

2022-2025 Community Safety and Well-Being Plan

Sudbury East Community Safety and Well-Being Plan



A Collaborative Community Plan 2022-2025

Community Safety and Well-Being Plan

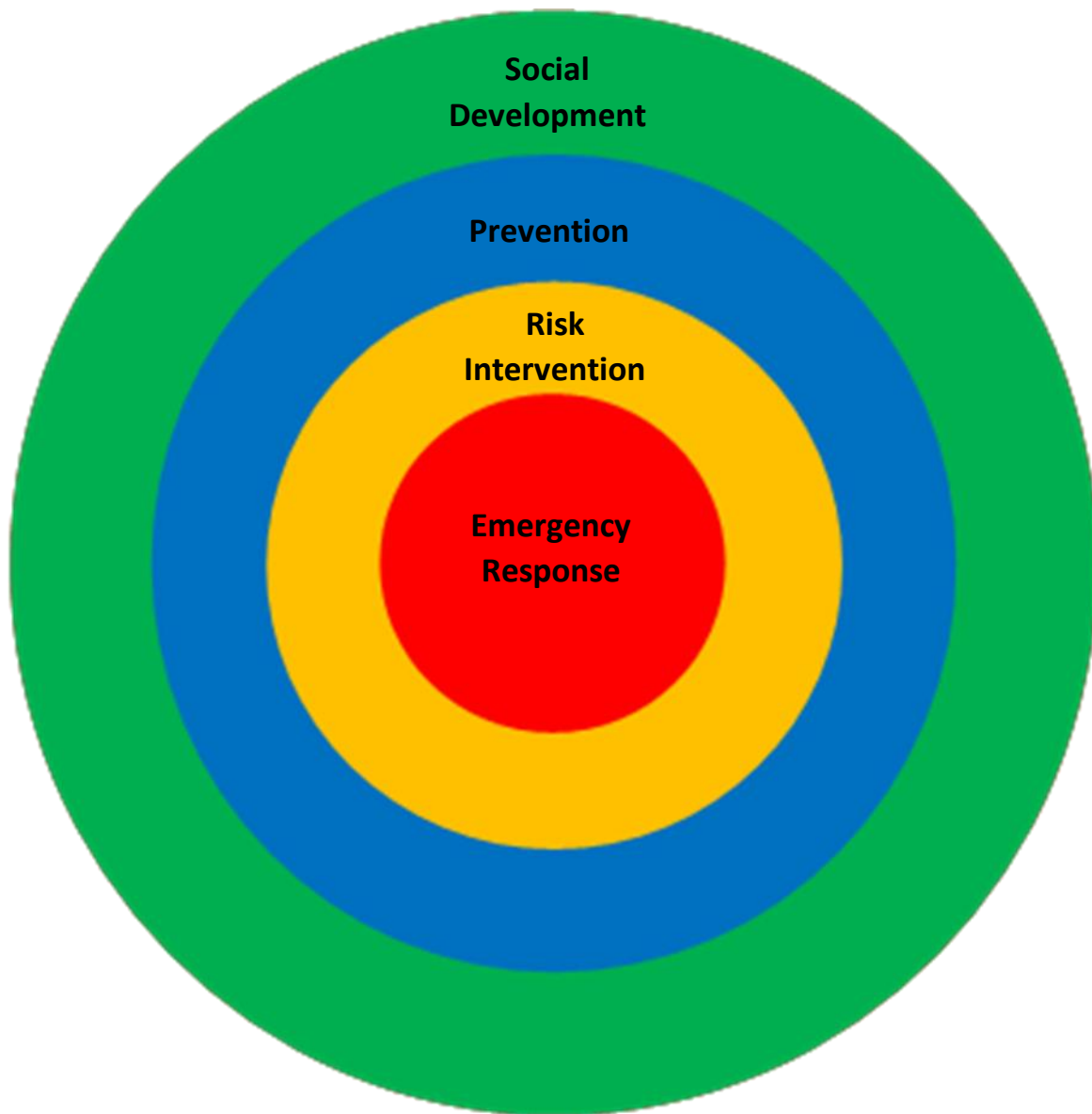


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Executive Summary

The communities of French River, Killarney, St-Charles, and Markstay-Warren have joined together to develop a community safety and well-being plan. The purpose of this plan is to identify priority areas within our communities where collaborative initiatives and services can be implemented to improve safety and well-being for individuals and families.

