

# CENTRAL HASTINGS COMMUNITY SAFETY AND WELL-BEING PLAN





# Table of Contents

|   |                  |
|---|------------------|
| Message from Mayors .....   | 2                |
| Executive Summary.....  | 3                |
| Central Hastings Municipalities .....                                       | 3                |
| Centre Hastings .....   | 4                |
| Madoc Township .....  | 4                |
| Marmora and Lake .....  | 5                |
| Stirling-Rawdon .....   | 5                |
| Tweed.....  | 5                |
| Why do we need a Community Safety and Well-Being Plan? .....                | 6                |
| Legislation .....   | 8                |
| Developing the CSWB Plan .....  | 9                |
| CSWB PLAN DEVELOPMENT MILESTONES.....                                       | 10               |
| KEY TASKS OF THE COORDINATING COMMITTEE.....                                | <del>11</del> 11 |
| THE CENTRAL HASTINGS COORDINATING COMMITTEE MEMBERS .....                   | 11               |
| Identifying Priority Risk Factors & Strategies to Reduce Risk Factors ..... | 13               |
| Strategies for Going Forward .....  | 17               |
| Sharing the Burden .....  | 18               |
| Next Steps .....  | <del>21</del> 20 |
| Conclusion.....   | <del>22</del> 21 |



## Message from Mayors

We are pleased to present the Central Hastings Community Safety and Well-Being Plan. This plan strives to achieve safety and well-being for all of our communities. This has been a collaborative effort for Central Hastings and we are all proud of the work that has been done to date.

Our communities are blessed to have many dedicated and experienced human, community and social service professionals, representing a diverse range of agencies and organizations with exceptional resources and experiences in their backgrounds. The implementation of this plan will depend on their continued engagement and each community and council is committed to supporting this endeavour.

The residents, neighbours and visitors who live, work and visit Central Hastings are our greatest asset. Councils will continue to engage, mobilize, consult, enable and support their participation in the further implementation of this plan.

The purpose of this plan is to continue to build on our assets and community strengths to facilitate safe and healthy communities. The key to our success is improving the social networks that keep us all connected with each other. We have every confidence that by working collaboratively with our partners and community members we can achieve our collective goals.

*Tom Deline*

Tom Deline  
Mayor  
Centre Hastings

*Loyde Blackburn*

Loyde Blackburn  
Mayor  
Madoc Township

*Jan O'Neil*

Jan O'Neil  
Mayor  
Marmora and Lake

*Bob Mullin*

Bob Mullin  
Mayor  
Stirling-Rawdon

*Jo-Anne Albert*

Jo-Anne Albert  
Mayor  
Tweed



---

## Executive Summary

This is the first three-year Plan for safety and well-being in Central Hastings, Ontario. It results from a planning process that will be renewed in 2024, and every three years thereafter. While the broad goals of safety and well-being will remain constant for our Councils and subsequent ones, we know that the risk factors that can threaten those goals will change over time. Therefore, it is important to remain vigilant and responsive to the fluctuations of the ever-changing environment.

This first edition of a safety and well-being plan shines a light on six risk factors. Where safety is concerned, they include: domestic disturbances and family disputes and property damage. Where well-being is concerned, they include: addictions, mental health, housing and poverty.

The heart of this Plan is a collaborative process for tackling these community problems. Many agencies and professionals in Hastings County have been tackling symptoms of these problems for years. Our plan is designed to derive the value of added collaboration built on a foundation of all of that experience.

This is nothing short of a community-wide initiative. All government offices, human and social service agencies, community-based organizations, businesses, residents and visitors will be called upon to contribute to these collective goals through focused teamwork.

The Central Hastings Municipal Councils will monitor, engage and support all partners in order to turn our Community Safety and Well-Being Plan into a reality for the entire Central Hastings community.

## Central Hastings Municipalities

Hastings County is the second largest county in Ontario, stretching almost 160 kilometers from the Bay of Quinte to Algonquin Park. It is comprised of 14 member municipalities.

In the northern portion you will find the ancient rock formations and dense boreal forests of the Canadian Shield, where clear lakes and recreational opportunities abound every season of the year. The southern portion is part of the Great Lakes-



---

St. Lawrence Lowlands, home to two cities and many small towns surrounded by rich farmland.

