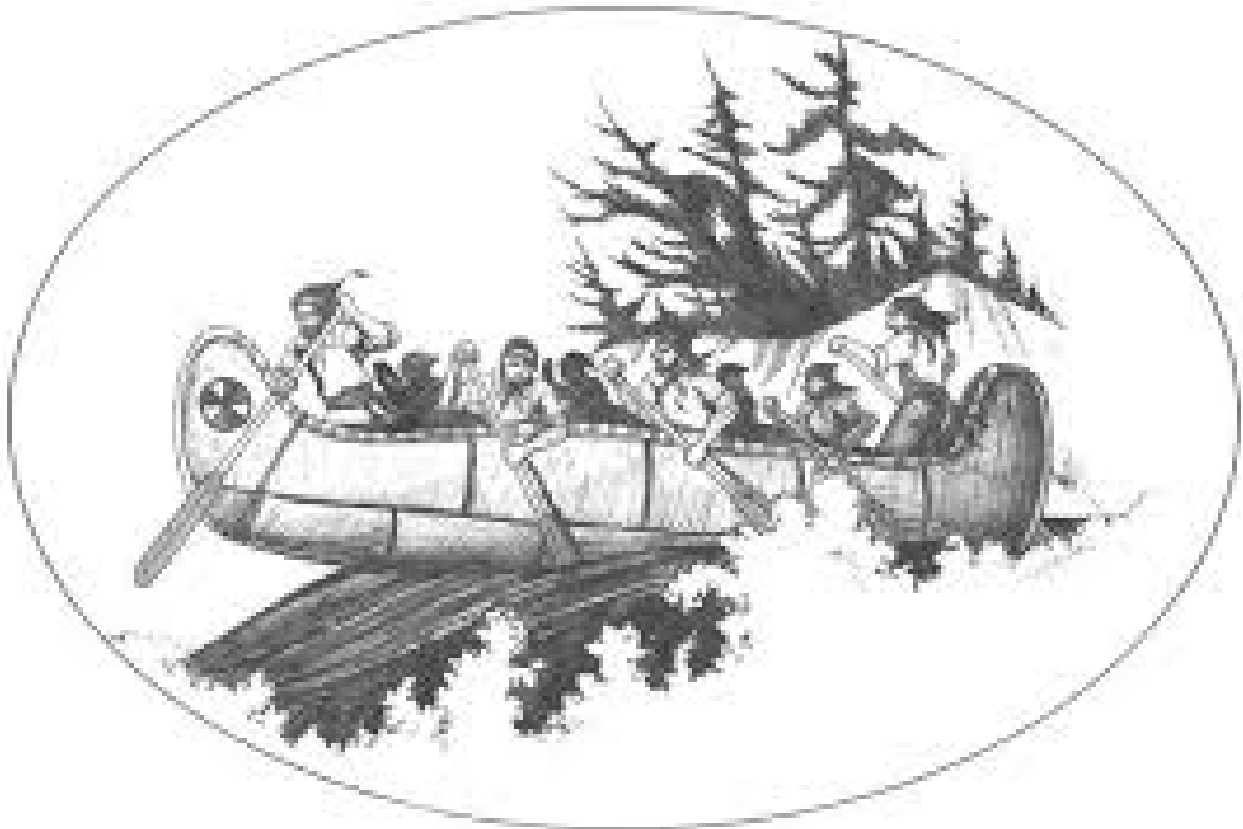






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## Message from the Chair

Over the last several years, there has been significant transformation in the way that communities achieve community safety and well-being. We are committed to working with our members, community partners and our residents to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression.

We believe community safety is a shared responsibility; we need our entire community to continue to commit to keeping our homes, schools, workplaces and neighbourhoods a safe place to live, raise our families and retire here at Home.

On behalf of the Mattawa and Area Community Safety Well-Being Advisory Committee, I would like to thank our municipal Councils for their continued support, and for sharing our vision of a safe, welcoming, and inclusive community for all.