Community feedback was provided by local agencies and the general public throughout the development phase of this plan. The analysis of community feedback highlighted three priority areas that were identified across all communities partnered for this initiative. The three priority areas outlined in this plan include:

1. Mental Health and Addictions
2. Affordable Housing
3. Access to Services

A community well-being and safety committee structure and priority action plan have been developed to ensure gaps identified through the community engagement phase are being addressed. During the engagement and plan development phase, local service providers and the public identified existing best practices and initiatives as well as areas for improvement in their community. The committee structure has been developed to support existing best practices and strengthen local collaboration to address the identified needs in each priority area.

Additionally, all action items outlined in the CSWB priority plans were developed using the following guiding success factors:

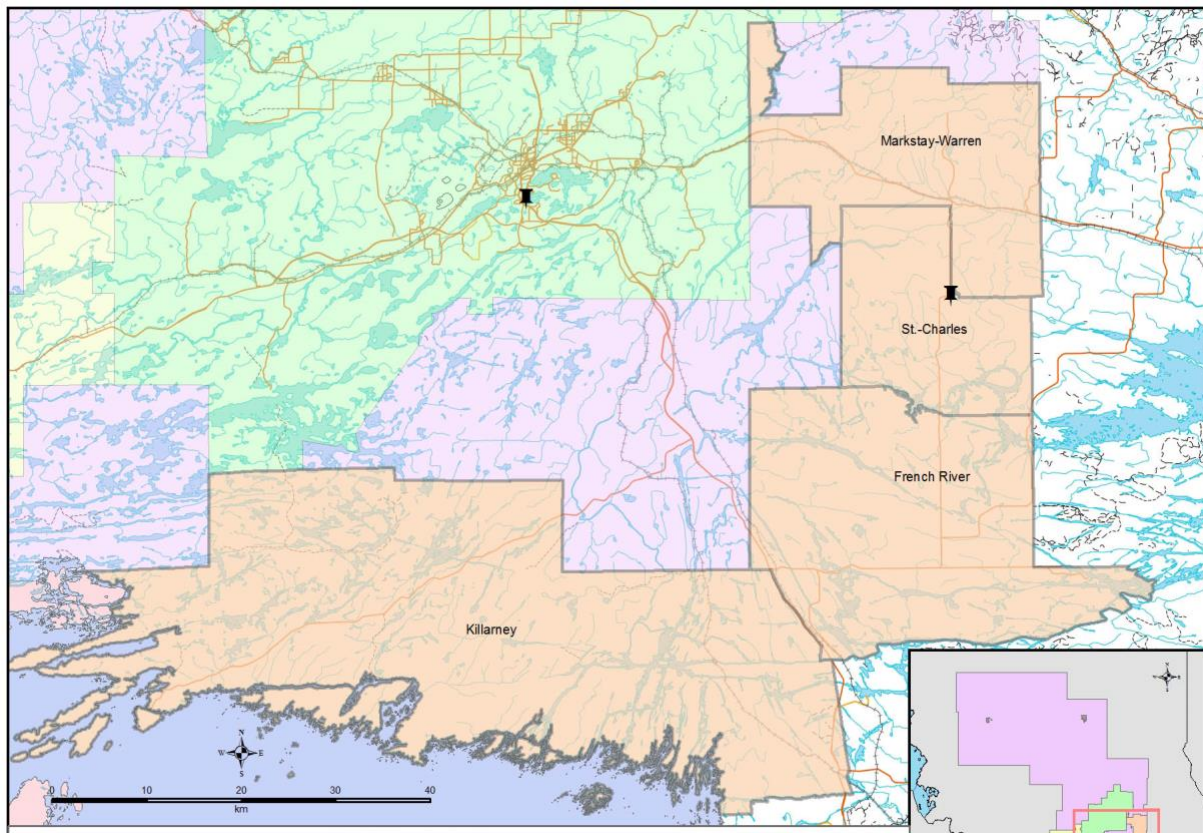
COMMUNITY COLLABORATION: Focuses on the engagement and commitment from local community agencies, organizations, community groups and residents to support the on-going implementation and sustainability of action items outlined in this plan.