Hastings County is abundant in historical and natural wonders. The rural lifestyle remains strong here, and you will find our unique artisan and antique shops make for a wonderful day of shopping and exploring our small towns, villages and hamlets. Hastings County is the ultimate combination of rural and urban living.

Five member municipalities have joined together to create this plan. We are centralized within Hastings County and will be referring to the group and Central Hastings.

## CENTRE HASTINGS

Nestled in the heart of Hastings County lies the unique community of Centre Hastings with a population of 4,774 residents spread out over 222 sq. km. In 1998 the Urban (Madoc Village) and the Rural (Huntingdon Township) amalgamated to form the Municipality of Centre Hastings.

Boasting a rural, urban and recreation setting the municipality offers many features for residents and visitors. Among the inviting amenities is the Centre Hastings Park, that is home to the widely known Skate Park. In addition, there are many other recreational features throughout the Municipality from South to North.

The municipality is committed to celebrating the community and supporting our visitors and residents

*A proud heritage. A thriving future. A friendly community committed to sustainable growth.*

## MADOC TOWNSHIP

Enjoy tranquility and beauty of one of Eastern Ontario's best kept secrets. Madoc Township is easily accessed by Highway 7 or Highway 62, travellers will find our friendly, rural community offers much more than scenic drives among the wildlife. Come to find your roots; visit a historic sawmill; stop by the workshop of a local artisan; or play a game of golf.



---

## MARMORA AND LAKE

Marmora and Lake is a small municipality with a population of 3,953. It is made up of several small hamlets including Deloro, Shanick, and Lake Township. The largest village and business centre, Marmora, is equidistant from Ottawa and Toronto and located along Hwy 7, a major transportation route for trucks and vehicles. The municipality has many lakes and waterways including Crowe Lake and River, Beaver Creek, Twin Sister Lakes, Dickey Lake, Tangamong Lake, and Thanet Lake.

Marmora and Lake will continue to be a small thriving Municipality in Ontario; a desirable place to work, live, vacation, and retire; by providing a clean natural environment, varied sources of recreation, excellent services and reasonable taxes.

## STIRLING-RAWDON

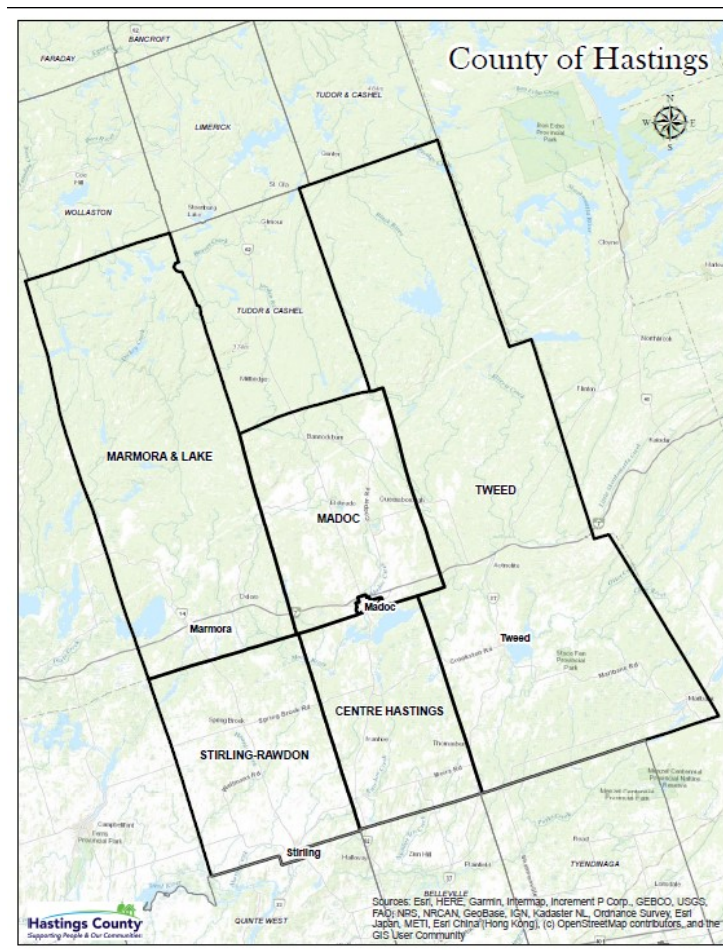
Stirling-Rawdon is a Community that offers an attractive lifestyle with rich cultural venues and charming atmosphere. With just a quick visit to Stirling-Rawdon you will find a community that embraces the future while remembering our past, which is deep in agricultural roots and a charming Village with specialty shops and boutiques, relaxing cafes and restaurants and a professional theatre company, while the covered bridge provides an inviting space to host events. Stirling-Rawdon is a rural/urban Community with local entrepreneurs, volunteers, service clubs and residents that have banded together to maintain and preserve the charm that had attracted settlers to the area over 200 years ago. Stirling-Rawdon's endless opportunities await the home of Kraft Hockeyville 2012 and we invite you to visit our Township which is rich in old-time charm and agricultural roots.

