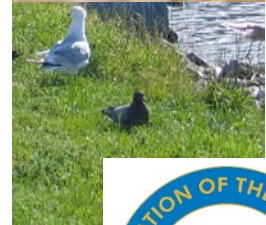




Timmins' Community Safety and Well-Being Plan 2021-2022



Reimagining our City: Vision of a Healthier and Safer Timmins for All

Message from the Mayor



The City of Timmins is a great place to live, work, raise a family and retire. We have a vast amount of green outdoor space at our fingertips; the possibilities are endless. That is why the City of Timmins has developed the Community Safety and Well-Being Plan (CSWBP): a number of community partners and agencies coming together to work collaboratively to address the issues facing our City, such as the growing opioid problem, street homelessness and increasing levels of mental health issues. We are committed to providing programs and services to support the health and well-being of our residents, today, tomorrow and for generations to come. The plan defines objectives and actionable items on the ground. Silos will be broken down as we move from being reactionary in nature to a system which is focused on up-stream, early preventative multi-sector collaborative initiatives to make our city a safe and healthy place to live for all of our citizens. The Plan will identify priority risk factors, strategies to reduce the potential risks, and set measurable outcomes. The objective is to have our residents feel safe in their backyards and their communities. Together, we can make a change and the citizens of Timmins can take direct action to make our city a safer and healthier community.

His Worship George Pirie, Mayor of Timmins

Message from the CSWBP Advisory Committee Co-Chair



The Community Safety and Well-Being Plan (CSWBP) demonstrates the ongoing commitment of many key community partners to addressing the factors that improve safety and well-being of all community members. Together, with our collective expertise and determination, along with the dedication of community members, the priorities in this plan outline a successful path forward.

This plan recognizes the need for continued work upstream to address the complex factors that impact the well-being of our community. Highlighting the broader systemic factors that may impact health and wellness with an equity lens is an important focus in ensuring that all have opportunity for wellness and can enjoy a safe and connected community.

Connections with local municipalities and community partners is integral to the upstream work needed in this plan and Timmins is fortunate to have strong collaborations to create healthier communities for all. This plan reflects this ongoing work together to address the needs of the community as a whole.

Reflecting on the tremendous partnerships and strength of our community in addressing the pandemic and other emergencies together this past year, it is exciting to anticipate the great possibilities going forward.

***Dr. Lianne Catton, Medical Officer of Health
Porcupine Health Unit***

Message from the Timmins Police Services Board



Safety and the well-being of our community is the responsibility of all. As Timmins continues to develop initiatives meant to drive and shape the socio-economic landscape, committing to the creation and implementation of the Community Safety and Well-being Plan (CSWBP) will only seek to advance the quality of life for our residents, businesses, and the organizations that seek to support them. The careful crafting and research that has gone into the framework of this important plan acts as a reflection of the stakeholders who stand behind it and how we can continue to leverage the partnerships and lasting relationships derived from the sustainability of these practices. Indeed, municipalities play a critical role in crime reduction and enhanced safety measures, but it depends on our collective commitment to the priorities identified herein to realize their success.

When public service agencies, businesses, community groups and organizations work towards a common benefit by establishing effective programs that reduce crime, it lends to a safer and more inclusive community for everyone. The shared views and values found in this Community Safety and Well-being Plan are indicative of our community's commitment to accountability and to the achievement of the goals and objectives outlined to truly make Timmins a great place to live, work, and play.

***Jamie Clarke, Member
Timmins Police Services Board and CSWBP Advisory Committee***

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Acknowledgements

The Community Safety and Well-Being Plan (CSWBP) Advisory Committee (AC) would like to acknowledge local photographers, organizations, stakeholders, and members of the community that contributed to developing and shaping our City's first Community Safety and Well-Being Plan. Thank you for your time, insight, honesty, passion, and commitment. Thank you for engaging in such fruitful, constructive, and open exchanges. Special recognition to many of our local youth who agreed to share their artwork with not only us, but the world. Thank you for creating something deeply personal and then presenting it to us with an open heart; know that not everyone is as fearless. Finally, thank you to many of our community members that have shared a slice of their story and a personal quoted message that otherwise might not have had a voice. The journey of our City's first CSWBP has bridged our community and allowed us to strengthen current and form new connections among Timmins residents.



*City-Wide Youth Mural Project.
Created by youth with lead artist
Mique Michelle.*



*Cochrane-Timiskaming Ontario Education
Championship Team (CTOECT)
Beautification Project. Created by youth
with lead artist Paul Raiche.*

Executive Summary

The City of Timmins has developed a Community Safety and Well-Being Plan (referred to as "CSWBP" or "the Plan") to enhance safety and well-being for **All** its residents. It is a high-level strategic plan that provides a framework for working together in order to make optimal decisions about the well-being and safety of our community members.

As noted during the November 2019 launch, the CSWBP is defined as a community impact, long-term tool "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" (2019, <https://www.mcscs.jus.gov.on.ca>). The development of our City's Plan is in accordance with the Provincial Planning Framework as well as with the *Safer Ontario Act, 2018*, and recent changes to the *Police Services Act, 2019*, where Ontario's municipalities must prepare and adopt a community safety and well-being plan.



Beautiful Mattagami River flows through the heart of Timmins.

Our Plan entitled "*Reimagining our City: Vision of a Healthier and Safer Timmins for All*" came to fruition with the help and implementation of a robust methodology comprised of community engagement activities (focus groups, on-line survey, virtual meetings), holistic data gathering, and in-depth research and analysis.

From the end of 2019 to early 2021, approximately forty (40) organizations, such as emergency and human services, business sector, governments, and approximately one thousand (1,000) Timmins residents of all ages provided time and resources, shared insight, and personal stories that revealed the direction and development of Timmins' first Plan. The Plan provides a roadmap for how partners can work collaboratively across different sectors towards a shared commitment to making Timmins a safer, more inclusive, and connected community where **All** residents thrive.

The analysis of gathered qualitative and quantitative data combined with in-depth consultation and discussion with the Plan's Advisory Committee, validated and revealed the direction of our Plan, more specifically, the strategic priorities. In addition, the analysis clearly confirms the intricacy, complexity, and connection between current concerns. The recommended strategic priorities were identified as both the most important to community stakeholders as well as the most effective to address current concerns in the first edition of the City's CSWBP. Given that the Plan is both a foundational and long-term strategy that aims to address existing community-wide safety and well-being issues, it is intended to be a living, adaptable, and proactive

document that can respond to emerging trends and concerns as they arise as well as open the door to new strategic priorities that align with our community's needs. In no specific order, the four strategic priorities of Timmins' first CSWBP are:

1. Unified and innovative community system approach to end homelessness.
2. Harmonized mindset and action to improve care, respect, and outcomes for mental health and addictions (MHA).
3. Youth-focused community aiming to improve well-being, inclusivity, resiliency, pride, and success of all youth.
4. Shared responsibility and effort to improve safety and belongingness of all residents while in their homes, at work, and in the community.



The recommended four (4) strategic priorities for the City's first CSWBP will address the most urgent root causes of safety and well-being as noted by **All** respondents to our engagement activities as well as other key data compilation and analysis methods.

It is strongly believed that by realizing these four (4) strategic priorities, other emerging and promising aspects of community safety and well-being in the City of Timmins will benefit.

The City's first Plan establishes a framework and coordinated approach to working alongside service partners and residents to continue its efforts of promoting safety and well-being for **All** residents in Timmins.

The Municipality's role as the Champion of the Plan is not only to be a conduit of knowledge and information but also a leader and advocate in the Plan's execution. In addition, the City will be tasked to assist with future funding as well as develop partnerships and collaborate with other key community resources in seeing the Plan through. Such entails that the City of Timmins may have some actions but will not assume full and sole responsibility for the implementation of the Plan.

Conversely, the Municipality and service providers cannot do this alone. As community safety and well-being issues are shared responsibilities among **All** citizens residing in the City of Timmins, the Plan's success will only be realized if Timmins residents are engaged. The attainment of the Plan's goals requires an impactful, accountable, and collaborative approach by **All**, not only to tackle root causes via immediate and relevant actions, but also focus on long-term engagement and upstream best practices.

The timeless Haudenosaunee (Iroquois) philosophy, the Seventh (7th) Generation Principle, states, "in every deliberation, we must consider the impact on the seventh generation" (2020, www.ictinc.ca). Generally referred to decisions being made about our environment and stewardship, the Principle is also described as a responsibility; it

urges us- the current generation- to make decisions and choices that will benefit seven generations into the future.

In light of the preceding, the City's first Plan is a strategic blueprint providing us with a common direction, an opportunity, and a responsibility to take collective impactful action toward a healthier and safer community.



Summer at Gilles Lake.

“The success of the Community Safety and Well-Being Plan can only be done with a non-judgmental/non-bias attitude. We must realize that one agency/person cannot do it on their own but coming together as a community, we can move mountains one step, moment, day at a time!”

- Local Service Provider

« Un sens de sécurité et de complicité avec les membres de la communauté va surement améliorer le bien-être de nos adolescents et de nos enfants. »

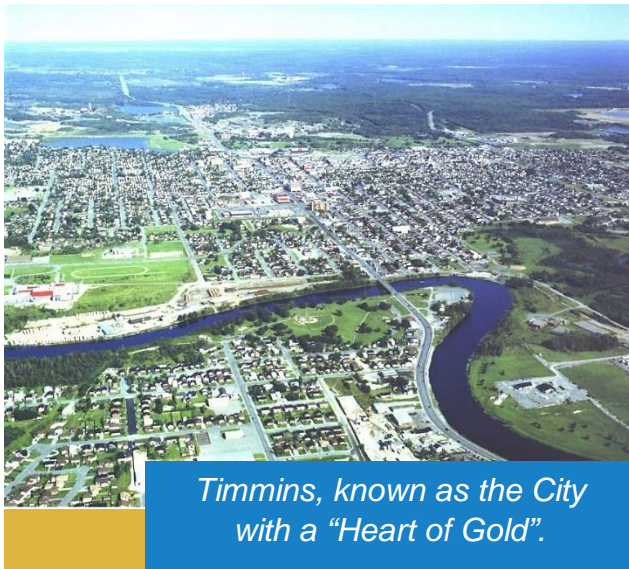
- Enseignante et mère



City-Wide Youth Mural Project.
Created by youth with lead artist Mique Michelle.

Timmins at a Glance

Centrally located in Northeastern Ontario, Timmins encompasses a regional market of approximately 117,000 people including the Cochrane District, Chapleau, Kirkland Lake and the James Bay coastal areas. Ranked as the seventh (7th) largest Canadian city by land area, Timmins occupies more than 2,900 square kilometers of land in Ontario but stays true to its small-town charm feel and welcome. Known as the “City with a Heart of Gold”, the Timmins and district area is one of the richest goldfields in the world and over the past century has produced more gold than any mining camp in Canada. Today, the city of Timmins is Northern Ontario's third largest city and remains one of Canada's major centres of mining (2021, www.mndm.gov.on.ca).



Situated in the most populous province in the country (Ontario's population is approximately 14 million), the population of the City of Timmins decreased by 3.2% between 2011 (43,165) and 2016 (41,788) (2021, www.statcan.gc.ca/eng/start). Our city's growth rate was below the national growth rate of 5%, while the population of Ontario increased by 4.6%. Although our populace has slightly increased in the past two years due to Indigenous Peoples and new immigrants moving to the area (42,634), the population is projected to decline another 4.5% by 2031.

The fastest growing and the youngest population in Timmins is the Indigenous population. It is important to note that this statement not only reflects Indigenous Peoples who are permanently living in Timmins but also takes into consideration Indigenous Peoples who have no fixed address in our City. The 2016 census showed the Indigenous population had an average age nearly a decade younger than the Ontario general population. Just over 11% of the population of Timmins identifies as Indigenous (this is more than the national average). Timmins continues to be a service hub for Indigenous Peoples, including residents of James Bay Cree coastal communities, and where many come to live in or visit Timmins to access health care, social services, shopping needs, and education.

Furthermore, Northern Ontario is aging more rapidly than the province and the nation, as a whole. Currently, 20% of the North East population is 65 years of age and over; such is expected to increase to 29% by 2026. Still, the largest population of Timmins is the age group between 45 and 54 (Ibid).