DATA INFORMED: Focuses on identifying priority neighbourhoods or areas within the community that require additional levels of support. De-identified data is gathered and analyzed to determine opportunities for mobilizing services to meet the needs of individuals and families.

RISK-DRIVEN: Community collaboration and evidence-based decision making will allow for targeted service delivery and initiative development resulting in the prevention of circumstances of risk or victimization.

The implementation of the CSWB plan will enhance local collaboration to further reduce risks associated with each priority area. The CWSB Plan provides a local framework and action plan to identify and address local priority issues for the long-term.

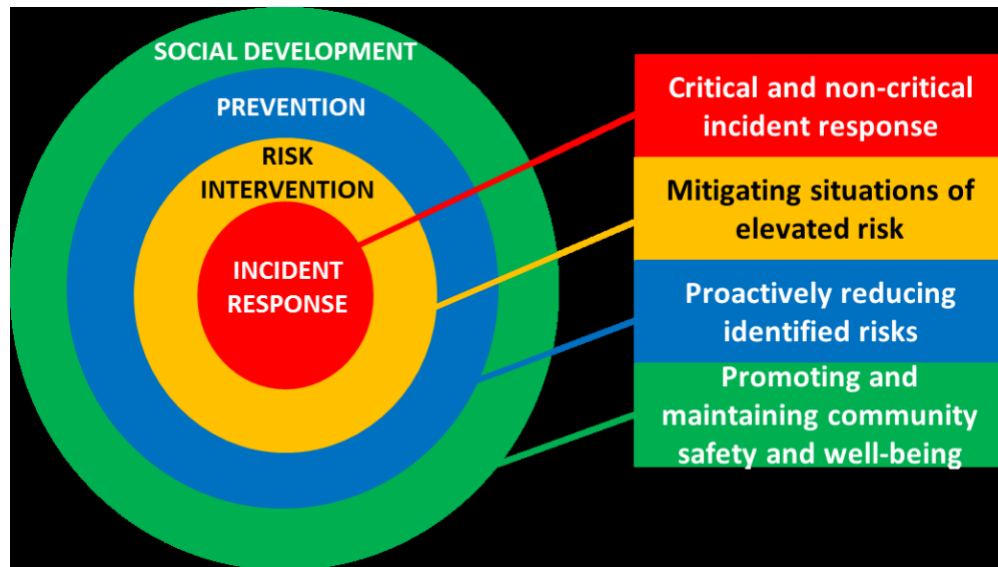
Community Profiles



[Public Health Sudbury & Districts - Sudbury East District Office Area Map \(phsd.ca\)](http://phsd.ca)

Community Safety and Well-Being Planning Framework

The Provincial government has provided a framework to guide planning. The framework focuses on four domains of intervention: **incident response, risk intervention, prevention, and social development**. The CSWB framework also applies a collective impact approach to work collaboratively across sectors and throughout communities to address complex social issues.



