The Mattawa, Papineau-Cameron, Mattawan and Calvin

Community Safety Well-Being Plan 2020

Communities Working Together for the Safety

and Well-being of All its Citizens

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Introduction

The Mattawa and Area Community Safety and Well-being Plan (MACSWBP) is a call to action by its leaders to work in collaboration with its community partners. The plan is intended to set Municipalities in a position of strength with an ability to focus on realizing future visions, better respond to presenting challenges while monitoring and continually meeting the needs of its constituents.

There is an undeniable positive correlation between a community's wellness, sense of safety and economic virility. A strong MACSWBP will not only help monitor, manage, maximize and sustain the benefits of initiatives like affordable housing, access to technology and health services but is intended to be a mechanism for community leaders to identify the changing needs, wants and intended outcomes as perceived by its constituents. This framework will crystallize community partnerships establishing a check and balance, safeguarding the principle that safety and well-being remain a focused outcome in any community development initiative.

Health care policy makers and communities are recognizing that the root causes of poor health lie in such systemic problems as substance abuse, violence, and environmental pollution (Citrin, 1998; Gamm, 1998). To address these systemic issues and many others, communities are developing community health partnerships that seek to address these difficult, multifaceted problems through innovative forms of multisector collaboration (Bogue and Hall, 1997).

This proposed infrastructure will help Mattawa and Area become even more vibrant and satisfy the recent legislative changes to the Police Services Act (1990) that include:

- The identification of local priority risk factors based on community consultations and multiple sources of data (i.e. Statistics Canada, Gateway Hub Risk Tracking Data information (RTD) Police reporting, Town Hall discussions and Surveys).

- The implementation of evidence-based programs and strategies to address the priority risk-factors.

- The practice of establishing success indicators with performance measures.

- The establishment of an advisory committee with prescribed representation from municipal council, police services board and various cross-sector community partners.

The MACSWBP is a plan that is sustainable over time, monitors its citizens pulse and can alter its trajectory to promote a healthy, safe, and economically vibrant community.

It is a robust, flexible system of governance than can readily call people to action. It can create relationships where none exist and reinforce those that are. In addition to generating a community's resilience to existing and projected pressures, it also becomes a venue that can sanction collaboration and cooperation between agencies, sectors and experts; this practice helps mitigate the potential for silo thinking and increases a healthy communication and knowledge exchange within and around the community.

The MACSWBP fosters the opportunity to identify, in real time, evidence-based challenges and mitigating strategies, focusing on root causes of healthy, safe, and economically vibrant living.

Fundamentally, the MACSWBP is an asset-based approach to solving its challenges when proposing and pursuing quality improvement initiatives. Assets based approaches are an integral part of community development in the sense that they are concerned with facilitating people and whole communities to come together to achieve positive change using their own knowledge, skills and lived experience of the issues they encounter in their own lives(https://www.scdc.org.uk.) Leadership is imperative when motivating change, but success is the result of a diversified team guided by principles of collaboration, cooperation, and commitment.

A Conceptual Model

A primary proposed goal of the MACSWBP is to establish sound practices realizing equal access to positive determinants of health for all its citizens (outer green circle). The MACSWBP'S Advisory Committee must acknowledge that the resolution of social injustices will not always be attainable for all. Levels of response (inner rings) must be in place for those whose needs are not being met and who continue to struggle.