With an employment rate of 62%, Timmins has one of the youngest labour forces and the highest employment participation rate of the five major Northern Ontario cities, and

nearly half of our labour force is bilingual. Mining followed by human services professions and other skilled trades continue to be at the top for employment choices. In terms of unemployment rate, Timmins sits at approximately 6.14% which is slightly above the provincial and national rate of 5.9%.

The average household income for Timmins is \$100,467 compared to Ontario at \$109,660 (Ibid). Although Ontario tends to skew higher in all of Canada for cost of living (Toronto being at the top), a number of Ontario cities find themselves among the more affordable options; Timmins being one of them. However, housing, rental costs, and overall living expenses are on the rise in Timmins in comparison to other cities in the Province.

Timmins offers a myriad of community services that provide safe and accessible programs and services. In terms of education, Timmins has four school boards that offer English, French, and French immersion education (five high schools, four alternative programs, and more than a dozen elementary schools). Furthermore, two community colleges, one French and one English, and a French university are located in the city. Partnerships with larger universities offer the unique ability for students to earn a degree while attending their local community post-secondary establishment.

As for health care, the Timmins and District Hospital, a regional health centre for the North, offers a comprehensive list of medical services and clinics. Other health care services include Public Health, Family Health Teams and other clinics specializing in dental, foot care, eye care, wellness, among others.

The city has no shortage of human services ranging from emergency, child, and family services (Indigenous and non-Indigenous), mental health and addictions, counselling, women's services and shelters, friendship centre, children's treatment centre, resource centres, seniors services, to name a few (2020, <http://www.timminsedc.com>).

In addition, Timmins has a large number of recreational groups and indoor and outdoor activities for all seasons. Costs to participate in and take advantage of the city's recreational and leisure activities range from being free to significant.



Snowmobiling on "world-class" trails.

With the number of services found within the City of Timmins, the challenge remains that there are currently limited opportunities to communicate system-level barriers that negatively impact residents who are vulnerable, at-risk, and in need. Despite that Timmins has many target population-specific issues and planning committees and groups, currently there is no mechanism to respond to a wide range of community safety and well-being issues and trends in a collaborative, impactful, coordinated, and integrative manner. Hence, the need to focus on and bridge the gaps

found in the City's human services systems will not only impact residents in a positive way but also decrease emergency and crisis-driven responses and services.

Impact of COVID19

The City's initial CSWBP methodology aimed to complete all engagement events by early May 2020 and to use the qualitative data from these activities, along with other quantitative gathered sources, to develop the Plan's strategic priorities. In March 2020, COVID-19 mandatory restrictions were put in place to protect the health and safety of our community. The Provincial government passed the *Coronavirus (COVID-19) Support and Protection Act, 2020*, which enabled the Solicitor General to prescribe a new deadline for the completion and adoption of CSWBP past the original deadline of January 1, 2021. In response to such, a revised approach to engagement was developed. Scheduled public consultation sessions (six in total) along with community stakeholder focus groups (seven in total) were converted to online sessions or deferred to a later date. In addition, the deadline of our public survey that was launched in March 2020, was extended to late May 2020. A communication regarding the on-line survey was released via the CSWBP landing page (2020, www.timmins.ca/find_or_learn_about/community_safety_and_well-being) and via social media platforms.

While COVID-19 has had an overwhelming and tragic impact for many communities across the world, it is particularly devastating in Timmins given years of underfunding of human services relative to other communities in Ontario. This resulted not only in increasing risk of already at-risk and vulnerable individuals but also the lack of resources and capacity to respond. In addition, the pandemic worsened the disproportionate impacts and existing inequities faced by marginalized residents of Timmins and reinforced the need to address systemic barriers that individuals can face in accessing the services and supports they require.

Nonetheless, through the most challenging moments of COVID-19, we have witnessed the resiliency of our community and how many Timmins residents, agencies and governments came together to assist, volunteer help, and support not only each other but also the residents of Timmins. From volunteer food security groups, to community, health, and human service organizations, many have adapted and created innovative ways to respond to the growing needs in our community. There is no doubt that we can apply learnings from the novelty and adaptability of the community's COVID-19 response tables.

The ongoing COVID-19 situation reiterates the importance of a thorough and proactive Plan to support our community by responding to current and changing priorities such as those seen during the recent COVID-19 situation.

Coming Together for Collective Impact

No single person and organization in our City, however innovative or powerful, could accomplish the development, implementation, and goal achievement of our CSWBP alone. It requires collective impact, the commitment of a group of important actors from different sectors to a common agenda for solving a specific concern. Collaboration is nothing new. In fact, in Timmins, human services organizations have formed amazing and longstanding partnerships, networks, and other types of joint efforts. Nevertheless collective impact projects are distinctly different. Unlike most collaborations, collective impact initiatives involve a centralized infrastructure, a dedicated group of people, and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants (2021, ssir.org/articles/entry/collective_impact). This form of collaboration brings people together in a structured way towards a common agenda and plan of action to address a complex social problem (2011, www.collectiveimpactforum.org/sites/default/files).



Local businesses and community members offer on-going support to social services.

Undeniably, substantially greater progress can be made in alleviating many of our most significant and complex concerns when we **All** come together around a shared agenda to catalyze collective impact. In November 2019, this collective impact process began with the formation of the CSWBP Advisory Committee (AC).

“It’s important to think about and do things for others’ happiness. There is no better religion than human service.”

- Retail Manager, New Canadian

CSWBP Advisory Committee (AC)

The *Police Services Act* requires that each community appoint an Advisory Committee (AC) for the development and implementation of the Community Safety and Well-Being Plan (CSWBP). The CSWBP AC must consist of a number of members from different organizations (s. 145(3), 2021, <https://www.ontario.ca/laws/statute/90p15>). Multi-sectoral collaboration is a key factor to successful CSWB planning, as it ensures an integrated approach to identifying and addressing local priorities. As per the *Act*, all AC members must possess expert knowledge and experience with their sector as well as the local vulnerable sectors, real-time experience dealing with community risk factors, and a history of advocating for vulnerable populations through work and/or other advocacy efforts. In addition, all AC members must have knowledge and understanding of the other agencies and organizations within the community and be able to leverage

their expertise if required. In the formation of the Plan's AC, the preceding guidelines were fully respected. In short, a diverse, knowledgeable, authentic, and engaged AC was formed in the fall of 2019 and, with the help of community, persevered in developing the four proposed strategic priorities. To achieve this, the AC met on a monthly basis to review and discuss gathered data. During and in between AC meetings, these service experts provided strategic advice and feedback into the fruition of the CSWB Plan strategic priorities.

The City's first CSWBP Advisory Committee was comprised of the following community partners:

1. City of Timmins, *Dave Landers, and Kim Armstrong*
2. Cochrane District Social Services Administration Board, *Brian Marks*
3. Education (School Boards: Conseil scolaire catholique de district des Grandes Rivières, Conseil scolaire public du Nord-Est de l'Ontario, District School Board Ontario North East, Northeastern Catholic District School Board), *Simon Fecteau*
4. Kunuwanimano Child and Family Services, *Michele Mihichuk*
5. North Eastern Ontario Family and Children's Services, *Josée Belanger*
6. Porcupine Health Unit, Dr. *Lianne Catton*
7. Timmins and District Hospital, *Natalie Carle*
8. Timmins Native Friendship Centre, *Mickayla Bird*
9. Timmins Police Services, *Chief John Gauthier*
10. Timmins Police Services Board, *Jamie Clarke*



Advisory Committee (AC) Roles and Responsibilities

The Timmins CSWBP Advisory Committee (AC) is reflective of the community of Timmins which includes multi-sectoral representation. The AC's main role is to provide input, direction, and perspectives on matters that impact the safety and well-being of Timmins residents. Key responsibilities of the AC include but are not limited to the following:

1. Determining the priorities of the plan, including references to risk factors, vulnerable populations, and protective factors.
2. 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.
3. Ensuring the right agencies/organizations and participants are designated for each activity.
4. Providing insight and direction in relation to the communication of CSWBP material with community stakeholders.

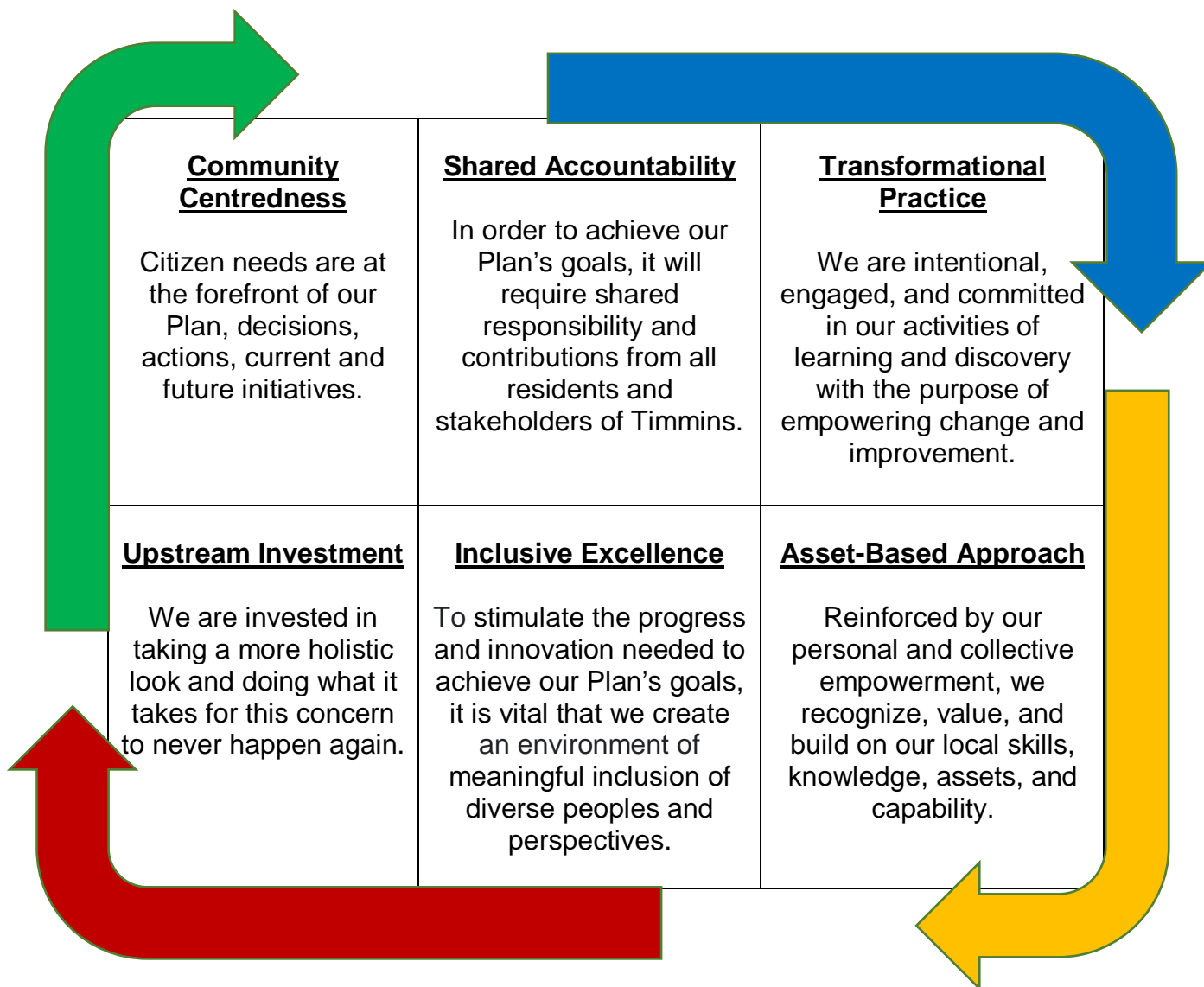
Captured in its Terms of Reference, the complete list of the AC's roles and responsibilities can be found in the Appendices Section of this report (*Appendix B: Timmins Community Safety and Well-Being Plan CSWBP Advisory Committee Terms of Reference*).

Collective Focus and Guiding Principles

The issues that impact the safety and well-being of communities are often complex and require collective and aligned involvement, effort, and action from multiple service partners. In light of such and based on our findings, Timmins' CSWBP is designed to encourage and enhance collective impact so that our residents in need of support and help, "receive the right response, at the right time, and by the right service provider." (2016, <https://www.ontario.ca/page/strategy-safer-ontario-public-discussion-paper>).