As part of the legislation, municipalities are required to develop and adopt community safety and well-being plans working in partnership with a multi-sectoral advisory committee. This committee is comprised of representation from the Police Service Board and other local service providers in health care, education, community/social services, and children/youth services. “The Community Safety and Well-Being Framework allows municipalities to take a leadership role in identifying and addressing priority risks in their communities through proactive, collaborative strategies that ensure vulnerable populations receive the help they need from the providers best suited to support them.”(Citation1:CSWB Toolkit #2 -

<https://www.mcscs.jus.gov.on.ca/sites/default/files/content/mcscs/docs/ec167634.pdf>)

The Sudbury East community safety and well-being plan is a living document that will guide communities, stakeholders, and residents in the management of identified risks. CSWB planning is a long-term commitment focused on making safety and well-being a priority for all communities. We must work collectively and collaboratively to effectively achieve a safer and healthier community for all. No single agency, or group, can achieve it alone. There is a strong willingness across the Sudbury East communities to continue enhancing efforts toward a safer and healthier community for all.

Community Feedback

The development phase of this Plan included information gathering from local stakeholders and residents. Community feedback was collected through online surveys, virtual meetings, and a review of existing plans/reports.

Information gathered from local agencies highlighted local best practices and areas for improvement throughout this planning period. Survey results from the general public provided feedback on the priority areas for this report as well as the level of satisfaction with services and supports related to community safety and well-being.

Below is an overview of groups invited to provide feedback in the development phase of this plan.

- Community Agencies: Service delivery agents in the health care, social services, police, and education sectors were invited to complete a key stakeholder questionnaire and/or a one-on-one interview.
- Municipal Government Representatives: Municipal staff and council members from each of the four communities were invited to participate in a group consultation session and/or one-on-one interviews.
- Members of the Public: A community survey was used to ensure that residents had an opportunity to participate in the priority risk identification phase.

The efforts put forth by each of the partnering members led to the identification of three priority risk areas.

1. Mental Health and Addictions
2. Affordable Housing
3. Access to services

CSWB Community Survey Results Summary

The table below includes a summary of responses received from the community survey.

Public survey total responses = 217			
Highest percentage of survey responses by age group	Age 45 to 54 = 18%	Age 55 to 64 = 25%	Age 65 + = 26%
Percentage of individuals that feel safe or somewhat safe in their community	Yes, I feel safe = 75%		I feel somewhat safe = 23%
Highest percentage of survey responses by overall general health categories	Very good = 28%	Good = 46%	Fair = 13%
Areas for consideration in action planning	1. Recreation activities and special events 2. Availability of affordable housing 3. Availability of grocery stores		

