

# COMMUNITY SAFETY AND WELL-BEING PLAN

MAY 2019

*City of Brockville  
Town of Gananoque*

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## Introduction

On January 1, 2019, legislative requirements mandating Community Safety and Well-being planning under the [Police Services Act](#) came into effect. Concurrently, Gananoque Police Services and Brockville Police Services initiated a process to develop a Community Safety and Well-being Plan for their respective municipalities.

As per Act requirements, an advisory committee was formed with representation from:

- Brockville Police Services
- Gananoque Police Services
- Town of Gananoque
- City of Brockville
- Every Kid in Our Communities of Leeds and Grenville
- Leeds, Grenville and Lanark District Health Unit
- Victim Services of Leeds and Grenville
- Upper Canada District School Board
- Lanark, Leeds and Grenville Addictions and Mental Health
- Family and Children's Services of Leeds and Grenville

In February 2019, the advisory committee held their first meeting to identify priority risks that would guide key informant interviews and contacts for the interviews.

The advisory committee identified the following priority risks:

- Mental health
- Substance use
- Poverty
- Housing
- Homelessness
- Transportation
- Criminal activity
- Sexual assault
- Domestic abuse
- Priority populations

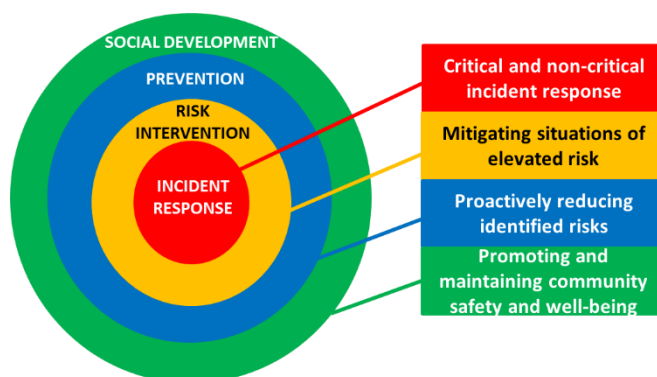
45 agencies and organizations were identified as stakeholders in the various topic areas related to community safety and well-being. Throughout March and April of 2019, 40 key informants were interviewed with representation from 31 agencies. Stakeholder input was further gleaned to inform and validate the priority risks included in the Plan.

Topics discussed in the interviews included:

- Priority risks
- Risk and protective factors related to these risks
- Strengths, assets, barriers and challenges related to providing services
- Potential outcomes related to these risks
- Recommendations for improvement in service provision and integration, and to enhance overall community safety and well-being

The Ministry of Community Safety and Correctional Services developed a [community safety and well-being planning framework](#) to guide plan development. This framework outlines four areas:

- Social development
- Prevention
- Risk intervention
- Incident response



Planning will focus on developing and/or enhancing social development, prevention, and risk intervention strategies with the goal of reducing the need for critical and non-critical incident response.

## Priority Risk #1: Mental Health

Mental health was the most commonly identified priority risk with 35 of 40 key informants highlighting it as an issue. Many identified this as an overarching issue, linking it closely to substance use, poverty, inadequate housing (i.e., affordable housing or a safe living space) and homelessness. Each of these priority risks have their own section in this Plan; due to the complexity of mental health issues it is recommended to refer to the other sections to gain a more fulsome understanding of this priority risk.

Issues associated with mental health as a priority risk are wait times, gaps in after-hours services, and lack of awareness of services or interest in accessing services.

In Gananoque, one challenge in particular is accessing services located outside of the Town; this can create a barrier for many people due to lack of affordable transportation. Please refer to the “transportation” section of this Plan for more information.

A major strength identified for mental health supports in Brockville and Gananoque was Lanark, Leeds and Grenville Addictions and Mental Health (LLGAMH). LLGAMH has a case manager working from the Brockville Police Services detachment 3 times per week and the Gananoque Police Services detachment 2 times per week. The case manager’s role is to intervene when a police call is related to mental health and to connect the person with the necessary services. This has helped reduce the number of repeat calls to police, thus decreasing call volume and allowing the police more time to focus on other priorities related to their work.

### *Mental Health in Children and Youth*

Several key informants identified mental health related issues in children and youth as an area of concern. Representatives from the education sector identified a rise in anxiety and mood disorders in students, sometimes as young as kindergarten-aged. Along with this comes generally feeling unwell and fatigued, which can further create challenges with overall behaviour and self-regulating emotions.

Partnering with local police officers to have them present to schools on internet safety and social media use was identified as a strength. Having partners in the community was also an identified strength, as it allows for a community approach to delivering services. Being a part of different community coalitions and tables helps to provide more of a “one stop shop” for services. Kids Help Phone and the Always There app were identified as excellent supports for children and youth.

The Catholic District School Board of Eastern Ontario and the Upper Canada District School Board both facilitate annual surveys within their schools (*Resiliency* survey and *Tell Them from Me* survey, respectively) to gain an understanding of what their students are experiencing. Each school in the CDSBEO also has a Mental Health Kit with resources for teachers to use with students.

The Catholic District School Board of Eastern Ontario (CDSBEO) and Upper Canada District School Board (UCDSB), in collaboration with community organizations, are in the final stages of creating a resource titled *Addiction, Substance Use and Mental Health*; this resource will be released in May 2019 and will include information on single plans of care and a coping strategies plan.

Challenges related to providing services for children and their families include lack of transportation to services and limited resources (i.e., funding, staffing, time) to provide wraparound services. Some agencies identified connecting youth to mental health services as a challenge, as clients report a lack of response from referrals; there have also been instances where there is a lack of appropriate services offered in Leeds and Grenville, meaning they will need to access services in Kingston or Ottawa.

Several key informants identified recreation and other opportunities for children and youth as key protective factors. The YMCA of Brockville and Area partners with Linklater school in Gananoque to provide after school programming and summer camps. The YMCA also offers several programs for children, youth, families, adults and older adults; subsidization is available for these programs. They also partner with municipalities without recreation departments or capacity to run programming to offer programs and services. The Brockville Public Library also offers several free programs and activities for children and youth year-round.

The Town of Gananoque offers several free or low-cost opportunities for recreation and other activities. They have a Positive Opportunity Partnership (POP) subsidy, which provides financial assistance to families with children to participate in recreational programs. Youth rates are available at the arena, there is a Canada 150 ice rink being installed, and the Gananoque Public Library runs several free programs, activities, and day camps for children and youth. The Town has a partnership with Jumpstart to offer an active play subsidy for those 4-18 years old, and a community grants program to help children and youth travel outside of the community for sporting events. There are also parks, play structures, baseball diamonds, sports fields and trails in the community.

The City of Brockville also has funding available through Jumpstart, however it was noted that the application is to be completed online and that some families may find it difficult to access and use.

The Public Use of Schools Agreement allows organizations to provide recreation opportunities or other activities at a school. This helps to increase access and mitigate the issue of transportation as students are already there. A barrier related to this is that it can become costly as the organization is often required to pay for hourly janitorial services at around \$50.00 an hour.