## TWEED

Tweed is a Municipality located halfway between Toronto and Ottawa, in the central-eastern part of Ontario, in the County of Hastings. Approximately 30% of the population resides in the urban center. The remainder of the municipality consists of six Hamlets (Actintolie, Marlbank, Queensborough, Stoco, Sulphide and Thomasburg) and a large rural area which reaches from Wadsworth Lake in the north to Roslin in the south. The Black River joins the Moira River north of the Village of Tweed and meanders through the Village as the Moira River to empty into Stoco Lake and continues south to Belleville and the Bay of Quinte.



As the Gateway to the Land O Lakes and the Bay of Quinte Region, the area has become known for its small-town friendliness, affordability, accessibility, beautiful environment, outdoor recreational experiences, and annual events. Tweed has an abundance of “Our Backyard” experiences like the North America’s smallest jailhouse, world-class muskie/black crappie fishing on Stoco Lake, winery, culture, the Tweed Heritage Centre, hiking, and great events such as the Tweed Tribute to Elvis Festival, the Tweed Stampede & Jamboree, the Festival of Trees, Art in the Park, Tweed & Area Studio Tour, and Feast from Farm.



## Why do we need a Community Safety and Well-Being Plan?

The Ministry of Community Safety and Correctional Services 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.



---

The ultimate goal of this type of community safety and well-being 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.

The communities that partnered in this strategy are faced with a wide range of socio-economic concerns. Some of the concerning trends and statistics are identified below;

- 90% of Ontario Works recipients are single and more than one third have children.
- The average age of Ontario Work recipient is 32.5.
- Hastings County has fewer households, less income and more children living in low income than the rest of Ontario.
- Average pay when individuals find a job through Ontario Works is \$15.39 and it is general labour.
- There is an increase in the percentage of home care clients who require complex care.
- Hastings County has more residents age 50+ than the rest of Ontario (Population Health Assessment).
- Increased trend in repetitive and unscheduled visits for medical support within 30 days of initial visit for mental health issues.
- Repeat unscheduled emergency visits for substance abuse increasing.
- Binge drinking and illicit drug use is higher than in the rest of Ontario.
- Seniors 90+: 44% live in collective dwellings (long term care etc.); 54% live alone and require access to services.





- 
- Employment trends in our region as identified by the Rural Institute:
    - Manufacturing declining 30%
    - Agriculture declining 13%
    - Construction increasing 20%
    - Retail declining 2%
    - Transportation/Warehousing declining 10%
    - Professional services, scientific and technical increasing 5%
    - Health care and social assistance increasing 14%
    - Accommodation and food declining 5%
    - Personal services declining 12%
  
  - Most employed in the following:
    - Retail
    - Health Care
    - Manufacturing
    - Public Administration
  
  - There are fewer residents when compared to the rest of Ontario with University/College.
  
  - Most people are worried about running out of food before payday, and almost 10% of those surveyed use foodbanks. There is also a lack of healthy food in food banks.

The research conducted in preparing this plan indicates just how important it is to work collaboratively to develop strategies to mitigate risks and protect our communities.

### Legislation

Part XI in the Police Services Act mandates that municipalities have an approved Community Health and Well-being Plan in place by July 1st, 2021. This deadline was previously earlier but extended due to the challenge's municipalities are facing in their efforts to navigate the COVID-19 pandemic.



---

As part of legislation, municipalities are required to develop and adopt community safety and well-being plans working in partnership with a multi-sectoral advisory committee comprised of representation from the police service board and other local service providers in health/mental health, education, community/social services and children/youth services.