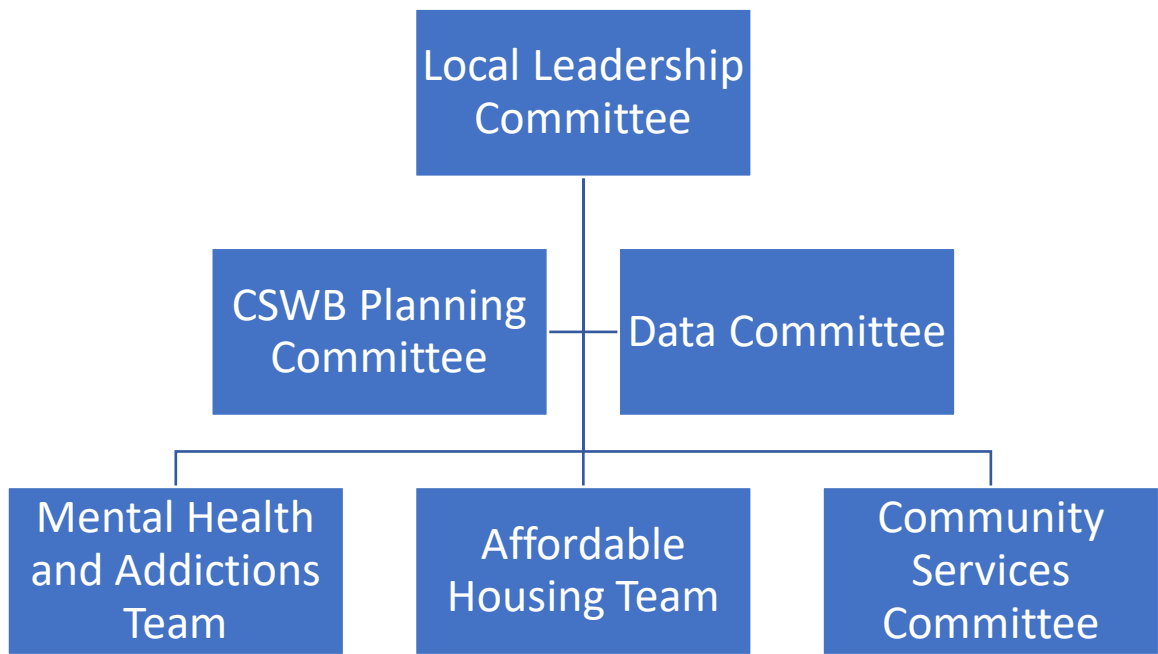


	4. Access to public transportation 5. Support for Seniors
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Community Safety and Well-Being Committee Structure

The Community Safety and Well-Being Committee structure was developed to ensure the following commitments:

- Community partners with the expertise required to address priority areas will be engaged to collaborate,
- Break down silos through data sharing and on-going communication,
- Use a strength-based and asset-based approach to enhance the current service delivery model to address identified gaps and needs.



Roles and Responsibilities of Community Safety and Well-Being Committees

Committee Name	Steering Committee
Committee Members	Municipal representatives, key stakeholder leadership
Roles	• Share knowledge and information about priority risks and vulnerable populations in the community; • Support implementation of action items; • Strengthen stakeholder partnerships in the community; • Explore resource and cost sharing for the implementation of community safety and well-being programs and initiatives; • Ensure equity, inclusion and accessibility in programs and initiatives.
Responsibilities	• Determining the local priority areas; • Identify desired goals for each planning cycle to guide the development of on-going community programs and collaborative initiatives; • Determine length of the implementation of the Plan, set dates for reviewing achievements and for developing the next version of the plan.

Committee Name	Planning Committee
Committee Members	Multi-sector agency representation
Roles	• Ensure appropriate data related to the plan is collected on an on-going basis; • Summarize updates from sub-committees to develop up-to-date reports for the Local Leadership Committee; • Provide updates with regard to risk factors, new partnerships, and barriers for the Steering Committee and messaging for public awareness and education; • Ensure front-line staff are engaged in the participation of sub-committees based on their area of expertise.
Responsibilities	• Provide updated reports to the steering committee;



	• In collaboration with key partners, ensure necessary organizations are included in planning and implementation; • Serve as a rallying point for public support for the plan; • Ensure residents are included and contributing to the implementation and sustainability phases.
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Committee Name	Data Committee
Roles	• Collect de-identified data from key stakeholders to determine priority areas and vulnerable populations in the community; • Assess gaps and areas for improvement in local data measurement; • Analyze and map community data for the planning committee and steering committee; • Aide in the monitoring of progress toward desired outcomes for the Community Safety and Well-being plan; • Maintain performance indicator tracking and provide data to the planning committees and/or sub-committees for planning and reporting purposes.
Responsibilities	• Support community organizations by maintaining up-to-date data sets to share with CSWB committees; • Develop community maps to determine priority areas, possible risks and vulnerable populations.

Committee Name	Priority Risk Teams (Mental Health and Addictions Team, Affordable Housing Teams, Community Services Team)
Roles	• Share knowledge about the risk factors and vulnerable groups associated with identified priorities; • Use experiences in addressing the priority risk and which protective factors and strategies are needed to address those risks; • Engage community members in the delivering and development of community mobilization initiatives.