Low program attendance can present a challenge to providing programming and recreation opportunities. Gananoque's smaller population base impacts this more.

#### **Risk factors:**

- Mental health and well-being of parents, caregivers, other role models
- Lack of coping skills
- Lack of family stability and healthy relationships (peer and family)
- Lack of structured or semi-structured recreation and other opportunities for children and youth (accessible, affordable and universal)

#### **Protective factors:**

- Affordable, accessible and universal recreation opportunities
- Social support systems (e.g., family, community)

- Positive peer relationships
- Adult allies
- Building resiliency in children, youth and their families
- Support for positive parenting (e.g., Triple P)
- Opportunities for semi-structured activities for children and youth (accessible, affordable and universal)
- Self-regulation and coping skills

### Recommendations:

- Continue to support having a case manager from Lanark, Leeds and Grenville Addictions and Mental Health working from Brockville Police Services detachment 3 times per week and Gananoque Police Services detachment 2 times per week
- City of Brockville and Town of Gananoque continue to promote programs in their communities (e.g., at YMCA, Stingers, libraries, etc.)
- Include calendar of events on City and Town websites
- Follow up with KidsInclusive and Children's Mental Health of Leeds and Grenville to learn more about service coordination and integration
- Coordinate training for agencies (e.g., libraries) that act as a safe space for people with mental health issues
- Communication tool across agencies to share information about people with mental health issues in the community
- Explore idea of a "[leisure card](#)" for children and youth to increase access to opportunities; a leisure card is a subsidized card that supports access to leisure activities such as a sport, music lessons, dance classes, etc.
- Advocate for funding to obtain local statistics from the Centre for Addictions and Mental Health's (CAMH) Ontario Student Drug Use and Mental Health Surveys (OSDUHS)
- Involve youth in assessment, planning, intervention and evaluation (imperative)

### Outcomes:

- CDSBEO Resiliency surveys
- CDSBEO school mental health teams needs assessment data
- UCDSB Tell Them From Me surveys
- Every Kid in Our Communities of Leeds and Grenville's Youth Let's Talk surveys
- Early Development Instrument scores available through the United Counties of Leeds and Grenville's Children's Services Department
- Centre for Addictions and Mental Health's (CAMH) Ontario Student Drug Use and Mental Health Survey (OSDUHS)
- Use mental health, community belonging, connectedness data as health indicators for youth/adults

## Priority Risk #2: Substance Use

Substance use was the second most frequently identified priority risk, with 28 of 40 key informants acknowledging it as an area of concern. Crystal meth and opioids were the most commonly mentioned illicit substances; alcohol and cannabis were also commonly identified. Substance use and addiction were closely linked with mental health issues. As with mental health, many calls that the police receive are related to substance use. It was also mentioned that being along the 401 corridor increases drug trafficking and access. Tobacco use is high in in Leeds, Grenville and Lanark as 24.4% of the adult population smokes, compared to the provincial average of 16%.<sup>1</sup>

Challenges related to substance use include: ease of access to and affordability of drugs, lack of community supports and services from treatment to prevention, lack of policies to support prevention, and that it can be difficult to ensure voices of those with lived experience are heard and that messaging reaches the intended audience. The Brockville General Hospital crisis team is not able to admit someone if they are currently using substances and there are no detox centres in Leeds and Grenville. The closest detox centres are located in Kingston or Ottawa, which is an identified gap in services. Transportation to access detox services also poses a challenge. In Gananoque, some services related to substance use are available just one day per week, which was noted as another barrier to accessing services. It was also noted that there are wait list for the treatment homes in Brockville and the process that is mandated by the Ministry of Health and Long-term Care can create barriers. There is one private treatment home on the parkway called the *1000 Islands Wellness and Treatment Centre*, however, their services were identified as costly which may present a barrier to accessing the services.

While being a smaller town or city makes it easier to connect people to services, anonymity is more challenging. This may lead to people not accessing services. Personal reasons may also keep people from accessing services.

Identified strengths in the community are the Methadone clinics in Brockville and Gananoque, Lanark, Leeds and Grenville Addictions and Mental Health, the Smart Works program offered by the Leeds, Grenville and Lanark District Health Unit, the drug treatment court in Brockville, and tobacco cessation services available in Brockville and Gananoque.

### *Substance Use in Children and Youth*

Substance use in children and youth in our communities was also identified as a risk. Children and youth are using substances and forming addictions earlier on in life. Substance use and addictions are not always identified as an issue by children and youth, even when they are asked. This is more common with legal substances such as alcohol, tobacco and cannabis however, some are using opioids and other prescription medications as they can be easy to access (i.e., parents' prescriptions). Substance use was linked to children and youth self-medicating and using substances as a coping mechanism; however this may not be the only reason. It was suggested to further explore this by asking youth.

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<sup>1</sup> Leeds, Grenville and Lanark District Health Unit, "Leeds, Grenville Lanark Community Health Profile: Healthy Living, Chronic Diseases and Injury," (2017): 25.



There has also been a significant increase in vaping/e-cigarette use with youth. Recent research that has not yet been published found that vaping has doubled for youth, which is a concern as youth who vape are more likely to smoke tobacco.

Every school board in Ontario is required to have a mental health lead, as well as a mental health and addictions nurse and mental health and addictions counsellor working in each school. The mental health and addictions nurse is responsible for referring students to addiction services and the role of the counsellors is to provide counselling to students for problems that are considered to be mild.

The Catholic District School Board of Eastern Ontario (CDSBEO) and Upper Canada District School Board (UCDSB), in collaboration with community organizations, are in the final stages of creating a resource titled *Addiction, Substance Use and Mental Health*. This resource will be released in May 2019 and will include information on single plans of care and a coping strategies plan. The CDSBEO will also be providing Core Addiction Practice training to their staff at the end of May 2019. This training is designed to equip staff with the knowledge and strategies to help someone with an addiction.

Addiction services for children and youth was identified as a gap. There is a youth treatment centre called the Dave Smith Centre however, their closest location is in Carleton Place. While Lanark, Leeds and Grenville Addictions and Mental Health can provide services to anyone 12 years of age and older, they have limited capacity to provide addiction services to youth. There is a need for increased capacity to work with children and youth with addictions.

#### **Risk factors:**

- Lack of supports (e.g., family, peer, community)
- Lack of meaningful relationships
- Lack of coping strategies
- Mental health issues
- Living in a rural setting; less opportunities for recreation and other things to do, less access to services, lack of transportation, and isolation
- Too many opportunities for unsupervised and unstructured time for children and youth

#### **Protective factors:**

- Accessible services, including treatment
- Positive, supportive environment with focus on the 4 pillar drug strategy: prevention, harm reduction, treatment and enforcement<sup>2</sup>
- Municipal policies that address the 4 pillar drug strategy
- Adult allies, adults investing in children and youth
- Accessible, affordable and universal prosocial activities for children and youth

#### **Recommendations:**

- Encourage municipal drug strategy in Brockville
- Continue to support municipal drug strategy in Gananoque

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<sup>2</sup>Drug Policy Alliance, *Municipal Drug Strategy: Lessons in Taking Drug Policy Reform Local* (New York: n.d) 1-18.

