of a governance structure for the community safety and well-being planning process. The roles and responsibilities of the participants represented in this diagram are highlighted in Tool 1: Participants, Roles and Responsibilities. The diagram also highlights different steps to the community safety and well-being planning process that are described throughout this document. As community safety and well-being planning may look different in each community, there are no linkages between the different steps as they are flexible and adaptable for each community across Ontario.

Community Safety and Well-being Plan for Prince Edward County 2018 - 2021



Approved by Council October 9th, 2018

Message from the Chair, Prince Edward County Police Services Board

On behalf of the Prince Edward County Police Services Board, I am very pleased to present the Prince Edward County Community Safety and Well-being Plan, the culmination of three years of collaboration among many community partners.

In early 2015, the Police Services Board initiated a broad discussion about a Community Safety and Well-Being (CSWB) Plan. The Board had become aware that the provincial government intended to include a requirement for all municipalities to have such a plan as part of a revised Police Services Act. As well, the Board and the Prince Edward County Detachment of the Ontario Provincial Police were actively searching out new strategies to decrease the number of "calls for service" as a way of reducing policing costs in the County. Both the Board and the OPP believed a focus on crime prevention and community safety and well-being made very good sense, given that the majority of police calls in the County, as in most municipalities, are in response to social disorder situations (e.g. family/neighbour disputes, mental health issues) rather than criminal activity.

The Board applied successfully in 2015 for a grant of \$55,000 from the Proceeds of Crime Fund of the Ministry of Community Safety and Correctional Services. This grant supported both a number of community initiatives "to prevent crime through social development" and the first stages of development of a CSWB Plan. The Board shared its initial work with Municipal Council in February 2016 and received Council's endorsement for the concept of a CSWB Plan.

The Board has continued to work on plan development from 2016 until now with significant logistical support from the County Foundation, some financial support from Council and a great many hours of work contributed by representatives of the County's local social and human services agencies.

As part of its CSWB initiative, the Board also oversaw the establishment of a Situation Table in the fall of 2016. This Table brings agencies together, on a regular basis, to provide multi-agency intervention for individuals identified as being "at an acutely elevated level of risk." Since May 2018 the Community Safety and Well-being Advisory Committee, under the leadership of Chair Susan Quaiff, Project Manager Ann McIntosh, and four Team Leads has been meeting to consolidate three years' worth of work into a formal Community Safety and Well-being Plan. The Plan is also intended to dovetail with the work of Prince Edward Municipal Council and other community groups in the areas of housing and transportation.

The Police Services Board was again successful this year in its application to the 2018-20 Proceeds of Crime Fund (\$55,000) to support another project, *A Collaborative Approach to Mental Health in the County*, which will assist in addressing the mental health component of the CSWB Plan. Prince Edward County has a tradition of people working together to get things done. This Community Safety and Well-being Plan showcases - and strengthens - that spirit of collaboration. The Plan is intended to be a living document and to provide a focus for ongoing efforts to improve the safety and well-being of all County residents. Municipal Council, the Police Services Board, and all who contributed to its creation have a responsibility to monitor and support its implementation. Margaret Werkhoven

Message from the Advisory Team Chair

My name is Susan Quaiff, as a life long County resident, I have been able to raise a family, live, work and now as I turn toward retirement I am fortunate to call Prince Edward County home. In my role as Chair of the Community Safety and Well-being Plan Advisory Team, I was so interested in bringing this plan together for Prince Edward County.

My career of 28 years working with families in childcare and early education was important to inform this report. The impact of early identification, referral to services, warm hand-off and connections close to home is critical. When people have knowledge and connection when in need they feel a sense of belonging and this contributes to overall well-being. Connecting to services early has a long- term positive outcome in communities.

Prince Edward County is committed to providing programs and services that support health and well-being of all residents in our community. Our community has a high population of seniors, a strong agriculture base with a growing tourist industry attracted by burgeoning breweries, wineries, and fine culinary dining.

Our plan addresses four priority areas and highlights steps that will support all residents. This plan will help to enhance our ability to respond to issues in a coordinated manner and build on successful efforts that already exist. We wanted tangible measurable outcomes that our community could reflect upon.

On behalf of the Community Safety and Well Being Advisory Team, I would like to thank everyone for their efforts, honesty and sharing of data that informed this plan. Working together, we will strengthen this great community and make it the best place to live, work, raise a family and retire.
Susan Quaiff

Acknowledgements

The Prince Edward County's Community Safety and Well-being Plan was developed by a joint Advisory Team led by Prince Edward County Police Services Board. The Advisory Team consisted of representatives from local service organizations who provided advice in the development of the Plan, its strategies for collaboration, planning and action. The Advisory Team would also like to thank members of the community that took part in the interviews and 'Community Conversations' process that has helped shape the Plan.

Vision: a safe and healthy community

Mission: to support actions to strengthen community safety and well-being

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Executive Summary

The first edition of the PEC CSWB Plan considers four priority areas, two with a focus on safety issues and the remaining two to enhance the well-being of our residents. The Advisory Team recognizes that these are not the sole issues facing our community, but selected these as being realistic and attainable, evidence-based strategies suitable for our inaugural action plan.

Safety Strategies

1. Emergency Response Strategy

Objective: *Assist emergency responders in reaching their destinations in a quicker and safer manner.*

Strategies:

- i. Develop a 'Move Over' awareness campaign
- ii. Develop a "Flashing Green Lights mean move over too!" campaign

2. Senior Support Strategy

Objective: *Reduce the incidents of seniors becoming targets of fraudulent behaviour.*

Strategy: Develop a collaborative strategy to assist seniors, their family members, care-givers, and friends in discussing frauds and scams, to help recognize a potential crime situation and show how to reduce or remove the risk. In addition, encourage dialogue to dispel the stigma / embarrassment, and promote reporting by the victims.

Objective: *Encourage and support seniors' safe mobility and independence.*

Strategy: Develop a pedestrian education safety campaign that provides safety tips for both pedestrians and the safe and legal usage of mobility scooters.

Objective: *Support for seniors to maintain their independence and social connections.*

Strategy: Support aging drivers to maintain and/or upgrade their driving skills and update their knowledge of new technologies and recent changes to legislation.

Well-being Strategies

1. Poverty Reduction Strategy

Objective: *Increase awareness by low income individuals of, and access to available federal, provincial, municipal and charitable funds, credits and services to support increased personal and family income.*

Strategies:

1. Increase the number of free income tax and benefit screening clinics for low income residents, with a focus on financial empowerment and consumer protection.
2. Develop a municipally supported communication strategy that increases access to economic and community supports for vulnerable populations in Prince Edward County.
3. Develop a peer mentor network of persons with lived experience to act as coaches in navigating the system, identifying and accessing services, in addition to reducing the intimidation factor that may be associated with the process

2. Collaborative Mental Health & Addictions Strategy

Objective: As a community collaborative, develop an actionable strategy that:

- Improves the outcomes and experiences of people living with mental health and/or addictions issues (MHA) in Prince Edward County
- Reduces police involvement in mental health related incidents (non-criminal, prolific persons calls)

Introduction

The Safer Ontario Act, 2018 mandates that each municipality develop and implement a formal Community Safety and Well-being (CSWB) Plan. This allows communities to take the lead in defining and addressing specific local needs. The success of a CSWB Plan requires the collaboration among multiple partners, including: police services, local service providers in health care, social services and education to develop strategies to proactively address locally identified priority risks and/or populations. Essentially, CSWB is a concept that unites multiple human service sectors under a collaborative pursuit of shared outcomes. This approach aims to improve interactions between police and vulnerable residents by enhancing front-line responses.

This is the first three-year Community Safety and Well-being Plan for Prince Edward County and represents nearly three years of dedicated effort led by the Prince Edward County Police Services Board, The County Foundation and the County of Prince Edward. It offers a collective view of what is going well in our community, what needs to improve, and specific strategies to address priority risk areas. This Plan is informed by interviews with key professionals from local organizations, community feedback, local data, and research on effective practices in other municipalities. The result is an actionable, strategic planning document that provides a sound basis for implementing sustainable solutions for community safety and well-being in Prince Edward County.

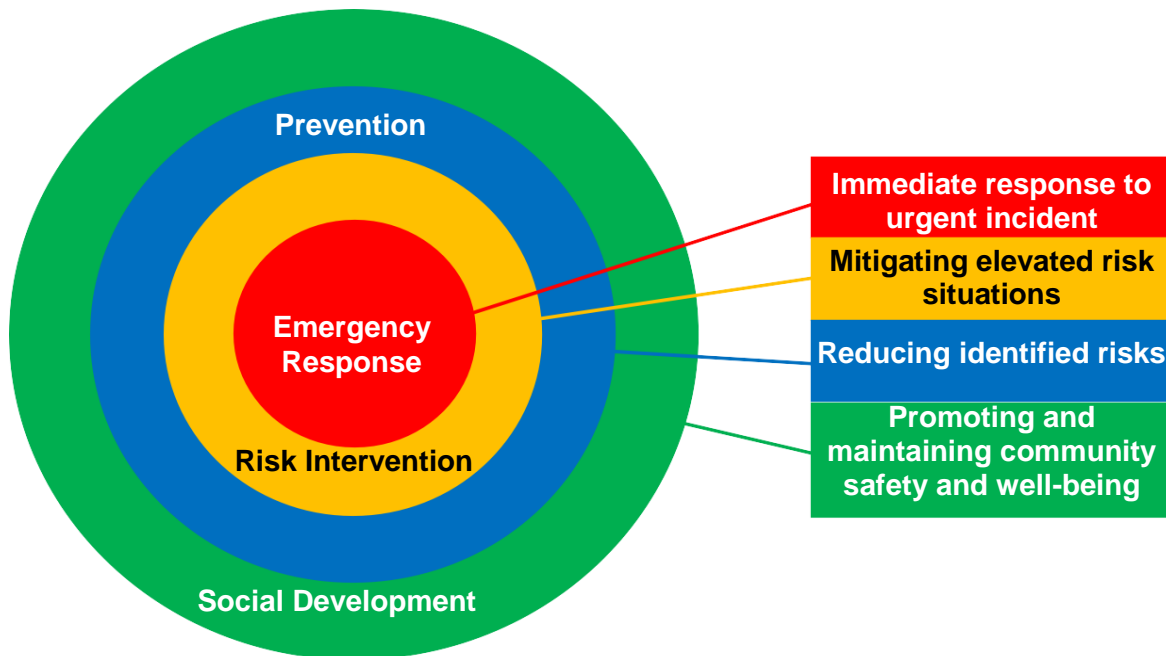
Guiding Principles for developing the Plan

This Advisory Team acknowledges that the Plan must:

- Be adaptive to address emerging priority risks and vulnerable populations.
- Be specific, realistic and with defined outcomes.
- Recognize and support the excellent collaborative work that is already happening in Prince Edward County. Where possible, the intent is to expand these efforts to maximize their efficiencies and impact, while avoiding duplication.
- Be accountable by establishing measurable outcomes to effectively evaluate the strategic actions' results and their effectiveness.
- Have education and the creation of community awareness as cornerstones of the proposed actions.
- Acknowledge that this approach requires imagination and resourcefulness but must also be realistic in estimating the implementation costs.
- Be a collective enterprise – success requires commitment, leadership, patience, and creativity.

The Community Safety & Well-being Approach¹

It is a long-term strategy to make safety and well-being a reality for vulnerable individuals, families, groups, and locations. A CSWB Plan includes strategies for community safety and well-being at four levels of intervention: **social development**, **prevention**, **risk intervention**, and **emergency response**.



Goals:

1. Reduce harms and victimization for all elements of community.
2. Decrease the upward trends in demand for, and costs of, *emergency response* (**Red Zone**).

To achieve these goals, everyone must rally to the cause of safety and well-being for all. This is a collective enterprise. No single agency, or even handful of agencies, can achieve it alone. This will require commitment, leadership, patience, creativity, and above all, interest in learning new ways of working together on behalf of the whole community.

Successful planning for safety and well-being revolves around five principles that should influence every planning decision. They originate from research, experience, and lessons-learned about what works in community safety.

¹ *Community Safety and Well-being Planning Framework, A Shared Commitment in Ontario, Booklet 2 - Ministry of Community Safety and Correctional Services*

1. Commitment *at the highest level*

Safety and well-being are a community-wide initiative. As such it requires dedication and inputs from every agency, organization, group, and citizen. Sometimes it is difficult to get some of these constituents to the planning table. This is where leadership, vision, and even inspiration pay off. Get the highest-level authority to make a public stand for safety and well-being; and charge everyone to play their roles in the process of planning.