## Messages from Councils

### *Town of Mattawa*

**WHEREAS** the Town of Mattawa, the Municipality of Mattawan, the Township of Papineau-Cameron and the Municipality of Calvin have joined together to create a Community Safety and Well-Being Plan which is a commitment to our residents that we are working together for the betterment of all;

**AND WHEREAS** the Council of the Corporation of the Town of Mattawa is committed as civic leaders to our community's safety and well-being: A Plan for Collaboration and Action;

**AND WHEREAS** the Council of the Corporation of the Town of Mattawa is fundamentally supportive of all initiatives that promote and focus on the safety and well-being of our residents and communities as a whole;

**AND WHEREAS** the Community and Safety-Well Being Plan is a Plan that will be sustainable over time, will monitor its residents' pulse and will alter its trajectory to promote a healthy, safe and economically vibrant community;

**AND WHEREAS** the Mattawa and Area Community and Safety-Well Being Advisory Committee was established in 2020 which its goals and objectives are to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression;



**AND WHEREAS** leading by example and working together is instrumental in the success of any initiative.

**THEREFORE BE IT RESOLVED THAT** Council of the Corporation of the Town of Mattawa proudly endorses the Mattawa and Area Community and Safety-Well Being Plan as a commitment of our communities working together for the Safety and Well-Being of our residents.

*Municipality of Calvin*

**WHEREAS** the Town of Mattawa, The Municipality of Mattawan, the Township of Papineau-Cameron and the Municipality of Calvin have joined together to create a Community Safety and Well-Being Plan which is a commitment to our residents that we are working together for the betterment of all;

**AND WHEREAS** the Council of the Corporation of the Municipality of Calvin is committed as civic leaders to our community's safety and well-being: A Plan for Collaboration and Action;

**AND WHEREAS** the Council of the Corporation of the Municipality of Calvin is fundamentally supportive of all initiatives that promote and focus on the safety and well-being of our residents and communities as a whole;

**AND WHEREAS** the Community and Safety-Well Being Plan is a Plan that will be sustainable over time, will monitor its residents' pulse and will alter its trajectory to promote a healthy, safe and economically vibrant community,

**AND WHEREAS** the Mattawa and Area Community and Safety-Well Being Advisory Committee was established in 2020 which its goals and objectives are to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression;

**AND WHEREAS** leading by example and working together is instrumental in the success of any initiative.

**THEREFORE BE IT RESOLVED THAT** Council of the Corporation of the Municipality of Calvin proudly endorses the Mattawa and Area Community and Safety-Well Being Plan as a commitment of our communities working together for the Safety and Well-Being of our residents.



*Municipality of Papineau-Cameron*

**WHEREAS** the Town of Mattawa, The Municipality of Mattawan, the Township of Papineau-Cameron and the Municipality of Calvin have joined together to create a Community Safety and Well-Being Plan which is a commitment to our residents that we are working together for the betterment of all;

**AND WHEREAS** the Council of The Corporation of The Township of Papineau-Cameron is committed as civic leaders to our community's safety and well-being: A Plan for Collaboration and Action;

**AND WHEREAS** the community and Safety-Well Being Plan is a Plan that will be sustainable over time, will monitor its residents' pulse and will alter its trajectory to promote a healthy, safe and emotionally vibrant community;

**AND WHEREAS** the Mattawa and Area Community and Safety-Well Being Advisory Committee was established in 2020 which its goals and objectives are to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression;

**AND WHEREAS** leading by example and working together is instrumental in the success of any initiative.

**THEREFORE BE IT RESOLVED THAT** the Council of The Corporation of The Township of Papineau-Cameron proudly endorses the Mattawa and Area Community and Safety-Well Being Plan as a commitment of our communities working together for the Safety and Well-Being of our residents.