## Developing the CSWB Plan

The Central Hastings Community Safety and Well-being plan has been built with the following success factors in mind. The planning process has committed to the following principles:

**Strength based:** focus on assets that the communities have

**Risk focused:** target the circumstances, people and places that are most vulnerable to risk

**Awareness and understanding:** address the risks that lead individuals into social disorder behaviours

**Highest level commitment:** political leadership, heads of agencies and organizations, key decision makers

**Effective partnerships:** communication, cooperation, coordination, collaboration, and convergence

**Evidence and evaluation:** paint a clear picture of what is happening in the community to support the identification of local priority risks

**Cultural responsiveness:** The ability to effectively interact with, and respond to, the needs of diverse groups of people in the community

The development of the Central Hastings Community Safety and Well-being Plan has also focused on the following:

**Obtaining collaborative commitment:** Local government, bilateral partnerships, and multiple partners agreeing upon goals, objectives, performance measurement and roles and responsibilities.



---

**Creating buy-in:** Ensure each community member, agency and organization understands what CHWB planning is through targeting marketing materials and meetings.

**Focusing on risk:** Using various methods, engage with community members and service providers to document risks will be the first step.

**Assessing and leveraging community strengths:** Identify overlaps or gaps in service programming and leverage assets and strengths that will address the needs of the area.

**Evidence and evaluation:** Once risks are prioritized, research should be done to determine the most appropriate evidence-based response to be put into place to address those risks while considering capacity and resources.

**Putting the plan into action:** Strategies put in place need to be achievable based on local capacity and resources. The right individuals, agencies and organizations need to be involved, outcomes benchmarked, and responsibilities for measurements identified.

#### CSWB PLAN DEVELOPMENT MILESTONES

The Central Hastings Community Safety and Well-being Plan was collaboratively developed “in-house”. A significant amount of the data was collected by electronic means and meetings due to the COVID-19 pandemic.



| Milestones                    | General Information  |
|-------------------------------|--|
| Municipal Council Support     | Resolutions of Support passed for each municipality  |
| Coordinating Committee Formed | <p>The Coordinating Committee is responsible for the coordination/management of the plan and should be comprised of individuals who have working relationships with community members and agencies and organizations and is passionate about the community safety and well-being planning process.</p> <p>KEY TASKS OF THE COORDINATING COMMITTEE</p> <p>The key tasks include recruiting the appropriate agencies/organizations and individuals to become members of an advisory committee. This should include multi-sectoral representation and people with knowledge and experience in responding to the needs of community members.</p> <p>THE CENTRAL HASTINGS COORDINATING COMMITTEE MEMBERS</p> <ol style="list-style-type: none"> <li>1. Typhany Choinard, CAO/Clerk of Centre Hastings</li> <li>2. Amanda Cox, Clerk of Madoc Township</li> <li>3. Tonia Bennett, CAO/Municipal Clerk of Marmora and Lake</li> <li>4. Roxanne Hearn, CAO/Treasurer of Stirling-Rawdon</li> <li>5. Gloria Raybone, CAO/Treasurer of Tweed</li> </ol>  |
| Advisory Committee Formed     | <p>The Central Hastings Advisory Committee is reflective of the community and includes multi-sectoral representation. Members were identified by the Coordinating Committee to ensure the legislated requirements and cultural representation were recognized. Terms of reference were also developed. Advisory committees should, at a minimum, consist of the following representation:</p> <ul style="list-style-type: none"> <li>• an employee of the municipality or First Nations community <ul style="list-style-type: none"> <li>• Coordinating Committee Members</li> </ul> </li> <li>• a person who represents: <ul style="list-style-type: none"> <li>• the education sectors <ul style="list-style-type: none"> <li>▪ Community Learning Alternatives Representative</li> </ul> </li> <li>• the health/mental health sector <ul style="list-style-type: none"> <li>▪ Addictions and Mental Health Representative</li> <li>▪ Three Oaks Representative</li> <li>▪ Local Health Integrated Network</li> <li>▪ Central Hastings Family Health Team</li> </ul> </li> </ul> </li> <li>• community/social services sector</li> </ul> |