A culture shift, a narrative change, and a new lens in offering services are required to address deeply rooted systemic issues, eradicate repetitive obstacles and silos amongst our community organizations. Such will result in increased collective impact, community partnerships and more effective and efficient delivery of services. In essence, how we collaborate on important issues that impact safety and well-being will dictate how we identify and respond to current and emerging issues. Furthermore, our Plan is already breaking new ground with new initiatives and making great strides by building on current successes that improve safety and enhance the well-being of **ALL** who reside in Timmins.

The six guiding principles that informed the development our first Plan, woven into the fibers of our four strategic priorities are as follows:



Advisory Committee (AC) to Systems Leadership Committee (SLC)

Once the City's first Plan is approved, the AC will transition to the System Leadership Committee (SLC) who in turn, will steward the ongoing implementation of the City's CSWBP and direct our model for impact, collaboration, planning, and action.

As noted in its Terms of Reference (*Appendix C: Timmins Community Safety and Well-Being Plan CSWBP Systems Leadership Committee Terms of Reference*), the SLC, comprised of leaders from organizations within the community that are accountable to and have the capacity to innovate and address system planning in the human services system, plays a critical role in the success of the City's first Plan. The SLC will have a broad mandate to assess progress as well as identify systems gaps as they relate to the four strategic priorities.

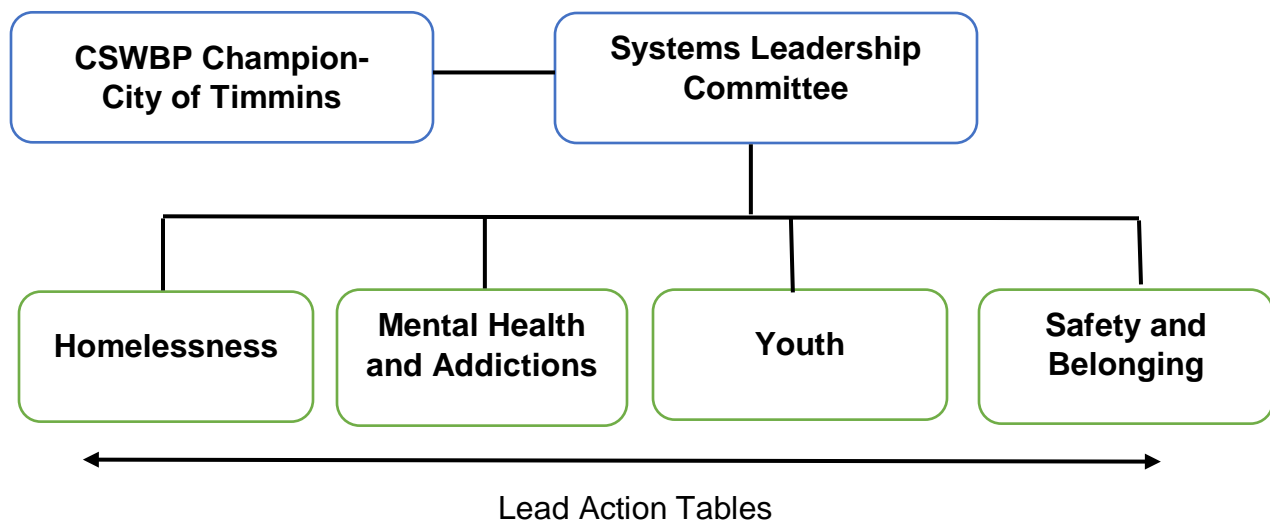
Other key roles of the SLC include:

1. Identify and prioritize community safety and well-being issues, which may include establishing Lead Action Tables.
2. Provide oversight and guidance to current Lead Action Tables through organizational and systems expertise, resources, and other support (participant of a Lead Action Tables).
3. Report on progress and achievements of Lead Action Tables to City Council.

Relevant concerns will then be prioritized and addressed primarily by currently established and new Action Tables that will respond to both emergent issues and annual system planning of the Plan's strategic priorities. In short, the Action Tables/Task Forces are developed because:

1. There is a high likelihood that the desired outcome will be achieved via an aligned and collaborative approach.
2. If the issue is not addressed, there is a risk to community safety or well-being.
3. The issue requires a broader community or system-level response.
4. The issue is actionable (supported by data/ evidence).

If an already existing community-wide body is well positioned to address the issue, the group may be asked to assume the role of a Lead Action Table/Task Force. Visually, the model is presented as follows:



“The Timmins CSWB Plan provides an important road map for All to work together to create a safe, welcoming, and inclusive community. A community where everyone feels like they belong and can make a contribution. We look forward to partnering with others to ensure our community actively promotes and supports the health and well-being of all youth living in Timmins.”

- Local Service Provider

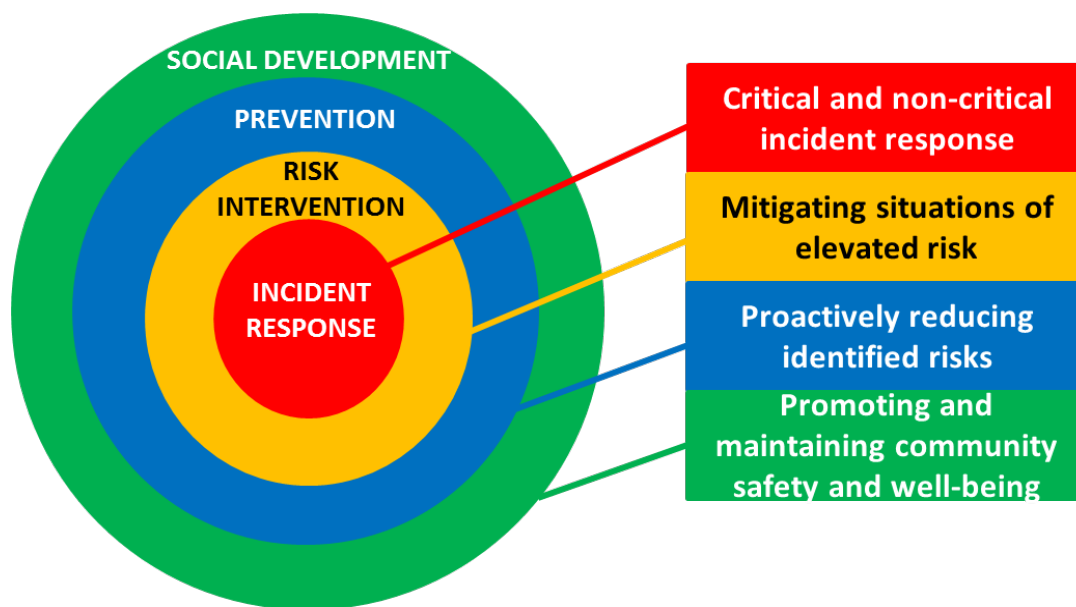
Our Approach to Implementing Ontario’s CSWB Planning and Shared Vision





The Model and Purpose

The development of the City’s Plan is in accordance with the Provincial Planning Framework as well as with the *Safer Ontario Act, 2018*, and changes to the *Police Services Act, 2019*, where Ontario’s cities must prepare and adopt a community safety and well-being plan. As defined by the Ministry of Solicitor General, the CSWBP is a community impact, long-term tool “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” (2019, <https://www.mcscs.jus.gov.on.ca>). In other words, community safety and well-being is more than just having our basic needs met and being a crime-free city. More accurately, it encompasses the social determinants of health and many aspects of our social, physical, emotional, cultural, and spiritual well-being. The CSWB planning framework challenges us by moving away from siloed, reactionary measures and towards upstream, multi-sector collaborative initiatives. The CSWB planning framework will help to “guide municipalities, First Nations communities and their partners as they develop their local plans” (Ibid).

The Provincial Planning Framework outlines four areas of focus that respond and align to making communities safer and healthier. The four areas of focus presented and described below guided our City’s Plan development and will continue to be benchmarks into our CSWBP as it evolves.

Community Safety and Well-being Planning Framework and Descriptors

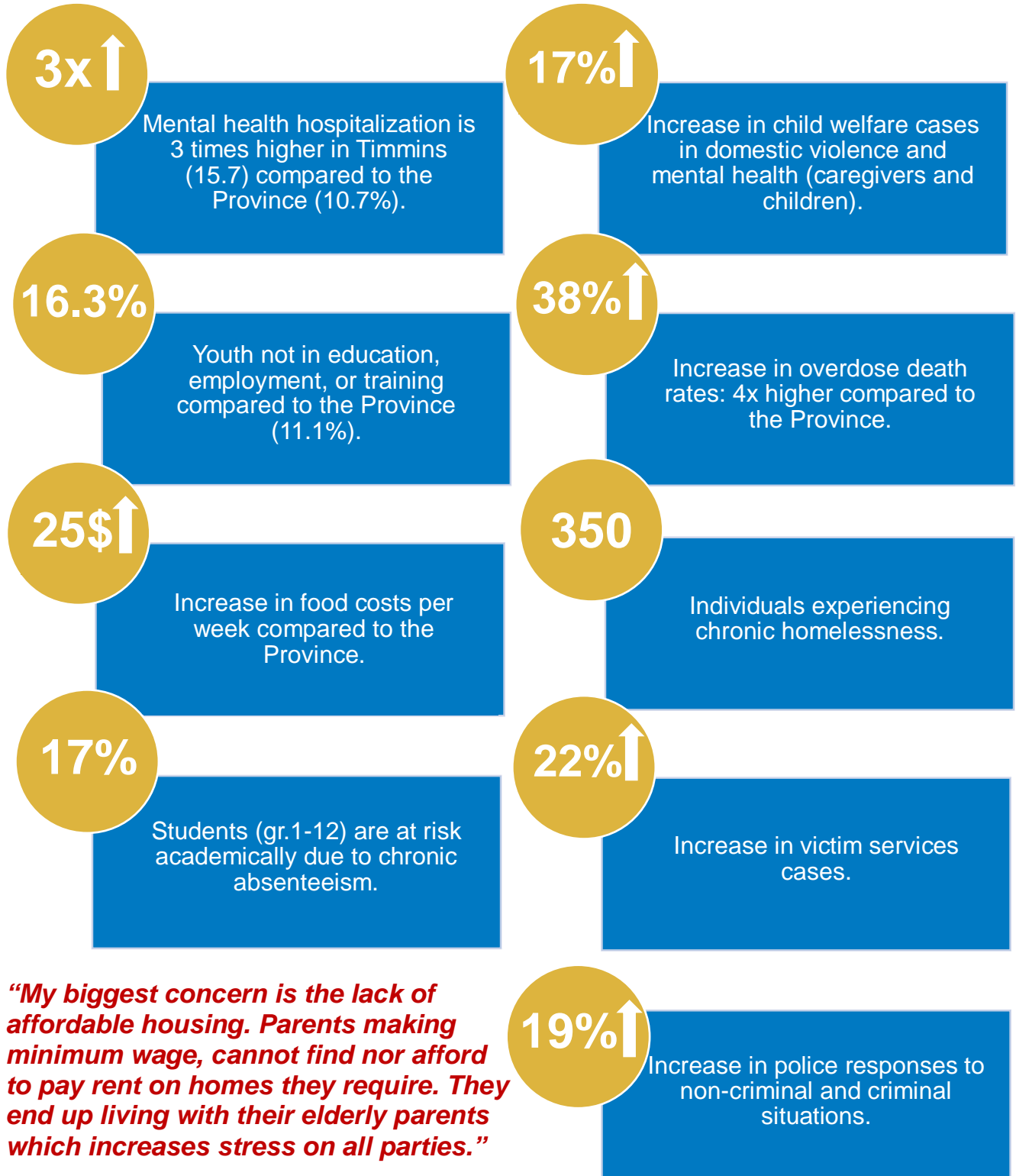


Area of Focus	Icon	Description
<p style="text-align: center;">Social Development</p>		<ol style="list-style-type: none"> 1. Addressing the underlying causes of social issues through upstream practices and attitudes that promote sustainable individual and community wellness. 2. When we start with and implement upstream practices, we are capable of addressing multiple issues at the same time, with potentially fewer resources (safety, health, income, housing, belonging/inclusion). 3. We can stop a problem before it starts.
<p style="text-align: center;">Prevention</p>		<ol style="list-style-type: none"> 1. Utilizing and implementing proactive strategies to locally known and identified risks to CSWB before they result in harm to our residents. 2. The situation could result in harm to individuals or communities if left unmitigated.
<p style="text-align: center;">Risk Intervention</p>		<ol style="list-style-type: none"> 1. Identifying and responding to situations of acutely elevated risk and mobilizing immediate interventions in order to prevent a serious incident from occurring thus reducing the need for incident response. 2. Implement immediate multi-sector responses to address multiple risk factors and where outcomes are focused on mitigating harm. 3. Collect risk-based data (e.g., Risk-driven Tracking Database) to guide current measures of strategies.
<p style="text-align: center;">Incident Response</p>		<ol style="list-style-type: none"> 1. Requires intervention by first responders such as police, EMS, and other emergency-driven services. 2. Planning should be done in this area to better collaborate and share relevant information, to ensure the most appropriate service provider is responding. 3. Initiatives in this area alone cannot be relied upon to increase community safety and well-being.