The MACSWBP will allow the community to flag issues, encourage a standard planning process, monitor, and communicate the success of strategies to its stakeholders. This approach will ensure strategic alignment, coordination, communication, and collaboration of all services within the continuum of safety and well-being. Regardless of jurisdiction, this approach will safeguard equitable opportunity for all residents of the community.
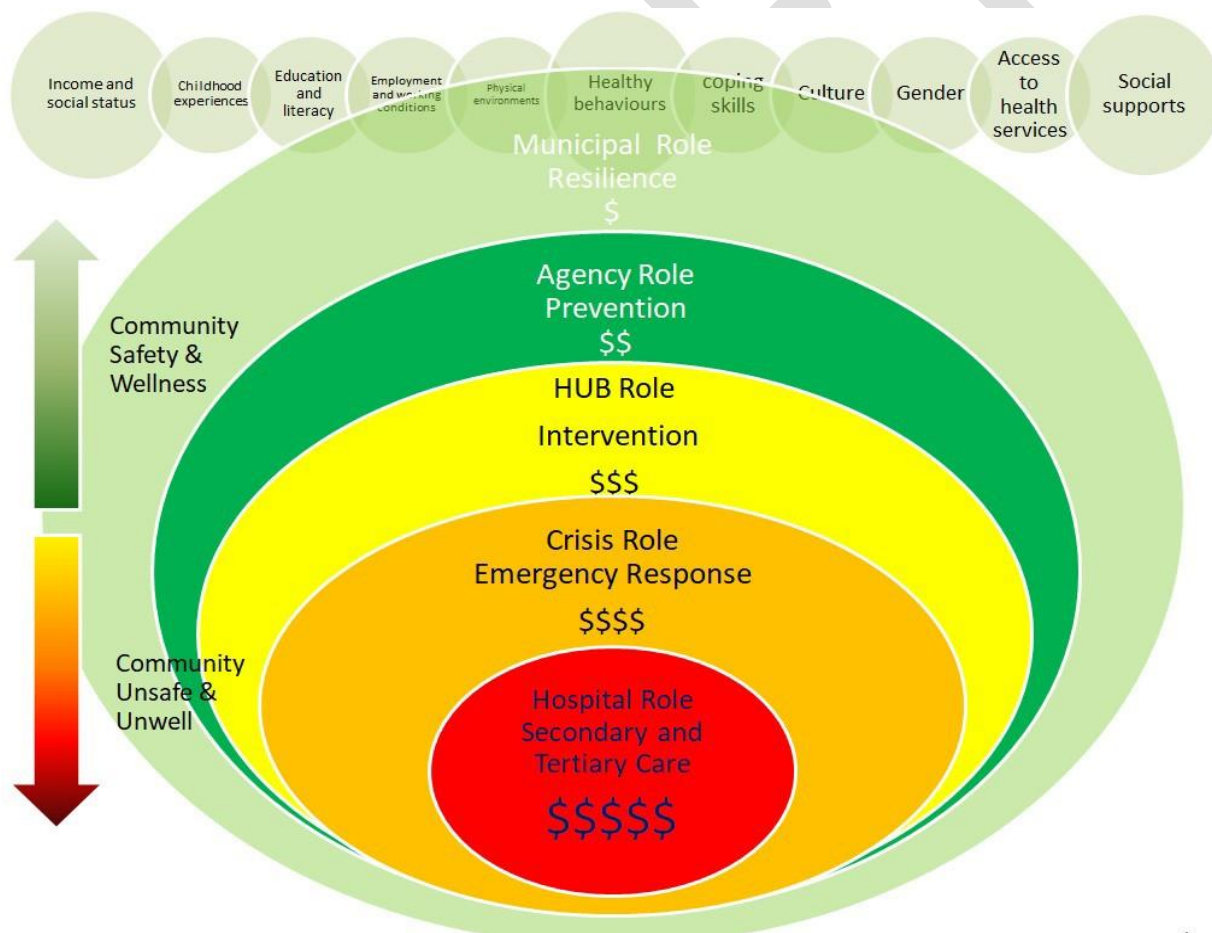
Concept adapted from New Directions in Community Safety, Consolidating Lessons Learned about Risk and Collaboration Hugh C. Russell and Norman E. Taylor April 2014

Where are many communities today?

Many communities have implemented strategies with good intentions in response to challenges and short comings specific to the safety and well-being of their constituents. Individually, they have spent much time, money and energy underlying responding to imminent and full crisis issues and little time planning as a collective creating overarching and sustained resilience to these challenges.

A population health approach is rooted in the notion that the earlier in the "causal stream" that one acts, the greater the potential benefits (Taking action on population health 1998). The MACSWBP can provide the opportunity to do both, ultimately tipping the balance from a reactive system to a proactive system. A proactive community is a welcoming, growing, safe and healthy community!