- Consider implementing municipal alcohol policies
- Consider updating and consolidating smoking bylaws to include cannabis and e-cigarettes
- Consider licensing tobacco and e-cigarette vendors
- Advocate for funding to obtain local statistics from the Centre for Addictions and Mental Health's (CAMH) Ontario Student Drug Use and Mental Health Surveys (OSDUHS)
- Involve youth in assessment (to ask why youth use substances), planning, intervention and evaluations (imperative)

**Outcomes:**

- Municipal alcohol policy is in place
- Smoking, cannabis and e-cigarette bylaws are in place
- Prevalence rates of substance use in adults and youth
- Centre for Addictions and Mental Health's (CAMH) Ontario Student Drug Use and Mental Health Survey (OSDUHS)

### Priority Risk #3: Poverty

Poverty was identified as a priority risk by several agencies and organizations. Poverty is often linked with physical and mental health issues and substance use, all of which can impact job retention. People with physical and/or mental health issues and/or substance use issues may be unable to work or have difficulty finding and securing employment. Agencies acknowledged that the reasons why someone might not be employed are complex and extend beyond a lack of education and skillsets. For example, they may not be able to access medication they require or transportation may be a barrier.

It was identified that Ontario Works (OW), Ontario Disability Support Program (ODSP), and Employment Insurance (EI) rates are not high enough, making it difficult to afford adequate housing, nutritious food, transportation, education, and some health services. Many jobs do not pay a living wage or provide their employees with benefits, and are part-time. When people have to attend meetings or appointments, it can require a fair amount of travel and time off work. Depending on the place of employment, taking time off work for appointments could result in job loss.

Temporary poverty solutions, such as food banks or utility programs, often become part of a budget line and do not address the root cause of the issue, which is inadequate income. Leeds and Grenville also has one of the lowest uptakes of the Canada Learning Bond in all of Canada.

Identified strengths in the community around poverty include the wraparound supports that exist, the Poverty Reduction Alliance, the Bartholomew Street Community Hub, and the Salvation Army in Gananoque. It was also mentioned that smaller communities are able to pool resources to work together.

#### Risk factors:

- Social assistance rates
- Lack of affordable housing
- Mental health issues
- Generational poverty
- Stereotypes and social judgments around those living with poverty

#### Protective factors:

- Businesses pay a living wage to their employees
- Increased social assistance rates
- Having soft skills needed to succeed (e.g., conflict resolution, communication skills)

#### Recommendations:

- Educate businesses on what living wage is in Leeds and Grenville and support them in achieving this
- Employment and Education Centre to continue to work with businesses on how to manage employees working more than one part-time job
- Employment and Education Centre to continue to offer Homeward Bound program in Brockville

- Explore if there is a need to offer the Employment and Education Centre's Homeward Bound program in Gananoque
- Organizations and agencies continue to support Canada Learning Bond
- Interview executive directors of Salvation Army in Brockville and Gananoque

**Outcomes:**

- Number of Living Wage employers in Brockville and Gananoque
- Uptake of Canada Learning Bond in Leeds and Grenville

## Priority Risk #4: Housing

Housing was identified as a priority risk by several agencies and organizations. More specifically, a lack of affordable housing due to a gap in cost of rent and income, and waitlists for housing. Housing conditions for those paying rent to a private landlord can be inadequate. It was suggested that more housing is not necessarily the only solution for this priority risk; for example, providing subsidies so that people can stay in current homes may be an alternative solution.

Those 46 to 64 years old who receive their income from Ontario Works (OW), Ontario Disability Support Program (ODSP), and Employment Insurance (EI) were identified to be at risk. This is due to limited availability of affordable housing and being ineligible to receive Old Age Security until 65 years of age. Single-income individuals or families as well as those living in dangerous living situations were also identified as at-risk. It is important to note that the United Counties of Leeds and Grenville's Housing Department prioritizes those relocating due to domestic violence.

An identified strength related to housing was the partnerships that collaborate to provide programming for tenants, creating a sense of community in the buildings. Landlords working with agencies to provide housing to those receiving rent supplements and the flexibility of the Community Homeless Prevention Initiative were also identified as strengths. A Housing Table also recently formed to review the housing services available in Leeds and Grenville.

It was brought forward that some tenants do not feel safe in their homes, usually in reference to their neighbours. The United Counties of Leeds and Grenville's Housing Department prioritizes helping people to feel safer at home and have partnered with Victim Services of Leeds and Grenville, Brockville Police, Gananoque Police, and Lanark, Leeds and Grenville Addictions and Mental Health to provide safety planning. They also provide opportunities for tenants to get to know their neighbours and increase inclusivity in the community, such as barbecues and other events. It was noted that these housing events are only open to tenants of the homes and not the surrounding neighbourhood.

### Risk factors:

- Poverty
- Lack of affordable housing
- Lack of housing units and waitlists
- Precarious living situations

### Protective factors:

- Affordable housing
- Strategies to help get people out of poverty
- Safe living spaces

### Recommendations:

- Explore strategies to increase awareness of housing services
- Continue to be innovative within agency mandates to pilot different strategies
- Continue to provide residents with opportunities to meet their neighbours

- Continue to offer safety training to residents

**Outcomes:**

- United Counties of Leeds and Grenville's Housing Department's 10-year Housing and Homelessness Plan
- Housing Table data
- Waitlist times
- Number of people requiring housing

## Priority Risk #5: Homelessness

Homelessness has been identified as a priority risk for Brockville and Gananoque. The issue of homelessness is complex and multi-faceted, linking to several other priority risks such as poverty, mental health, substance use, housing, domestic abuse and sexual assault. Often people are faced with having to choose between living in a precarious living situation or experiencing homelessness due to shelters' limited capacity and a lack of affordable housing. There are no homeless shelters in and Gananoque, and shelters in Ottawa and Kingston do not accept people from outside of their municipalities. The United Counties of Leeds and Grenville has four shelters in Brockville; they are single, furnished apartments that people can stay in for 21 days. They are managed by the Integrated Program Delivery Department. It should be noted that the United Counties of Leeds and Grenville's Housing Department does prioritize housing for those who have experienced domestic abuse.

For after-hours emergencies, the United Counties of Leeds and Grenville provides motel and food vouchers that the Red Cross and police can give to homeless persons in need to sustain them until staff are back in the office.

Some people in the community may not consider themselves to be homeless, for example, if they are couch surfing or are living out of a tent through the warmer months. A common theme identified by agencies is the lack of visibility around homelessness in our communities, resulting in a lack of awareness of the issue.

The Brockville Public Library has noted an increase in homelessness in Brockville with more people relying on the library as a place to sleep, stay warm in the cold weather, and cool off in the warm weather. The library has amended their policy to allow people to sleep there during their hours of operation.

### *Homelessness and Youth*

Connect Youth has emergency shelters for youth in Kemptville and Prescott. While they do not currently have shelters in Brockville or Gananoque, they provide crisis intervention, transportation, service navigation and referrals, and assistance with securing housing to youth in Leeds and Grenville. Connect Youth has made Gananoque a focus and starting in the 2019-2020 school year, they will be available through Gananoque Intermediate and Secondary School to provide crisis intervention and support for students.