2. Collaborative

Safety and well-being are everyone's responsibility. This means all government offices, human services agencies, community-based organizations, businesses, neighbourhood groups, families, and individuals. It is multi-sectoral; multi-disciplinary; and it requires full transparency as everyone shares responsibility for the common good. Collaboration involves much more than just parallel attempts to influence the same condition. It requires much more than just 'working together' towards the same end.

Collaboration is not without its challenges, and as such should be addressed in a candid and trusting atmosphere. However, there is considerable evidence that collaboration can build capacity among the partners and broaden the understanding of an issue by bringing to light different philosophical contexts and conceptual schemes.

3. Risk-focused

To make everyone safer and healthier requires the identification of risks, threats or hazards to safety and well-being. This applies equally to all three planning levels. Risks appear obvious in the Amber Zone where harm is imminent; they may be subtler in the Blue Zone where we are looking for opportunities to prevent harm; but they are most challenging in the Green Zone not the least because the requisite efforts to reduce them can seem daunting. Many risk factors are intertwined or connected and may have a multiplying effect on one another.

4. Asset-based

The soundest and most positive planning strategy presumes that every neighbourhood and municipality is full of assets that can be productively mobilized to achieve safety and well-being. This requires an "asset inventory." Important elements of that inventory are the individuals, families, community groups in marginalized neighbourhoods who possess lots of energy, skills, and strong desires to contribute to the collective goal of community safety.

5. Measurable Outcomes

In a good community safety plan, outcomes must be observable and measurable, like "lower rates of truancy." The Plan must draw upon the specialized knowledge and technical capacities of all our agencies and organizations, to specify objectives, set benchmarks, and measure outcomes. Establishing a community-wide profile will require inter-sectoral collaboration.

Community Overview²

An Aging Population

Prince Edward County is a picturesque agricultural community, with beautiful beaches that have attracted tourists and vacationers for nearly 200 years. Over the last 20 years the area has become known and celebrated as a wine, food, art, and culinary destination.

Population

24,735

2016 census
down 2.1%
since 2011

In addition, the region is becoming increasingly popular as a retirement location. The 2016 Census revealed that our resident population of 24,735 has declined slightly from 2011. In addition, we have a decidedly older population; nearly 30% of our residents are over 65 years of age compared to the provincial rate of 17%. With a median age of 54.5 years, the County has one of the oldest populations in Ontario. The research and interview process indicated seniors as a priority population for this Plan. The concerns voiced included: social isolation, more susceptibility to victimization and financial fraud, mobility issues, limited access to services and increased demands on healthcare services and supportive housing.



\$395,000 median
(2018 Quinte MLS)



Housing

In recent years housing prices have soared to nearly double, far higher than neighbouring communities. In addition, the supply of affordable housing (both for ownership and rental) has decreased. This decrease, coupled with increasing costs of living (hydro, taxes, etc.) has resulted in many young families, low income earners and seniors being unable to afford to live here. According to the 2016 Census, local renters are struggling to find affordable accommodations with 48.6% paying over 30% of their income (Canada Mortgage and Housing Corporation's affordability threshold). The municipality's Affordable Housing Task Team recently conducted a Rental Vacancy survey and found that the current rate is .81% - far below CMHC's reported rate.

Income Disparity

In the 2016 – 17 Business Retention + Expansion (B.R.+E.) Study conducted by the municipality, many employers stated that they anticipate growth, but the lack of attainable housing was a staffing concern in the hiring and retention of employees. This concern was further supported by participants in the Community Conversations. The 2016 Census indicated that over half of the local workers (6,414 of 12,480 total) work part time. For some this could be by choice, but for others it may be their only employment option.

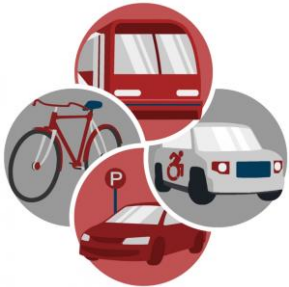
**Prevalence of Part
Time Work**
PEC 51%
ON 48%

² Greater detail is available in The County Foundation's 2018 Vital Signs Report



The 2016 Census median household income data for our community revealed that 50% of local households have income of less than \$60,000, which effectively removes them from purchasing in the current housing market. In addition, a recent McMaster University Study has drawn a correlation between precarious work and declining mental health.

Transportation



As a rural community with a sprawling geography, lack of public transportation poses a challenge for many. 'Transportation is the enabler for obtaining fresh food, learning and employment, and for staying connected socially and involved in the life of the community. Transportation barriers adversely affect not only individuals, but also Prince Edward County employers, retailers, and providers of services of all types that rely on the physical presence of the employee or client.'³ The impact is felt across the generations and intersects with social isolation, poverty, poor nutrition, unemployment and economic development.

'When transportation options are available they provide economic and social opportunities and benefits that result in positive effects such as better accessibility to markets, employment and additional investments. When transport systems are deficient they can have an economic cost such as reduced or missed opportunities and lower quality of life.'⁴



Safety

The Community Conversations and interviews indicated that most residents feel safe in our community. This feeling is supported by the local OPP Detachment's data which indicates that both violent and property crimes are trending downward. The reporting of Fraud remains relatively constant and is of concern, since the Canadian Anti-Fraud Centre estimated that only 5% of victims report this crime, and research indicates that seniors can be more vulnerable to these crimes.

The police are traditionally held responsible for addressing a wide array of issues - generally regarded as the agency of first call on matters that do not clearly fall within the scope of others and where an immediate response is required. Issues can become police responsibilities when other formal and informal mechanisms for controlling them have failed, leaving police in a reactive position.

Locally, the OPP are receiving increasing numbers of non-Criminal Code service calls. Often these are 'prolific persons' calls, meaning repeat calls for the same

³ Public Transit Plan and Business Case, Dillon Consulting, April 2018

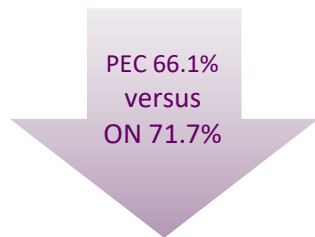
⁴ Transportation and Economic Development, Dr. Jean-Paul Rodrigue and Dr. Theo Notteboom

individual. These individuals often have unresolved issues regarding mental health and/or homelessness. An effective early intervention could reduce or eliminate many of these calls.



Well-Being

Well-being refers to diverse and interconnected aspects of physical, mental, and social wellness that extend beyond the traditional definition of health. It includes choices and activities aimed at achieving physical vitality, mental alacrity, social satisfaction, a sense of accomplishment, as well as personal and financial fulfillment. A sense of well-being is a result of many inter-related factors that affect our feelings of safety and security. A recent McMaster University study revealed a causal connection between precarious work and mental health issues.⁵



Mental Health & Addictions

The 2016 Census revealed a significant decline from 2008 in residents (12 years and older) self-rating of their mental health as either good or excellent. In fact, the County trails the provincial rating, 66.1% compared to 71.7% in this category.



Participants in the *Community Conversations* (public forums) and agency interviews identified mental health issues as a significant risk factor that can lead individuals to either engage in crime, social disorder incidents or activities and/or become victims of crime. Some noted that a significant service gap exists in this area, including a lack of emergency and transitional shelter/housing. In addition, some highlighted the need for additional resources for youth with mental health needs, to provide services early on in life.



It was also noted that addictions and substance abuse create additional challenges for those with mental health needs. The recent Homeless Count conducted by Prince Edward-Lennox & Addington Social Services revealed that 70% of participants declared a mental health issue while 50% also declared an addiction. These issues feature prominently at the PEC Situation Table since data reveals that in 100% of the cases brought forward, mental health was identified as a risk factor.

⁵ <https://www.thestar.com/news/gta/2018/09/01/precarious-work-poses-serious-consequences-for-millennials-mental-health-report-says.html>

The CSWB Plan Process at a Glance



Consultations with our community (170 participants) and interviews with 25 local service organizations identified priority areas as well as the populations considered most vulnerable to these risks. This consultation provided an initial action focus for the Plan.



Research of Community Safety and Well-being Plans in other municipalities and the Ministry of Community Safety & Corrections Services guidelines to identify best practices. Collection and analysis of local data and information from a variety of sources including the 2016 Census, the local B.R.+E., Economic Modelling System Inc. (EMSI) data.



Establish an **Advisory Team** consisting of representatives from local social and human service agencies/organizations, PEC Police Services Board, PEC OPP, The County Foundation, PE Fire Department, Hastings Quinte Paramedic Services, PEC County Council, healthcare and education. The Advisory Team identified four priority areas.



Implementation Teams tasked with developing strategic actions in four priority action areas. These were reviewed and approved by the Advisory Team.



The **CSWB** Plan is compiled and presented to Council for formal adoption.



Strategic actions begin.

Determining Our Priorities

A key aspect of the Plan process was to seek input on key safety and well-being issues to help inform an initial action focus for the Plan. Throughout the process, a wide-range of issues were identified, which affirmed the need for a flexible, multi-sector approach that can respond to issues that cross sectors and mandates.

March 17th, 2016 Stakeholder Workshop

Cross section of community organizations identified four local Priority Domains (based on Canadian Index of Well-being standards) – Community Vitality, Education, Healthy Populations, and Living Standards.

March – April 2017 Stakeholder Surveys

One-on-One interview style survey of key representatives from 25 community agencies. Within the broad range of issues that were identified, several high-level themes emerged.

- **Priority Risks**
 - Housing
 - Poverty
 - Transportation
 - Mental Health & Addictions
- **Priority Populations**
 - Children/Youth
 - Seniors
 - Low-income earners

June 28th, 2017 CSWB Plan Workshop

Representatives from 19 community agencies participated and confirmed four Priority Risks:

- Poverty (income inequity, job insecurity, seasonal employment)
- Housing (supply, affordable, limited housing options, lack of emergency housing)
- Mental Health & Addictions (access to services, stigma, housing)
- Transportation (lack of public transit, costs, infrastructure)

Nov. – Dec. 2017 Community Conversations

The County Foundation, in partnership with the Tamarack Institute, hosted 13 *Community Conversations* throughout Prince Edward County with a diverse cross-section of community members. The purpose of these conversations was to identify and better understand the issues of greatest interest and concern to the people who live and work in the County. The top three issue areas from 170 participants were:

1. Housing
2. Employment and Work
3. Health

It is difficult to isolate safety and well-being from other community goals, such as food security and basic needs, housing, resilience, poverty prevention/reduction, and so on. They are pieces of a much larger picture of overall community vitality. Research shows that community-based approaches to safety and well-being can have a much greater impact than individual efforts. By taking joint action that brings in expertise and insights from all corners of the community, there is much greater potential for long-term, sustainable solutions. This broad-based support and mobilization of resources from across the community means that everyone has a stake in achieving results and feels pride in the efforts they undertake. As a result, the initiatives are much more likely to be sustained over the longer term.

What's Already Being Done

In many respects, the Plan formalizes the strong ethos of collaboration already existing in our community. It also documents, supports, and builds on successful initiatives already in place that improve safety and enhance the well-being of our community. The initiatives listed below are selected to highlight the initiatives in the priority areas identified in this Plan. The Advisory Team acknowledges that many other innovative collaborations are underway to improve the welfare of our residents.



PEC Situation Table

Many of these situation tables across the province have been modeled after the 'Hub Model' in Saskatchewan⁶ and provide an integrated approach to reduce crime, emergency room visits and calls for service by addressing the needs of individuals and families at risk. All individuals involved in a Situation Table adhere to privacy principles. The Situation Table model has achieved greater coordination and collaboration on issues that result in demand on services that operate in the yellow (risk mitigation) and red (emergency response) zones.

Since October 2016 the PEC Situation Table has been collaboratively addressing community safety and well-being by identifying and supporting individuals at an acutely elevated risk of harm, committing an offence, or coming into contact with police or other crisis-driven services. The Situation Table seeks to develop evidence-based strategies to resolve such issues as expediently as possible, typically within 24 to 48 hours.



Intersections

Intersections is a voluntary program involving multi sectors of support and police services that works with young people and/or their families to reduce and prevent further contact with police services and improve well-being. The program is for young people who are at risk of becoming justice involved. After initial police contact, an Intersections Coordinator works with the young person and/or their families to discuss their needs and to navigate and coordinate appropriate services. Community Organized Support and Prevention (COSP) is the host agency for Intersections in Hastings and Prince Edward counties.

