



# ***Our Shared Commitment***



***The Town of Bancroft's Community Safety and Well-being Plan***

*Approved By Council: June 7, 2016*

## *I. Message from Council*

With this *Plan*, Council and I are united in striving to achieve safety and well-being for the entire Bancroft community. That is our highest priority. The two years it took to develop this *Plan* have given us the opportunity to re-affirm the principles on which it is based:

- The key to our success is improving the social networks that keep all of us connected with each other and with the supports and services that we all need from time to time
- Safety and well-being is a whole-of-community enterprise
- Collaboration is the most effective and efficient tool we have to implement this *Plan*

Our Town is blessed with many committed and experienced human and social service professionals, representing a diverse range of agencies and organizations with even greater resources and experiences in their backgrounds. Implementation of this *Plan* will benefit most from collaboration across areas of specialization and institutional boundaries. Council will encourage and support all of them in this endeavor.

The residents, neighbours, and visitors who live, shop, work and play in Bancroft are our greatest asset. Council, therefore, will do everything in its power to engage, mobilize, consult, enable and support their participation in the *Plan's* implementation.

The purpose of this *Plan* is to build on these assets and community strengths in order to help all who value Bancroft live peacefully, healthily, and lovingly. We expect no less of ourselves, and we expect no less of each other.

We have every confidence that together, we can improve safety and well-being for all.

Signed: Bernice Jenkins, Mayor

Spring, 2016



## Executive Summary

This is the first three-year *Plan* for safety and well-being in Bancroft, Ontario. It results from a planning process that will be renewed in 2018, and every three years thereafter. While the broad goals of safety and well-being will remain constant for this Council and subsequent ones, we know that the risk factors that can threaten those goals will change over time. Therefore, it is important to remain vigilant and responsive to the fluctuations of the ever-changing environment.

This first edition of a safety and well-being *Plan*, entitled *Our Share Commitment*, shines a light on six risk factors. Where safety is concerned, they include: disputes and other harms against persons and retail and property security. Where well-being is concerned, they include: addictions, mental health, housing and poverty.

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

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

The Town of Bancroft Council will monitor, engage and support all partners in order to turn *Our Shared Commitment* into a reality for the entire Bancroft community.

## Partners

*Our Shared Commitment* is a whole-of-community initiative; and partnership is the key to collaboration. Located in the north of Hastings County, Bancroft's partners include local offices of agencies and organizations whose headquarters lie two hours south; hence, our valued partnerships extend well beyond the borders of our municipality.

The following partners have read and fully support the terms and ambitions of this *Plan*.

[LIST OF AGENCY/OFFICE TITLES, WITH ACCOMPANYING SIGNATURE OF CEO]

**In the spring of 2017, Council will hold celebration in recognition of the first anniversary of the Bancroft Community Safety and Well-being Plan, and will invite all members of the community to come forward to formally acknowledge their organization's commitment to the plan.**

# Contents

## I. Message from Council 2-4

Provides an overview of the purposes and methods of this *Plan*, accompanied by a commitment of Council of the Town of Bancroft to enable and support it.

## II. *Our Shared Commitment* 6-10

Describes some of the qualities and characteristics of the Town of Bancroft, and describes the purposes and processes of developing this *Plan*.

## III. Safety First Priorities 11-20

Highlights priority risk factors for both safety and well-being and identifies protective factors which will be invoked to address them.

## IV. Working Together 21-27

Describes a collaborative process for bringing diverse community partners together to do the work of the *Plan*.

## *II. Our Shared Commitment*

All of the signatories and supporters of this Town of Bancroft plan share profound levels of commitment to the safety and well-being of all people, services, agencies, businesses, organizations, visitors and neighbours of Bancroft. Additionally, all share in a commitment to achieving the goals of this plan equitably, transparently, sustainably and collaboratively.

### *The Town of Bancroft*

Bancroft is located in the heart of Ontario. Tucked away from the bustle of the big city but close enough to visit, the town is central to several mid-sized cities and halfway between Toronto and Ottawa. Bancroft offers the tranquility of the Canadian Shield with all the amenities of a modern community and welcomes over 150,000 visitors annually from all over Canada and the world. It has an urban core that encompasses approximately ten percent of the incorporated area. The remaining 90 percent are largely undeveloped lands. The unique positioning of this urban center at the intersection of two major tourism transportation corridors which extend in all four directions, makes Bancroft a natural stop for the traveling public.