"The Three-Legged Stool" Approach to Community Safety and Well-being

The underlying conceptualization of the stool is that if any leg is considered less important, shorter, or missing, the stool will be unstable. However, if all three legs are the same length (each pillar being given equal weight), the result will be a balanced stool that will support sustainable development.

Leg#1 Governance - "Leadership"

Community development is a bottom-up, recognized approach to addressing matters of social injustice at a local level. It is undertaken proactively and through a variety of approaches to build the capacity, empowerment, and equality of communities.

Mayor's and CAO's to be committed in providing a way and mean for voices to be heard, plans to be developed, and initiatives to be implemented, monitored, and sustained from the ground up.

Leg#2 People - "Building the Right Team and Relationships"

Citizens play a key role in building communities. People who understand their neighborhood's needs and have a stake in its success are indispensable for community transformation. The Advisory Committee should seek to build multi-dimensional relationships and expand their network to include non-traditional stakeholders. The goal being one of increasing perspective and context while fostering diversity, engagement, and opportunities for creative/innovative thinking.

Leg #3 Sources – "Data Informed"

Utilize evaluation and data to develop, monitor and sustain success. Three types of data can apply to community development: descriptive, predictive, and prescriptive.
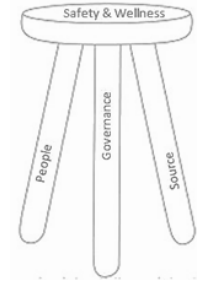
- Descriptive analytics summarizes what happened or highlight a point in time, e.g. we had 40 students identify as experiencing food safety concerns.

- Predictive analytics allows us to make assumptions about what might happen in the future because of repeated results, e.g. food safety concerns with students has grown consistently by 10% every year for the past five years; we are predicting continued growth for next year.

- Prescriptive analytics requires a predictive model with two additional components: actionable data and a feedback system. This tracks the outcome produced by the action/initiative taken e.g. trending growth with food safety concerns indicates a 10% increase next year, we would like to see a 25% decrease over the next 12 months so we will offer food source alternatives/programs to students who report food safety concerns. We will monitor the number of students who report food safety concerns monthly to make sure we are on track towards our 25% goal of reduction.

The Plan

The MACSWBP is proposes as a Plan that is construed as both a framework and an initial strategy. The framework is an organizational structure meant to represent an enduring charter, safeguarding fidelity to the principles of the three-legged approach. The strategy is a proposed logic model that will get the community up and running in the right direction.

The Framework

The Governing Team

Comprised of the Mayor, CAO or designate from each Township, have a foundational role in supporting the Advisory Committee's work by committing to the processes, structures, and principles in place. Final approvals for all initiatives recommended by the Advisory Committee for their respective Municipalities will come from this team.

The Advisory Committee - Comprised of counsellors, clerks, people with lived experience, multi-agency, cross sectorial recognized community leaders, both public and private, will have a dual role inclusive of Advisory Committee and Working Group responsibilities.

People – Working Group led by assigned Advisory Committee Members (recognized expert), one councillor/clerk, person with lived experience with balance of membership as assigned by the Working Group Leads and approved by the Advisory Committee.

Source

Human Resource- Person/people representative of a workforce, an organization, business sector, or economy that bring forth identified challenges to be reviewed by the Advisory Committee.

Data Source- Information gathered on an on-going and/or one-time basis (descriptive, predictive or prescriptive) that demonstrates impact on community safety and well-being, e.g. homeless rates, economic growth rates, employment rates, crime rates, visits to the emergency department, visits to the food bank…

The Strategy

The strategy is a proposed operational blueprint for success that focuses on the prevalence and equitable access to positive determinants of health in our communities.

First Things First!

1.0 Passing a Resolution
Passing a resolution puts the Municipalities Council on record as being fundamentally supportive of initiatives that promote and focus on the safety and well-being of its citizens. Leading by example is instrumental in the success of any initiative.