|                                   |  |
|-----------------------------------|--|
|                                   | <ul style="list-style-type: none"> <li>▪ Hastings County Social Services Representative</li> <li>▪ St. Andrew’s Church – Tweed</li> <li>▪ Gateway</li> <li>▪ CIBC Financial Support - Tweed</li> </ul> <ul style="list-style-type: none"> <li>• the children/youth services sector <ul style="list-style-type: none"> <li>▪ San Damiano Foundation Representative</li> <li>▪ Community Organized Support and Prevention representative</li> </ul> </li> <li>• entity that provides custodial services to children/youth <ul style="list-style-type: none"> <li>▪ Not represented</li> </ul> </li> <li>• the police service board or a Detachment Commander <ul style="list-style-type: none"> <li>▪ Central Hastings OPP Staff Sergeant</li> </ul> </li> </ul> |
| <b>Advisory Committee Survey</b>  | Advisory Committee members completed surveys and returned for data collection to inform the CSWB plan.   |
| <b>Data Summary</b>               | Coordinating Committee members collected data and summarized.  |
| <b>Council Input</b>              | Members of Council invited to review information.  |
| <b>Final data summary</b>         | Circulated to Advisory Committee for review and comments.  |
| <b>Public consultation</b>        | Public survey was completed in early 2021 to consult with the public to identify risk factors and collect evidence.  |
| <b>Plan priorities identified</b> | <p>Priorities were identified based on data collection and mitigation strategies were reviewed. Potential education and Public awareness strategies were determined and community partnerships for ongoing facilitation were identified.</p> <p>Coordinating Committee and Advisory Committee reviewed priorities and strategies.</p>  |
| <b>Implementation</b>             | Implementation will be on-going through the development of “Task Teams”.   |
| <b>Council Adoption</b>           | All Municipal Council’s adopt the plan.  |

It should also be noted that the Community Safety and Well-Being Plan is also a “living” document that can be updated anytime to include future input and strategies as required. The initial document is intended to be the foundation that the plan can continue to grow from.



## Identifying Priority Risk Factors & Strategies to Reduce Risk Factors

| Priority/Strategy                                   | Education and Public Awareness  | Community Partnerships  | Public Policy and Social Programming  | Risk Intervention and mitigation  |
|---|---|---|---|---|
| <b>Safety Priorities</b>                            |   |   |   |   |
| Domestic Disturbance/Family Disputes (Trauma/Abuse) | <p>Public awareness campaign in partnership with organizations such as Three Oaks etc.</p> <p>Sharing resources that are available from organizations</p> | <p>OPP</p> <p>Community Services</p> <ul style="list-style-type: none"> <li>• Three Oaks</li> <li>• Quinte Coordinating Committee Against Violence</li> <li>• Victim Services Hastings, Prince Edward, Lennox and Addington</li> <li>• Sexual Assault Centre Quinte and District</li> </ul> <p>Legal services</p> <ul style="list-style-type: none"> <li>• Legal Aid</li> </ul> <p>Provincial organizations:</p> <ul style="list-style-type: none"> <li>• Ontario Women's Directorate</li> <li>• Assaulted Women's Helpline</li> <li>• Kids Helpline</li> </ul> | <p>Workplace Violence and Harassment policies</p> <p>Employee Assistance Programs</p> | <p>Organize an ad hoc risk intervention and mitigation strategy/task team:</p> <ul style="list-style-type: none"> <li>• Multiple acute care providers</li> <li>• Protocol to collaborate</li> <li>• IT support</li> </ul> <p>Crisis response team</p> <p>Resources for the creation of safety plans</p> <p>Access to benefits in the workplace that support trauma i.e., counselling, psychologist etc.</p> |
| Property Damage (Feeling Safe)                      | Capacity building programs to foster ownership of community   | <p>OPP</p> <p>Neighborhood watch</p>  | Age friendly Communities policies/programs  | <p>Neighborhood watch programs</p> <p>Increased police presence in communities</p>  |