⁶ http://results4america.org/wp-content/uploads/2017/07/LandscapeCS_Canada_4.pdf



Housing Initiatives

In 2016, County Council identified affordable housing as a key pillar of its corporate strategic plan. In December of 2017 Council allocated \$250,000 for affordable housing in the 2018 budget and directed staff to bring forward recommendations for addressing this growing issue. For 2018, the Community and Economic Development Commission also asked staff to identify innovative options for addressing the affordable housing shortage in the County. Most recently, the County Foundation identified housing as its top priority for its upcoming 2018 Vital Signs update based on extensive consultation with community groups and agencies in the County. County Council recently formed the not-for-profit **Prince Edward Housing Corporation** to support the development of affordable housing in the community.



Attainable Housing Network

Prince Edward County Attainable Housing Network has approximately \$850,000 in commitments from various community members, with a target of \$1 million to develop a subdivision on the old arena site in Wellington. The plan is to build 26 houses – nine subsidized and 17 market value. The site plan shows 14 houses with parking behind, and an internal street for the other 12. Habitat for Humanity would build four of the houses. The profit from the market value houses is proposed to pay the \$816,000 pre-development and \$798,000 infrastructure costs for the development so the subsidized units would absorb none of the costs.

The market value houses are proposed to be built at \$200-\$220 per square foot and sold at a 23 per cent markup; the subsidized houses at \$165-\$175 per square foot and sold at cost.



Lovesong

The Lovesong Project proposes to repurpose the former Pinecrest Memorial School in Bloomfield into a seniors housing development.

Poverty Roundtable Affordable Housing Group (PRTAHG)

This Group has a commitment to:

- Lobby and advocate for more affordable housing
- Lobby municipalities for changes to support the development of affordable housing.
- Support the housing first concept in our community
- Seek partners in the creation of affordable housing and in support of housing first principles
- Promote, monitor, critique and support 10-year housing and homelessness plan
- Identify ongoing strategies to end homelessness





Integrated On-Demand Transit

A proposed five-year strategy takes a coordinated approach which takes advantage of existing resources in the community and implements a service design that is tailored to the environment in which transit will operate. This coordinated approach balances the need for service improvements with effectiveness and cost recovery goals. Provincial funding has been approved to pilot the four strategies:

1. Take advantage of the existing Quinte Access service to provide mobility for rural residents in the County of all ages and levels of mobility. This will be accomplished by implementing an integrated on-demand rural county transit service which co-mingles conventional transit passengers (adults and youth) with Quinte Access clients using Quinte Access vehicles.
2. Improve Integration and Inter-municipal connections to Belleville
3. Improve Local Connections within Picton.
4. Provide a new seasonal flex-route on weekends during the summer to help address growing summer employment needs.

This **Community Safety and Well-being Plan** establishes a course of action for community safety and well-being planning in Prince Edward County over the next three years. It provides a model for collaboration, planning and action to shape how we identify and respond to current and emerging issues through ongoing engagement with community stakeholders.

The Plan's Priorities

The following issues have been identified as priority action areas for Prince Edward County for this initial Plan:

Safety Priorities

1. Emergency Response Strategy
2. Senior Support Strategy

Well-being Priorities

1. Poverty Reduction Strategy
2. Collaborative Mental Health & Addictions Strategy

Safety Priorities

Emergency Response Strategy

Assist emergency responders in reaching their destinations in a quicker and safer manner.



Objective

Develop a 'Move Over' awareness campaign

Rationale

The geography of our county with long peninsulas and surrounded by water results in long, narrow rural roads with considerable distances between points. In addition, the seasonal attraction of tourists and summer visitors to the region results in some roads/areas being very congested (i.e. Sandbanks Provincial Park, urban main streets). The distances to the remote ends of the County and the traffic congestion can contribute to lengthier response times for first responders. This delay is exacerbated when traffic fails to obey the 'Move Over' legislation.

Supporting Actions

- Create an awareness campaign (signage on emergency vehicles, radio, newspaper, flyers, social media, etc.) detailing the legislation, fines, and impact on emergency response times and safety
- Design and install highly visible signage/decals (entrance to County, Sandbanks Provincial Park entrance, washrooms, emergency vehicles) with clear direct messaging.
- Insert informational flyers in tax bills, etc.
- Recruit appropriate community partners to support awareness and education

Evaluation

Identify measurements for evaluation of the strategy's impact (i.e. numbers of flyers, signage, decals prepared and distributed, etc.)

Outcomes

Successful implementation of the media campaign and installation of signage and decaling should result in:

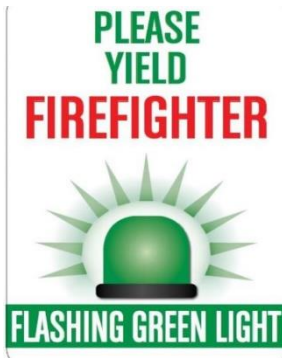
- Greater awareness and compliance with the legislation by both year-round residents and seasonal visitors

Lead

PEC OPP

Partners

PEC Fire Department, Hastings Quinte Paramedic Services, County of Prince Edward, local media, local businesses, community partners



Assist emergency responders in reaching their destinations in a quicker and safer manner

Objective

Develop a 'Flashing Green Lights mean move over too!' awareness campaign

Rationale

When vehicles don't move over for fire fighters' green flashing lights on their personal vehicles, it hinders their ability to quickly reach either the station and/or the site of the emergency. Many people, both residents and visitors are unaware of the significance of the green flashing lights. While not legally in the 'Move Over' legislation, a greater understanding and compliance would assist in the faster and safer arrival of these first responders.

Supporting Actions

- Create an awareness campaign (radio, newspaper, flyers, social media, etc.) detailing the impact on emergency response time and safety
- Design and install highly visible signage/decals (entrance to the County, Sandbanks Provincial Park entrance, washrooms, emergency vehicles) with clear direct messaging.

Evaluation

Identify measurements for evaluation of the strategy's impact (i.e. numbers of flyers, signage, decals prepared and distributed, etc.)

Outcomes

Successful implementation of the media campaign and installation of signage and decaling should result in:

- Greater awareness of the significance of green flashing lights and improved compliance to yield the right of way
- Firefighters arrive safely at their destination with fewer delays

Lead

PEC Fire Department

Partners

PEC OPP, County of Prince Edward, community partners

Senior Support Strategy



Reduce the incidents of seniors becoming targets of fraudulent behaviour.

Objective

Develop a collaborative strategy to assist seniors, their family members, care-givers, and friends in discussing frauds and scams, to help recognize a potential crime situation and show how to reduce or remove the risk. In addition, encourage dialogue to dispel the stigma / embarrassment, and promote reporting by the victims.

Rationale

Older adults can be the most vulnerable to exploitation by institutions and individuals due to deteriorating health and declining cognitive abilities, as well as the reduction in social support. Additionally, many are at home for most of the day, they can be isolated and alone, and they tend to be trusting and want to help someone in need.⁷ Since thirty percent of Prince Edward County residents are over 65 years of age, with a median age 10 years older than Ontario, seniors represent a significant target population. PEC OPP report Fraud related incidents have had the largest increase with the majority being “scams” either through the phone or internet. The RCMP-led Canadian Anti-Fraud Centre estimates that only five percent of victims notify the centre.

Supporting Action

Develop an awareness campaign:

- Information sessions - partner with community organizations to present the most recent information on scams, encourage open/frank discussions on abuse and reporting
- Develop a series of articles (newspaper, internet, social media) highlighting the risks and techniques of the fraudsters
- Information sessions to increase awareness of the County Seniors' Centre programming and other activities of The PEC Community Care for Seniors Association
- Radio spots – encourage the local radio station to profile the issue

⁷ <https://www.forbes.com/sites/nextavenue/2016/12/18/why-older-adults-are-so-susceptible-to-financial-fraud/#344e5c5f2770>

Evaluation

Identify measurements for evaluation of the strategy's impact (i.e. numbers of sessions/participants, increased reporting, etc.)

Outcomes

An effective information campaign will result in:

- Greater awareness and protection from financial fraud
- Decrease in successful scams/frauds
- Increased willingness to report fraud
- Understanding what fraud is and how it works
- Enhanced capacity to identify the signs of fraud and how to act on suspicions
- Knowledge of the most common scams
- Understanding of why and how seniors are targeted
- Knowledge of what to do if they are a victim of fraud

Lead

The PEC Community Care for Seniors Association

Partners

PEC OPP, PEFHT, CPA, community partners



Encourage and support seniors' safe mobility and independence.

Objective

- Provide education to encourage the safe and legal usage of mobility scooters.
- Develop a pedestrian education safety campaign that provides safety tips for both pedestrians and drivers.

Rationale

Mobility devices such as electric wheelchairs and mobility/medical scooters are an essential part of daily life for people with a mobility impairment. More and more seniors are using mobility devices every year. The higher prevalence of chronic conditions and subsequent disability among the elderly

	<p>also results in an increased use of these devices.⁸ In Ontario, the number of individuals aged 65 and older who received funding assistance from the Ministry of Health and Long-Term Care for power mobility devices through the Assistive Devices Program rose by 340% between 1995 and 2001. The proper care and usage of these devices is critical to the safety of the operators, pedestrians and motorists. In addition, users must be aware of their legal responsibilities associated with operating these devices.</p> <p>Pedestrians are sharing the streets and roadways with a wide variety of motorized devices and vehicles. Any time a vehicle strikes a pedestrian it results in injury and possible death. It's important to raise awareness and improve behaviours of pedestrians, and those operating motorized devices and vehicles, and drivers to reduce accidents and injuries.</p>
Supporting Actions	<p>Presentations to current and potential electric wheelchair and medical scooter users on:</p> <ul style="list-style-type: none">• Proper selection, maintenance and handling of devices• Safe operation• Legal responsibilities – ‘rules of the road’• Applicable Municipal by-laws <p>Pedestrian Safety information (newspaper articles, presentations, increased enforcement) that provide advice and safety tips on:</p> <ul style="list-style-type: none">• Proper usage of crosswalks and crossovers• Right of way and rules of the road (vehicles, medical scooters, electric wheelchairs)• Safety measures when there are no sidewalks• Staying visible in bad weather or after dark
Evaluation	<p>Identify measurements for evaluation of the strategy's impact (i.e. numbers of participants in event, numbers of violations/complaints/injuries, etc.)</p>
Outcomes	<p>Medical Scooter Participants will:</p> <ul style="list-style-type: none">• Be better informed on the selection, care and maintenance of an appropriate device

⁸ Reasons for the increase in power mobility use by the elderly include technological advances resulting in suitable and effective means of mobility for individuals of all ages and ability level (Kirby et al., 1995) and the growing percentage of the population aged 65 and older (Rosenburg & Moore, 1997).

- Have a greater understanding of their legal rights and responsibilities
- Potentially be safer operators (i.e. decrease in the incidence of collisions and/or injuries)

Pedestrian Safety participants will:

- Use crosswalks and crossovers properly and safely
- Develop solutions to avoid jaywalking

Reduction in the number of pedestrian-involved incidents/accidents

Decrease in traffic violations related to motorized mobility devices

Lead

The PEC Community Care for Seniors Association

Partners

PEC OPP, *device manufacturers*, Municipality, community partners

Support for seniors to maintain their independence and social connections.

Objective

Support aging drivers to maintain and/or upgrade their driving skills and update their knowledge of new technologies and recent changes to legislation.

Rationale

The ability to drive is important for many reasons. It allows people to reach other people, places, and services—including medical appointments, grocery stores, pharmacies, physical and social activities, and family events. There are benefits regardless of destination, including a sense of autonomy.

Many seniors have been driving for years without a serious collision. But as part of the natural process of aging, individuals begin to see changes in their hearing, vision and reaction time. Because these changes occur over time, it can be difficult to recognize how they affect personal driving abilities. A driver training program can assist seniors in compensating for these impairments.

Supporting Action

Promote the 55 Alive Mature Driver Refresher Course developed by the Canadian Safety Council and delivered locally by PEC Community Care to increase awareness of age-related risks, highlight specific driving conditions and situations that are most

	<p>hazardous to older drivers, and encourage strategies for coping with or avoiding these risky driving conditions</p> <ul style="list-style-type: none">• Practice and review of materials needed to succeed in obtaining licence renewal• Review of rules of the road – fundamentals of driving defensively, signs, signals, recent changes in legislation and driving technology• Identify and correct bad driving habits
Evaluation	Identify measurements for evaluation of the strategy's impact (i.e. numbers of participants, etc.)
Outcomes	<ul style="list-style-type: none">• Participants will have skills and strategies to adjust and accommodate for age-related changes in their driving abilities• Potential for fewer accidents involving older drivers• Extend older drivers' ability to drive safely
Lead	The PEC Community Care for Seniors Association
Partners	PEC OPP, PE Fire Department, Municipality, community partners

Well-being Priorities

Poverty Reduction Strategy



Increase awareness by low income individuals of, and access to available federal, provincial, municipal and charitable funds, credits and services to support increased personal and family income.