Although planning should occur in all four areas, the majority of community resources should focus on developing action and initiatives, for the most part, in social development, followed by prevention, and risk intervention strategies in order to reduce the number of Timmins residents reaching the point of requiring an incident response. Our City’s Plan consists of strategies and actions that fall within the four areas of focus while concentrating our collective efforts on social development and prevention. In the end, our fundamental goal is to reduce the need for incident response for downstream issues.

Measuring up Timmins

In association with the CSWBP Framework, our methodology activities and analysis thereof, confirm there are local risk factors that require attention. The following highlights some examples of community safety and well-being risk factors in Timmins.



Presently, there are limited opportunities and mechanisms to communicate system-level barriers which negatively impact at-risk, vulnerable, and in need individuals.

For instance, individuals with acute and/or persistent mental health needs identify housing as a critical and important factor in achieving and maintaining their health (2007, <https://homelesshub.ca/sites/default/files/qce1mc1v.pdf>). As noted earlier, there are examples of successful collaborations and partnerships occurring in our community that work diligently to identify solutions to such issues (housing and mental health); however, there is no consistent structure to respond to community-wide safety and well-being issues and trends in a harmonized, impactful, and integrative manner. Based on these factors, our City's first CSWBP aims to achieve collective and impactful coordination and integration on issues at a system-wide level.

Conversely, and in light of the amazing partnerships in our community, a number of community-wide initiatives and services existed prior to as well as were initiated during the CSWBP work.

Aside from examples aligned with the strategic priorities presented in a subsequent section of the report, the following highlights a few examples of community safety and well-being protective activities in Timmins. (Additional examples can be found in *Appendix A: Initiatives Making Timmins a Healthier and Safer Place for All*).

The Mobile Crisis Rapid Response Team



Since September 2019, individuals in crisis can have quicker access to mental health and addiction services thanks to a collaborative partnership between Timmins and District Hospital (TADH) and the Timmins Police Service (TPS). The Mobile Crisis Rapid Response Team pairs a police officer with a psychiatric registered nurse or mental health specialist to quickly respond to 911 calls involving mental health and/or addiction issues or concerns. The program is designed to offer timely assistance to people while they are in crisis and to connect them to services at the hospital or in community. The service has experienced much success since its launch.



“Having someone in the community that you can trust, who has your best interest at heart, and is free of judgement, meant a lot.” - Youth

*Timmins Police Service
providing support to a Youth.*

Community Mobilization Timmins- Situation Table



Since 2015, Community Mobilization Timmins, also known as the Situation Table, has been and continues to be a critical element of our approach to community safety and well-being. The Situation Table is a partnership with local human services organizations that meet every Wednesday to identify and support individuals at an acutely elevated risk (AER) of requiring intervention from 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. Since its inception, the Situation Table partners have intervened and mitigated more than three hundred (300) situations of elevated risk.

Community Paramedicine



Since 2014, and in partnership with the North East Local Health Integration Network (NELHIN) and Cochrane District Social Services Administration Board (CDSSAB), Emergency Medical Services (EMS) have offered preventative and educational health services to high-intensity and vulnerable seniors who are at risk of acute hospitalization, remain in their respective homes. Community Paramedicine aims to prevent and reduce unnecessary 911 calls, emergency room visits, and hospitalization. The program's partnership enables clients to be connected to a myriad of in-home services such as intravenous therapy (IV), occupational therapy, medication administration, compliance checks, home supports, and nursing. This January, Community Paramedicine received provincial funding to expand its program to a full-time Manager, six full-time Practitioners and a Medical Director. Although more recent and holistic data is required, a previous study confirmed that Community Paramedicine reduced emergency room visits of clients living in CDSSAB residences by approximately 70%.

“It gives us such relief and peace of mind that in-home medical programs such as the one offered by local paramedics are available. We appreciate the great care that was given to our aging father.”

- Resident



Local paramedics provide a number of services including Community Paramedicine.

Vulnerable Persons Registry



The safety of all citizens is a priority for the Timmins Police Service (TPS). In the fall of 2020, and in partnership with Crime Stoppers, Seizure and Brain Injury Centre, and Victim's Services, TPS launched its Vulnerable Persons Registry. The service focuses on the safety level being afforded to registrants so that, in cases involving a police response, vital information can be distributed more efficiently to first responders. Vulnerable Persons are of particular concern and this registry hopes to serve as a police resource to manage calls for service involving them so that, in response to emergent situations, efforts to locate a vulnerable person by the TPS will be timely and effective.

“Pour moi et ma famille, un service comme celui-ci nous donne une plus grande tranquillité d'esprit en sachant que les premiers intervenants sont plus conscients de mes besoins uniques en cas d'urgence.”

- Membre de la communauté



Vulnerable Persons Registry Partners.

Timmins Diversity Awareness Project



Funded through the Government of Canada's Action-Racism Action Program (ARAP) and guided by a Project Advisory Group (PAG) comprised of local residents and community organizations, the Timmins Diversity Awareness Project aims to address racism and discrimination in Timmins and build awareness of the many cultures that exist in the City, in turn helping to foster a welcoming and inclusive community. A community-wide survey, an awareness campaign and an employer-focused Workplace Inclusion Charter are some of the activities that the PAG plan to complete in the next two years. More recently, a few of the PAG members virtually attended the National Summit on Anti-Racism in Public Relations and Communications Management. The Summit's purpose was to empower communicators with tools, language, and insights to advance the conversation to help organizations begin making actionable change and to better reflect the publics they serve.

Healthy Child Coalition



Through the work of several local partners, the Healthy Child Coalition aims to build capacity and ensure healthy lifestyle outcomes for children and families living in Timmins. Led by the Porcupine Health Unit, human services organizations who form part of the Healthy Child Coalition work proactively and progressively to support the healthy development of children aged zero to 6 years with a priority focus on 1 to 4 years. The Coalition ensures that preventive services, responsive planning and increase resources are made available to children, families, and the community. Programs and services focused on parenting, nutrition, physical activity, literacy and building the capacity of communities to support healthy families are a few examples.



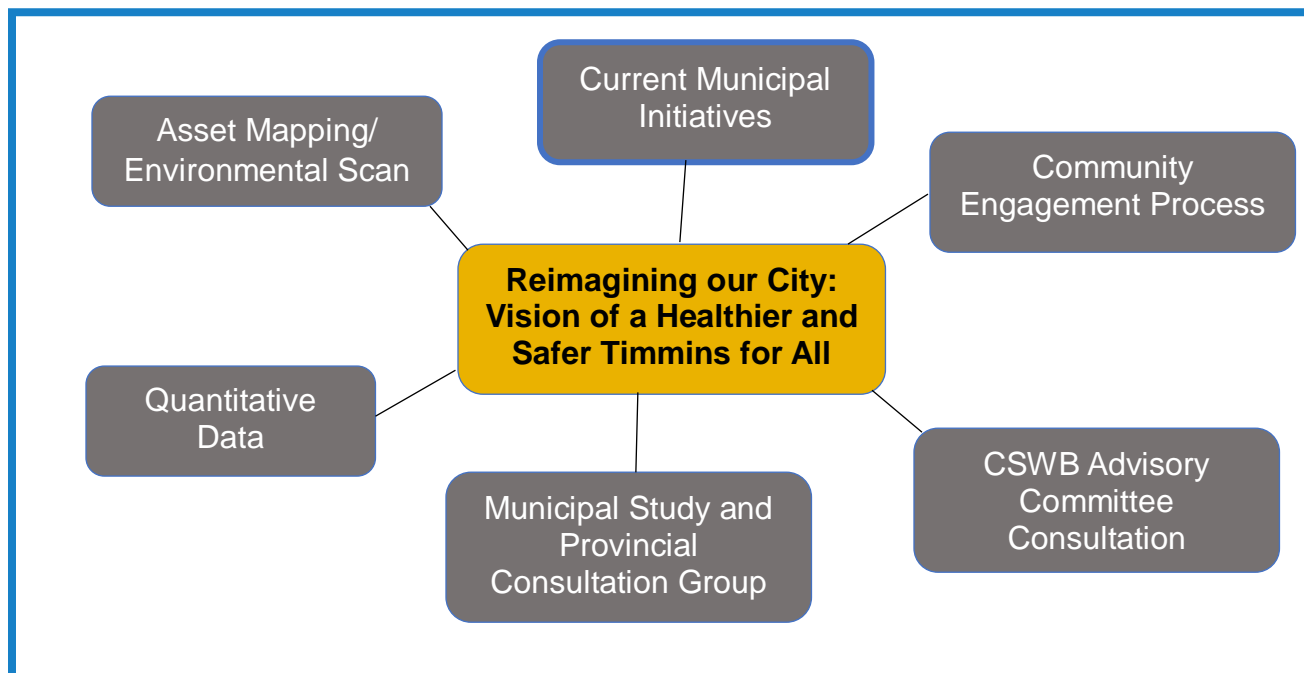
Family activities at Hollinger Park.

In light of the preceding, the Community Safety and Well-Being Planning Framework permits us to experience a deeper, honest, and transparent dive of where we stand. It enables us to look at our strengths and at areas where we need to focus our attention to make the best use of our resources for the benefit of **All** residents who call Timmins home.

Methodology: Focus and Highlights

In the interest of being effective and holistic, both quantitative and qualitative data collection methods were utilized to compile data for the City's first CSWB Plan. All gathered and compiled data for the Plan have been completed in a way and for a purpose that is consistent and complies with as well as respects freedom of information and privacy protection legislation. Information gathered through the engagement process is at the core of the recommended Plan priorities. Other data sources such as asset mapping, environmental scanning of community-wide programs and initiatives as

well as data collected from multiple sources provided supporting information to validate and confirm the recommended CSWBP strategic priorities. Our methodology framework is presented in the following figure and accompanying details.



Asset Mapping/Environmental Scan of Community Services

Asset mapping and environmental scanning were conducted and completed in an effort to inventory existing stand alone and cross-sector/community-wide programs and services, action tables, committees, strategic working groups, that support the various aspects of community safety and well-being. Information from relevant statistics and interviews with key members of pertinent organizations as well as on-line research were collected. Current community-wide initiatives include but are not limited to the following:

- Age-Friendly Advisory Committee
- Bee City Committee
- James Bay Cochrane District Addictions and Mental Health Systems Planning Group
- Community Mobilization committee (Situation Table) and Steering Committee
- Cochrane-Timiskaming Ontario Education Championship Team
- Équipe communautaire d'évaluation des menaces
- Fetal Alcohol Spectrum Disorder (FASD) Awareness Cochrane Timmins Coalition (FACT)
- First Nations Health Care Transformation
- Healthy Child Coalition

- Cochrane District Human Services and Justice Coordinating Committee
- Mobile Crisis Rapid Response
- Cochrane-Timiskaming Moving on Mental Health Committee (MOMH)
- Fierté Timmins Pride
- Timmins and Area Drug Strategy (TADS) and Steering Committee
- Timmins Police Service and Local High School Principals Committee
- Timmins Family Violence Interagency Action Committee
- Timmins Recreational Trail Committee

Additional details and highlights about the preceding initiatives can be found throughout the report and in *Appendix A: Initiatives Making Timmins a Healthier and Safer Place for All*.

Current Municipal Initiatives

The City of Timmins continues to be responsive and proactive in developing key initiatives, tools, and strategies that provide direction to Municipal personnel when developing and managing projects of the type that align with CSWB planning. Current activities include but are not limited to the following:

- Anti-Racism Action Program
- Comité de liaison francophone de la ville (City of Timmins' Francophone Liaison Committee)
- Timmins Emergency Management Program Committee
- Indigenous Advisory Committee
- Rural and Northern Immigration Pilot
- Violence Against Women Advisory Committee

Additional details and highlights about the preceding initiatives can be found throughout the report and in *Appendix A: Initiatives Making Timmins a Healthier and Safer Place for All*.