|  |   |  |  |   |
|--|---|--|--|---|
|  |   |  |  | Social isolation mitigation strategy  |
| <b>Well-being Priorities</b>   |   |  |  |   |
| <p>Addictions</p> <ul style="list-style-type: none"> <li>• Pharmaceuticals, alcohol, opiates,</li> <li>• Trafficking</li> <li>• Possession</li> </ul>        | <p>Public awareness campaign (partnership with public media about drug safety)</p> <ul style="list-style-type: none"> <li>• Disposal of unused drugs</li> <li>• Paraphernalia in public spaces</li> <li>• Prevention initiatives</li> </ul> | <p>Convene pharmacy management in discussion:</p> <ul style="list-style-type: none"> <li>• Store safety and security</li> <li>• Access to over-the-counter pharmaceuticals</li> <li>• Theft counter measures</li> </ul> <p>Convene retailers in discussion of safe strategy for alcohol sales</p>  | <p>With the support of Municipal Councils, convene an Addictions Task Force to develop, implement and oversee an anti-addictions strategy:</p> <ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Promotion and Increased access to treatment</li> <li>• Harm reduction</li> <li>• Early intervention and family support</li> <li>• Enforcement</li> </ul> | <p>Organize an ad hoc risk intervention and mitigation strategy/task team:</p> <ul style="list-style-type: none"> <li>• Multiple acute care providers</li> <li>• Protocol to collaborate</li> <li>• IT support</li> </ul> <p>CRISIS response team</p> |
| <p>Mental Health</p> <ul style="list-style-type: none"> <li>• Depression</li> <li>• Anger</li> <li>• Anxiety disorder</li> <li>• Social isolation</li> </ul> | <p>Public awareness about the value of:</p> <ul style="list-style-type: none"> <li>• Nutrition and exercise</li> <li>• Positive parenting</li> </ul> <p>In maintaining mental health.</p>   | <p>Convene physicians and nurse practitioners in discussion about regular screening and referral for addictions and mental health.</p> <p>Convene faith community to consider:</p> <ul style="list-style-type: none"> <li>• Organizing and hosting parenting education</li> <li>• Increasing youth access to mentoring and recreation</li> </ul> | <p>Positive parenting training for first-time parents.</p> <p>Youth mentoring</p> <p>Youth recreation</p>  | <p>Organize an ad hoc risk intervention and mitigation strategy/task team:</p> <ul style="list-style-type: none"> <li>• Multiple acute care providers</li> <li>• Protocol to collaborate</li> <li>• IT support</li> </ul> <p>CRISIS Response Team</p> |



|  |  |  |  |   |
|--|--|--|--|---|
| <p>Housing</p> <ul style="list-style-type: none"> <li>• Insufficient low-income housing stock</li> <li>• Affordability: rent, hydro, water</li> <li>• Poor access to housing (information, qualifications, deposit)</li> <li>• Homelessness</li> </ul> | <p>Mobilize people who are struggling with housing and homelessness issues to:</p> <ul style="list-style-type: none"> <li>• Advise on barriers to adequate housing</li> <li>• Consult on sustainable housing strategy</li> <li>• Conduct outreach to the homeless and near homeless</li> <li>• Conduct outreach to others in need of housing supports</li> </ul> | <p>Engage human and social support agencies to:</p> <ul style="list-style-type: none"> <li>• Collaborate in reducing risk of harm and victimization associated with barriers to housing</li> <li>• Inform development of a sustainable housing strategy</li> <li>• Share research, data and information on the nature and scope of the homelessness problem</li> </ul> | <p>Inform and advise local government in developing favorable housing standards, programs and bylaws i.e., secondary dwelling by-laws, mixed housing options for seniors, tiny homes.</p> <p>Conduct thorough quantitative research on the nature and scope of the homelessness problem.</p> <p>Develop an integrated multi-year homelessness strategy.</p> <p>Provide education on programs and services that are available to support shelter, rent and utilities.</p> | <p>Convene human and social support agencies to:</p> <ul style="list-style-type: none"> <li>• Identify persons or families at acutely elevated risks of harms for inadequate housing</li> <li>• Implement a collaborative strategy for reducing those risks.</li> </ul>   |
| <p>Poverty</p> <ul style="list-style-type: none"> <li>• Housing (addressed above)</li> <li>• Employment</li> <li>• Health</li> </ul>   | <p>TBD: This first planning cycle will include a broad consultation in order to help define the nature and extent of the poverty problem and realistic protective factors that may be brought into play to reduce poverty and its ill effects.</p>   | <p>Convene employers (manufacturing, natural resources, services, retail) in discussion of business development and employment strategy.</p> <p>Convene social assistance and anti-poverty agencies in discussion:</p> <ul style="list-style-type: none"> <li>• Gaps, overlaps and inconsistencies in policies, programs and resources</li> </ul>                      | <p>Align County and Municipal economic development strategy and plans</p> <p>Increase Municipal consultation with businesses and other employers</p> <p>Municipal Leadership should adopt inclusive lens when evaluating decisions and programs. Invite people with lived experience of poverty into advisory roles to review program and developments.</p>  | <p>TBD: A variety of acute care and income assistance programs and agencies will be convened to help identify gaps, overlaps and inconsistencies in poverty assistance programs; and to ascertain what value added may be derived through closer collaboration and coordination. Considerations could include:</p> <ul style="list-style-type: none"> <li>• Advocate for increased minimum wage programs</li> </ul> |