*Municipality of Mattawan*

**WHEREAS** the Town of Mattawa, The Municipality of Mattawan, the Township of Papineau-Cameron and the Municipality of Calvin have joined together to create a Community Safety and Well-Being Plan which is a commitment to our residents that we are working together for the betterment of all;

**AND WHEREAS** the Council of The Corporation of The Municipality of Mattawan is committed as civic leaders to our community's safety and well-being: A Plan for Collaboration and Action;

**AND WHEREAS** the Council of the Corporation of the Municipality of Mattawan is fundamentally supportive of all initiatives that promote and focus on the safety and well-being of our residents and communities as a whole;

**AND WHEREAS** the community and Safety-Well Being Plan is a Plan that will be sustainable over time, will monitor its residents' pulse and will alter its trajectory to promote a healthy, safe and emotionally vibrant community;





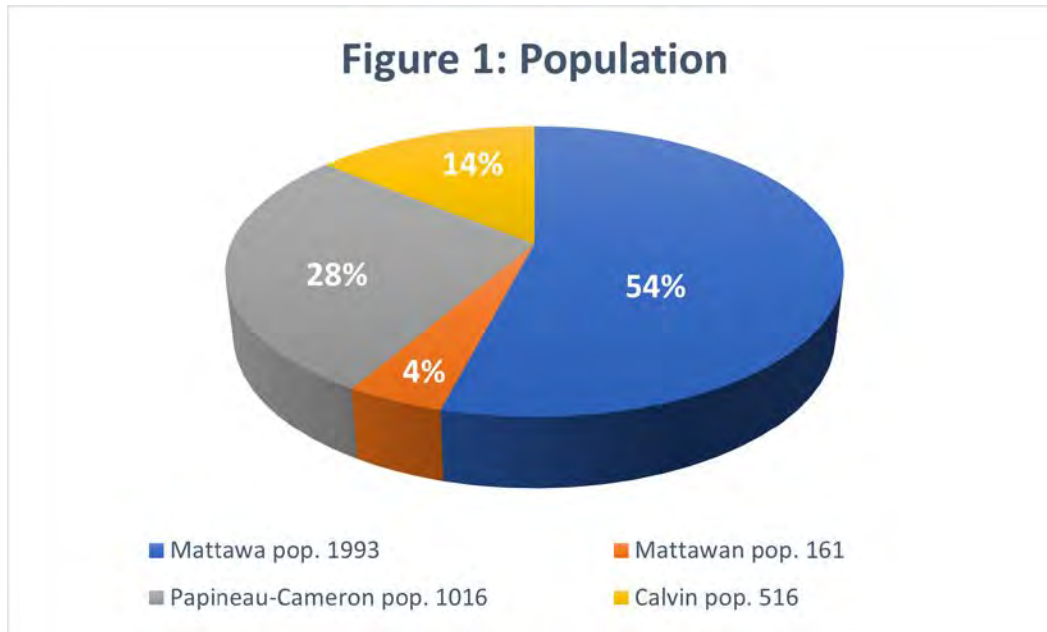
**AND WHEREAS** the Mattawa and Area Community and Safety-Well Being Advisory Committee was established in 2020 which its goals and objectives are to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, access to services and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression;

**AND WHEREAS** leading by example and working together is instrumental in the success of any initiative;

**THEREFORE BE IT RESOLVED THAT** Council of the Corporation of the Municipality of Mattawan proudly endorses the Mattawa and Area Community and Safety-Well Being Plan as a commitment of our communities working together for the Safety and Well-Being of our residents.

### 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 the Town of Mattawa, Municipality of Mattawan, Township of Papineau-Cameron and the Municipality of Calvin together 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.



Figures obtained from Statistics Canada website, [www.statscanada.gc.ca](http://www.statscanada.gc.ca)

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 address the priority risk-factors.
- The practice of establishing success indicators with performance measures.
- In 2020, the four participating municipalities established the Mattawa and Area Advisory Committee with prescribed representation from municipal councils, police services board and various cross-sector community partners. In particular, this working group was tasked with developing a planning model to achieve greater coordination and collaboration on issues that result in demand on services that operate in the yellow (risk mitigation) and red (emergency response) zones. (Appendix 1 – Mattawa and Area Advisory Committee Membership and Terms of Reference).