CSWB Advisory Committee Consultation

As noted earlier, the Plan's Advisory Committee (AC), community members from various organizations acting as community and public service experts, have and continue to play a fundamental role in the Municipality's first CSWB Plan. During and in between AC meetings, AC members have provided strategic advice, consultation, and feedback into the fruition of the CSWB Plan strategic priorities.

“One thing we have in common is that issues in Timmins impact each and every one of us. Common issues will require common solutions.”

- Indigenous Service Provider, Resident

Municipal Study and Provincial Consultation Group

To inform the City's first CSWB planning process, a review of Ontario municipalities that have completed their respective CSWB Plan was conducted (on-line). This review provided information on development processes, data gathering activities, key strategic priorities, implementation strategies, and performance measurement. In addition, the opportunity to attend and participate in quarterly meetings with CSWB Lead Coordinators across the province provided knowledge and updates of CSWB planning from many corners of the province as well as validated current methodology and direction concerning the development of the CSWB Plan here in Timmins.

Community Engagement Process

The engagement process provided an opportunity for community stakeholders to share input so as to guarantee that the City's first CSWB Plan responds to and aligns with the needs of Timmins residents. The community engagement process spanned for the most part before the first wave of COVID-19 closures. However, during and after COVID-19, additional engagement activities took place including focus groups, survey extension, and more recently, the development and implementation of Action Tables and a community-wide communications strategy. It is important to note that COVID-19 did not allow for engagement opportunities with a few key stakeholder groups (organizations and residents). It is hoped that once COVID-19 begins to subside, there will be an opportunity to involve these participants in the implementation of the CSWB Plan's strategic priorities.

From December 2019 to January 2021, forty-three (43) engagement sessions were completed. More specifically, engagement sessions permitted the opportunity to hear from:

- 522 personnel members (39 community service organizations) ranging from frontline to management staff, board members, and volunteers.
- 25 youth from 1 French and 1 English local high school (ranging from grades 9-12, in mainstream and various pathways programs).
- 14 Seniors from 2 local Seniors' Residences.
- 22 resident interviews (face-to-face or via telephone), that is, local residents with lived experience (residents include individuals who identify as White, Indigenous, living with addictions and mental health, living in poverty, without housing, francophones, 2SLGBTQ+, seniors, immigrants, women, and youth).

“Coming together as a community is more important than ever, not only will it help protect and give us a sense of security... but most importantly provide Hope to anyone who may have lost in along the way... #TogetherWeAreMore.”

- Resident, Mother, Business Owner



White water rafting down Grassy River.

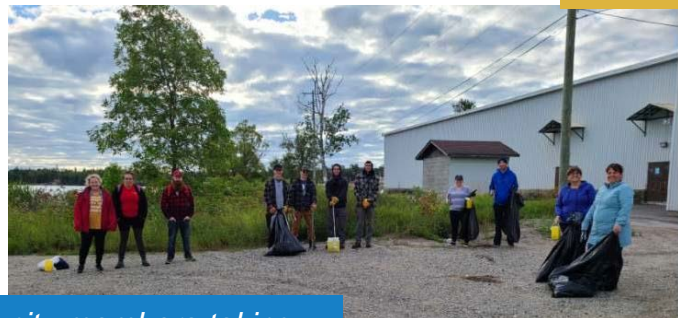
All engagement session feedback was coded according to the appropriate theme, and all participation was given equal weight in terms of the analysis. Gathered and compiled data from the engagement sessions have been completed in a way and for a purpose that is consistent and complies with as well as respects freedom of information and privacy protection legislation. An on-line survey was developed and launched to the public in order to gain an assessment of how respondents perceived and considered top priorities as it relates to community safety and well-being in Timmins. Between March and

May 2020, a total of 814 respondents participated in the survey.

Results stemming from the community engagement process were then combined with findings from other data compilation and analysis methods were presented to the Advisory Committee. After in-depth consultation and discussion, four strategic priorities outlined in the following section were recommended.

The compilation and analysis of data from the methodology activities clearly confirm the intricacy, complexity, and connection between current issues. Furthermore, the data reinforces the fact that community safety and well-being issues are shared responsibilities among all citizens residing in the City of Timmins and thus require an accountable, collaborative, and impactful approach not only to tackle root causes via immediate and relevant actions, but also focus on long-term and upstream best practices. Moreover, it is strongly believed that by realizing these four strategic priorities, other “on the radar” aspects of community safety and well-being in the City of Timmins will benefit.

In brief, findings from all methodology activities, most importantly community engagement events, helped to finalize priorities as well as better understand and empathize with the needs of our community. Community engagement process will continue to inform implementation considerations of our current and future CSWB Plans. Hence, there will be continuous opportunities for Timmins residents to get involved.



Community members taking part in community clean-up.

Reimagining our City: Vision of a Healthier and Safer Timmins for All

Community Safety and Well-Being Plan Priorities 2021-2022

The design of our City's First Plan has the capacity to respond to a wide range of risk factors that impact community safety and well-being for **All** Timmins residents, particularly for the most vulnerable, at-risk, and in need. Our Plan includes the CSWB Guiding Framework as well as an integrated community-friendly systems navigation

component that will support and integrate actions undertaken within the four strategic priorities. A constant theme mentioned by respondents as a gap within each of the other top priorities, is a lack of integrated and simpler systems where community services work together as one team, making services more accessible, seamless, and streamlining the system for everyone.

Integrated and simpler systems is about how organizations work together to deliver their programs and services and includes the communication, processes, policies, and finances needed by organizations here in Timmins for enhanced collaboration, planning, and action (i.e. Mental health practitioners are better to respond to mental health calls rather than police). However, issues that impact the safety and well-being of communities are often complex and require collective alignment, involvement, effort, and action from multiple partners. Culture and narrative shifts are required to address systemic issues, remove obstacles and silos amongst community organizations, resulting in increased community partnerships and more effective and efficient delivery of programs and services. The following figure and accompanying details outlines our City's first Plan.

“I think it's a great idea to initiate this plan. The plan combined with all of us working together, we can understand and focus on the community from all sides. It will be helpful tool to make us a stronger and healthier community.”

- New Canadian and Timmins Resident

Reimagining our City: Vision of a Healthier and Safer Timmins for All

Guiding Principles:

Asset-Based Approach, Community Centeredness, Inclusive Excellence, Shared Accountability, Transformational Practice, Upstream Investment.


Municipal

- CSWBP Champion
- Support, advocacy




Systems Leadership Committee (formerly AC)

- Accountable and Innovative System Planning
- Identify Gaps, Required Resources




Community Action Tables/Task Forces


- Collaborative
- Responsive to Current and Emerging Issues



Youth-focused community aiming to improve well-being, inclusivity, resiliency, pride, and success of all youth.




Unified and innovative community system approach to end homelessness.



Integrated Community-Friendly Systems Navigation

Harmonized mindset and action to improve care, respect, and outcomes for addictions and mental health.



Shared responsibility and effort to improve safety and belongingness of all residents while in their homes, at work, and in the community.




Communication strategy to increase public awareness as to roles, initiatives, actions, and updates across the spectrum of CSWBP.

Timmins' CSWBP is an iterative community plan that will be updated and reviewed on an annual basis. Over the next year, and as outlined in the preceding diagram, we will focus on four strategic priorities. In no specific order of importance, each strategic priority is explained below along with targeted outcomes and measure(s) such as data and measurement to continue to track progress and measure success. Additionally, current and aligned initiatives are highlighted.



Strategic Priority 1: Unified and innovative community system approach to end homelessness.

Research confirms that homelessness is still a very much misunderstood issue, not only locally but nationally. As per a preceding statistic, more than three hundred and fifty (350) individuals in Timmins are chronically homeless. Building on this information, other local data confirms that over seven hundred (700) individuals are exploring homelessness. Homelessness can result from many challenges in life. For example, compounding and/or individual factors such as a mental health, job loss, domestic violence, to name a few.

While our City's Plan sets out the direction for all those at-risk of or experiencing homelessness, we absolutely must account for the unique experiences of every individual and acknowledge where common systemic issues impact particular groups in our community (2015, <https://www.calgaryhomeless.com/homelessness-in-calgary/people-first-strategy>). More specifically, we have to recognize as a community that specific groups experience homelessness, as well as other forms of social exclusion, at a higher prevalence than the general population. In Timmins, more than half of the homeless population is Indigenous. Hence, this will require particular interventions at the policy or supports and housing levels to be tailored to account for these unique circumstances.

Though a more effective homeless-serving system is an important part of the solution, to enable a true and sustained end to homelessness, we have to meaningfully move upstream through strategic prevention work. Despite it being a difficult task simply because it is challenging to target intervention to at-risk individuals who are difficult to reach, our community is beginning to make progress in this area.

Our Targeted Outcomes:

1. Increase in residents having the support they need to access and maintain housing.
2. Increase in prevention through service coordination.
3. Implementation of a homelessness report card that measures the number of people on the street, in shelters, length of stay, and turnover.
4. Increase in community-wide education and awareness regarding homelessness and poverty.

Lead Action Table:

The Community Advisory Board (CAB) will be the Lead Action Table to commence work on the targeted outcomes. In short, CAB will help administer and implement local priorities and develop a Community Plan that addresses homelessness in the City of Timmins. As noted earlier in the *Measuring Up Timmins* section of the report, there are other local initiatives -whether in their early stages or in full swing- working to alter the outlook of homelessness in our community. (Additional examples can be found in *Appendix A: Initiatives Making Timmins a Healthier and Safer Place for All*).

Living Space



Since opening its doors in 2018, the Living Space aims to fill the gap by making services readily available to people at risk of or experiencing homelessness in our community. Living Space experienced tremendous growth in 2019 as the organization expanded its governance and administrative capacity allowing for rapid expansion of operations and the ability to provide innovative programs. Holistic, low-barrier, culturally safe, and trauma-informed services including harm reduction, primary care clinic, sexual and mental health, foot care, employment, and housing opportunities are but a few of its successes. In 2020, the organization permanently housed over twenty people.

Living Space Community Outreach.



Housing Now



Implemented during the initial phase of the pandemic, Housing Now is a collaborative initiative between Cochrane District Social Services Administration Board (CDSSAB) and Canadian Mental Health Association (CMHA) aimed to provide temporary housing, mental health and case management supports to individuals formerly in a safe bed, hospital, or prison setting, until suitable and long-term housing is found. The program has been very successful. In fact, more than 30 people who were temporarily housed at the Northern College residence are now living in their own apartments. Due to its success, Housing Now is in the process of expanding its program.

Bridges out of Poverty



Internationally accredited and evidence-based best practice approach, Bridges out of Poverty helps communities to reduce the social costs of poverty, strengthen the workforce, and build a more prosperous and sustainable community. It provides a family of concepts and workshops to help employers, organizations, human services, and individuals address and reduce poverty in a comprehensive way in order to improve job retention rates, build resources, improve outcomes, and support those who are moving out of poverty. Locally, two (2) professionals are trainers of the program. In the Fall of 2020, the trainers presented the material to a local human services organization. The outcome was very positive to the point of wanting to develop a model similar to other Ontario municipalities. COVID 19 has slowed down this process but it is hopeful the discussions will resume in the near future.



Strategic Priority 2: Harmonized mindset and action to improve care, respect, and outcomes for addictions and mental health (MHA).

The misuse of opioids is a growing public health concern across our country. Most striking is Timmins being the highest in the province with respect to opioid deaths per hundred thousand people. Furthermore, the opioid crisis in Timmins is significantly impacting the Indigenous population living in our community. The trend has grown over the years, however in the last few, it has skyrocketed. Data from local partners confirm significant number increase in Timmins and District Hospital emergency visits, Emergency Medical Services (EMS) and Timmins Police Service (TPS) involvement related to mental health, self-harm, and addictions. On average, paramedics respond to ten to fifteen (10-15 calls) a week for suspected opioid overdoses. In addition, hospital admissions for related opioid use disorders and complications have increased almost thirty per cent (30%). These admissions are from infections, from intravenous drug use, abscesses, and more serious infections such as a heart infection (Samson and Marion-Bellemare, 2021).