Objective

Increase the number of free income tax and benefit screening clinics for low income residents, with a focus on financial empowerment and consumer protection.

Rationale

Financial poverty is lack of money and financial information, services and knowledge. Many people on low incomes are missing out on their benefits because they don't file their taxes. Others do file but are unable to take advantage of benefits available to them because they aren't aware they're eligible or don't know how to navigate the process to apply.

Federal benefits, such as the Canada Child Benefit, Old Age Security, the Working Income Tax Benefit and GST/HST credit can cumulatively add up to thousands of dollars of additional income for families struggling to make ends meet. Provincial benefits, such as the Ontario Electricity Support Program, Ontario Disability Support Program, Ontario Trillium Foundation, rent supplements and the Community Homeless Prevention Initiative can support income stability. Charitable funds can assist individuals and families in financial crisis in creating financial stability plan and increasing quality of life (Hastings Prince Edward Learning Foundation, Quinte Children's Foundation).

As a result, assisting low income individuals in filing their taxes and screening for benefits can be a key strategy to support increased income stability. It's also a way to stimulate the economy in a community. Currently, The PEC Community Care for Seniors Association and Prince Edward Learning Centre (PELC) offer free tax filing services through the Community Volunteer Income Tax Program. In 2017, the existing programs recovered over \$1.5 million, improving financial conditions for many and boosting the local economy. This initiative would expand the offering of clinics across PEC, making use of municipal town halls and libraries. It would also expand the benefit screening capability of volunteers and staff through training.

Supporting Actions	<ul style="list-style-type: none">• Design information packages in a variety of formats (paper, electronic, etc.) to educate residents of the services and potential financial benefits.• Engage community partners to provide collaborative support in promoting free income tax clinics (flyers/leaflets in water bills, property tax notices, community centres, radio spots etc.)• Develop a ‘warm hand-off’ style of referral from local Food Banks and social service agencies to encourage participation• Locate accessible income tax clinics at a variety of sites in the County• Recruit and train knowledgeable volunteers to prepare client tax returns and screen for benefits• Teach interested individuals how to file their own taxes
Evaluation	Identify measurements for evaluation of the strategy’s impact (i.e. numbers of clinics, participants, participating agencies and estimated amount of benefit and entitlements accessed)
Outcomes	Participants in the tax clinics will have: <ul style="list-style-type: none">• Access to income and benefits• Improved knowledge of tax system• Better understanding of local services• Potential for lower stress
Lead	Prince Edward Learning Centre (PELC)
Partners	Prince Edward Lennox & Addington Social Services (PELASS), Career Edge, The PEC Community Care for Seniors Association, community partners



Increase awareness by low income individuals of, and access to available federal, provincial, municipal and charitable funds, credits and services to support increased personal and family income.

Objective

Develop a municipally supported communication strategy that increases access to economic and community supports for vulnerable populations in Prince Edward County.

Rationale

People living in poverty often find themselves trying to navigate confounding systems with next to no money to their name, stunned by a desperate, free-falling situation, often in an emotional spiral that makes it hard to think clearly.

While getting out of poverty is a long-term process, what can be done right now is to make existing services, such as emergency food distribution, a bit easier to access.

Supporting Action

- Develop, maintain and distribute an inventory (paper, electronic) of local services to service agencies
- Enhance 211 directory for Prince Edward County, by ensuring that every agency is included, and their listings are up-dated regularly
- Host events featuring a panel of professionals will provide information on local services, protocols for referrals and details on navigating the system.
- Encourage County Council to develop a formal Poverty Reduction Plan

Evaluation

Identify measurements for evaluation of the strategy's impact (i.e. numbers of calls to 211, PEC 211 listings and updates, client evaluation surveys on access to services, number of information sessions)

Outcomes

- Increased referrals from other agencies
- Improved knowledge of local services,
- Increased access to services
- Less frustration by clients and agency staff

Lead

Poverty Roundtable HPE

Partners

PELC, PELASS councillors, churches, corner stores, The PEC Community Care for Seniors Association senior dinners, Food Not Bombs

Objective

Develop a peer mentor network of persons with lived experience to act as coaches in navigating the system, identifying and accessing services, in addition to reducing the intimidation factor that may be associated with the process.



Rationale

Many individuals living in poverty feel isolated from a sense of community because they lack trust and social cohesion. Engaging with peers through productive and supportive community-led activities, such as social events, learning circles, support groups, and healthy activities, promotes healthy living, provides emotional support, builds trust, creates social cohesion, builds leaders, and encourages positive engagement in the community. Community support for individuals to stay on track with their goals is a necessary component for moving out of poverty and achieving self-sufficiency. Peer support groups are a valuable service and resource that brings together people affected by a similar concern, so they can explore solutions to overcome shared challenges and feel supported by others who have had similar experiences, and who may better understand each other's situation. Peer support groups are run by members for members, so the supports are directly based on their needs.

Not every person will be able to or want to meet up in person, so phone discussions, online forums, websites, and social media can be potential alternatives. Peer support services can be provided by different organizations. However, the value of using peer led support should be emphasized in terms of using their unique capacity to create a space for people to connect outside structured one-to-one or group interactions. Through this community organizing approach, people can form natural relationships with people of their choice in their environments, independent of any formal structures or settings.

Supporting Actions

- Develop a strategic approach to forming a peer-led support group:
- Research best practices from other communities
 - Identify needs or common purpose
 - Recruit and train (if necessary) individuals with lived experience to act as peer mentors
 - Provide accessible meeting spaces

Evaluation

Identify measurements for evaluation of the strategy's impact (i.e. numbers of events/participants, most significant change evaluation, # of people trained, # of people engaged, # of meetings)

Outcomes

The benefits of group peer support are wide-ranging and can include:

- The provision of a safe environment to freely express and share emotions and thoughts about one's current situation and challenges
- Sharing information, experiences and learning from others in similar situations that can help provide ideas and solutions to overcome challenges that group members are facing
- The opportunity to build new relationships and strengthen social support networks which helps to reduce isolation and feelings of loneliness
- Sharing of knowledge about available community resources and practical support to help group members access resources and support, for example, helping others complete administrative procedures to access social and disability benefits, employment programs and so on

Lead

Poverty Roundtable HPE

Partners

PELC, CAS, PELASS, The PEC Community Care for Seniors Association, Peer Support SE Ontario, Community Living Prince Edward, The Hub Child and Family Centre, Recreation Outreach Centre, community partners



Collaborative Mental Health & Addictions Strategy

As a community collaborative, develop an actionable strategy that:

1. *Improves the outcomes and experiences of people living with mental health and/or addictions issues (MH&A) in Prince Edward County*
2. *Reduces police involvement in mental health related incidents (non-criminal, prolific persons calls)*

Objectives

- Improving existing linkages and creating new ones between service providers including PEC OPP and first responders
- Expanding communication within agencies
- Enhancing access to services and recovery support
- Fostering collaboration
- Increasing awareness
- Building capacity (collectively build competencies and skills)

Rationale

Mental health and well-being contribute to our quality of life and to our ability to enjoy life. Good mental health is associated with better physical health outcomes, improved educational attainment, increased economic participation, and rich social relationships. It is often stated that good health is not possible without good mental health.

Estimates suggest that, in any given year, about one in every five people living in Canada will experience diagnosable mental health problems or illnesses. These can occur at any time of life, affecting infants, children and youth, adults, and seniors. No one is immune – no matter where they live, what their age, or what they do in life. This means that just about every family in the country will be directly affected, to some degree, by mental illness.

Addiction to substances or unhealthy activities can lead to serious problems at home, work, school and socially. The causes of addiction vary considerably and are not often fully understood. They are generally caused by a combination of physical, mental, circumstantial and emotional factors.

The harms of substance use can range from mild (e.g., feeling hungover, being late for work) to severe (e.g., homelessness, disease). The harms of substance use can affect every aspect of a person's life.

Consultations with the community and local service agencies reveal that mental health & addictions and access to services are growing concerns. In addition, the PEC OPP indicate that their 'prolific persons' calls are primarily mental health related.

No single organization has the people, skills, knowledge or capacity to do everything; there is a shared responsibility to work together as a system to improve the outcomes, experiences and overall value for County residents living with mental illness and/or addiction.

Supporting Actions

Establish a Mental Health & Addictions Advisory Committee to develop a comprehensive local Action Plan, includes representatives from a cross section of local agencies:

- Human services directly related to mental health/addictions
- Health care providers
- Social services to vulnerable groups (seniors, youth, unemployed, low income, persons with disabilities)
- First responders (fire, paramedics, police)
- Educators
- Families
- Persons with lived experience

Outcomes

Upon implementation the following outcomes are expected:

- A Mental Health & Addictions Strategy for Prince Edward County
- Improved health and wellness outcomes for community members
- Efficiency through better integrated services
- Improved awareness of and access to services
- Easier navigation of the system
- Improved access to information
- Reduced stigma and discrimination
- Earlier detection, intervention and treatment
- Reduced police involvement in non-criminal calls

Lead

Peer Support South Eastern Ontario

Partners

PEC Police Services Board, PEC OPP, Addiction & Mental Health Services – Hastings Prince Edward (AMHS-HPE), Prince Edward Family Health Team, Victim Services, community partners

Next Steps - Implementation

A primary goal of this Plan is to strengthen how we work together to address issues currently affecting the safety and well-being of our community. It is equally important to remain well-positioned to identify and respond to emerging issues in a proactive manner by continuing to seek input and active participation from community partners. The local OPP Detachment has demonstrated a commitment to enhanced data collection and information-sharing to assist in identifying emerging issues.

This CSWB Plan articulates very specific community priorities and strategies necessary for improving the safety and well-being for residents in Prince Edward County. These strategies range from those that leverage existing initiatives and may realize immediate outcomes to strategies requiring innovative approaches with much longer-term commitments.

The Advisory Team discussions have already led to several actions being taken to address aspects of the priority issues. As always, the challenge remains to maintain the momentum and to ensure that these words become actions. It will require effort and commitment with an unwavering focus on the long-term goals.

Appendix

Advisory Team Members

Annette Keogh	Prince Edward – Lennox & Addington Social Services (PELASS)
Brian Beiles	The County Foundation (TCF)
Carl Bowker	Hastings-Quinte Paramedic Services
Christine Durant	HPE Poverty Roundtable
David Fox	PEC Police Services Board (PEC PSB)
David MacKay	TCF
Deanna Mayfield	Hastings Prince Edward District School Board HPEDSB
Debbie MacDonald Moynes	The PEC Community Care for Seniors Association
Dwayne Stacey	Highland Shores Children's Aid Society (CAS)
Jo-anne Munro Cape	PELASS
John Hatch	PEC OPP
Kaitlyn Ouimette	Victim Services Quinte
Kathy Kennedy	Prince Edward Learning Centre (PELC)
Katy Mitchell	Career Edge
Marg Werkhoven	PEC PSB
Mary Jane McDowell	PE Family Health Team
Melanie Regan	Highland Shores CAS
Patrick Menard	PEC OPP
Robert Quaiff	County of Prince Edward - Mayor
Sandi LeBlanc-DiCresce	Addictions & Mental Health Services-Hastings Prince Edward (AMHS-HPE)
Scott Manlow	PEC Fire & Rescue
Steve Graham	County of Prince Edward - Councillor
Susan Quaiff	The Hub Child and Family Centre (Chair)
Susan Stephenson Baker	PEC PSB
Susan Treverton	Community Living Prince Edward (CLPE)
Terry Swift	Peer Support South Eastern Ontario (PSSEO)

Implementation Teams

Emergency Response

David Fox	PEC PSB (Lead)
John Hatch	PEC OPP
Carl Bowker	Hastings-Quinte Paramedic Services
Scott Manlow	PEC Fire & Rescue Senior Support

Senior Support

Debbie MacDonald Moynes	The PEC Community Care for Seniors Association (Lead)
John Hatch	PEC OPP
Carl Bowker	Hastings-Quinte Paramedic Services
Scott Manlow	PEC Fire & Rescue
David Fox	PEC Police Services Board