|  |  |  |  |  |
|--|--|--|--|--|
|  |  | <ul style="list-style-type: none"> <li>• Improving access to services and supports</li> <li>• Sourcing supports</li> </ul> | <p>Municipal leadership could consider providing tax incentives that motivate landlords to support start-up businesses.</p> <p>Municipal leadership could consider incorporating social inclusion into procurement policies i.e., preferential weighting of contracts for social enterprises and businesses that commit to hiring/training local residents with employment disadvantages.</p> <p>Health Unit Programs &amp; Policies</p> <p>Provide easy access to information on support programs such as food banks and other social service supports.</p> | <ul style="list-style-type: none"> <li>• Advocate for removal of barriers to employment including access to transportation, childcare, education etc.</li> </ul> |
|--|--|--|--|--|



---

## Strategies for Going Forward

Municipal Council's must take an active role in achieving these goals. Council's will take an active role in working with all community partners to achieve these ends. The Central Hastings Community Safety and Well Being Plan will inform other planning, policy and programming initiatives of Council's and municipal governance including public works initiatives and economic development planning.

Our goals cannot be achieved by Council or any other agency or organization acting alone. This has to be an enterprise for all of our communities, based on the principles and practices of shared responsibility, respectful and transparent relationships and collaboration toward mutual end. The Central Hastings Community Safety and Well-being Plan is based on the following four strategies for increasing safety and well-being:

- *Education and Public Awareness:* It is difficult to engage people in the safety and wellbeing enterprise if they are not sufficiently informed about the incidence and prevalence of threats to safety and wellbeing; protective factors that can be put in place to deal with those threats; and other people, agencies and community-based organizations that are collaborating to get good things done. Therefore, all work toward the goals of this Plan will be done openly and transparently through effective communication partnerships with local public media.
- *Community Partnerships:* Everything that impacts the quality of life in Central Hastings is influenced by factors that can only be addressed through collaborative partnerships among a wide range of people, organization and agencies. Additionally, the costs of dealing with risk factors cannot be absorbed by any single agency. Solutions will have to emerge from the value-added collaboration across all participants. Another critical element is the participation of vulnerable populations. The model of “don't talk about us without us” is crucial to the success of this plan.
- *Public policy and social programming:* Public policy is the domain of Municipal Councils and municipal governance. There is also a public policy role for Hastings County and other levels of government. There must be a commitment to continue to invest in community and well-being by responding to emerging needs and to initiate or adjust old public policies to



---

address priorities. A key strategy for achieving the goals of this plan will be to support other agencies and organizations in obtaining resources and implementing programs that promote safety in our communities.

- *Risk intervention and mitigation:* Despite everyone’s best efforts some risk factors accumulate to the point where individuals, families, groups or even locations are in imminent danger of harm or victimization. It remains our priority to better anticipate those situations; triage them and determine collaborative interventions that will mitigate them. This will reduce the chances of harms being realized and the demand for emergency responses from those agencies that specialize in them.

These four strategies – communication, collaborate, re-design public policies and programs and mitigate risks – will provide a roadmap for everything this plan sets out to accomplish.

## Sharing the Burden

The Central Hastings Community Safety and Well-Being Plan means work. Any one of the implementation strategies mentioned in the tables on pages 13-16 will require the effort of community volunteers plus professionals drawn from various businesses or human and social agencies.

It is important to evaluate if the work required can fit within the mandate and resources of existing agencies, programs and community initiatives. We must take a collaborative effort with community partners to facilitate this work.