2.0 Establish an Advisory Committee
Chair by the Co-ordinator of Safety and Well-being or designate, the role of the Advisory Committee is to advise and inform the Governance Team(s) and the Working Groups as they coordinate and examine the Municipalities principal risk factors, vulnerable groups and protective factors needed to reduce harm and enhance safety and well-being for the entire community.

3.0 Public Consultation

The data collected through the Advisory Committee with regards to risk factors and vulnerable groups will inform public priorities. It is important to use a variety of public consultation methods to educate, inform, communicate and receive information, including but not limited to, surveys, focus groups, town halls, round table discussions, one on one meetings and standard reporting. Rule of thumb "the more options you utilize, the more diverse the responses, the more robust, accepted and successful your proposed solutions will be". Public consultation is identified as a fundamental "source "in the three-legged approach and should be standardized as appose to on an as needed basis.

There is a symbiotic relationship between population health, growth, productivity, strengthened social cohesion and citizen engagement. The MACSWBP is intended to be a population health approach that considers the interconnectedness of determinants and mediating factors and their influences. For this reason, using a population health approach means establishing strong links with other sectors and influencing them to take action that would contribute to the community's health, safety, and well-being (Taking action on population health 1998).

Not one entity is solely responsible for its population's health. Education, housing, transportation, agriculture, business, religion, culture, environment, community clubs and the public/private sector are a few of the important allies in identifying, monitoring, and improving the community's safety and well-being. The MACSWBP is intended to facilitate formal discussion and encourage all entities to play a role. As a rule, boundaries, mandates, killer phrases, and all silo thinking are left at the door before coming in.
Collaboration and commitment are what will drive the mandate and success of the MACSWBP!

Action steps to implementing "First Things First"

Three steps are being proposed to create effective conditions for community safety and well-being planning and action in the Municipalities of Mattawa, Papineau, Cameron, Mattawan, and Calvin:

Step 1. Governance Team:

Action: As soon as possible propose and pass a resolution that communicates to the public the commitment you are making as civic leaders to the community's safety and well-being.
Action: The Governance Team will explore potential financial funding strategies to support the implementation of Working Group initiatives.

Action: The Governance Team develops a Community Toolkit to support organizations, planning tables and community groups to apply the community safety and well-being framework which will address issues that may impact any of the five levels of the service continuum.

Action: Identify civic leaders that will make up the Advisory Committee Membership. These can include but are not limited to representation from local health services (mental and physical health), educational services, social services, and members of council, municipal administration, prominent business leaders, clergy, and police.

Step 2. Advisory Committee:

Action: the established Advisory Committee will identify 3 initial action teams:

Team 1 will facilitate an environmental scan of all existing service initiatives that are intended to positively impact the community's safety, health, and well-being across all sectors of the continuum. This includes shorter-term or emergent issue initiatives, locally based approaches in response to areas with a high concentration of risk factors; as well as longer-term system planning priorities (you are already doing good things so continue to build on those). This action will promote, connect, leverage, align and streamline initiatives to reduce duplication and augment potential success by connecting existing resources. Acquire all data that may provide a snapshot of your community's current state/sense of safety and well-being.

Team 2 will communicate and engage the public in the education, development and rolling out of the MACSWBP, (including reaching consensus of how they define safety and well-being), harvest information as to what your constituents prioritize as challenges to their safety and well-being with potential solutions/outcomes.

Team 3 (in house or external resource) will analyse the information gathered by both teams and present it within a business intelligence model (public dashboard). The dashboard will then be utilized to publicly monitor progress towards priority areas (e.g. health, crime, social services, and recreation).

Step 3. Build a culture of community safety and well-being:

The MACSWBP provides a common lens from which to design human service initiatives that have the most impact on our population's health. Organizations and communities need to commit to the principles of community safety and well-being as an overarching obligation to planning and practice.

Action: Utilizing the Community Toolkit developed in step 1. It is proposed that community organizations and planning tables represented on the BCSWB Advisory Committee, adopt a standard approach to introducing all safety and well-being initiatives, sanctioned and unsanctioned, to the committee. This will help ensure that the five levels of the community safety and well-being continuum continue to be aligned and work collaboratively in the best interest of the whole community.

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