Strengths identified in the community around managing homelessness include strong partnerships among agencies and organizations, being creative and flexible with services offered, and working collaboratively to determine solutions and help people access the services they need. St. Lawrence College recently ran a campaign to create awareness of the issue of homeless youth and Connect Youth is able to provide presentations to community groups (e.g., churches) to help further increase awareness.

**Risk factors:**

- Poverty
- Mental health issues
- Substance use
- Domestic abuse
- Sexual assault

**Protective factors:**

- Support systems
- Safe living space

**Recommendations:**

- Consider opening libraries as warming centres during extreme cold warnings
- Explore idea of opening homeless shelters in Brockville and Gananoque
- Connect Youth available to provide presentations on homelessness to community groups

**Outcomes:**

- Increased awareness of homelessness as an issue in the community
- Decreased rates of homelessness in the community



## Priority Risk #6: Transportation

Transportation was identified as a priority risk affecting many populations. While Brockville has a public transportation system, barriers to accessing transit include the limit on number of children per adult ratio (i.e., 2 children per 1 adult), meaning that a parent with more than 2 children is unable to access the transit; they would have to have another adult accompany them. Busses run on an hourly basis therefore, depending on appointment times, people often spend a large portion of their day travelling and waiting. The cost of public transit has also been identified as a barrier for some. There are organizations that are able to provide transportation to medical appointments however, if someone needs to do groceries or other errands there are no options for transportation.

Gananoque does not have a public transportation system and, while it is a smaller community making it easier for some to get around on foot, bicycle, or by taxi, these are not always an option for people. Some people are unable to walk or bike and the cost of a taxi can be a barrier. The Mayor of the Town of Gananoque is putting together a Transit Committee to help get people to appointments; there will be no age restrictions on this service.

Transportation is also not available for travel between municipalities. For example, if someone needs to get to Brockville from Gananoque for an appointment, their only options are to drive, have someone drive them, or take a taxi. This can put people in difficult situations where they may have to borrow a neighbour or friend's car, money for gas, or rely on someone else for a ride.

The City of Brockville is currently completing an Active Transportation plan, which will be valuable in gaining the perspective of residents of the City and identifying gaps that may exist. It was noted that an increase in public education and awareness of how to use crosswalks and crossovers for both pedestrians and drivers would be beneficial.

The Walking School Bus program in Brockville was identified as a strength in the community, with both Commonwealth and Westminster Public Schools participating. A Walking School Bus is a group of children walking to school under the supervision of a trained adult leader. Like a yellow school bus, the Walking School Bus follows a fixed and safe route with designated "bus stops" and "pick up times".

Local Police Services, the Leeds, Grenville and Lanark District Health Unit, the Upper Canada District School Board and Catholic District School Board of Eastern Ontario were identified as key partners in providing public education on safety considerations related to transportation.

### Risk factors:

- Poverty
- Living in a rural setting
- Lack of affordable transportation options

### Protective factors:

- Affordable transportation options
- Built environment conducive to active transportation (e.g., crosswalks, bike lanes, etc.)

**Recommendations:**

- Interview Manager of Public Works with Town of Gananoque
- Consider strategies to increase transportation between municipalities
- Review City of Brockville's Active Transportation Plan once released
- Consider strategies to educate public on use of pedestrian crosswalks/crossovers
- Promote Walking School Bus program in Brockville
- Consider implementing Walking School Bus program in Gananoque

**Outcomes:**

- Increase in affordable transportation options
- Number of new crosswalks/crossovers
- Number of bike lanes
- Education on pedestrian crosswalk/crossovers
- Number of children using Walking School Bus in Brockville
- Walking School Bus program implemented in Gananoque

## Priority Risk #7: Criminal Activity

Brockville Police Services and Gananoque Police Services identified that the majority of their calls are related to mental health and substance use. Other calls they receive are often related to domestic abuse, sexual assault, or other criminal activity such as property crime. Additional priority risks of concern associated with criminal activity were homelessness and poverty. Please note that each of the priority risks listed above have their own section in this Plan.

Break-and-enters, vehicle entry, and shoplifting were identified as frequent crimes; often related to requiring money for substance use. Repeat offenders, elder abuse, traffic enforcement, bail reform, human trafficking and motorcycle gangs were also identified as issues.

Motorcycle gangs are more commonly found in Brockville however, Gananoque may have gangs come through the Town on occasion. The police are usually given notice about this from surrounding detachments.

Human trafficking happens in two ways: 1) isolated within Leeds and Grenville or 2) passing through via the 401 corridor. Victims of human trafficking can also be non-cooperative and refuse police involvement.

Mental health calls to police pose a challenge as managing mental health issues is not within their scope. Having a case manager from Lanark Leeds and Grenville Addictions and Mental health on site (3 days a week in Brockville and 2 days a week in Gananoque) helps to decrease call volume related to mental health however, when the case manager is not present the police are responsible for transporting to services. This takes up a significant amount of human resources and leaves less time for police to respond to others calls. There are also not many after-hours services available in the community which creates a gap.

Bail reform was identified as an issue as it often results in an increased number of repeat offenders being released back into their communities. If someone who is released on bail commits another offence, the posted bail money is rarely collected. This money would be integral in offsetting costs related to court security. If someone is released by a justice on bail and then breaches their bail conditions, it becomes a reverse onus situation, meaning that the person on bail is now responsible for proving why they should be released again with conditions.

An identified challenge occurs when someone is being released from the jail system, as they must be released to a permanent address. Finding stable and affordable housing can be difficult and this gap can often result in people entering into living situations that may put them at risk for offending again. It was noted that enhanced planning for housing when someone is being released would be beneficial. People being released from the jail system often require supports in the community and are not provided with this information directly prior to being released. This gap may present a barrier to accessing services, which was linked to repeating offences.

It was acknowledged that there are instances when people call 9-1-1 and only want a paramedic to arrive on scene; there can be fear or discomfort when police arrive although the police often must be involved due to the nature of the call.

Some newcomers to Canada may have negative perceptions of police services due to the culture of policing in countries outside of Canada. Providing education on the role of police in Canada may help to decrease this perception.

RNJ Youth Services, Victim Services, Interval House, Victim Witness Assistance Program, Assault Response and Care Centre, the crisis team out of the Brockville General Hospital, and Lanark, Leeds and Grenville Addictions and Mental Health were identified as key partners by several agencies. The strong relationship between the Brockville Police and Gananoque Police was also an identified strength. Community-based policing was a theme that emerged, with the importance of being known in the community and police visibility was highlighted. Police are viewed as the “go-to” people in the community as they are available 24/7 and are trusted by residents.

Drug treatment court and mental health court were identified as strengths in the community as they help divert people from entering into jail and connect them to the services and treatment they require. Transportation to get to court and to the associated treatment were noted as concerns.

### *Criminal Activity and Youth*

The Intersections program run by RNJ Youth Services was identified as an asset as the program helps reduce involvement with police services for children and youth who are at risk of becoming justice involved.