	Identify the intended outcomes or benefits that strategies will have in relation to the priority risk and suggest data that could be used to measure achievement of these outcomes.
Responsibilities	- Develop work plans to ensure community agencies are connecting individuals with services and supports to meet their needs; - Plan and deliver collaborative initiatives that will mobilize community agencies to address risks in priority neighbourhoods or areas (i.e., Community Hubs); - Provide data for outcome measurement and reporting; - Analyze community mapping and community outreach information to plan activities, events, and other initiatives to engage residents and community partners.

Guiding Success Factors for Priority Planning

The strategies outlined in the CSWB plan were developed based on the following guiding success factors:

Collaborative	Data informed
Risk focused	Strength-based

These success factors will also be used to guide the planning and implementation of newly developed processes to ensure gaps are being addressed in the current service delivery model. Below is an overview of each guiding success factor.

Collaborative

Addressing local priorities involves the engagement of agency expertise to deliver collaborative wrap around services to individuals in the community. Agencies with similar visions and goals can combine resources and deliver more accessible, holistic services.

Implementing action items outlined in the social development, prevention, and risk intervention pillars relies heavily on the collaborative efforts of local agencies and groups to ensure the most vulnerable individuals have access to information about existing services, programs, and other supports in the area.

Data Informed and Risk Focused

Local data will be collected and analyzed to determine neighbourhoods or places that could benefit from additional community supports. A data committee will be formed to ensure data is properly mapped, analyzed, and reported to CSWB committees. Evidence based decision making will be a key component in the implementation of programs and initiatives implemented through this plan.



Prevention and risk intervention strategies require on-going analysis of community data and program outcomes. De-identified community data will be collected and used to determine priority neighbourhoods based on mapping and analysis projects. Once priority neighbourhoods have been identified, community mobilization strategies will be used to determine the unique needs of each neighbourhood. Through collaborative efforts, the goal is to deploy multi-agency outreach teams dedicated to connecting individuals with appropriate services based on their unique needs.

Asset-based

Agencies that serve the community offer a variety of services that assist with supporting aspects of the identified priority risks outlined in this plan. Initial stages of community safety and well-being planning implementation will focus on service mapping to identify areas for improvement within the current delivery model.

The planning committee in collaboration with the data committee will complete a community mapping project to identify the range of services available under each priority area. This project will also identify the local areas or neighbourhoods with the most need. The community mapping project will require data sharing related to program eligibility, waitlist numbers and calls for service. Analysis of the community mapping project will identify areas in the community with the highest priority needs and the type of services required to support that population group. Service delivery locations will be mapped out in this community project to determine accessibility of services and opportunities for community hub locations or mobile support teams.

Planning Domains and Priority Actions

SOCIAL DEVELOPMENT

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.

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.

PRIORITY ACTION: Develop local steering committee and planning committee to guide the implementation and oversee long-term development for community safety and well-being planning.

PREVENTION

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. 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.

PRIORITY ACTION: Identify opportunities for community mobilization in places that have the high need for additional support. Opportunities for community mobilization include the development of a community hub or mobile support service teams.

RISK INTERVENTION

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.

PRIORITY ACTION: Review current situation tables in the area to identify opportunities for expansion. This could include engaging additional community partners to join the situation table.

EMERGENCY RESPONSE

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. Planning should 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.

PRIORITY ACTION: Collect and analyze data related to volume of emergency calls for mental health related calls for service. Engage police services and hospital staff or other emergency health services to plan for the development of mental health crisis teams.

“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.

[Community safety and well-being planning framework: Booklet 3 - A shared commitment in Ontario: Section 2 - The Community Safety and Well-being Planning Framework | Ontario.ca](#)

Local Priority Area Action Plans

Three priority areas were identified through the community engagement phase.

1. Mental Health and Addictions
2. Affordable Housing
3. Access to Services

Each priority area has several action items for implementation throughout this plan cycle. The priority plans will be used to initiate collaborative and community-based service delivery. The delivery of action items in these priority plans will assist the CSWB committees in gathering key information from agencies and residents to determine on-going program development and community engagement activities.