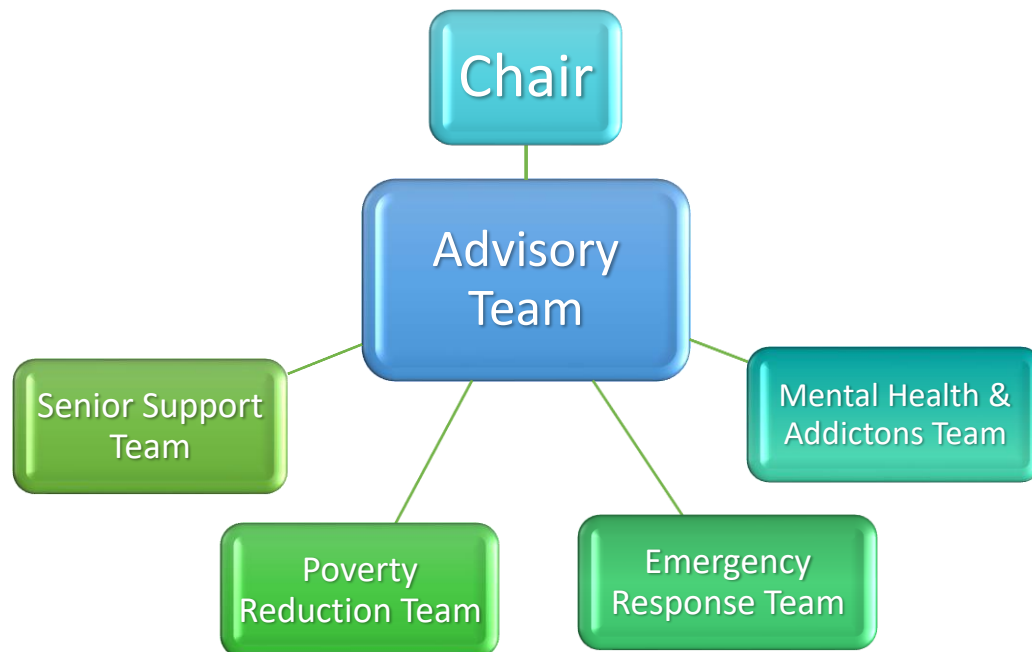
Poverty Reduction

Christine Durant	HPE Poverty Roundtable (Lead)
Kathy Kennedy	PELC
Katy Mitchell	Career Edge
Jo-anne Munro Cape	PELASS

Mental Health & Addictions

Terry Swift	PSSEO (Lead)
Sandi LeBlanc-DiCresce	AMHS -HPE
Kaitlyn Ouimette	Victim Services
John Hatch	PEC OPP
Mary Jane McDowell	PE Family Health Team

Advisory Team Governance Model



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Community Safety & Well-Being in Halton



A Plan for Collaboration & Action



Message from the Halton Regional Chair Gary Carr



Halton Region is committed to providing programs and services that support the health and well-being of all residents in our community. Halton is a vibrant and growing region with safe communities and a high quality of life. To help keep Halton safe and healthy today, tomorrow and for future generations, Halton Region and the Halton Regional Police Service have partnered to develop *Community Safety and Well-Being in Halton: A Plan for Collaboration and Action*.

Building safe and healthy communities is a shared responsibility. The Plan expands on our commitment to work with the Halton Regional Police Service and community partners by creating a model to identify and address emerging issues and trends that impact safety and well-being in our community. The Plan will also enhance our ability to respond to issues in a coordinated manner and builds on many successful efforts that contribute to a strong sense of community safety and well-being in Halton.

On behalf of Halton Regional Council, I would like to thank the Halton Region Police Service and all partners involved in this important initiative for all the work you do each day to make Halton one of the safest communities in Canada. Working together, we keep Halton a great place to live, work, raise a family and retire.

Gary Carr,
Halton Regional Chair

Message from the Halton Regional Police Services Board



The Halton Regional Police Services Board sees this first Community Safety and Well-Being Plan for Halton Region as the next step on our community's shared path to creating a safer and more fulfilling community for everyone.

The Plan recognizes that community safety and well-being are responsibilities shared by all members of the community. Our Plan creates a model for agencies and community members to collaborate to raise the quality of life in our region.

Sir Robert Peel, the father of modern policing, believed that "the police should maintain a relationship with the public that gives reality to the historic traditions that the police are the public and the public are the police." He said Police are members of the community who are paid to exercise full-time devotion to duties which are incumbent on every citizen in the interests of any community's very existence and welfare.

Responding to community needs remains at the forefront of our policing initiatives and partnering with Halton Region on the creation and implementation of this Plan is another way we are putting Sir Robert Peel's philosophy into practice. It also enables us to respond to emerging issues as we strive to maintain our longstanding distinction as Canada's safest regional municipality.

Oakville Mayor Rob Burton,
Chairman, Halton Regional Police Services Board

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Acknowledgements

Community Safety and Well-Being in Halton: A Plan for Collaboration and Action was developed by a joint working group led by Halton Region and the Halton Regional Police Service. Members of the working group would like to acknowledge the contribution of the Global Network for Community Safety for advice in the development of Halton's model for collaboration, planning and action. The working group would also like to thank members of the community that took part in a public consultation process that has helped shape the trajectory of the Plan. Finally, the working group would like to extend its appreciation to the Halton Situation Table for sharing their insight throughout the process.

Introduction

Halton is a safe, healthy and vibrant region. Compared to similar jurisdictions in Ontario, Halton is performing well on a number of overall indicators of well-being and continues to be recognized as one of the safest communities in Canada¹. Halton is also a growing community.

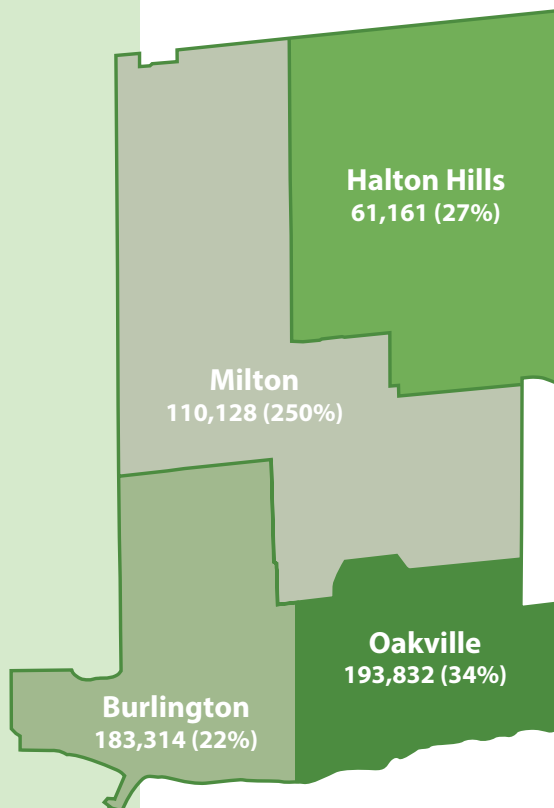
Many calls to police are non-criminal in nature. These calls are often rooted in complex mental health or social issues, many of which could be dealt with more effectively outside of the emergency response system.

Between 2001 and 2016, Halton's population increased from 375,000 residents to nearly 550,000, a rate of growth that is more than twice the provincial average. By 2041, Halton is expected to grow to more than one million people.

As Halton continues to grow, it is important to maintain high levels of safety and continue to enhance the well-being of residents and communities that are vulnerable due to social, economic or health related risk factors. A key step in addressing issues is the development of Halton's Community Safety and Well-Being Plan. The Plan was developed in partnership between Halton Region and the Halton Regional Police Service as part of our shared commitment to be **the safest and healthiest region in Canada**. It builds on a strong history of partnering with our communities and positions Halton at the forefront of the emerging practice of community safety and well-being planning.

This approach to planning recognizes that complex risks to safety and well-being cannot be addressed in isolation by any one organization or sector. Too often, situations rooted in issues like mental health, addictions, a lack of safe and affordable housing, inadequate access to services or social isolation require an emergency response from the police, paramedics, hospital emergency department or other crisis-driven services.

Figure 1: Population
(population growth in Halton - 2001-2016)



In many cases, these issues could be addressed earlier and more effectively through greater collaboration among sectors including police, paramedics, education, public health, healthcare, social services and community-based human services agencies. Community safety and well-being planning is a collaborative process so that people "in need of help receive the right response, at the right time, and by the right service provider."²

Halton's Plan will strengthen how we collaborate with our partners on important issues that impact safety and well-being in Halton. Specifically, it provides a model for collaboration, planning and action to shape how we identify and respond to current and emerging issues through ongoing engagement with community stakeholders. In many respects, the Plan formalizes a strong ethos of collaboration amongst the Region, Halton Regional Police Service and our partners. It also documents and builds on successful initiatives that improve safety and enhance the well-being of vulnerable populations (Appendix 1).

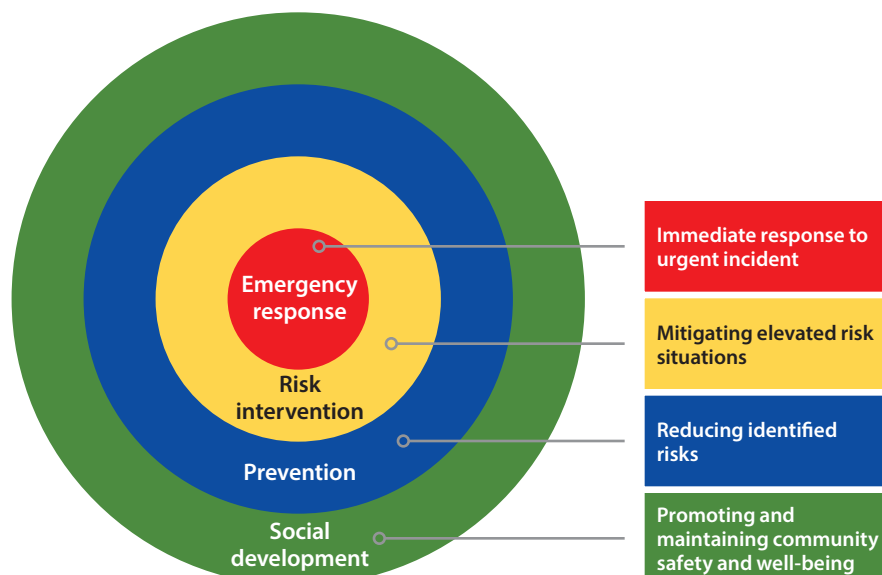
Community Safety And Well-Being Planning In Ontario: An Emerging Approach

Provincially, the concept of community safety and well-being planning has been championed by the Ontario Working Group on Collaborative, Risk-driven Community Safety (a subcommittee of the Ontario Association of Chiefs of Police) and the Ontario Ministry of Community Safety and Correctional Services. In 2014, the Ontario Working Group released the report *New Directions in Community Safety* which encourages community safety and well-being planning within four levels of intervention.³

- **Social Development:** Addressing the underlying causes of social issues through upstream approaches that promote and maintain individual and community wellness. This includes opportunities for employment, income, adequate housing, access to education and other supports that promote social and economic inclusion.
- **Prevention:** Applying proactive strategies to known and identified risks that are likely to result in harm to individuals or communities if left unmitigated.
- **Risk Intervention:** Identifying and responding to situations of acutely elevated risk and mobilizing immediate interventions before an emergency or crisis-driven response is required.
- **Emergency Response:** Circumstances that require intervention by first responders such as police, paramedics and other crisis-driven services in the human services system.