The teenage population was identified as at high-risk for human trafficking.

### **Risk factors:**

- Lack of supports
- Non-compliance with medication
- Family breakdown
- Mental health issues
- Past victimization
- Substance use
- Lack of semi-structured, free recreation and other opportunities for youth in Gananoque (e.g., Stingers program)
- Lack of sustainable funding for youth programming

### **Protective factors:**

- Social support systems (e.g., peer support groups, prosocial supports)
- Supports for mental health
- Supports for substance use
- Recreation and other opportunities for youth

- Positive Opportunity Partnership (POP) subsidy in Gananoque, which provides financial assistance to families with children so that they are able to participate in recreational programs
- Making Play Possible, which helps provide all children and youth in Leeds and Grenville an opportunity to participate in recreational programs
- Positive influence that police have in our community

### Recommendations:

- Increase awareness in community about when it is necessary to call 9-1-1
- Educate community about Good Samaritan Act
- Interview:
  - Judge from the Ontario Court of Justice
  - Judge from Superior Court of Justice (responsible for Family Court)
  - Crown Attorney for Youth
  - Defence Attorney
- Increase opportunities for recreation and other free activities in the community for youth
- Broaden direct accountability program to include anger management and substance use
- Explore strategies to increase positive parenting/role modelling/adult allies in the community
- Organizations partner with local high schools to teach about positive parenting and role modelling
- Provide presentations to newcomers to Canada on police services and accessing police

### Outcomes:

- Number of calls to police related to mental health
- Number of repeat calls to police after Lanark, Leeds and Grenville Addictions and Mental Health case manager makes contact
- Victim Services of Leeds and Grenville data
- RNJ Youth Services Intersections data
- John Howard Society data
- Number of people diverted from jail system

## Priority Risk #8: Domestic Abuse

Domestic abuse was identified as a priority risk by several key informants. Eastern Ontario has the highest rates of domestic abuse with rural areas particularly at risk. Approximately 70% of Victim Witness Assistance Program cases are related to domestic abuse.

The lack of safe, affordable housing was brought forward as a key issue related to domestic abuse as this can result in people staying in abusive relationships when there is nowhere else for them to go. There is also concern around losing their children if they are unable to find a safe place to live. Tied to this is a lack of economic opportunity, which is a barrier to people getting out of abusive relationships and into safe housing.

Accessing services for domestic abuse can be a challenge due to hours of operation and transportation. For example, if someone does not have minutes on their cellphone and is only able to make phone calls after 5:00 pm when it is free to call. For many services, the client has to leave a message and may not be able to answer when their call is returned, missing an opportunity to access the service.

An identified strength in the community is that the Assault Response and Care Centre provides presentation to students to Grade 2 students on violence prevention and to high school students on cyber bullying.

Another strength is the Anti-Violence Coalition of Leeds and Grenville, which consists of a groups of agencies who work to fill gaps in services for victims, launch anti-violence campaigns and host workshops and anti-violence events like take Back the Night, Women's Wellness Day, and others.

### *Domestic Abuse and Children and Youth*

A concern that was mentioned relating specifically to domestic abuse and youth is that dating violence is not always treated the same as domestic abuse. This can be problematic as it can minimize and/or normalize the issue of domestic abuse. These matters are dealt with differently due to the Youth Criminal Justice Act which governs any youth charged with an offence.

#### **Risk factors:**

- Isolation
- Re-victimization
- Lack of anonymity
- Lack of safe, affordable housing
- Lack of economic opportunity
- Lack of support systems

#### **Protective factors:**

- Awareness of what domestic abuse is
- Increased access to services
- Positive adult role models
- Safety planning

**Recommendations:**

- Interview executive director or other suitable representative from Leeds and Grenville Interval House
- Victim Witness Assistance Program to continue to offer workshops/trainings on domestic abuse for police officers
- Explore strategies to increase awareness of what domestic abuse looks like in the teen years

**Outcomes:**

- Data from Assault Response and Care Centre
- Data from Victim Services of Leeds and Grenville
- Data from Leeds and Grenville Interval House
- Data from Brockville Police Services and Gananoque Police Services

## Priority Risk #9: Sexual Assault

Sexual assault was identified as a priority risk by several key informants. With the #MeToo campaign heightening awareness of sexual assault, referrals to the Assault Response and Care Centre have significantly increased.

Police partners, Victim Services, and the Assault Response and Care Centre were identified as strong partners for the priority risk of sexual assault. Victim Services working out of police detachments was an identified strength.

A gap identified by several key informants is that a rape and/or crisis centre does not exist in Leeds and Grenville. Agencies will do their best to refer clients to centres in Ottawa or Kingston, but this is not always possible due to transportation and is not ideal as this removes the client from their community.

A barrier related to providing services related to sexual assault is the disconnect that exists between Brockville General Hospital and other service providers. Sometimes the hospital makes appropriate referrals (e.g., to the Assault Response and Care Centre (ARCC)) and other times they do not. There are also instances where a nurse is not available, which increases wait times. A suggestion to help mitigate this is for the hospital to tap into community resources in order to provide increased support to clients.

### *Sexual Assault and Children and Youth*

There are a lack of options available for child assault victims and charges are rarely laid. The current expectation is for child victims to provide explicit disclosure without any errors. Considering strategies to be more realistic about expectations with child victims would be beneficial. Another issue is that parents' rights overshadow children's rights and then the children do not receive the help that they need.

ARCC was identified as a key partner for sexual assault and youth. ARCC provides presentation to high school students on consent and dating. Another identified strength is the Memorandum of Understanding between Victim Services and Children's Aid Society.

One challenge that was mentioned is that if someone does not want to access ARCC, there are no other services available for them. Another challenge that ARCC is working to manage occurs when someone needs to access mental health services; this can sometimes pose a barrier, as this does not fit within the parameters of ARCC's funding.

### **Risk factors:**

- Harmful or unhelpful parent advice related to sexual assault
- Lack of awareness of what sexual assault is
- Homelessness or precarious living situations

### **Protective factors:**

- Positive adult role models
- Having an understanding of what the sexual assault is
- Having finances to access private services and other outlets



**Recommendations:**

- Have a Public Health Nurse working in sexual health sit on Victim Witness Assistance Program's (VWAP) Victim Issues Coordinating Committee
- VWAP to continue to offer workshops/trainings on sexual assault for police officers
- VWAP recommends having Health Unit staff involved in protocols (e.g., sexual assault protocol)
- Contact HIV/AIDS Regional Services (HARS) program out of Kingston as they serve Brockville and Gananoque; VWAP works closely with them
- Consider satellite clinics to offer services to increase access
- Explore opportunities for cross-training with partners

**Outcomes:**

- Data from Assault Response and Care Centre
- Data from Victim Witness Assistance Program
- Data from Victim Services of Leeds and Grenville
- Data from Leeds and Grenville Interval House
- Data from Brockville Police Services and Gananoque Police Services

## Priority Risk #10: Priority Populations

The advisory committee identified the importance of including information related to priority populations in Brockville and Gananoque.