PRIORITY #1: MENTAL HEALTH AND ADDICTIONS

Risk Factors	Behavioural problems, poor mental health, negative influences in youth's life, long waitlists, availability of drugs
Protective Factors	Effective problem-solving skills, personal coping strategies, adequate parental behaviour and practices, access to resources, professional services and social supports, positive - cohesive communities
Strategies	1. Identify Priority Neighbourhoods – identify areas in the community that require increased access to safety and well-being supports. 2. Mental health crisis intervention team— establish mental health crisis teams that will respond to emergency calls related to mental health and addictions. 3. Situation Table – identify and provide collaborative supports for local cases of acutely elevated risk of harm or victimization.

Action Item #1	Identify Priority Neighbourhoods
Strategy Overview	The community services committee will use local data to identify priority neighbourhoods in each municipality. Areas with higher levels of crisis response and vulnerable groups will be the initial focus for this action item.

	Multi-agency groups will be formed or enhanced to deliver accessible wrap-around services to those most in need of supports near where they live.
Key Partners	Health care agencies Social service agencies Police services Education institutions and providers
Pillar	Prevention

Action Item #2	Mental health crisis intervention teams
Strategy Overview	Community partners in the health care and police services sectors will explore opportunities to enhance existing services with the establishment of a mental health crisis intervention team. In this case, police calls for service related to mental health and addictions will be dispatched to the mental health crisis team. This collaborative initiative will ensure that individuals are properly assessed at the time of police response and those same individuals are connected to necessary services for long-term supports.
Key Partners	Health care agencies Social service agencies Police Services
Pillar	Emergency Response

Action Item #3	Situation Table
Strategy Overview	A rapid response situation table has been established in this area. The CSWB committees will provide on-going support and encourage participation from other community partners. The situation table will meet at least once per week, increasing to twice weekly if needed.
Key Partners	Sudbury East Mobilization Table members
Pillar	Risk Intervention

Immediate Outcomes:	- Increased public and partner education, awareness of community safety and well-being - Increase public awareness of existing mental health and addictions programs and services - Promote the earlier intervention for mental health crisis through integration of mental health specialists into both emergency response and primary health care
Intermediate Outcomes:	Increase capacity for early intervention related mental health and addictions risk

	factors • Highlight opportunities for identified areas of growth for mental health services and systems. • One-stop service delivery offered in priority neighbourhoods or places.
Long-Term Outcome:	• Increase access to mental health and addictions supports

PRIORITY #2: AFFORDABLE HOUSING

Risk Factors	Sense of alienation, families with few resources, feeling unsafe in neighbourhoods, lack of affordable housing, lack of accessibility to a continuum of services
Protective Factors	Close friendships with positive peers, positive support within the family, positive cohesive communities, appropriate housing near services, high awareness of determinants of well-being
Strategies	1. Homelessness Prevention 2. Emergency Shelter and Supportive Housing Asset Mapping 3. Community Mobilization

Action Item #1	Homelessness Prevention
Strategy Overview	Homelessness prevention strategies will focus on implementing initiatives or delivering accessible supports to population groups most at-risk of homelessness as well as individuals experiencing chronic homelessness. Local housing and homeless data will be collected and analyzed to guide local service agencies and community groups in the identification of gaps and needs related to homelessness prevention. Where possible, service providers will collaborate with existing services to deliver enhanced programming to those most in need of homelessness prevention supports.
Key Partners	Local service agencies Manitoulin-Sudbury DSSAB Municipal representatives CSWB Committees
Pillar	Risk Intervention

Action Item #2	Emergency Shelter and Supportive Housing Asset Mapping
Strategy Overview	Collect and analyze data related to supply and demand of emergency shelters and/or supportive housing units. Results from the data committee report will assist in highlighting the need for emergency shelters and other housing supports in the Sudbury East area. CSWB steering committee in partnership with municipalities will work together to explore opportunities to address the needs related to emergency shelter and/or supportive housing.
Key Partners	Housing and shelter services CSWB committees Municipal representatives
Pillar	Social Development