The table below identifies the Community Safety and Well-Being Plan priorities that deserve a dedicated team of volunteers, businesses and organization representatives. One of the next steps of the plan will be to launch these tasks groups.



| Task Team   | Potential Participants   |
|---|--|
| Neighbours, Friends & Families<br><i>(addressing several priorities including feeling safe)</i> | Community Care Central Hastings<br>Central Hastings faith communities<br>Senior Citizens Clubs/Organizations<br>Constituents and beneficiaries of these services   |
| Housing & Homelessness  | Municipal Council's – bylaws<br>Hastings County Housing Services<br>Constituents and beneficiaries of these services<br>Hastings County After Hours Emergency Homeless<br>Salvation Army<br>Community Care Central Hastings<br>LEAP Emergency Financial Assistance<br>Constituents and beneficiaries of these services |
| Addictions  | Central Hastings Family Health Team<br>Quinte Health Care Corporation<br>Ontario Provincial Police<br>Pharmacies<br>Constituents and beneficiaries of these services   |
| Mental Health   | Canadian Mental Health Association<br>Mental Health Services – Health Unit<br>Mental Health Support Network<br>Central Hastings Family Health Team<br>Quinte Health Care<br>Constituents and beneficiaries of these services   |
| Trauma/Abuse  | Three Oaks<br>Mental Health Services<br>Constituents and beneficiaries of these services   |
| Anti Poverty  | Abigail's Learning Centre<br>Community Partners for Success<br>Komputers for Kids<br>Salvation Army<br>Central Hastings Transit<br>People Helping People<br>Municipal & Hastings County Economic Development   |



|                 |   |
|-----------------|---|
|                 | <p>Madoc and District Chamber of Commerce<br/>Tweed – Chamber of Commerce<br/>Ontario Works<br/>Community Care Central Hastings<br/>Municipal food bank programs<br/>Little Learners Daycare<br/>Constituents and beneficiaries of these services</p> |
| Risk Mitigation | <p>Ontario Provincial Police<br/>Probation and Parole<br/>Fire<br/>Emergency Medical Services<br/>Mental Health Services<br/>Community Care Central Hastings<br/>Other acute care providers</p>   |
| Communications  | <p>News on 7<br/>Community Press</p>  |



---

## Next Steps

The key drivers of this plan will be these “Task Teams” comprised of agency specialists, constituents and other community members. Council’s ongoing role will largely be limited to encouraging, aiding and supporting the work of the “Task Teams”. Municipal Staff will be designated as the conduit for channeling Council direction and support.

Resources needed to do the work of the Task Teams will largely originate from task Team members and the agencies or organizations from which they come. That is one reason why it will be important for Council’s to identify Task Team members who represent agencies and organizations whose mandates and enabling legislation coincide with the purposes of their community safety and well-being tasks. It is also critical to have members of the public who have “lived experience” participate on these teams. To be effective the task teams need to be informed by the organizations as well as the vulnerable community members. This will ensure that the work being done is meaningful and supporting tangible change. Whenever any Task Team identifies external sources of financial or other resources for their work, Council’s will support their efforts to obtain those resources.

Municipal Council’s will recruit members to each Task Team – leaving it up to the Teams to develop their frequency and style of working together. The CSWB Co-ordinating Committee will make recommendations to Council’s on potential Task Team members. Each Task Team will be expected to operate with standard project management elements including:

- Objectives for the task
- Activities required to achieve those objectives
- Deliverables or expected inputs, throughputs and outcomes
- Evaluation criteria
- Estimated schedule of performance

Task teams will work under their own guidance and expertise, on their own schedules. They will identify strategies and establish outcomes and performance measures for their tasks. They will engage community members from vulnerable populations relevant to the priority risk factor in order to inform development of strategies to reduce those risks. They will plan implementation of appropriate strategies including roles, responsibilities, timelines, reporting relationships and resource requirements. They will monitor and evaluate inputs and outputs and



---

effects of their efforts. Lastly, they will take responsibility for keeping Council informed of their progress.

The CSWB Coordinating Committee will meet monthly at which time they will receive updates on the status of each Task Team and will also look for opportunities to strengthen and support their work. They will provide reports to Council's to keep everyone informed of the progress. Some of the immediate next steps are as follows:

- Establish lead for Co-ordinating Committee moving forward.
- Establish "Task Teams".
- Task Teams to begin establishing public policy, social programming, risk intervention and mitigation strategies to address each priority.
- Task Teams to report to Co-ordinating Committee who will continue to keep Council's informed.

## Conclusion

This plan lays the groundwork for undertaking a wide-range of community and capacity building activities that will help to build Central Hastings. It is a collaborative effort that recognizes that residents, neighbours and visitors who, live, shop, work and play here are our greatest assets. Each municipality will commit to engaging, mobilizing, consulting and supporting their participation in this plan's implementation.

Implementation of this plan will benefit from the collaboration of many organizations and participants working together to shape a community of which we can all be proud of.