The priority populations represented in this section of the plan are:

- Newcomers to Canada
- LGBTQ+ communities
- Those living with developmental and/or intellectual disabilities
- Seniors
- Children and youth
- Indigenous cultures

### Newcomers to Canada

In the United Counties of Leeds and Grenville, Brockville and Gananoque had the two highest numbers of recent arrivals of immigrants from 2011 – 2016, with a median age of 35.5 years old. The St. Lawrence Rideau Immigration Partnership defines “immigrant” as “a person who is or has ever been a landed immigrant or permanent resident.”<sup>3</sup>

Particular challenges that newcomers to Canada experience include:

- Finding employment
- Navigating services
- Feeling included; sense of belonging
- Barriers to employment due to credentials not being recognized in Canada
- Access to ESL classes
- Employers discriminating/not hiring newcomers due to their accents; English proficiency and accents are barriers to employment

Strengths identified in the community for newcomers to Canada include a growing momentum and excitement around welcoming newcomers, agencies wanting to help fill gaps, and increased collaboration and partnerships among organizations. The work of the Immigration Partnership has also been recognized at a provincial and federal level, which has created more opportunities for funding and increased awareness.

### Recommendations:

- Immigration Partnership and employment agency partners to continue to educate employers about accents, language, and credential recognition; these are not barriers to hiring newcomers
- Consider strategies to increase awareness of services available for newcomers (e.g., ESL classes through TR Leger)

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<sup>3</sup> Immigration, Refugees and Citizenship Canada, “2016 Census Immigration Highlights, United Counties of Leeds and Grenville.” (2016).

***Outcomes:***

- Increased awareness about immigration issues and the services newcomers need
- Feedback from those attending Diversity Day

**LGBTQ+ Communities**

Key informants shared that some schools are inclusive and accepting of youth who identify as LGBTQ+, but other schools are not. Brockville Pride and Wall Street Church in Brockville were acknowledged as leaders in the LGBTQ+ community, helping to create supportive environments. Brockville Pride puts on events throughout the year and provides support to individuals when possible. They have also collaborated with schools and other community organizations to offer education on LGBTQ+.

Brockville Public Library offers drop-ins for LGBTQ+ youth; most are considered high risk and experience discrimination. RealTalk offers youth drop-in sessions and also do work around mental health advocacy and anti-stigma.

It was noted that those who identify as LGBTQ+ experience a lack of social supports in schools and the community, as well as a lack of positive family relationships.

***Recommendations:***

- Explore options for training service providers and community agencies to offer inclusive care and safe, inclusive spaces
- All schools work towards being accepting and inclusive, having a safe space for students to go
- Interview Brockville Pride lead to gain their insight

***Outcomes:***

- LGBTQ+ communities experience decreased stigma
- Number of agencies trained in offering inclusive care and safe, inclusive spaces
- Number of agencies identified as safe, inclusive spaces

**Those Living with Developmental and/or Intellectual Disabilities**

Those living with developmental and/or intellectual disabilities were identified as a priority population to include in the plan. Key informants shared that the top issues of concern with this population are poverty, housing and an absence of inclusive communities. Those living with developmental and/or intellectual disabilities are at risk for getting involved with or engaging in criminal activity, being victims of crimes, homelessness, social disorders that may lead to disruptive interactions in the community, and suicide.

Risk factors for those living with developmental and/or intellectual disabilities include negative peer influence and not accessing necessary services in a timely manner. Protective factors include caring and inclusive communities, families and peers, and the community taking a strengths-based approach looking at developmental assets.

Partnerships among agencies was highlighted as a strength, such as committees and groups that focus on engaging the community and knowledge exchange, as well as initiatives adopted in the community that support positive parenting.

Challenges identified were collaboration across sectors and limitations around sharing information due to consent and confidentiality legislation requirements of individual agencies. In a crisis, it may not be possible to obtain necessary information about an individual to assist them.

Waitlists for services and transportation to access services were identified as gaps. Moderate to low risk clients have having difficulty accessing mental health services in the community. It was suggested that communities and services focus on a preventative model rather than a crisis model.

### *Recommendations:*

- Increased collaboration across sectors, cross-sector teaching and knowledge exchange (e.g., ~30 – 40% of Developmental Services clients experience mental health issues; partner with other experts in this field).
- Agencies consider how to be flexible with mandate, to increase provision of services
- Multi-sector planning to develop a single plan of care for an individual
- Connect with:
  - Brockville Area Community Living Association
  - Brockville and District Association for Community Involvement
  - Community Living Kingston and District
  - Gananoque and District Association for Community Living

### *Outcomes:*

- Performance measurement framework available from Developmental Services of Leeds and Grenville
- Calls to Developmental Services of Leeds and Grenville's distress line
- Every Kid in Our Communities of Leeds and Grenville measurement outcomes

### *Seniors*

Elder abuse was identified as an area of concern for seniors in Brockville and Gananoque. This is mainly in the form of fraudulent activity (e.g., telephone or email scams, or neighbours, family and/or friends taking advantage of seniors financially) as well as neglect (e.g., family not checking in with seniors living at home, or living with them and not providing adequate care).

Other issues identified for seniors are lack of affordable transportation, social isolation, poverty and hunger, and how first responders interact with seniors when responding to a call as this interaction can sometimes be frightening (e.g., if the first responder is speaking in a loud voice). Additionally, seniors may not be receptive to accessing services even when they may benefit from them.

Risk factors for seniors include isolation, loneliness, lack of awareness of people taking advantage of them, trusting strangers or acquaintances, and poverty. Protective factors include offering wraparound services for seniors and opportunities for social inclusion.

Community and Primary Health Care (CPHC) offers services and programming to seniors across Leeds and Grenville, including Brockville and Gananoque. A challenge faced by CPHC is that they are fee-for-service. They are able to offer subsidized programming however, this is dependent on fundraising, which helps offset costs. A related challenge is that seniors may be taken advantage of by those providing similar services as CPHC at double the price.

A strength in the community is that the YMCA of Brockville and Area offers programming for seniors, often available at no cost. They also offer low-cost meals, which creates an opportunity for social interaction. The YMCA travels to provide services in other communities outside Brockville (e.g., potential to offer a program in Gananoque). CPHC provides safety and security checks for seniors when providing other services (e.g., meals on wheels, transportation to appointments). It was also identified that first responders are quick to respond to calls.

The Brockville Police Services and Gananoque Police Services launched a service in March 2019 called “MedicAlert Connect Protect”, which will help officers quickly locate lost or missing vulnerable individuals (e.g., those living with autism, Alzheimer’s, dementia, or other cognitive brain injuries). CPHC identified this as a strength in the community and is interested in promoting the program.

Two identified gaps for seniors in the community that CPHC is working to address include: 1) When a patient is discharged from a hospital at end of the workday on Friday without necessary supports to thrive at home (e.g., access to food). It can be a challenge to organize the necessary supports, and 2) number of seniors accessing services could be increased; they are working to create awareness of their programs and services to increase referrals.