Bancroft has become the community of choice for many people who would like to leave the busy city life. Historically fueled by the mining and lumber industries, the region offers residents and visitors access to lakes, forests, parks, golf courses, theatres and museums, cultural and sporting events, recreation trails, well-established municipal services, K-12 and post-secondary education, modern health care facilities, and a thriving downtown core with ample opportunity for further economic development. With a regional population of more than 40,000 people, Bancroft is far more than a typical small town. The urban centre performs a significant function as the local employment destination (in-commuting), but experiences only limited out-commuting. The in-commuting population contribute significantly to increased service demands on the Town.

## ***Why We're Planning***

The Town of Bancroft is a unique regional hub, providing services to the residents of a large geographic area, encompassing seven municipalities of northern Hastings County, a sizeable seasonal population plus tourists, and portions of Haliburton and Renfrew Counties. The Town provides employment, education, retail shopping, and vital services to a much larger population than its own, and sees a significant rise in daily visitors from May to September. The Town of Bancroft:

- Is the only urban centre within the Bancroft Ontario Provincial Police Detachment area which encompasses eight municipalities;
- Is the commercial and service centre for a significant regional population;
- Has a population of just under 4,000 people that represents only nine percent of the regional residential market (43,000 people);
- Provides more than 2,600 jobs to the regional population – 80 percent of which are filled by non-residents; and,
- In 2009, attracted 150,000 person visits, of whom 81,000 stayed overnight.

The unique nature of the Town of Bancroft brings forth a multitude of challenges for a community that is already faced with a wide range of socio-economic concerns:

- 37 percent of the population over the age of 15 is not in the labour force;
- 42 percent of the population is over the age of 55;
- From 2001-2006 the Town experienced a six percent population decrease;
- Less than one percent projected growth over the next ten years;
- Almost half of the population report no education or only a high school diploma;
- Household income is 33 percent lower than the provincial average;
- 40 percent of the employed population are in part-time positions;
- Housing costs consume 30 percent of household income; food, 22 percent; and transportation, 25 percent; and,
- 38 percent of children under 6 live in poverty – 40 percent higher than the County average (27%).
- 26 percent of the high school population self-identify as Metis or First Nations

These are just a few of the challenges this first Bancroft community safety and well-being plan is designed to address. We have arbitrarily given this plan a span of three years in which to see if we can effectively mitigate some of these negative conditions. Of course it is possible some of this will be done in less time; as equally, some of what needs to be done may take more time. Therefore, we will monitor and evaluate our progress over these three years and take the results which emerge in that time into a new planning cycle in 2018.



## *How We Got Started*

In February, 2013, Council of the Town of Bancroft unanimously passed a resolution declaring safety and well-being<sup>1</sup> a priority, and set forth to develop a strategy to meet those goals. That same declaration was renewed by the new Council in April, 2015. Town staff and members of Council, through a Policing Committee, undertook consultations with the County of Hastings, local human and social service providers, local businesses, the Ontario Ministry of Community Safety and Correctional Services, and citizens from Bancroft and the region.

All of those consultations demonstrated interest and support for this effort. Additionally, they permitted the planning team to gather anecdotal information, social services data, and police calls for service data in order to discern some of the safety and well-being priorities on which this plan should focus – at least for the foreseeable future.

*Our Shared Commitment* will anchor all municipal safety and well-being policies, initiatives, and activities. It will help guide future municipal planning. Ultimately it is designed to stimulate higher levels of civic engagement and pride in the creation of a more positive and cohesive community that is thriving and growing. Specific goals for this first, 3-year plan are:

- Increase the safety and well-being of all Bancroft businesses, organizations, and citizens;
- Increase the collaborative engagement of all Bancroft residents, businesses, organizations and governance in the shared responsibility for developing and sustaining safety and well-being for all; and,
- Increase the reputation of Bancroft as a safe and healthy community in which to live, work and play.

---

<sup>1</sup> The Ontario Working Group on Collaborative, Risk-driven Community Safety and Well-being has defined “community safety and well-being” as: Multi-sector, collaborative efforts to identify local priority risks and implement evidence-based collaborative strategies to address these risks and increase protective factors that will make the community safer and healthier for all.