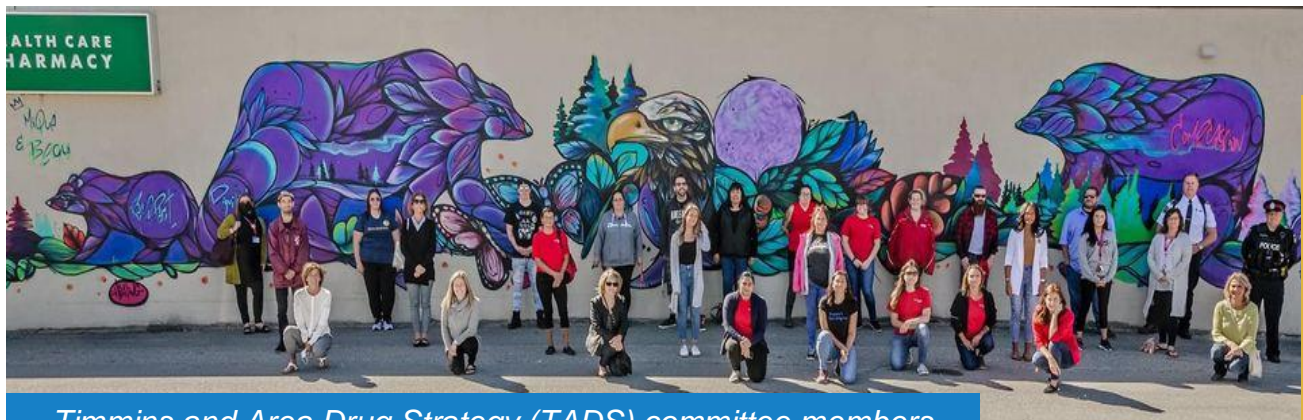
In 2020, our community experienced the tragic loss of approximately thirty lives to opioids.

Mental health and addictions (MHA) are not only impacting one target population in our community; it would be much easier to manage if that were the case. Addiction affects all social and economic statuses.

However, individuals who are homeless, are at a higher risk of more addictions. In the context of our CSWBP priorities, it confirms the compounding, complexities, and intricacies of concerns in our community; said differently, you cannot solve one without solving the other.

“If you give people addiction treatment, they are more likely to get income, stable housing, employment and homelessness will go down.”

- Local Medical Professional, Mother



Timmins and Area Drug Strategy (TADS) committee members and Living Space staff coming together for the International Overdose Awareness Day, 2020.

Our Targeted Outcomes:

1. Improved system navigation for MHA services and supports for all (barrier-free, umbrella of care, cost management approach).
2. Reduction of overdose-opioid deaths via collaborative approach in harm reduction, treatment, prevention, and enforcement.
3. Reduce incidence and prevalence of problematic substance use and dependence.
4. Increase community-wide education and awareness on harm of substance use.

Lead Action Table:

As mentioned earlier in the report, if there is an existing action table that aligns with the strategic priority's targeted outcomes and to avoid duplication, the table is approached to take on the role. Since the fall of 2020, the James Bay Cochrane District Addictions and Mental Health Systems Planning Group has been working diligently on the targeted outcomes of this strategic priority and more. Aside from the initiatives presented in the

Measuring *Up Timmins* section of the report, the following presents a few other initiatives that align with this strategy. (Additional examples can be found in [Appendix A: Initiatives Making Timmins a Healthier and Safer Place for All](#)).

Addictions Medical Consult Team (AMCT)



Implemented in late 2020, the AMCT is a collaborative model between hospital and community services aiming to treat people in the hospital setting and providing linkages to community services (South Cochrane Addictions Services, Canadian Mental Health Association, Jubilee Centre, Mobile Crisis, Community Outreach Team). The collaborative model is already experiencing much success and recognition- both locally and provincially.

“The team approach to caring for people with addictions in the acute withdrawal beds at the hospital made the world of difference for me. Especially because I was ready to quit this time. I was helped with not only the medical part of my withdrawal but with shelter and follow-up appointments prior to me leaving. I had so much support.”

- Anonymous patient cared for at TDH in the acute withdrawal beds

Rapid Access Addiction Medicine (RAAM) Addictions Navigator



Since its inception three years ago, the RAAM Clinic, in collaboration with South Cochrane Addictions Services (SCAS), provide individuals with substance use issues to access safe, low-barrier, and non-judgmental specialized addiction medicine in a timely manner. The Addictions Navigator, a SCAS personnel member who is part of the RAAM multidisciplinary team, provides mental health support, treatment referral, and holistic case management to help the individual achieve their goals.

Residential Crisis Beds (“Safe-Beds”)



In collaboration with other services, the general focus of the Jubilee Centre’s safe-beds includes reducing the number of individuals with addiction, mental health, or concurrent disorders from entering and/or reducing their length of involvement with the criminal justice system and hospital-based services as well as providing access to appropriate levels of health care and supports closer to home. In the near future, the program is looking to expand and become the first community-based mental health and addictions organization in the province to have the Ontario Telemedicine Network (OTN) service with dedicated nursing support and full medical peripherals.

“We are coming together united without judgement and bias to embrace the changes necessary to improve the current state of Addiction Services and ensure we are meeting the needs and demands for people with addictions in our community. All services are working hard to provide seamless and supportive care to improve the safety and wellbeing of our community currently and in the future.” - Local Physician

Fire Keeper Patrol Initiative



Recently, Mushkegowuk Council was granted funding for the Fire Keeper Patrol initiative in order to mitigate the opioid crisis, among other concerns, Indigenous Peoples are facing. The service will provide support, traditional healing, and practices to Indigenous Peoples living with addictions. Mushkegowuk Council is aiming to partner with local organizations as well as develop a Hub System where the program can be offered and managed in Northern Indigenous Communities.

“If more non-judgmental resources are available then more people will be willing to help treat the root of the problems as opposed to prosecution and stigmatized impressions of those who deal with mental health, addictions, and homelessness.” - Local Service Provider



Strategic Priority 3: Youth-focused community aiming to improve well-being, inclusivity, resiliency, pride, and success of all youth.

Data from local School Boards reported significant numbers of youth in school dealing with anxiety, bullying, and emotional regulation. As noted in the Measuring Up Section of the report, the number of youth in Timmins not in education, employment, or training finds itself at 16.3% compared to the provincial average of 11.1%. Furthermore, concerns of chronic absenteeism can be directly linked to decreasing graduation rates.

A significant rise in emergency department visits and admissions for mental health issues was confirmed via data. The rise accounted for over more than 15% of all mental health visits at the emergency department in Timmins. In terms of local child welfare services, an increase in cases of both caregiver and child mental health as well as domestic violence are confirmed via the shared data. It is important to mention that Indigenous youth occupy a significant population of youth in our community. Whether they are born and raised or in Timmins for schooling purposes, it is imperative that their needs are looked after. Finally, a recent survey for youth completed by a local organization confirmed significant results in youth wanting more services in mental health, anti-racism education, and more opportunities for recreation, and simply but most importantly, having a voice and feeling safe (YWH, 2021).

Given the preceding, it is imperative that our CSWBP promotes youth engagement and empowerment, so that youth themselves are able to actively engage and positively influence their peers, school, and community. Indigenous youth face numerous additional challenges and barriers in our community and efforts must be made to identify and address these barriers, so that **All** youth residing in Timmins may reach their full potential.

Our Targeted Outcomes:

1. Increase in youth feeling safe, connected, and supported in the community.
2. Increase in youth presence, engagement, and participation in community-wide decisions impacting youth.
3. Increase in opportunities for youth to reconnect with education and improve education outcomes.
4. Increase the positive profile of youth in Timmins.

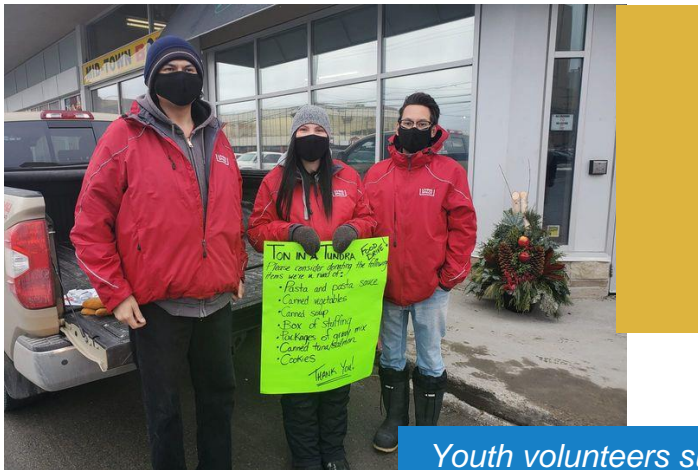
Lead Action Table:

As there is no current Lead Action Table in the community specific to youth, one was formed. The Action Table is comprised of ten (10) youth, ranging in ages from 15- 23, and local providers who offer services aligned with Youth. In the creation of the Terms of Reference, the aim is that Youth will Co-Chair the meetings and eventually lead the Table. Despite a new Lead Action Table was created, it is imperative to note that there

are many successful initiatives in our community that are geared to youth needs, be it health needs or raising the youth local profile. (Additional examples can be found in Appendix A: Initiatives Making Timmins a Healthier and Safer Place for All).

“The future of Timmins becomes brighter and more promising when local youth are encouraged to take part in decisions made today.”

- Youth



Youth volunteers supporting community initiatives.

City-Wide Youth Mural Project



Lead by Misiway Milopemahtesewin Community Health Centre and a local Councillor, the City-Wide Mural Project aimed to bring young people together to share knowledge and celebrate diversity as well as address pervasive racism. More than nine (9) murals found across the City showcase Indigenous art, stories, teachings. The Project has been a huge success for local youth and will continue as more murals are being created in 2021-2022



Images of City-Wide Mural Project, found around the City. Created by youth with lead artist Mique Michelle.

Cochrane-Timiskaming Moving on Mental Health Committee (MOMH)



The Cochrane-Timiskaming Moving on Mental Health Committee is chaired by the lead agency for child and youth mental health, North Eastern Ontario Family and Children's Services (NEOFACS). NEOFACS welcomes and engages various community partners who provide services across the lifespan and in various sectors (i.e., addictions, schools, adult mental health) to consult and collaborate with respect to core child and youth mental health services. Partners contribute to the MOMH plan, helping to identify gaps, needs, priorities, and solutions concerning both child and youth mental health core services and community-based services.

Youth Wellness Hub (YWH)



Established in the Fall of 2018, the Youth Wellness Hub brings together youth (aged 12-25) and community partners to support social, mental, physical, and spiritual wellbeing with activities, resources, and services. The YWH offers counselling and support; mental health, well-being, and harm reduction resources, education/employment support/training, and recreation. A range of workshops and skill building sessions are also offered at the hubs.



Youth Wellness Hub group activities.

Cochrane-Temiskaming Ontario Education Championship Team (CTOECT) Beautification Project



The Cochrane-Temiskaming Ontario Education Championship Team developed a business plan where youth identified a beautifying initiative-comprised of artwork to be displayed on the walls of various Timmins locations. Comprised of local service providers (North Eastern Ontario Family and Children’s Services, Kuuwanimano Child and Family Services, Collège Boréal, Northern College, Conseil scolaire public du Nord-Est de l’Ontario, Conseil scolaire catholique de district des Grandes Rivières, Ministry of Education, Université de Hearst, Northeastern Catholic District School Board, Employment Services, District School Board Ontario North East), the CTOECT works together to increase the awareness, participation, and the success of youth in care at all levels of education, while preparing them for employment. The current paintings will be displayed at the Timmins Public Library.



Cochrane-Timiskaming Ontario Education Championship Team (CTOECT) Beautification Project Created by Youth with lead artist Paul Raiche.



Strategic Priority 4: Shared responsibility and effort to improve safety and belongingness of all residents while in their homes, at work, and in the community.

All residents of Timmins have the right to go about daily life feeling safe, without fear or risk of harm or injury. As noted earlier, the community is experiencing an increase in victim services cases, as well as police responses to criminal and non-criminal situations. More specifically, assaults, break and enters, drug trafficking are but a few on the rise. Recently, human trafficking has made its way to our community.

Community safety and security is not only the responsibility of our local police service. It involves the community coming together to better understand its strengths, challenges, and responsibilities, and to take collective and impactful action. In practice, this means developing and implementing inclusive strategic initiatives and actions that engage diverse groups in meaningful new ways and support the broader public and those most vulnerable to harm and injury.