### **Recommendations:**

- Advocate for and work towards making Brockville and Gananoque “Age-Friendly Communities” (Township of Leeds and the Thousand Islands has this designation)
- Increase presence of first responders at events geared towards seniors (e.g., adult day programs)
- Health care providers (e.g., at family health teams, community health centres, hospitals) being aware of services provided by CPHC and referring patients
- Explore idea of developing a table or committee with the focus of seniors in the community to exchange information, share resources, support each other, etc.

### **Outcomes:**

- Health care providers have an increased awareness of services for seniors in community and make referrals
- CPHC does not currently track where referrals come from but could do so if this is an outcome that is tracked

### **Children & Youth**

Local surveys found that youth do not feel supported or a sense of belonging in their communities. We are also seeing increased learning needs identified in children and youth. It was identified that the level

of learning has shifted over time with students having more difficulty with language recognition, and literacy and numeracy levels.

We have also seen an increase in vulnerability on the Early Development Instrument (EDI) over the last four cycles, particularly in the area of physical health and well-being. This includes physical readiness for the school day, such as not being dressed appropriately for school activities, coming to school tired, late or hungry, as well as physical independence and gross and fine motor skills. Brockville was noted as one of the geographic areas with the largest concern as there has consistently been a downward trend.<sup>4</sup>

One strategy for improving EDI outcomes is to create a culture that values different types of play; for example, outdoor play, risky play, independent play, and activities that strengthen social competence and emotional maturity. The Leeds, Grenville and Lanark District Health Unit is currently focusing on play with the Early Years Working Group of Every Kid in our Communities. It was also noted that new EDI scores are to be released in the near future.<sup>4</sup>

Adverse Childhood Experiences (ACEs) describe all types of abuse, neglect, and other potentially traumatic experiences that occur to people under the age of 18.<sup>5</sup> Findings from ACE studies suggest 10 identifiable experiences are major risk factors for the leading causes of illness and death as well as poor quality of life (i.e. negative outcomes include chronic disease, high risk behaviours, and mental illness).<sup>6</sup> The occurrence of multiple ACE exposures has been linked to poor long-term outcomes.<sup>6</sup>

Healthy Babies, Healthy Children (HBHC) is an early identification, intervention and prevention program that screens new mothers and has a 92-96% completion rate at birth. Data from these screens found that between 2013 and 2015, 60-70% of families in Leeds, Grenville and Lanark had two or more risk factors that aligned with ACEs, compared to an Ontario average of 46.1%.<sup>6</sup> 6-7% had four or more risk factors that aligned with ACEs, compared to an Ontario average of 4.8%.<sup>6</sup> Protective factors for ACEs support building resilience, which includes positive parenting and childhood experiences, protective adult relationships, and having an always-available adult.<sup>6</sup>

Access to affordable childcare is critical in terms of supporting our families.

At the present time, there is no waiting list for subsidized childcare in Leeds-Grenville. Home-based licensed childcare is an option for some families.

Other concerns related to children and youth were social media being accessible 24/7 and a lack of understanding of “digital citizenship” (i.e., how to use technology appropriately). The competing demands of jobs, schoolwork, extra-curricular activities and other commitments were also identified as an area of concern, increasing stress in youth.

Brockville and Gananoque have both been identified as youth-friendly communities by [Play Works](#). On April 28<sup>th</sup>, Every Kid in Our Communities of Leeds and Grenville (EKIOC) launched a yearlong campaign

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<sup>4</sup> “Early Development Instrument (EDI) Areas of Focus: Discussion Notes from Best Start Meeting.” (n.d.).

<sup>5</sup> Centres for Disease Control and Prevention. “About Adverse Childhood Experiences.” 2019.

<sup>6</sup> Ministry of Children, Community and Social Services (formerly Ministry of Children and Youth Services). “Adverse Childhood Experiences, Healthy Babies, Healthy Children Analysis.” PowerPoint Presentation, April 28, 2018.

called *Start with Hello*. They are identifying a champion for the campaign within each organization at the EKIOC Lead Table and have developed a toolkit to support the initiative.

The Stingers program out of Brockville was identified as a major strength in our community by many key informants. Other opportunities include the YMCA of Brockville and Area's youth night that runs every Saturday evening from September to June and provides an opportunity for youth to participate in semi-structured programming. The Brockville Public Library also runs programming for children and youth, some in collaboration with Big Brothers, Big Sisters of Leeds and Grenville.

A challenge is that funding for youth programming often does not fit within the types of programming that appeals to youth. Whenever possible, agencies and organizations try to be creative in their grant applications to overcome this barrier. Working collaboratively with other community partners also allows for pooling of resources and increased creativity.

### **Recommendations:**

- Contact Youth Probation Officer to gain perspective for Community Safety and Well-being Plan
- Explore strategies for having a social worker accessible through library
- Increase opportunities for youth to have unstructured programming
- Create awareness in community and with businesses that youth are interested in volunteering and working in their communities
- Youth Advisory Committee; include youth in decision-making
- Encourage local businesses, organizations and agencies to participate in Every Kid in Our Communities Leeds, Grenville's "Start with Hello" campaign
- Advocate for funding to obtain local statistics from the Centre for Addictions and Mental Health's (CAMH) Ontario Student Drug Use and Mental Health Surveys (OSDUHS)

### **Outcomes:**

- Early Development Instrument (EDI) scores available through the United Counties of Leeds and Grenville's Children's Services Department
- Adverse Childhood Experiences (ACEs) data available through the Ministry of Children, Community and Social Services
- Healthy Growth and Development data from [Public Health Ontario Snapshots](#)
- CDSBEO resiliency surveys
- CDSBEO school mental health teams needs assessment data
- UCDSB Tell Them From Me surveys
- Every Kid in Our Communities of Leeds and Grenville's Youth Let's Talk surveys
- Centre for Addictions and Mental Health's (CAMH) Ontario Student Drug Use and Mental Health Survey (OSDUHS)

### **Indigenous Cultures**

Brockville Public Library has partnered with Algonquin women to provide Indigenous programming such as heritage teaching and to create awareness in the City. These events are well attended.

The Upper Canada District School Board (UCDSB) has made teaching about Indigenous culture a priority and has a designated position of “Indigenous Education System Support”. The release of the Truth and Reconciliation Commission of Canada’s final report in 2015 pushed the Ministry of Education to include teaching about Indigenous culture in the school curriculum, further supporting this as a priority. The UCDSB provides cultural awareness to their students and staff to increase acceptance of Indigenous students and their history, create an open and welcoming space and instill pride in Indigenous students.

The Catholic District School Board of Eastern Ontario (CDSBEO) has developed the following statement with regard to indigenous cultures: “The Catholic District School Board of Eastern Ontario is committed to supporting First Nations, Inuit and Métis students and their families, as well as non-Indigenous students and staff, in developing a deeper understanding of Indigenous culture, history and worldview. This understanding will be achieved under the guidance of the First Nations, Métis, Inuit Policy Framework, the Calls to Action of the Truth and Reconciliation Commission and our Community Partners. As we continue to respect the land and the original people of this land, our classrooms and workspaces will be safe and accepting spaces for all, where all people feel valued and welcome.”