## *Strategies for Going Forward*

The Town of Bancroft Council has a huge role to play in achieving these goals – not the least, making them a priority for everyone in Bancroft. Additionally, Council will take an active role in working with all community partners to achieve these ends. *Our Shared Commitment* will also inform other planning, policy, and programming initiatives of Council and municipal governance, e.g. public works initiatives and economic development planning. Once annually, Council will review a year of work toward these goals; and help re-direct community safety and well-being actions for the year ahead.

While Council is best situated to coordinate and plan for community safety and well-being through community partnerships, social policy, special programs and other initiatives within Bancroft, it is important to acknowledge the regional context and its implications for what we do in the Town. For example, there is net in-commuter traffic every work day. Summertime sees a huge increase in traffic and trade on the streets of Bancroft as cottage owners and tourists from the entire region and beyond come here for products, services and recreation. Our local Ontario Provincial Police detachment provides its services throughout the region. At some point it will be desirable for our neighbours to consider joining us in a regional collaboration in achieving these goals.

Bancroft's community safety and well-being goals cannot be achieved by Council, or any other agency or organization, acting alone. This has to be an enterprise for the whole community, based on the principles and practices of shared responsibility, respectful and transparent relationships, and collaboration toward mutual ends. Therefore, *Our Shared Commitment* is predicated on the following four strategies for increasing safety and well-being for everyone in Bancroft:

- *Education and public awareness:* It is difficult to engage people in the safety and well-being enterprise if they are not sufficiently informed about the incidence and prevalence of threats to safety and well-being; protective factors that can be put in place to deal with those threats; and other people, agencies, and community-based organizations that are collaborating to get good things done. Therefore, all work toward the goals of this *Plan* will be done openly and transparently through effective communication partnerships with local public media.

- *Community partnerships:* Everything that impinges on the quality of life in Bancroft is influenced by diverse factors that can only be effectively addressed through collaborative partnerships among the widest range of people, organizations and agencies. Additionally, the costs of dealing with risk factors cannot be absorbed by any single agency; nor is it likely that more public resources to deal with them will accrue to any single agency. Hence, solutions will have to emerge from the value-added of collaboration across sectors, between vertical silos, and among all agencies, organizations and citizens of Bancroft who share these values.
- *Public policy and social programming:* Public policy is the domain of the Town of Bancroft Council and municipal governance. Additionally, there is a public policy role for Hastings County, seated in Belleville. Town Council and County Council are already on record as supporting this plan. It remains for both to continue to invest in community safety and well-being by responding to emerging needs to initiate new, or adjust old public policies in order to maximise their effects on safety and well-being. Additionally, many local agencies, and some located elsewhere in the County, have capabilities, experience and access to resources that will permit development of new or altered programs. A key strategy for achieving the goals of this plan will be to support other agencies and organizations in obtaining resources and implementing programs that promote safety in our Town.
- *Risk intervention and mitigation:* Inevitably, and notwithstanding everyone's best efforts to prevent bad things from happening, some risk factors accumulate to the point where individuals, families, groups or even locations are in imminent danger of harms or victimization. It remains a priority in *Our Shared Commitment* to better anticipate those situations; triage them; and mount collaborative interventions that will mitigate them – thereby reducing the chances of harms being realized, or the demand for emergency responses from those agencies which specialize in them.

These four strategies—communicate, collaborate, re-design public policies and programs, and mitigate risks—will provide the touch stones for everything *Our Shared Commitment* sets out to accomplish.

### *III. Safety First Priorities*

The Ontario Working Group on Collaborative, Risk-driven Community Safety and Well-being (OWG) defines municipal planning for safety and well-being as:

Multi-sector, collaborative efforts to identify local priority risks and implement evidence-based collaborative strategies to address these risks and increase protective factors that will make the community safer and healthier for all.

The key elements are the identification of the highest priority risk factors; identification of groups and populations that are vulnerable to those risk factors; and implementation of strategies which protect vulnerable groups from those risks. This section of *Our Shared Commitment* highlights those strategies, starting with the identification of the highest priority threats to people's safety in Bancroft.