Our Targeted Outcomes:

1. Increase in residents' sense of belonging and safety (resilience).
2. Increase in vulnerable residents' experiences regarding ease of access to services and critical supports, as well as positive and sustainable outcomes.
3. Increase in community-wide education and awareness on safety and belongingness.

Lead Action Table:

Already established as an important committee in our community since 2015, the Community Mobilization Steering Committee which oversees the Situation Table, has agreed to be the Lead Action Table for this strategic priority. As a community-wide committee with much local expertise around the table, the Community Mobilization Steering Committee strategically addresses serious pervasive safety and risk factors in our community via data collection and analysis. Aside from the initiatives presented in the *Measuring Up Timmins* section of the report, the following presents a few other initiatives that align with this strategy. (Additional examples can be found in [Appendix A: Initiatives Making Timmins a Healthier and Safer Place for All](#)).

Timmins Family Violence Interagency Action Committee (TFVIAC)



Comprised of many community service organizations, the TFVIAC is an ad hoc coordinating committee whose mandate is to enhance the capacity of member organizations in Timmins to better respond to the needs of women and their children experiencing violence. Educational events, public awareness, training, and conferences are some of the committee's key activities.

Enhanced Foot Patrol Initiative



In 2020, Timmins Police Service (TPS) returned to a back-to-basics policing approach that has seen immediate and huge dividends, in terms of public safety. This initiative aims to bolster police presence in the downtown core and specific identified problematic areas with chronic police calls for service.



Timmins Police Service - Foot Patrol Officer.

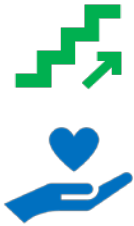
“As an employee of the downtown business core, I appreciate the presence of our local police department and their quick response times to situations where intervention is required.”

- Local resident



In collaboration with community partners, Timmins Police Service (TPS) “back-to-basics” program is proving to be a successful service and resource in the community.

Seniors' Centre Without Walls Program (SCWWP)



In light of the safety and health restrictions of the pandemic on seniors living alone at home—social activities suspended, insistence of family terrified of passing on the virus- the effects of loneliness and isolation are severe. To address this issue, in January 2021, the Golden Manor commenced offering the Seniors' Centre Without Walls Program (SCWWP). SCWWP is a free interactive telephone-based group activity program that connects seniors and older adults 50+ and adults with physical disabilities who find it difficult to leave their home. SCWWP offers an inclusive, safe, inviting space to listen, learn and be heard which increases social connectedness, cognitive stimulation, and well-being for participants. The program confirms great participation from the community as well as from Golden Manor residents.

Fierté Timmins Pride



Comprised of local residents and service providers, Fierté Timmins Pride unites and engages individuals and organizations to educate, advocate, and support the 2SLGBTQ+ community in Timmins and its surrounding areas (2021, <https://www.timminspride.com>). To promote diversity and inclusion, Fierté Timmins Pride organizes events such as Pride Week in June and other social activities.



Pride Week celebrations- annual parade.

Timmins Ending Human Trafficking



In February 2018, the Timmins Police Service and Victim Services launched a new initiative designed to educate the public and raise greater awareness about human trafficking. The local campaign is predominately media/awareness based, however also includes extra training for police officers, as well as those in the hospitality industry who may encounter victims of human trafficking in their workplaces (2021, www.timminspolice.ca).

Strong Neighbourhoods Strategy



Although in its very early stages, the Strong Neighbourhoods Strategy, inspired by an asset-based community development approach, aims to empower our local neighbourhoods and community organizations to build linkages, develop capacity and give voice and a feeling of belongingness to vulnerable, at-risk individuals. The strategy is supported by the Cochrane District Social Planning Council.



Timmins Police Service - Bike Patrol Officer.

The CSWB Plan process has shown us that well-being and safety are important to our community. Although the City's first Plan emphasizes four strategic priorities, it is noteworthy to mention that community safety and well-being goes far beyond this, including across the life course where **All** of our residents- children, youth, young adults, adults, and seniors- are impacted in different ways and have different levels of need. As mentioned earlier, there are many other emerging priorities that will benefit from our collective impact of addressing the four strategic priorities identified in this first

Plan. As our first Plan continues to evolve and mature with time, our focus, attention, and desire to move the social needle will shift and so will our planning, however, the common CSWB framework will be the foundation and yardstick for future iterations of the plan.

“That Well-Being is a Lifestyle, A Habit and a lifelong Practice.”

- Metis Elder, local resident

Moving Forward Together

Timmins is a dynamic community. This harnesses our diverse community's deep capacity and potential to enhance safety and well-being for **All** residents in Timmins. For these and other reasons, our first Community Safety and Well-Being Plan identifies the four strategic priorities the community will pursue... together.

Our Plan establishes a structure and harmonized approach to working alongside colleagues, partners, and community at large to reach our vision of a healthier and safer Timmins for **All**.

As we move into implementation of our first CSWBP, we will follow our progress with monitoring and evaluation through robust data collection and sharing via the four Lead Action Tables with the Systems Leadership Committee (SLC). Data gathering activities will enable us to keep a pulse on the evolving needs of Timmins so that we can continue to track progress and success as well as stay ahead of the curve and respond to issues in a more innovative and proactive manner (for example, implementation of a new Lead Action Table). In a year from now, and based on gathered data and information, the SLC will review our first Plan and determine what and if new strategies and key outcomes will be considered areas of focus.

From the launch in the Fall 2019 to the present day, the passion, investment, dedication, and collaboration of community partners and other stakeholders towards the CSWBP approach was apparent. Once again, thank you to all that contributed and continue to do so. We all have a role to play when it comes to enhancing the well-being and safety of our community.

Keeping the momentum going, we ask that you stay connected, up-to-date with our first Plan as well as share initiatives and collaborations that align with community safety and well-being.

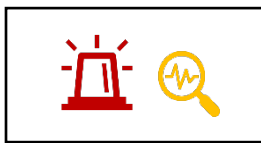
It is our collective impact in achieving the targeted outcomes of the strategic priorities that will enable our community to become even safer, more vibrant, connected, livable and resilient.

Appendices

Appendix A: Initiatives Making Timmins a Healthier and Safer Place for All

The following presents a number of community-wide collaborative initiatives that are and will be making Timmins a safer and healthier place for all.

Acute Complex Inpatient Withdrawal Management



Part of the Addictions Medical Consult Team, the Acute Complex Inpatient Withdrawal Management follows clinical practice guidelines to improve treatment of people in the hospital and transitioning from hospital. Two (2) withdrawal management beds in the hospital have been designated and serviced by trained addiction health professionals in order to meet the unique needs of the individual.

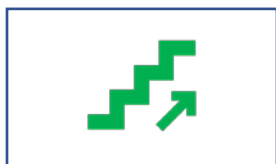
Bee City Committee



Comprised of local partners (City of Timmins, Communications, Environmental Services, Parks and Recreation departments, Northbound Bloom, TWIG (Together We Inspire and Grow) Timmins, Timmins Horticultural Society, Porcupine Horticultural Society, Timmins Public Library, Master Gardeners of Ontario, C.M. Shields Public Library, Winter Green Fund, Glencore, Newmont, Public Members, city council and Timmins Economic Development Corporation), the Bee City Committee is in the process of obtaining “Bee City Status”. The committee has been in full swing offering a number of different initiatives with the aim of creating health pollinator habitats, educating the public about the importance of pollinators, and committing to celebrating pollinators. Some of the 2020 activities included the following:

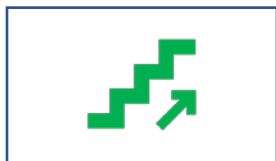
- Promotion and education;
- Creating a City of Timmins bee logo;
- Participating in Pollinator Week (June 22-28);
- Promoting World Bee Day (May 20);
- Creating a pollinator-friendly Gardening Guide for the North

Bike It! Timmins- Cycling Committee



The Cycling Committee's mandate is to become a Bicycle Friendly Community by way of Engineering, Education, Encouragement, Evaluation and Planning, within the City of Timmins. One of its key outcomes is to promote a safe environment for the use of bicycles for commuting, recreation, wellness within our community.

Comité de liaison francophone de la ville (City of Timmins' Francophone Liaison Committee)



Formed in late 2020 and comprised of local services providers and City representatives, the Comité de liaison francophone de la ville (City of Timmins' Francophone Liaison Committee) focus on the quality, diversity and shortcomings of the activities and services offered to Francophones and Francophiles, as well as any project likely to promote their citizen participation. The group aims to provide new ideas and suggestions to the City's Council from the point of view of Francophones, implement initiatives to promote the involvement of Francophones in their community, share knowledge about our French-speaking institutions, and propose to municipal council draft bylaws or resolutions of interest to the Francophone population of Timmins.

Cochrane District Human Services and Justice Coordinating Committee



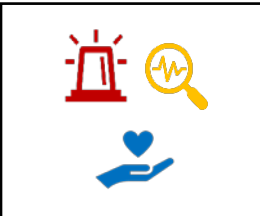
Comprised of local and regional partners, the Committee is designed to help coordinate resources and services, and plan more effectively for people with clinical needs who are in/or have potential to be in conflict with the law (2021, <https://hsjcc.on.ca/cochrane-district-local-hsjcc>). Other goals include to facilitate communication through effective linkages among health, criminal justice and social service sectors, identify issues with respect to service delivery, capacity, service enhancement and capacity building potential, and address issues such as access to and duplication of services, to name a few.

Collaborative Systems Intervention and Coordination Table



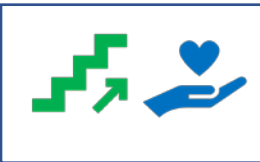
As a new segment to the Community Crisis Response Systems Model, the Collaborative Systems Intervention and Coordination Table consists to assist an organization with an individual exhibiting complex needs (i.e. developmental disability with a dual diagnosis) that extend beyond the mandate of their agency. Guided by the Community Mobilization Steering Committee and supported by a myriad of local human service organizations, the table provides short-term intensive case management support for up to 90 days to situations that pose a high risk of harm to the person and others and works in partnership with local service systems.

Community Withdrawal Management Services



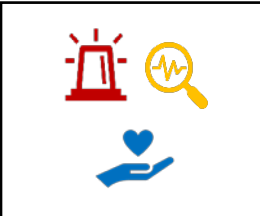
Part of the Addictions Medical Consult Team, the service’s goal is to supervise and treat an individual withdrawing in home or safe setting via physician’s supervision. The service works in conjunction with Mobile Crisis, Canadian Mental Health Association, Jubilee Centre, South Cochrane Addictions Services, Timmins Police Service, Emergency Medical Services, and other key service providers.

EarlyON Child and Family Centres



Since 2018, and in partnership with many community-based organizations, the EarlyON Child and Family Centre (formally known as Ontario Early Years Centres), provides support to parents and programs for children (0-6 years) to ensure they have the very best possible start in life. A variety of bilingual programs and services which promote children’s optimal development and readiness to learn in a healthy, safe, and supportive environment are provided. Services are offered in partnership with other organizations.

Équipe communautaire d’évaluation des menaces (Community Threat Assessment Team)



Lead by the Conseil scolaire catholique de district des Grandes Rivières and comprised of local partners (Canadian mental health, Timmins Police Service, Timmins and District Hospital, North Eastern Ontario Family and Children’s Services, Ontario Provincial Police), the Team is committed to working together to reduce the threat in order to keep the school community safe through proactive sharing of information and advice, and support for prevention of a potentially traumatic event.

Fetal Alcohol Spectrum Disorder (FASD) Awareness Cochrane Timmins Coalition (FACT)



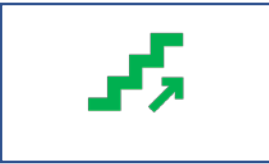
A collaboration of local service providers (North Eastern Ontario Family and Children’s Services, Cochrane Temismaking Resource Centre, Children’s Treatment Centre) and residents share best practices, raise awareness of FASD, and promote community based FASD awareness activities and events.

First Nations Health Care Transformation



In collaboration with Nishnawbe-Aski Nation (NAN), local service providers, and the governments of Ontario are committed to working together to help overcome challenges in delivering health services in First Nations communities and residents. The goal of transformation is to create a health system that is accountable to NAN First Nations, supports decision-making and responsibility for health at the community level; and builds on First Nations’ capacities and strengths with an emphasis on local control and authority over health care service.