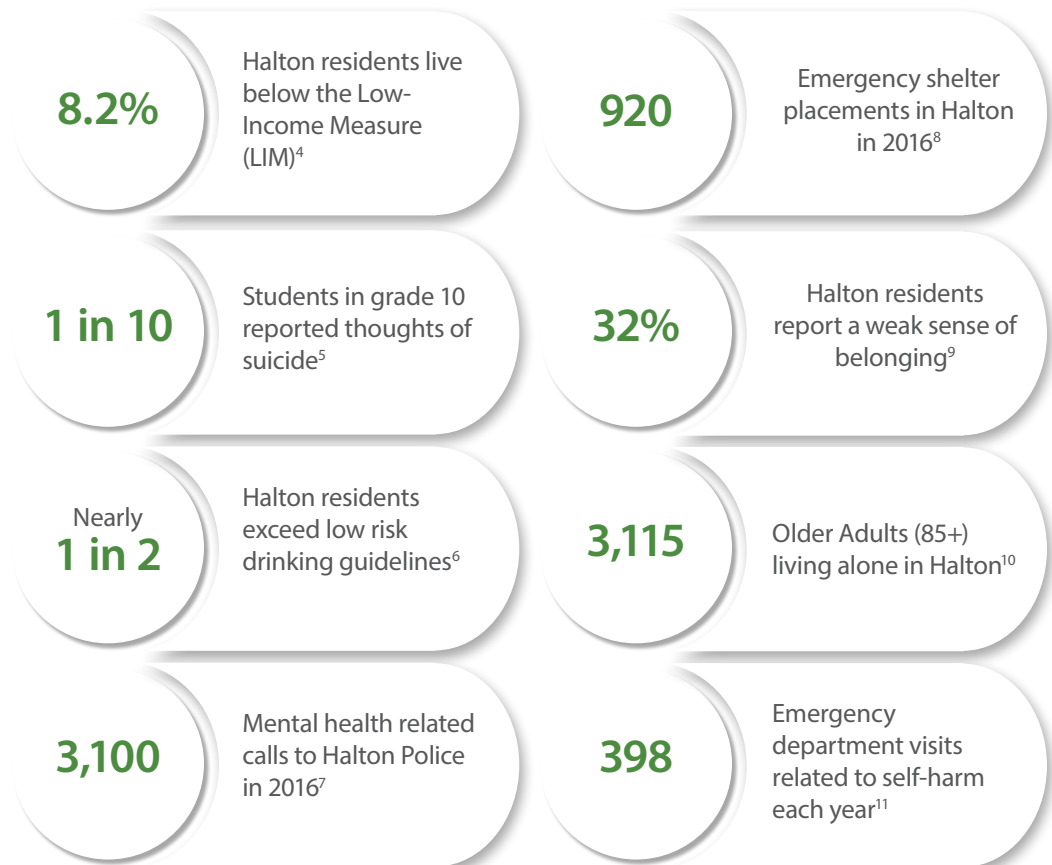
The approach is intended to be holistic and requires planning at all levels of intervention. The approach also recognizes that it is beneficial to maximize efforts in the outer zones to reduce harm to individuals, who have their needs met before the situation escalates into a crisis, and to prevent increases in demand for more costly, downstream interventions with police and other emergency response systems.

Figure 2: Zones of Intervention for Community Safety and Well-Being Planning



Halton is performing well on many indicators of community safety and well-being, but like all communities, has risk factors that require attention. Figure 3 highlights examples of community safety and well-being risks in Halton.

Figure 3: Examples of Risk Factors in Halton



Towards Collaboration And Action To Enhance Community Safety And Well-Being In Halton

In 2016, Halton Region and the Halton Regional Police Service formed a joint working group to develop a plan that builds on the levels of intervention for community safety and well-being planning (see Figure 2). In particular, the working group was tasked with developing a planning model to achieve greater coordination and collaboration on issues that result in demand on services that operate in the yellow (risk mitigation) and red (emergency response) zones. This includes responding to conditions that are contributing to demand at the Halton Situation Table.

The Situation Table is a collaborative of the Halton Regional Police Service, Halton Region, local municipalities, social services and community-based organizations that identify and support individuals at an acutely elevated risk of harm, committing an offence, or coming into contact with police or other crisis-driven services. To date, Halton Situation Table partners have intervened in approximately 450 situations of acutely elevated risk.¹²

The Halton Regional Police Service was presented with the 2017 IACP/CISCO Community Policing Award by the International Association of Chiefs of Police. The award is presented to a law enforcement agency that has demonstrated outstanding community policing initiatives globally.

The challenge is that there are currently limited opportunities to communicate system-level barriers or gaps that negatively impact vulnerable populations. For example, inadequate access to mental health services and safe, affordable housing are barriers to stabilizing many vulnerable individuals, but there are few opportunities to address these issues at a systems level. Although Halton has many population-specific issue and planning tables, currently there is no mechanism to respond to a wide range of community safety and well-being issues and trends in a coordinated and integrative manner.

Based on these factors, a multi-sector planning model is the foundation of Halton's Community Safety and Well-Being Plan to achieve greater coordination on issues at a system-wide level. The model will also serve as a mechanism to respond to issues that require a collaborative or integrated response.

Community consultation

In April 2017, Halton Regional Council and the Halton Regional Police Services Board endorsed a draft Community Safety and Well-Being Plan as the basis for consulting with the Halton community. The consultation process sought input on the proposed model for collaboration, planning and action and the key community issues requiring action. More than 500 people participated in the consultation process by completing an online survey and/or attending public meetings that were held in Burlington, Halton Hills, Milton and Oakville.

The Plan sets the trajectory for community safety and well-being planning in Halton over the coming years but is by no means a final destination. Community safety and well-being issues continually evolve. While it is important to establish immediate priorities for action, it is equally important to retain a high level of flexibility to respond to a wide range of known and emerging needs over time. Halton's Plan strikes this balance by:

- creating a model to identify and respond to emerging safety and well-being issues;
- outlining key issues informed by the consultation process that will set an initial focus for the Plan; and
- a commitment to ongoing engagement and dialogue to ensure the Plan remains community informed and reflective of evolving needs.



Halton's Model For Collaboration, Planning And Action

Issues that impact the safety and well-being of communities are often complex and require collective involvement, effort and action from many partners. While some issues and risks can be addressed at an individual level through approaches like the Halton Situation Table, others require a broader or 'systems-based' approach. Halton's model for collaboration, planning and action (illustrated in Figure 4) outlines a flexible, action-oriented process to identify and respond to a wide range of community and system-level issues that impact safety and well-being in Halton.

The model is designed to facilitate two core functions:

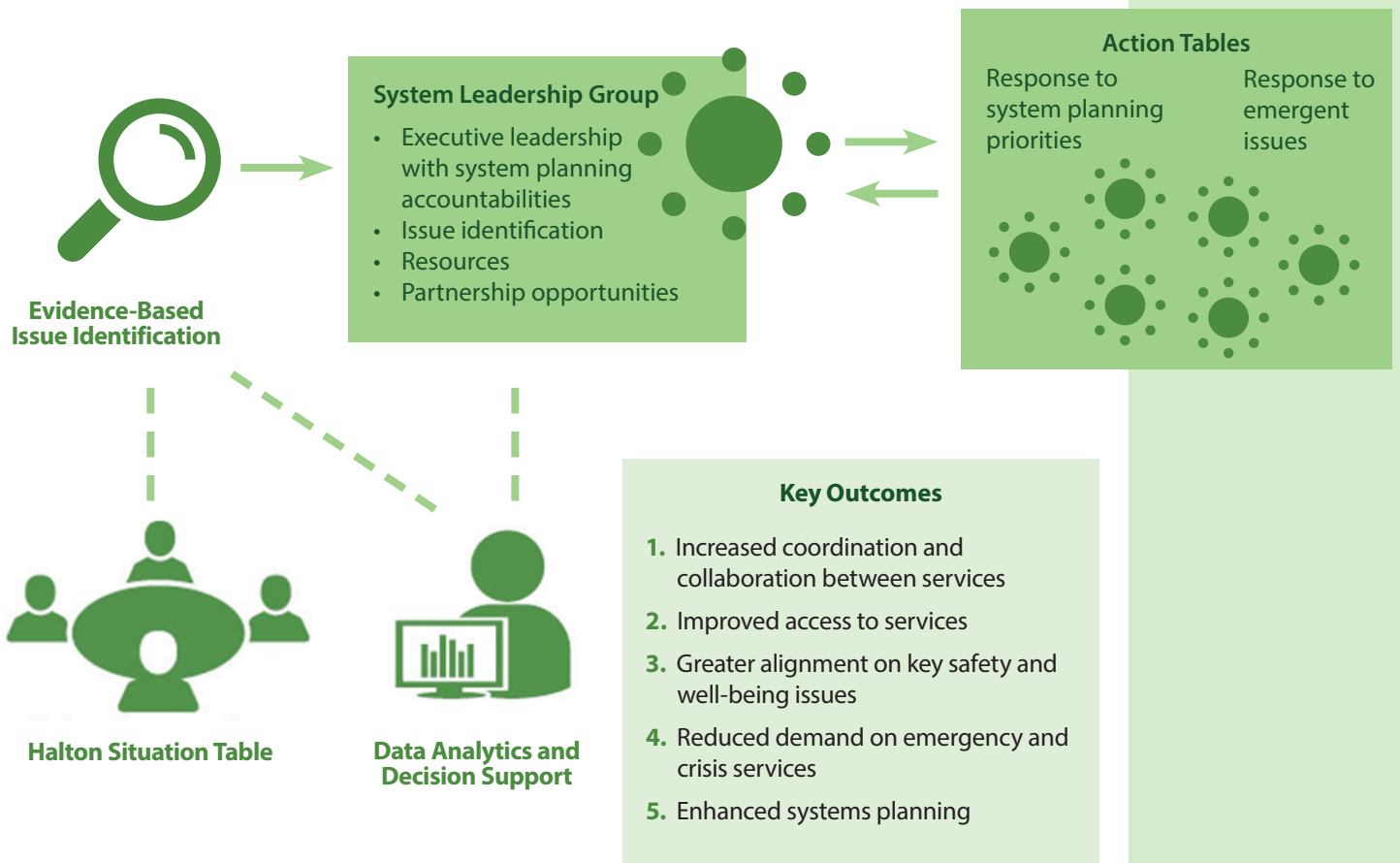
- 1. Provide an established mechanism through which known and emerging safety and well-being issues can be identified, prioritized and addressed in collaboration with the community.**
- 2. Address system-level barriers and gaps in the human services system that negatively impact people who are vulnerable and result in increases in demand on emergency and crisis-driven services.**

The model will also:

- convene executive leaders from organizations with a system planning accountability in Halton;
- anticipate issues and service gaps through enhanced data and knowledge sharing;
- ensure that Halton is response-ready when emerging issues are identified;
- achieve greater coordination between existing issue and planning tables and support consolidation where appropriate;
- strengthen how the human services system plans and deploys resources to address priority issues; and
- create opportunities to align resources and effort to collectively achieve impact on identified community safety and well-being priorities.

The four zones of intervention for community safety and well-being planning provides a conceptual lens for implementing Halton's model (see Figure 2). Emphasis will be placed on the outer zones (prevention and social development) to address issues in a proactive, upstream manner to mitigate increases in demand for emergency and crisis-driven services. Halton's model is open to responding to a wide range of issues and/or risk factors that impact community safety and well-being, particularly for vulnerable residents. As a starting point, the Plan's consultative phase has informed a number of issues that will shape an action focus during the first stages of implementation (see page 11).