#### *Our People Must Be Safe*

Many risk factors can make people unsafe. Traffic flow in the downtown core is one that constantly challenges municipal public works and the Ontario Provincial Police. Cross walks on Highway 28 and the top of Station Street when youth are going to and from school are always a source of concern. Fire safety is always a concern – whether it be in the home, business, or out in the backyard. Municipal governance, business owners, public agencies, and home owners usually implement a safety-first strategy. But sometimes risks are not thwarted; and people get hurt or victimized.

The planning team asked the Ontario Provincial Police which personal safety risk factors they see most often in their calls-for-service. Their data showed that three kinds of disputes in relationships are most threatening to personal safety in Bancroft:

- Domestic disputes;
- Landlord-tenant disputes; and,
- Bullying<sup>2</sup>

---

<sup>2</sup> Bullying is the use of force, threat, or coercion to abuse, intimidate, manipulate or aggressively dominate others.

Therefore, *Our Shared Commitment* proposes specific measures to reduce these kinds of incidents.

## *Retail Property Security*

Consultation with downtown core retailers revealed that many suffer significant losses from theft of their products. One retailer reported that janitorial staff collected up to 30 empty blister packs every night after the store closed. Grocers reported losing high-end steaks and other expensive products. Ontario Provincial Police data confirmed these reports; and police investigations showed that many of the stolen goods were traded in the southern part of the County to support individuals' addictions.

This last observation leads us to acknowledge that threats to people's personal or property safety can be quite complex. For example, a store owner may be able to secure their products better; but there is not much they can do about the addictions that drive theft in the first place. That is a bigger and more complex problem; and it too must be dealt with. We will look at that in the next section of this plan. But for now, we will focus on making retail property as secure as possible; and reducing the demand for calls for emergency assistance to retailers.

Police data showed six risk factors for retail property security:

- Theft;
- Fraud;
- Parking lot motor vehicle collisions;
- False alarms;
- Break and enters; and,
- Mischief.

All of these will be addressed in the next three years of this plan.

The table which follows itemizes specific protective factors that are designed to deal with each of the safety risk factors identified above. The protective factors are structured per strategy: education and community awareness; community partnerships; policy development and social programming; and risk mitigation.

## Protective Factors for Community Safety

<i>Risks/ Strategies</i>	<i>Education and public awareness</i>	<i>Community partnerships</i>	<i>Public policy and social programming</i>	<i>Risk intervention and mitigation</i>
<b>Harms against persons:</b> <ul style="list-style-type: none"> <li>Landlord-tenant disputes</li> <li>Domestic disputes</li> <li>Bullying</li> </ul>	<p><i>Increase public awareness about:</i></p> <ul style="list-style-type: none"> <li><i>types and frequency of domestic disputes</i></li> <li><i>sources of assistance and supports</i></li> <li><i>relationship to other risk factors like addictions, mental health and poverty</i></li> </ul> <p><i>Implement Neighbours, Friends and Family<sup>3</sup></i></p> <p><i>Implement The Fourth R in grades 9-12<sup>4</sup></i></p>	<p><i>Consult with landlords to develop and support housing standards</i></p> <p><i>Enlist members of faith communities in the public awareness campaign</i></p> <p><i>Convene individual and family support agencies and organizations in discussion and development of strategy to reduce domestic disputes</i></p> <p><i>Consult with victims' support organizations and through them seek the advice of victims</i></p>	<p><i>Update, upgrade housing standards bylaw and inspections for all rental properties</i></p> <p><i>Consult with police and the criminal justice system on ways to reduce repeat occurrences</i></p>	<p><i>Organize an ad hoc risk intervention and mitigation strategy:</i></p> <ul style="list-style-type: none"> <li><i>multiple acute care providers</i></li> <li><i>protocol to collaborate</i></li> <li><i>privacy protection</i></li> <li><i>IT support</i></li> </ul>

<sup>3</sup> This is a provincially developed, tested and proved public information and education strategy for increasing the social network around vulnerable women and children.

<sup>4</sup> This is a provincially developed, tested and proved high school learning program that teaches young people what good relationships are, how to know when they are good (or not), and what to do when they have relationship problems. It is integrated in the Ontario high school curriculum.