Indigenous Advisory Committee



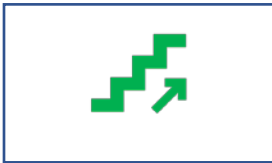
Lead by the City of Timmins and comprised of local residents and service partners, the Indigenous Advisory Committee aims to create a respectful, inclusive process of truth, healing, and reconciliation within the City of Timmins. The Committee provides a forum for consultation between Indigenous peoples and the local business and service community within the City of Timmins. Some of the activities that the Committee is undertaking include sensitivity training for municipal employees and developing an action plan in response to the Truth and Reconciliation calls to action.

Outreach and Community Safety Team



Established since the Fall of 2020, the Outreach and Community Safety Team has been a fabulous contribution to the addiction and mental health issues going on in Timmins. In collaboration with outreach and other key human service organizations, two Timmins Police Officers are dedicated to assist individuals who are in need of mental health and addictions services by connecting them to timely and appropriate services.

Rural and Northern Immigration Pilot (RNIP)



Spearheaded by the Timmins Economic Development Corporation and the partners involved in the Timmins Employer Council, RNIP is a community-driven program designed to spread the benefits of economic immigration to Timmins by creating a path to permanent residence for skilled foreign workers who want to work and live in Timmins (2021, www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/rural-northern-immigration-pilot.html).

Timmins Age-Friendly Advisory Committee



The Timmins Age-Friendly Advisory Committee is a group dedicated to healthy aging and improving the quality of life of older adults in Timmins. Comprised of different service providers, the group works to implement the Timmins Age-Friendly Strategy. Activities such as the development of a website and sharing volunteer opportunities have been the focal point of the committee.

Timmins and Area Drug Strategy (TADS)



Collaborative effort between a number of key community partners in health and social service sectors working to address opioid and substance use concerns in Timmins.

Timmins Emergency Management Program Committee



Lead by the City of Timmins and comprised of local service providers, the Timmins Emergency Management Program Committee not only oversees and annually evaluates the City's emergency management plan (in accordance with the Act) but also provides training and simulation opportunities, public education and communication on safety, risks, and preparedness, and any other elements that are required by the standards of emergency management as per the Act.

Timmins Police Service and Local High School Principals Committee



The committee was established to improve and enhance communication, discuss existing and identified issues, share knowledge and updates, as well as services between the local high school and Timmins Police Service.

Violence Against Women Advisory Committee (VAWAC)



The VAW Advisory Committee is an initiative that was introduced by the City of Timmins to partner with key stakeholders on the issue of Violence against Women in and around the City of Timmins. Comprised of local partners (Ellevive, Timmins and Area Women in Crisis, Cochrane District Social Services Administration Board, Timmins Police Service, Timmins and District Hospital, to name a few) and municipal representatives, the VAWAC aims to create strategies to implement throughout the City as a means of working to eradicate Violence against Women.

Appendix B: Community Safety and Well-Being Plan (CSWBP) Advisory Committee (AC) Terms of References

**Timmins Community Safety and Well-Being Plan (CSWBP)
Advisory Committee Terms of References**

(Approved and finalized January 27, 2020)

Purpose of the Timmins CSWBP Advisory Committee

The Timmins CSWBP Advisory Committee is reflective of the community of Timmins which includes multi-sectoral representation. The CSWBP Advisory Committee's role is to provide input, direction, and perspectives on matters that impact the safety and well-being of Timmins' residents.

Timmins CSWBP Advisory Committee Composition

Timmins CSWBP Advisory Committee consists of the following representation:

- an employee of the municipality;
- a person who represents the education sector;
- a person who represents the health sector;
- a person who represents the mental health sector;
- a person who represents the community/social services sector;
- a person who represents the children/youth services sector;
- a person who represents an entity that provides custodial services to children/youth, and;
- a person who represents the police service board or a Detachment Commander.

It is important to mention that the preceding representatives recruited to the Timmins CSWBP Advisory Committee is reflective of the diverse make-up of the community of Timmins who have:

- knowledge/information about the risks and vulnerable populations 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;
- understanding and experience working with individuals with lived experience and/or who are part of a vulnerable group in the community, and;
- a proven track record advocating for the interests of vulnerable populations.

Responsibilities of the Timmins CSWBP Advisory Committee

The specific responsibilities of the Timmins CSWBP Advisory Committee include:

1. Thinking about ways in which the underlying structures and systems currently in place can be improved to better enable service delivery.
2. Determining the priorities of the plan, including references to risk factors, vulnerable populations, and protective factors.
3. 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.
4. Ensuring each section/activity under the plan, for each priority risk, is achievable.
5. Ensuring the right agencies/organizations and participants are designated for each activity (i.e. implementation team).
6. Maintaining the confidentiality, security, and integrity of all materials (i.e. data) relevant to the development of the CSWBP during and after their term on the committee.
7. Providing insight and direction in relation to the communication of CSWBP material with community stakeholders (i.e. general public).
8. Aligning implementation and evaluation of the plan with the municipal planning cycle and other all relevant sectors specific planning and budgeting activities to ensure alignment of partner resources and strategies.
9. Setting a future date for reviewing the plan's achievements in order to prepare the next Advisory Committee, who will be developing the next version of the CSWB plan.

Responsibilities of the Timmins CSWBP Advisory Committee Chairperson

The Chairperson of the Timmins CSWBP Advisory Committee is the CSWBP Lead. The CSWBP Lead is responsible for the coordination/management of the CSWBP, leading the Timmins CSWBP Advisory Committee and all endeavors associated with and recommended by the Advisory Committee.

Other responsibilities include the following:

- Planning and coordinating advisory committee meetings.
- Leading and participating on the Timmins CSWBP Advisory Committee.
- Planning community engagement sessions.
- Ensuring the Timmins CSWBP Advisory Committee decisions are acted upon.
- Preparing documents for the Timmins CSWBP Advisory Committee.
- Receiving and responding to requests for information about the plan.
- Ensuring the plan is made publicly available.

Key Deliverables of the Timmins CSWBP Advisory Committee

The Timmins CSWBP Advisory Committee will:

- Developing a comprehensive and inclusive CSWBP, to be implemented and monitored.
- 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 (i.e. implementation teams, task forces).
- Consulting and developing partnerships with community organizations, agencies and others to assist in identifying and addressing the risk factors of crime.
- Approving the CSWBP Lead's final report to City Council and the community on the results achieved through the implementation of the Plan.

Timmins CSWBP Advisory Committee Meeting Structure

The Timmins CSWBP Advisory Committee will meet once per month during the lunch hour for the period of November 2019 to December 2020. Additional meetings may be requested and set at the discretion of the CSWBP Lead. Meetings will be scheduled in advance and will be held at various locations.

Correspondence and communication for and outside of regularly scheduled meetings regarding committee business will occur via email. Meeting minutes will be taken at each meeting and circulated to committee members accordingly.

**Appendix C: Timmins Community Safety and Well-Being Plan CSWBP
Systems Leadership Committee Terms of Reference**

**Timmins Community Safety and Well-Being Plan (CSWBP)
Systems Leadership Committee (SLC)**

TERMS OF REFERENCE
(Approved and finalized March 24, 2021)

Preamble

With the adoption of the Timmins Community Safety and Well-Being Plan (CSWBP), the Advisory Committee will transition to and become known as the Systems Leadership Committee (SLC). In view of such, the SLC continues to be reflective of the community of Timmins which includes multi-sectoral representation*. Although the current composition and representation is mandatory, the SLC has discretion to recruit new members with expertise and experience regarding any new and identified CSWB strategic priorities.

Purpose of the Timmins CSWBP Systems Leadership Committee

From a broader perspective, the role of the CSWBP Systems Leadership Committee (SLC) is to oversee the ongoing implementation of the Timmins Community Safety and Well-Being Plan.

On an annual basis and earlier if deemed necessary, the System Leadership Group will report its evaluation of the plan as well as its activities to City Council, and to the community at large. This will include an overview of progress made through established Action Tables/Task Forces and other work undertaken by members of the SLC to enhance community safety and well-being.

Responsibilities of the Timmins CSWBP Systems Leadership Committee

The specific responsibilities of the Timmins CSWBP Systems Leadership include:

1. Provide oversight and guidance to Action Tables/Task Forces through organizational and systems expertise, resources and other support as required (i.e. SLC representation on Action Table/Task Force, respectively).
2. Ensure Action Tables/Task Forces establish action plans with clear responsibilities for measurement evaluation, as well as the schedule and processes to implement them.

3. Monitor and evaluate challenges, progress, outputs, and effects of the CSWBP activities and Action Tables/Task Forces.
4. Lead and support systems change within the human services system in Timmins.
5. Identify and prioritize community safety and well-being issues for a potential response which may include establishing a new Action Table/Task Force by adhering to criteria for considering the development of an Action Table/Task Force **.
6. Recruit Action Table/Task Force participants when an issue meets criteria.
7. On an annual basis, measure and report on progress and achievements as well as evaluation and possibly recommendations of new CSWB priorities to City Council and community.
8. Maintain an open and transparent relationship with the businesses, organizations, and community members of Timmins regarding CSWBP work through an effective communications strategy and partnership with local communications organizations.

Responsibilities of the Timmins CSWBP Systems Leadership Committee Chairperson

The Chairperson of the Timmins CSWBP Systems Leadership Committee is comprised of two co-chairs, who, in turn, are responsible for leading the Timmins CSWBP Systems Leadership Committee and all endeavors associated with and recommended by the Systems Leadership Committee.

Other responsibilities include the following:

- Plan and coordinate monthly committee meetings.
- Ensure the Timmins CSWBP Systems Leadership Committee decisions are acted upon.
- Prepare documents for the Timmins CSWBP Systems Leadership Committee.
- Receive and respond to requests for information and bring forward any CSWB issues.
- Ensure SLC members who are standing members of an Action Table/Task Force, report back on action plan activities as well as any concerns, and any other activities they take part in that align with CSWB (i.e. Provincial ministries meetings, steering committee meetings).
- Assign tasks to SLC members, as deemed necessary.
- Communicate information to City Council, media, and community at large via communication strategy.

Key Deliverables of the Timmins CSWBP Systems Leadership Committee

The Timmins CSWBP Systems Leadership Committee will:

- Ensure accountability of the development and implementation of Action Tables/Task Forces' respective action plans.
- Identify and respond to concerns and issues as per and pertaining to any Action Table/Task Force.

- Identify evidence of emerging trends that adhere to criteria and support the creation of an Action Table.
- Approve evaluation report of the CSWBP (i.e., results achieved, new direction) prior to presentation to City Council and the community and submission to Ministry.
- Maintain on-going communication of plan's activities via communication strategy.

Timmins CSWBP Systems Leadership Committee Meeting Structure

The Timmins CSWBP Systems Leadership Committee will meet once per month for the period of May 2021 to April 2022. Additional meetings may be requested and set at the discretion of the co-chairs. Meetings will be scheduled in advance and will be held virtually; when possible, in person.

Correspondence and communication for and outside of regularly scheduled meetings regarding committee business will occur via email. Meeting minutes will be taken at each meeting and circulated to committee members accordingly.

**As noted in the Timmins CSWBP Advisory Committee's Terms of Reference, Timmins CSWBP Systems Leadership Committee consists of the following representation:*

- *an employee of the municipality;*
- *a person who represents the education sector;*
- *a person who represents the health sector;*
- *a person who represents the mental health sector;*
- *a person who represents the community/social services sector;*
- *a person who represents the children/youth services sector;*
- *a person who represents an entity that provides custodial services to children/youth, and;*
- *a person who represents the police service board or a Detachment Commander.*

The preceding representatives recruited to the Timmins CSWBP SLC is reflective of the diverse make-up of the community of Timmins who have:

- *knowledge/information about the risks and vulnerable populations 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;*
- *understanding and experience working with individuals with lived experience and/or who are part of a vulnerable group in the community, and;*
- *a proven track record advocating for the interests of vulnerable populations.*

**** Action Table/Task Force Criteria:**

1. *Supported by and grounded in evidence (qualitative/quantitative data, facts).*
2. *Desired outcome can only be achieved via a broader community, system-level or multisector approach.*
3. *Without a response and action plan, there is a risk to community safety or wellbeing.*
4. *Currently, no organization is capable of successfully addressing the issue.*
5. *Scope of issue is actionable where an Action Table/Task Force will achieve outcomes.*

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