Figure 4: Halton's Model for Collaboration, Planning and Action

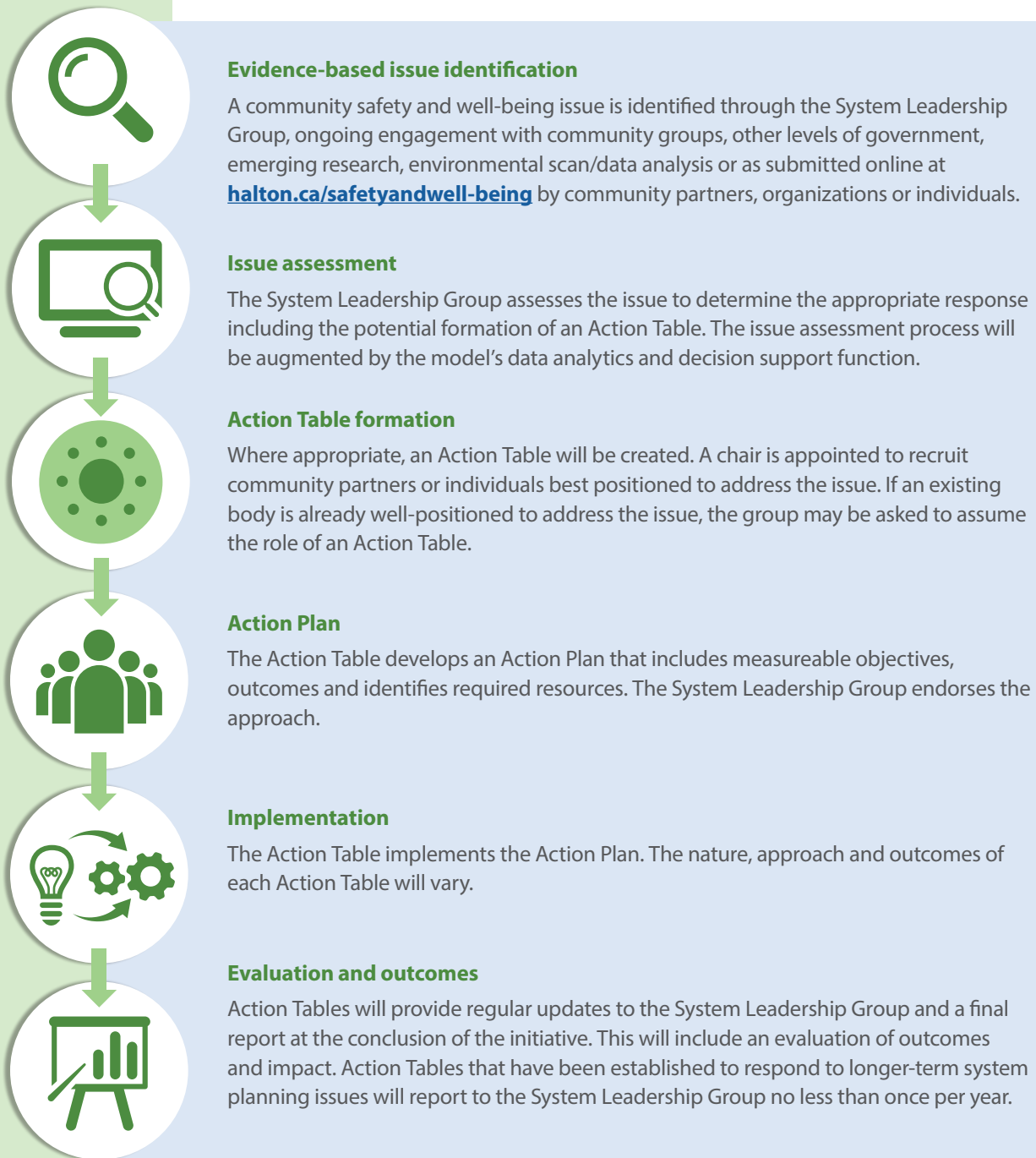


How the model will operate

Halton's model for collaboration, planning and action is directed by a System Leadership Group comprised of executive leaders from organizations with a key system planning accountability in the human services system. The System Leadership Group will have a broad mandate to apply an interdisciplinary lens to known, emergent and anticipated community and system-level issues. Issues will then be prioritized and addressed primarily by establishing Action Tables that will respond to both emergent issues and longer-term system planning priorities. Criteria will be applied to issues raised through the model to determine if an Action Table response may be effective (see page 9). In some instances, an organization within the System Leadership Group may be well positioned to respond to an issue and will take direct action.

Community partners are essential to the model to provide insight into the identification of issues and as active members of Action Tables where they contribute expertise and engage in solutions. The model will be supported by a data analytics and decision support function that will aid the issue identification process and facilitate information sharing on key issues. Figure 5 provides an overview of the issue identification and Action Table response process.

Figure 5: Issue Identification and Action Table Response Process



The System Leadership Group

The System Leadership Group will steward the ongoing implementation of Halton's Community Safety and Well-Being Plan and direct Halton's model for collaboration, planning and action. This may include the following key roles:

- strategically identify and prioritize community safety and well-being issues for a potential response which may include establishing Action Tables;
- provide oversight and guidance to Action Tables through organizational and systems expertise, resources and other support as required;
- actively recruit Action Table participants when an issue falls within the mandate or system responsibilities of the member's organization;
- undertake environmental scans to identify issues in consultation with Provincial Ministries and other groups;
- lead systems change within the human services system;
- regularly seek input from community partners; and
- measure and report on progress and achievements.

The following membership has been proposed for the System Leadership Group. Membership is based on the presence of a systems planning accountability. Membership will be reviewed periodically.

- Halton Region – Chief Administrative Officer
- Halton Regional Police Service – Chief of Police
- City of Burlington – City Manager
- Town of Halton Hills – Chief Administrative Officer
- Town of Milton – Chief Administrative Officer
- Town of Oakville – Chief Administrative Officer
- Conseil scolaire Viamonde – Director of Education
- Halton Catholic District School Board – Director of Education
- Halton District School Board – Director of Education
- Halton Healthcare – President and Chief Executive Officer
- Joseph Brant Hospital - President and Chief Executive Officer
- Hamilton Niagara Haldimand Brant Local Health Integration Network – Chief Executive Officer
- Mississauga Halton Local Health Integration Network – Chief Executive Officer

Criteria for considering an Action Table response

- *The issue is supported by data/evidence.*
- *Achieving the desired outcome requires a collaborative or multi-sector approach.*
- *If the issue is not addressed, there is a risk to community safety or well-being.*
- *Another group is not already well-positioned to successfully address the issue within its current capacity or resources.*
- *The issue requires a broader community or system-level response. For instance, beyond the scale of an individual or family.*
- *The issue is of a size and scope that is actionable.*
- *There is a high likelihood that an Action Table will achieve the desired outcome.*

Data analytics and decision support

Accurate and timely program and population data is critical to making informed policy and planning decisions at both an organizational and systems level. Halton's model will create an opportunity to facilitate data and knowledge sharing within the human services sector. This will occur through a data analytics and decision support function that will facilitate a number of key objectives involving:

- identifying evidence of emerging issues and trends to support the creation of Action Tables;
- supporting the data requirements of the System Leadership Group;
- establishing data, information sharing and privacy protocols between partner organizations including opportunities to share anonymized data to enable holistic and integrated human services planning;
- supporting the development and monitoring of community safety and well-being indicators for Halton; and
- developing neighbourhood level community safety and well-being profiles to guide human services planning efforts.

Backbone support

Halton Region and the Halton Regional Police Service will provide staff support to Halton's model for collaboration, planning and action. Responsibilities will include:

- supporting the issue identification and Action Table response process;
- maintaining halton.ca/safetyandwell-being as part of a multi-channeled approach to community engagement;
- providing analysis, advice and recommendations to support the System Leadership Group to set priorities for action;
- serving as a liaison between the System Leadership Group, Action Tables and community partners;
- providing advice, project management and operational support to Action Tables; and
- engaging regularly with the community on safety and well-being issues including faith-based, cultural and community organizations that represent the diversity of Halton and those who have lived experience of issues being considered for an Action Table response.

Governance

The System Leadership Group will report its activities to Halton Regional Council and the Halton Regional Police Services Board. This will include an overview of progress made through Action Tables and other work undertaken by Halton Region, the Halton Regional Police Service, and members of the System Leadership Group to enhance community safety and well-being.

Preliminary Issues for Attention

The System Leadership Group has begun a process of issue identification and prioritization, using feedback from the community consultation phase as a key input. The following issues have been identified for further examination and a potential action focus for Halton's model.

1. Reduce hospital readmissions for individuals with mental health issues:

Between 2013- 2015 there was an average of 1,600 hospitalizations for mental health issues in Halton each year.¹³ In 2015, approximately 12 per cent of those hospitalized for a mental illness aged 15 and over were readmitted within a 30 day period.¹⁴ Readmissions may be an indication that a more effective system-based response is needed. A focused approach to reduce Halton's readmission rate will result in better patient outcomes and alleviate demand on mental health services.

2. Enhance access to mental health supports for adolescents and youth:

In Halton, emergency department visits for mental health issues are highest among older teenagers and young adults. Between 2013 and 2015, youth ages 15-24 had more than 5,800 visits per year, which accounted for over a quarter of all mental health visits at emergency departments in Halton.¹⁵ Halton's model for collaboration, planning and action will explore strategies to reduce emergency department visits through earlier interventions. This may include strengthening supports during the early years where symptoms of mental health issues often emerge¹⁶.

3. Establish a proactive response to opioid misuse:

The misuse of opioids like fentanyl is a growing public health concern across Canada. While indicators of opioid use are consistently lower in Halton than in many other communities, rates of opioid-related emergency department visits and hospitalizations are on the rise.¹⁷ Opioid use is a complex issue that requires the involvement of multiple agencies across different sectors, levels of government and the community. Halton's model is well-positioned to lead a collaborative approach to monitor trends and prevent further increases in opioid misuse in the region.

4. Coordinate efforts to reduce homelessness and prevent eviction:

Homelessness can result from many challenges in life such as a mental health issue, job loss, family conflict, domestic violence or an illness. During a one-day point-in-time-count in 2016, it was identified that approximately 264 people in Halton were homeless¹⁸; this is in addition to many others that are precariously housed, couch surfing or facing other circumstances that place them at-risk of becoming homeless or being evicted. A coordinated strategy to wrap services together with housing solutions can reduce the risk of homelessness in Halton.

5. Improve responses to sexual assault and support survivors:

According to self-reported data from the General Social Survey on Victimization, there were 37 incidents of sexual assault for every 1,000 women in Canada in 2014.¹⁹ Opportunities exist to work together to reduce gender-based violence and enhance support to survivors will be addressed.



1,600

average number of hospitalizations for mental health issues in Halton each year²⁰



27%

of emergency department visits for mental health issues in Halton were from youth aged 15-24²¹



127

emergency department visits for opioid overdose in Halton in 2016²²



264

individuals in Halton who were homeless during a 2016 point-in-time count²³



20%

of Halton residents
aged 65+ lived alone in
2016²⁹

6. **Support youth exiting child welfare services to achieve positive outcomes:** Youth in and from care face a wide range of challenges that are disproportionate to peers that have not been involved in the child welfare system. For example, 44 per cent of youth in and from care complete secondary school compared to 82 per cent of Ontario youth overall.²⁴ Youth in and from care also have greater involvement in the youth justice system and are more likely to become homeless.²⁵ A made-in- Halton approach will be developed to enhance support to youth exiting care.
7. **Address isolation among older adults:** Isolation and lack of connectedness in one's older adult years can have economic, social, physical and mental health impacts.²⁶ For example, older adults in Halton who report a strong sense of community belonging also report better mental health compared to those who did not have a strong sense of belonging.²⁷ Halton is home to nearly 82,000 older adults age 65 years or older including 16,000 who live alone — more than 3,000 of whom are over 85.²⁸ As Halton's older adult population continues to grow, it is important to take steps to build aging-friendly communities that foster a strong sense of belonging, and to support those who are most at-risk of poor outcomes due to a lack of social support. The objective will be to identify strategies to mitigate older adult isolation, particularly for those who are most vulnerable.

Moving Forward

Halton's Plan sets a collaborative trajectory to strengthen how we work together to continually enhance the health and well-being of our communities and maintain our long-standing reputation as the safest region in Canada. We are taking action now to ensure that our human service system is well-positioned to identify and respond to emerging issues as the region continues to grow. This includes enhanced data collection and coordination to keep a pulse on the evolving needs of communities so that we can stay ahead of the curve and respond to issues in a more proactive manner. As we move from planning to implementation, we are committed to maintaining an action focus and will continue to seek input and active participation from community partners.

Appendix 1. Leading Halton-Based Practices: Enhancing Community Safety And Well-Being Within The Four Levels Of Intervention

Halton Region, the Halton Regional Police Service and our partners continue to respond to community needs through a range of initiatives at all four levels of intervention within the community safety and well-being framework. Several leading practices are highlighted below.

Homeward Bound Halton: Supporting single, mother-led families to reach their full potential

Homeward Bound Halton is an initiative of Home Suite Hope, an Oakville-based charitable organization that supports single, mother-led families in partnership with Halton Region, Sheridan College, the Oakville Community Foundation and many other community partners. The program is modeled on a highly successful, evidence-based approach by Toronto's Woodgreen Community Services. Homeward Bound Halton provides single, mother-led families at-risk of homelessness with comprehensive supports including:

- child care and housing subsidies from Halton Region;
- fully funded tuition at Sheridan College through the Oakville Community Foundation, Genworth Canada and TD Bank, and other community partners; and
- access to internship and employment opportunities through an industry council comprised of community and business leaders.

By addressing the underlying factors that contribute to safety and well-being such as housing, education, and employment, Homeward Bound Halton is a model of social development that is breaking the cycle of poverty and homelessness.

Creating welcoming communities: The Halton Newcomer Strategy

Part of building a safe and healthy community is ensuring that everyone feels included. The Halton Newcomer Strategy (HNS) is a community based initiative with participation from Halton Region (HNS lead), the Halton Regional Police Service, Halton Multicultural Connections, the Halton District and Catholic District school boards, community agencies and the private sector.

HNS partners work 'upstream' to foster conditions that positively impact new immigrant and refugee settlement outcomes. This includes strengthening awareness and capacity to successfully integrate newcomers, working with employers to improve labour market opportunities, and coordinating settlement services to improve access. By strengthening newcomer supports, HNS partners are contributing to lasting change to ensure that Halton continues to remain a welcoming community.