**Retail property security:**

- Theft
- Fraud
- Vehicle accidents
- False alarms
- Break and enters
- Mischief

*Public awareness about the incidence of theft in the downtown core:*

- *types and frequencies*
- *prevention initiatives*
- *what to look for*
- *who to report to*
- *Lock-it-or-lose-it*

*Engage the Bancroft Business Improvement Association in sponsoring and leading:*

- *CPTED for retailers*
- *Store security training for floor staff*
- *Alarm systems: purchase, installation, maintenance and use*

*Invite retailers with large parking lots to collaborate with municipal public works in layout and design of parking*

*Review traffic flow and safety pertaining to ingress and egress at retail parking lots:*

- *traffic flow and direction*
- *signage*
- *inspection and enforcement*

*Organize an ad hoc risk intervention and mitigation strategy:*

- *multiple acute care providers*
- *protocol to collaborate*
- *IT support*



## Well-being Priorities

At a time when municipalities are questioning the burgeoning costs of policing, we are discovering that public demand for police assistance is increasing even though criminal activity (chargeable offenses under the *Criminal Code* of Canada, provincial statute, or local bylaw) continues on a 40-year decreasing trend. Increased calls for police assistance stem from increases in social disorder which the Ontario Working Group on Collaborative, Risk-driven Community Safety and Well-being defines as:

A condition in which the behaviour and activities of people within a specific location lack sufficient control or order, deviating significantly from what would be considered by most to be comfortable, reasonable or safe.

That raises the questions: 1) why are police spending so much time (and costs!) responding to problems that a lot of other agencies, organizations and specialists (like health and mental health, parenting, social assistance, etc.) are probably better equipped to deal with; and 2) how can the municipality reduce levels of social disorder by addressing their root causes?

## Social Determinants of Health

Safety is an important challenge and one we can meet with the judicious application of situational measures<sup>5</sup>—like traffic control devices, signage, smoke alarms, lighting, public alerts and advisories, etc. Well-being, on the other hand, is more challenging because it drives to the core, underlying, causes of risk factors, anti-social behaviour (like disputes and mischief), and crime (like shop lifting to support a drug habit). These underlying causes are known in the research as “social determinants of health”<sup>6</sup> and they include such factors as: access to income; education; employment and job security; safe and healthy working conditions; early childhood

---

<sup>5</sup> Protective measures that are designed for particular risks and implemented to mitigate those risks or at least prevent harms or victimization from them.

<sup>6</sup> The OWG has defined the “social determinants of health” as: Protective factors such as access to income, education, employment and job security, safe and healthy working conditions, early childhood development, food security, quality housing, social inclusion, cohesive social safety network, health services, and equal access to all of the qualities, conditions, and benefits of life without regard to any socio-demographic differences.



development; food security; accessible, affordable, quality housing; social inclusion; cohesive social networks; and accessible health services.

Risk factors that threaten the social determinants of health – and hence the well-being of the people of Bancroft – include factors like poverty, addictions, sub-standard housing and homelessness, etc. The planning team’s consultation with diverse human and social services agencies indicated that priority well-being risk factors for this first 3-year *Plan* should include:

- *Misuse and abuse of addictive substances*: pharmaceuticals, alcohol and opiates; trafficking; and, possession;
- *Mental health*: depression, anger and anxiety disorders;
- *Housing*: insufficient low-income housing stock; inaccessible low-income housing; sub-standard quality of housing; homelessness and near-homelessness; and,
- *Poverty*: under-, and unemployment; poor access to income and social supports.

The following table arrays protective factors corresponding to each of these risks.