Action Item #3	Community Outreach
Strategy Overview	Community outreach initiatives will be delivered in areas where there are higher needs of housing and homelessness supports. Collaborative agency partnerships will be developed to deliver needs-based services closer to where they are needed most. Residents in these areas will be engaged to assist with identifying the needs and gaps so local agencies can deliver the appropriate supports.
Key Partners	Local service agencies Municipal council and staff CSWB committees
Pillar	Prevention

Immediate Term	- Identify the inventory, and promote access to emergency shelters and supportive housing for people in rural areas - Improved wrap around services for those with housing barriers
Intermediate Term	- Increase engagement with community partners and the general public to ensure information related to safe & affordable housing and other housing programs is available to those who need it. - Early intervention strategies to reduce number of people in circumstances that may lead to homelessness.
Long Term	- Increase of local housing supports through multi-sector and private sector collaboration - Increase of affordable housing based on community need

PRORITY #3: ACCESS TO SERVICES

Risk Factors	Sense of alienation, families with few resources, feeling unsafe in neighbourhoods, lack of affordable housing, lack of accessibility to a continuum of services.
Protective Factors	Close friendships with positive peers, positive support within the family, positive cohesive communities, appropriate housing in close proximity to services, high awareness of determinants of well-being.
Strategies	1. Community Programs – engage with community members to create programs and initiatives that will address local gaps and needs. 2. Steering and Planning Committees – CSWB Planning requires commitment at the highest level in partnership with key stakeholders. The development and sustainability of the steering and planning committees will be important to ensure safety and well-being planning is a collaborative community commitment. 3. Community Activities and Events – Identify opportunities to increase collaborative and affordable community events intended to connect services with members of the public.

Action Item #1	Community Programs
Strategy Overview	Community mobilization is an important part of community engagement. Members of the general public will be engaged to assist in the delivery of community programs in partnership with local service providers and CSWB committees. Community feedback identified four program areas for initial review: 1. Food security – Access to nutritious meals and groceries. 2. Programs and supports for seniors – Access to community-based programming and services to support health and well-being. 3. Youth led activities and programs – Opportunities for youth to be actively engaged in community development and activities. 4. Community Hubs – Access to a wide range of multi-sector services in one location.
Key Partners	Local service agencies Community based groups Municipal staff and/or council
Pillar	Prevention

Action Item #2	Steering and Planning Committees
Strategy Overview	Community safety and well-being planning requires collaborative efforts from local agencies and organizations to develop and deliver services that will meet the needs of residents. The formation of a steering and planning committee will ensure that those with the expertise and authority to make decisions and commitments will be represented as planning moves forward.
Key Partners	Health care agencies Social service agencies Police services Education institutions and providers Established community committees and working groups Municipal representatives
Pillar	Social Development

Action Item #3	Community Activities and Events
Strategy Overview	Identify opportunities to increase collaborative and affordable community events hosted in each community. CSWB committees will review existing community activities or events where local agencies could be included or explore opportunities to collaboratively host new events. The CSWB committees will also engage with members of the public to deliver smaller neighbourhood activities throughout the year.
Key Partners	Local service agencies Established community groups Municipal staff and council
Pillar	Social Development

Immediate Term	• Increase engagement between local service providers and the public; • Increase collaborative partnerships between local services agency from all sectors.
Intermediate Term	• Enhance access to social programs; • Increased access to services and supports .
Long Term	• Collaborative systems for service delivery and on-going community development; • Increased community activities and events.

CONCLUSION

The communities of French River, Killarney, St-Charles, and Markstay-Warren are committed to working in collaboration to implement action items for improving community safety and well-being. We wish to acknowledge the contributions of every individual, organization, and group that participated in the engagement and data gathering phase. This plan will guide our efforts to continue improving community safety and well-being for all.