Preventing vulnerable persons from going missing: Project Lifesaver Halton

In January, 2017, the Halton Regional Police Service launched Project Lifesaver Halton in partnership with Halton Region and Project Lifesaver International. Project Lifesaver Halton is a program that helps families protect members who may wander or bolt, typically individuals living with:

- Alzheimer's disease;
- Autism;
- Down Syndrome;
- Acquired Brain Injury; or
- other kinds of cognitive impairment.

Participants in the program wear a small bracelet with a transmitter that sends out a radio tracking signal 24-hours a day, seven days a week.



When a caregiver notifies the police that an individual is missing, a specially trained emergency response team will use mobile tracking equipment to locate the missing person. To ensure Project Lifesaver is accessible to everyone in the community, Halton Region is fully subsidizing the start-up costs of the program for residents with low incomes.

A proactive approach to maintain health and well-being: The Community Health Assessment Program



In response to a disproportionate number of paramedic calls at two senior residences operated by the Halton Community Housing Corporation (HCHC), Halton Paramedic Services partnered with HCHC and McMaster University to pilot the Community Health Assessment Program.

The program provides weekly access to Halton paramedics who provide health risk assessments, referrals and health education to older adults in HCHC and other senior housing communities. The goal of the program is to proactively support the health of older adults to prevent health decline and reduce the demand for paramedic services. The program is being evaluated by McMaster University.

Intervening in situations of acutely elevated risk: The Halton Situation Table

The Situation Table is a critical component of Halton's approach to community safety and well-being. Coordinated by the Halton Regional Police Service, the Situation Table is a partnership with Halton Region, local municipalities and non-profit human services organizations that



meet on a weekly basis to identify and support individuals at an acutely elevated risk of requiring intervention from police or other emergency and crisis driven services. When a situation is presented, the Situation Table partner best positioned to lead the response assumes responsibility and coordinates services to address risk factors and stabilize the situation.

The Situation Table began in 2013 as a pilot in Milton and was successfully

expanded to all communities in Halton in 2015 due to its potential to reduce the need for more costly 'down-stream' interventions in the criminal justice, healthcare and human services systems. As of September 2017, Situation Table partners have intervened in nearly 450 situations of elevated risk. Situation Table Partners are listed in Appendix 2.

Mitigating health risks: The Community Referrals by Emergency Medical Services (CREMS) Program

Launched in 2010, the Community Referrals by Emergency Medical Services (CREMS) Program is an initiative of Halton Region Paramedic Services in partnership with the Home and Community Care (HCC) services offered through Halton-serving LHINs. The CREMS program provides support to patients who are frequent users of Paramedic Services or persons who are unable to cope in their current living environment.

During any paramedic response, if a paramedic feels the patient would benefit from HCC services, a CREMS referral is completed and forwarded to the local HCC for action. Reasons for a referral can include: mental health or cognitive impairments, a risk of falls, social isolation or chronic health conditions like Diabetes.

Once a CREMS referral is received, HCC contacts the patient within 24 hours to determine if services can be provided to stabilize the situation and/or reduce the likelihood of further contact with paramedic services or other emergency supports.



risk intervention

Optimizing emergency response: Enhancing supports for mental health through the Mobile Crisis Rapid Response Team

Between 2012 and 2015, the Halton Regional Police Service experienced a 37 per cent increase in the number of reportable mental health occurrences dealt with by front line officers. In response to this emerging trend, the Halton Regional Police Service partnered with St. Joseph's Healthcare Hamilton to establish the Mobile Crisis Rapid Response Team (MCRRT).

Since being launched in 2015, the Mobile Crisis Rapid Response Team has responded to over 1,300 mental health related occurrences in Halton.³⁰

Rapid Response Teams consist of a St. Joseph's mental health professional and a Halton Regional Police Service officer trained to defuse and de-escalate crisis situations. The teams are dispatched to mental health calls seven days per week to ensure that Halton residents with a mental health issue are provided with timely, specialized services that meet their immediate needs.

Supporting the health, safety and well-being of Halton residents: The Halton Region Community Investment Fund

The Halton Region Community Investment Fund (HRCIF) provides funding to non-profit community health and social service programs that support the health, safety and well-being of Halton residents. This includes programs that:

- strengthen mental health;
- maintain housing and prevent homelessness;
- enhance food security;
- support children, youth and older adults; and
- meet the needs of other residents that experience social, economic or health inequities.

Between 2012 and 2017 the base budget for the HRCIF grew from \$700,000 to an investment of more than \$2 million in annual funding. This includes a \$600,000 increase approved through Halton Region's 2017 Budget and Business Plan with an emphasis on supporting programs and initiatives that strengthen safety and well-being. In 2017, the HRCIF provided funding to 55 programs that contribute to a wide range of outcomes that support the health, safety and well-being of Halton residents.

Examples of recent HRCIF investments that are supporting the health, safety and well-being of Halton residents include:

- \$391,000 over two years (2017-2018) to support the Canadian Mental Health Association to provide 24/7 mental health and addictions support.
- \$410,000 over three years (2016-2018) to the Halton Gatekeepers program of Catholic Family Services of Hamilton to support those who live in self-neglect to improve their environment, prevent eviction and connect to services.
- \$56,000 (2016-2018) over three years to support a partnership between Halton Women's Place and the Reach Out Centre for Kids (ROCK) to provide mental health support to children and youth who have witnessed domestic violence.

Appendix 2. Halton Situation Table Partners

- A.C.T.T. (Assertive Community Treatment Team)
- Canadian Mental Health Association, Halton Region Branch
- Elizabeth Fry Society of Peel-Halton
- Halton ADAPT (Alcohol, Drug and Gambling Assessment, Prevention and Treatment Services)
- Halton Children's Aid Society
- Halton Community Housing Corporation (HCHC)
- Halton Paramedic Services
- Halton Probation and Parole
- Halton Region
- Halton Regional Police Service
- Halton Women's Place
- Halton Youth Justice Services
- Health Links (Oakville)
- John Howard Society of Peel, Halton and Dufferin
- Links2Care
- Ministry of Children and Youth Services
- Ministry of Community Safety and Correctional Services
- Mississauga Halton Home and Community Care
- North Halton Health Alliance
- ROCK (Reach Out Centre for Kids)
- St. Joseph's Healthcare (Halton Seniors Mental Health Outreach Program)
- STRIDE (Supported Training & Rehabilitation in Diverse Environments)
- Town of Milton – Bylaw
- Town of Milton – Fire Department

End Notes

1. *Well-Being*: For example, the proportion of Halton residents (8.2%) that fall below the Statistics Canada Low Income Measure (LIM) (after tax) is 43% lower than the Provincial average (14.2%) ([2016 Census, Halton Profile](#)). Halton residents also report higher self-rated mental health and overall life satisfaction compared to provincial averages (2013/14 Community Health Survey as noted in Halton Region's Health Indicator Reports on [Self-Perceived Mental Health](#) and [Life Satisfaction](#)). *Safety*: Based on the Statistics Canada Crime Severity Index, which measures the volume and seriousness of crime, Halton has the lowest (best) values for overall crime, violent crime and non-violent crime, when compared to other sizable Municipalities in Ontario (2015) (cited in [Halton Regional Police Service: Corporate Business Plan 2017-2019](#))
2. From [Strategy for a Safer Ontario](#): public discussion paper: A discussion paper outlining the seven key areas the government will publically consult on as it develops the Strategy for a Safer Ontario; the province's new community-based policing strategy. Ontario Ministry of Community Safety and Correctional Services, 2016.
3. Description of the four areas of intervention adapted from [New Directions in Community Safety: Consolidating Lessons Learned about Risk and Collaboration](#). Framework for Planning Community Safety and Well-being. Ontario Association of Chiefs of Police Ontario Working Group on Collaborative, Risk-driven Community Safety (Russell and Taylor, 2014).
4. 8.2% of Halton residents have incomes below the after-tax Low Income Measure (LIM). Source: [2016 Census, Halton Profile](#).
5. In the 2012/13 [Halton Youth Survey](#), 11% of grade 10 students in Halton reported having serious thoughts of suicide in the last 12 months. The Halton Youth Survey is an initiative of the Our Kids Network.
6. 46% of Halton residents exceed Low Risk Drinking Guidelines compared to 42% provincially (2013/14 Community Health Survey as noted in [Alcohol Consumption in Halton](#) (Halton Region, 2017).
7. Data provided by the Halton Regional Police Service.
8. Data is from the Halton Region Housing Services Division as cited in [Attachment # 1 to Report No. SS-04-17 re: Allocation of Community Homelessness Prevention Initiative \(CHPI\) Funding 2017-2018](#).
9. In the 2013/14 Community Health Survey, 22% of Halton residents aged 12 and over reported a very strong sense of community belonging, 46% a somewhat strong sense of belonging, 24% a somewhat weak sense of belonging and 8% a very weak sense of belonging (data cited in Halton Region Health Indicator Report: [Community Belonging](#)). Note: There were no statistically significant differences between Halton and Ontario residents who reported their sense of community belonging.
10. Data provided by Community Development Halton based on analysis from the 2016 Census.
11. Each year in Halton, injuries related to self-harm result in an average of 398 emergency department visits, 241 hospitalizations and 34 deaths. Source: [Halton Injury Report 2007-2013](#) (Halton Region, 2015).
12. Data provided by the Halton Regional Police Service.
13. National Ambulatory Care Reporting System [2006-2015], Ontario MOHLTC: IntelliHEALTH Ontario, extracted June 2017.
14. Canadian Institute for Health Information. (2015). Health Indicators Interactive Tool. Note: The definition of a mental health issue for the 30 day readmission rate used by the Canadian Institute for Health Information is different than the definition of a mental health issue used to identify the average number of hospitalizations for mental health issues in Halton each year. Please also note that the 30 day admission rate only includes individuals ages 15 and over.

15. National Ambulatory Care Reporting System [2006-2015], Ontario MOHLTC: IntelliHEALTH Ontario, extracted June 2017.
16. The Mental Health Strategy for Canada: A Youth Perspective (Mental Health Commission of Canada, 2015) notes that “70 per cent of young adults with mental illnesses report that their symptoms first started in childhood”.
17. Opioid Use in Halton: Opioid-related emergency department visits and hospitalizations: 2006-2015 (Halton Region, 2017).
18. Data is from the Halton Region Housing Services Division as cited in Attachment # 3 to Report No. SS-04-17 re: Allocation of Community Homelessness Prevention Initiative (CHPI) Funding 2017-2018.

Note: On April 5, 2016 Halton Region conducted a Point in Time (PiT) count to identify the number of Halton residents experiencing homelessness. The PiT was funded by the Federal Government. Twelve volunteer teams with over 60 volunteers from 25 community agencies across all four municipalities in Halton participated. Surveys were conducted in the community, emergency shelters and transitional housing. It is important to highlight that the enumeration methodology mandated by the federal government provides the minimum number of residents experiencing homelessness in a given 24 hour period. It is not intended to be an exhaustive picture of homelessness in a community. Transient residents living temporarily in motels or on couches as well as those without a residential discharge plan in provincially funded institutions were not included as per Federal criteria.
19. Statistics Canada General Social Survey on Canadians’ Safety (Victimization). See Conroy S. and Cotter A. (2016) Self-reported sexual assault in Canada, 2014.
20. National Ambulatory Care Reporting System [2006-2015], Ontario MOHLTC: IntelliHEALTH Ontario, extracted June 2017.
21. National Ambulatory Care Reporting System [2006-2015], Ontario MOHLTC: IntelliHEALTH Ontario, extracted June 2017.
22. Ontario Agency for Health Protection and Promotion (Public Health Ontario). Interactive Opioid Tool. Toronto, ON: Queen’s Printer for Ontario; 2017.
23. Refer to end note 18.
24. Ontario Ministry of Children and Youth Services. (2013). Blueprint for Fundamental Change to Ontario’s Child Welfare System: Final Report of the Youth Leaving Care Working Group.
25. Ibid.
26. See: Community Development Halton. (2016). Seniors: Loneliness and Social Isolation.
27. Canadian Community Health Survey [2009-2014], Statistics Canada, Share File, Ontario MOHLTC.
28. Data provided by Community Development Halton based on analysis from the 2016 Census.
29. There are approximately 81,810 Halton residents over the age of 65. Of these residents, more than 16,000 live alone.
30. Data provided by Halton Regional Police Service.

Notes

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For more information, visit
halton.ca/safetyandwell-being or call 311.



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halton.ca 311