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 re-enforce 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**

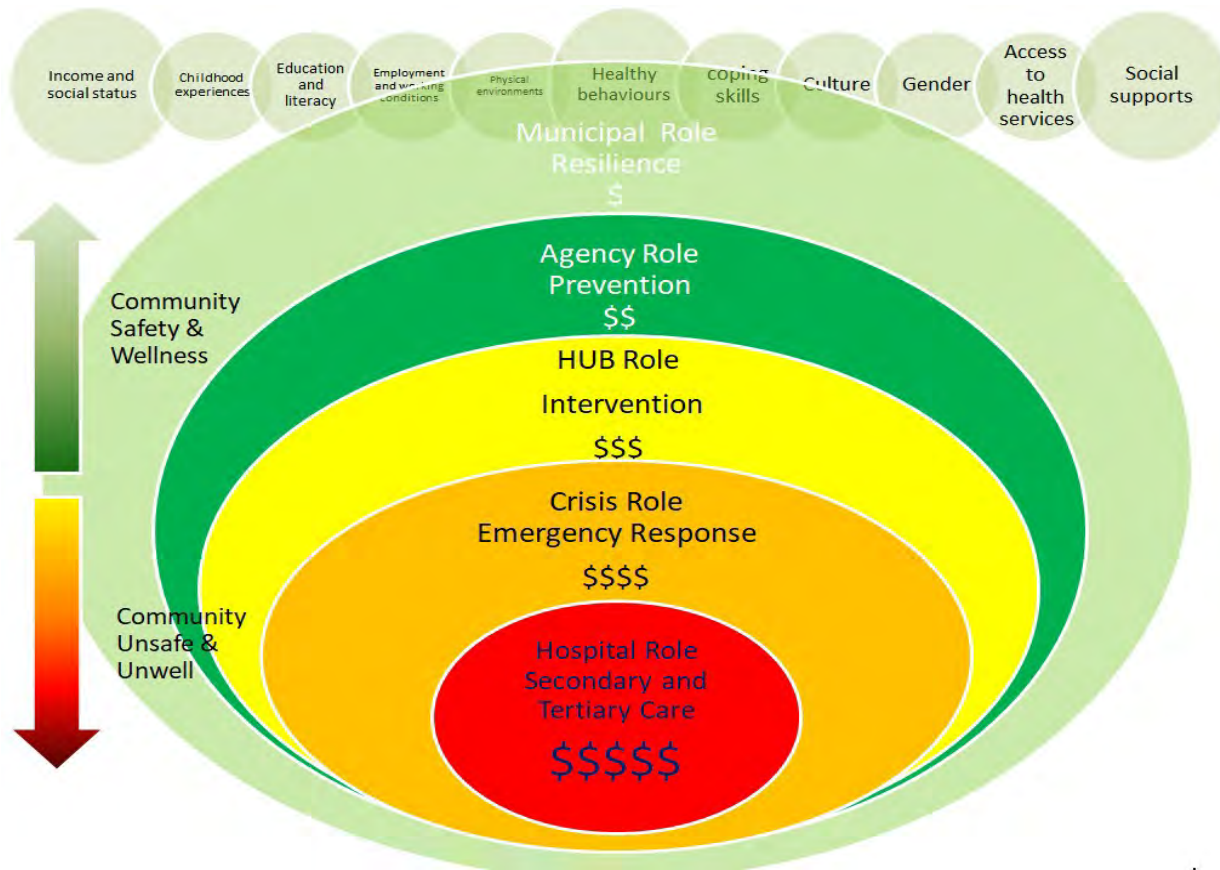
A primary proposed goal of the MACSWBP is to establish sound practices realizing equal access to positive determinants of health for all its citizens (outer green circle). The MACSWBP'S Advisory Committee must acknowledge that the resolution of social injustices will not always be attainable for all. 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.





Figure 2



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 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/Clerks are 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.

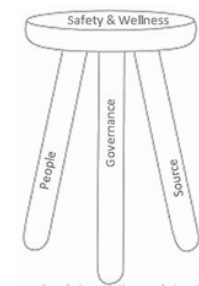
#### Leg#2 People - “Building the Right Team and Relationships”

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 will 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 proposed 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 municipality/township, The Governing Team has 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 councillors, 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.



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