The importance of promoting self-care and ensuring Indigenous peoples have someone to talk to while all of this is being discussed was highlighted, as learning about the history can be difficult and emotions can run high.

A challenge identified is that, since there are not any Indigenous communities within our catchment area, there is a lack of diversity and representation of cultures among elders.

A general gap in services for Indigenous peoples is that there are not enough available for people living in Brockville and Gananoque.

### *Recommendations:*

- Form Friendship Circles in every community
- Encourage service providers to offer cultural sensitivity training for their staff; Métis Nation of Ontario, Tungasuvvingat Inuit, and Indigenous Friendship Centres of Ontario each provide training. It is recommended to have each organization provide training on Métis, Inuit, and Indigenous cultures, respectively

### *Outcomes:*

- Number of local service providers trained in cultural sensitivity
- Number of Friendship Circles formed



## Future Recommendations

- Send out surveys to agencies and organizations to gain their perspective on information included in the Community Safety and Well-being Plan
- Community consultations with individual municipalities or groups of municipalities to learn from residents
- Key informant interviews with other stakeholders that were not reached during first phase of plan development (see suggestions throughout each priority risk section)
- Focus groups with priority populations and clients who access services in community to hear their voice
- Look into and include data, statistics, references, etc. to complement the priority risks identified in the Plan
- Identify representatives from agencies and organizations whose work aligns with the identified priority risks; have them monitor data within their topic area(s)

Throughout the process of developing the Plan, several common, overarching themes and recommendations emerged; they include:

- A strong sense of volunteerism, collaboration, creativity, flexibility, coming together to solve problems quickly, supporting each other by pooling resources, sharing information/knowledge exchange, and building on strengths. This was acknowledged by nearly every key informant
- A need for increased, free or low-cost semi-structured recreation and other opportunities for children and youth in every community was highlighted. It was recommended that municipalities continue to work together to offer these types of opportunities
- Several key informants identified a need for a database or website that lists all organizations and agencies in Brockville and Gananoque along with a description of their role and services. This would help ensure all organizations and agencies are aware of and understand what each organization or agency does and could increase collaboration
- Invite people to sit on committees/tables even if they may not be an “obvious” partner
- Increase public awareness of what services agencies and organizations have to offer
- Personally knowing people that work at local agencies makes it easier to connect and refer when needed; this is a great strength in Brockville and Gananoque, though it was questioned if this could be a potential barrier as new staff might not have these connections or be aware of agency/organization roles and services
- Agency mandates can put limitations and restrictions on accessing funding; it is important to work with others to fill gaps and be flexible where possible

- The rural nature of Leeds and Grenville presents a challenge with transportation and providing services; the idea of a HUB, providing virtual services, increased outreach and satellite offices were recommended as a strategy to decrease transportation as a barrier by many key informants
- The importance of having a single plan of care or community plan for clients in order to streamline process when accessing more than one service provider was highlighted by several key informants
- Focus on prevention and planning prior to crises occurring; try to avoid situations where there is choice but to be reactive
- It can be challenging for one agency or organization to measure behaviour change in a community due to lack of funding to provide adequate surveillance; if all organizations used the same measures this could help provide a better understanding of the impact initiatives have on behaviour change

## Key Informant Interviews

Assault Response and Care Centre. Executive Director. March 25, 2019.

Bartholomew Street Community Hub. Co-ordinator. March 12, 2019.

Big Brothers, Big Sisters of Leeds and Grenville. Executive Director. March 18, 2019.

Brockville Police Services. Constable, Community Safety Officer. March 12, 2019.

Brockville Police Services. Deputy Chief. March 12, 2019.

Brockville Public Library. Community Engagement Coordinator. March 22, 2019.

Catholic District School Board of Eastern Ontario. Mental Health Leader. April 3, 2019.

Catholic District School Board of Eastern Ontario. Superintendent of School Effectiveness. March 21, 2019.

Children's Mental Health of Leeds and Grenville. Executive Director. March 15, 2019.

City of Brockville. Transportation Manager. March 13, 2019.

Community and Primary Health Care. Executive Director. March 26, 2019.

Connect Youth Inc. Program Manager. March 22, 2019.

Developmental Services of Leeds and Grenville. Executive Director. March 21, 2019.

Employment and Education Centre. Executive Director. March 25, 2019.

Employment and Education Centre. Homeward Bound Project Manager. March 11, 2019.

Every Kid in Our Communities of Leeds and Grenville. Co-ordinator. March 4, 2019.

Family and Children's Services of Lanark, Leeds and Grenville. Director of Service. March 18, 2019.

Gananoque Police Services. Chief. March 8, 2019.

Gananoque Police Services. Sergeant. March 13, 2019.

John Howard Society of Kingston and District. Court Worker/Bail Supervisor. March 19, 2019.

Lanark, Leeds, and Grenville Addictions and Mental Health. Case Manager. March 5, 2019.

Leeds Grenville Paramedic Service. Chief. March 15, 2019.

Leeds, Grenville and Lanark District Health Unit. Public Health Nurse, Substance Use Lead. March 1, 2019.

Leeds, Grenville and Lanark District Health Unit. Public Health Nurse, Healthy Babies, Healthy Children Co-ordinator. March 8, 2019.

Leeds, Grenville and Lanark District Health Unit. Public Health Nurse, Sexual Health Lead. March 6, 2019.

Ministry of the Attorney General. Crown Attorney. March 25, 2019.

RNJ Youth Services. Executive Director. March 11, 2019.

St. Lawrence-Rideau Immigration Partnership. Program Manager. March 19, 2019.

Town of Gananoque. Chief Administrative Officer. March 14, 2019.

United Counties of Leeds and Grenville, Community and Social Services Division, Housing Department. Manager. April 1, 2019.

United Counties of Leeds and Grenville, Community and Social Services Division, Children's Services Department. Manager. April 3, 2019.

United Counties of Leeds and Grenville, Community and Social Services Division, Integrated Program Delivery Department. Manager. April 1, 2019.

Upper Canada District School Board. Indigenous Education System Support. March 25, 2019.

Upper Canada District School Board. Principal of Safe Schools. March 8, 2019.

Victim Services of Leeds and Grenville. Executive Director. March 13, 2019.

Victim Witness Assistance Program. Manager. March 22, 2019.

YMCA of Brockville and Area. Director of Children's Services. March 25, 2019.

YMCA of Brockville and Area. Director of Development, Communications and Relationship Management. March 25, 2019.

YMCA of Brockville and Area. Director of Health, Fitness, Aquatics and Camp. March 25, 2019.

YMCA of Brockville and Area. Manager of Youth and Aquatics. March 25, 2019.

## **Informal Contacts**

Leeds, Grenville and Lanark District Health Unit. Manager, Healthy Living and Development Department, Healthy Growth and Development. May 14, 2019.

Leeds, Grenville and Lanark District Health Unit. Public Health Nurse, Tobacco Co-ordinator; Health Promoter, Tobacco Prevention. April 3, 2019.

Leeds, Grenville and Lanark District Health Unit. School Health Co-ordinator. March 26, 2019.