## Well-being Priorities

Priority/ Strategy	Education and public awareness	Community partnerships	Public policy and social programming	Risk intervention and mitigation
<b>Addictions:</b> <ul style="list-style-type: none"> <li>Pharmaceuticals, alcohol, opiates</li> <li>Trafficking</li> <li>Possession</li> </ul>	<i>Public awareness campaign (partnership with public media) about drug safety:</i> <ul style="list-style-type: none"> <li>Disposal of unused drugs</li> <li>Paraphernalia in public spaces</li> <li>Prevention initiatives</li> <li>Availability and use of 310-OPEN</li> </ul>	<i>Convene pharmacy management in discussion:</i> <ul style="list-style-type: none"> <li>Store safety and security</li> <li>Access to over-the-counter pharmaceuticals</li> <li>Theft counter measures</li> </ul> <i>Convene retailers in discussion of safe strategy for alcohol sales</i>	<i>With the support of Town Council, convene an Addictions Task Force to develop, implement and oversee an anti-addictions strategy:</i> <ul style="list-style-type: none"> <li>Advocacy</li> <li>Promotion and increased access to treatment</li> <li>Harm reduction</li> <li>Early intervention and family supports</li> <li>Enforcement</li> </ul>	<i>Organize an ad hoc risk intervention and mitigation strategy:</i> <ul style="list-style-type: none"> <li>multiple acute care providers</li> <li>protocol to collaborate</li> <li>IT support</li> </ul> CRISIS Response Team
<b>Mental health:</b> <ul style="list-style-type: none"> <li>Depression</li> <li>Anger</li> <li>Anxiety disorder</li> </ul>	<i>Public awareness about the value of:</i> <ul style="list-style-type: none"> <li>nutrition and exercise</li> <li>positive parenting in maintaining mental health</li> </ul>	<i>Convene physicians and nurse practitioners in discussion about regular screening and referral for addictions and mental health</i>  <i>Convene faith community to consider:</i> <ul style="list-style-type: none"> <li>organizing and hosting parenting education</li> <li>increasing youth access to mentoring and recreation</li> </ul>	<i>Positive parenting training for first-time parents</i>  <i>Youth mentoring</i>  <i>Youth recreation</i>	<i>Organize an ad hoc risk intervention and mitigation strategy:</i> <ul style="list-style-type: none"> <li>multiple acute care providers</li> <li>protocol to collaborate</li> <li>IT support</li> </ul> CRISIS Response Team

<p><b>Housing:</b></p> <ul style="list-style-type: none"> <li>• Insufficient low-income housing stock</li> <li>• Affordability: rent, hydro, water</li> <li>• Poor access to housing: information, qualifications, deposit</li> <li>• Homelessness</li> </ul>	<p><i>Mobilize people who are struggling with housing and homelessness issues to:</i></p> <ul style="list-style-type: none"> <li>• <i>advise on barriers to adequate housing</i></li> <li>• <i>consult on sustainable housing strategy</i></li> <li>• <i>conduct outreach to the homeless and near homeless</i></li> <li>• <i>conduct outreach to others in need of housing supports</i></li> </ul>	<p><i>Engage human and social support agencies to:</i></p> <ul style="list-style-type: none"> <li>• <i>collaborate in reducing risks of harm and victimization associated with barriers to housing</i></li> <li>• <i>inform development of a sustainable housing strategy</i></li> <li>• <i>share research, data and information on the nature and scope of the homelessness problem</i></li> </ul>	<p><i>Inform and advise local government in developing favourable housing standards, programs and bylaws</i></p> <p><i>Conduct thorough quantitative research on the nature and scope of the homelessness problem</i></p> <p><i>Develop an integrated, multi-year, homelessness strategy</i></p>	<p><i>Convene human and social support agencies to:</i></p> <ul style="list-style-type: none"> <li>• <i>Identify persons or families at acutely elevated risk of harms from inadequate housing</i></li> <li>• <i>Implement a collaborative strategy for reducing those risks</i></li> </ul>
<p><b>Poverty:</b></p> <ul style="list-style-type: none"> <li>• Under-, and unemployment</li> <li>• Malnutrition and ill-health</li> </ul>	<p><b><i>TBD:</i></b> <i>This first planning cycle will include a broad consultation in order to help define the nature and extent of the poverty problem; and realistic protective factors that may be brought into play to reduce poverty and its ill effects.</i></p>	<p><i>Convene employers (manufacturing, natural resources, services, retail) in discussion of business development and employment strategy</i></p> <p><i>Convene social assistance and anti-poverty agencies in discussion:</i></p> <ul style="list-style-type: none"> <li>• <i>gaps, overlaps and inconsistencies in policies, programs and resources</i></li> <li>• <i>improving access to services and supports</i></li> <li>• <i>sourcing supports for</i></li> </ul>	<p><i>Align County and Municipal economic development strategy and plans</i></p> <p><i>Increase Municipal consultation with businesses and other employers</i></p>	<p><b><i>TBD:</i></b> <i>A variety of acute care and income assistance programs and agencies will be convened to help identify gaps, overlaps and inconsistencies in poverty assistance programs; and to ascertain what value-added may be derived through closer collaboration and co-ordination.</i></p>

## *Risk Mitigation*

“Risk mitigation” is a reference to activities taken to minimize the chances that a person, family or even location that is at severe risk of experiencing harms will actually do so. The Ontario Working Group on Collaborative, Risk-driven Community Safety and Well-being defines risk mitigation as:

Efforts to identify persons, families, or locations at imminent risk of harm or victimization and customize interventions which reduce those risks before an emergency response is required.

*Risk mitigation is a relatively new process for many Ontario municipalities. It is predicated on the notion that front line workers from a lot of human and social service agencies can recognize when someone is particularly vulnerable to imminent risks and harms; and it encourages those front line workers to collaborate in measures to reduce those risks. The net result of risk mitigation is fewer harms or victimization; and lower demand or costs for emergency response – both of which are primary goals of Our Shared Commitment.*

The fifth column in the previous tables highlights a risk mitigation strategy for Bancroft. It remains to develop that strategy; and that will be a priority activity in the coming year. Bancroft has a number of alternative approaches to risk mitigation—many of which are effectively implemented and demonstrated throughout Ontario. Additionally, North Hastings High School has developed their own internal weekly triage team, called “Student Success Team” in order to identify and support students who may be experiencing heightened levels of risk for any reason. No doubt we will benefit from NHHS’ experience with risk mitigation as we develop an approach that will serve a more diverse clientele with more diverse risk factors.

All approaches to risk mitigation entail minimal sharing of private and confidential information about persons, families or locations at severe risk of harms or victimization – among front line workers of acute care agencies and organizations. Risk mitigation can be done in a privacy protected fashion within the constraints and permissions of current provincial privacy legislation. Ontario’s Office of the Information and Privacy Commissioner has declared that current legislation need not be a barrier to effective risk mitigation. Any risk mitigation strategy which Bancroft implements will maximize privacy protection.

### *Communication and Transparency*

Column two of the previous tables highlights a lot of communication, education and public awareness activities. Town Council desires to engage as many citizens, businesses, agencies and organizations as possible in making everyone safer and healthier in Bancroft. Hence Council is committed to an open and transparent communication strategy.

Council will start by inviting local public media representatives (print and broadcast) to a meeting at which *Our Shared Commitment* will be provided; and media representatives can discuss their ideas about reporting and communication standards and protocols that will ensure timely and accurate information for the Bancroft public.

There are also some very good, independent communicators in our Town, who are also well informed about social issues like those to be dealt with in this *Plan*. Hence, it may be most judicious for Council to recruit some of them to apply their talents in support of the communications this *Plan* will require.

## *IV. Working Together*

The Town of Bancroft Council has declared their highest priority being the safety and well-being of all of its citizens, businesses, organizations, tourists and visitors. Council will devote its attention, priorities and resources to this goal. But Council also recognizes that to be successful this has to be a community enterprise. It has to involve everybody exerting their influence, contributing their ideas, advocating for these issues, and doing the work of *Our Shared Commitment*. This is nothing if not a fully collaborative venture.

The Ontario Working Group on Collaborative, Risk-driven Community Safety and Well-being has defined “collaboration” for us:

People and organizations from different sectors, working together for a common purpose; acknowledging shared responsibility for reaching consensus in the interest of mutual outcomes; contributing complementary capabilities; desirous of learning from each other; and benefiting from diverse perspectives, methods and approaches to common problems.

Of course that is easier said than done; especially in this day of differing enabling legislation, technical specialization, and competition among agencies for scarce public resources. Notwithstanding, Council remains committed to the principles of collaboration and will do everything in its power to ensure that they are implemented. Toward that end Council will, early in the process of implementation, seek a similar commitment from all agencies and organizations that serve Bancroft, for a functional, efficient, and responsive collaboration on behalf of safety and well-being for all. Endorsement of this plan is a first step in obtaining that commitment. Other qualities of community partners on which Council will depend for the success of collaboration include:

- Experience in other community partnerships;
- Leadership and advocacy for the value of collaboration from those who have successfully done it;
- Willingness to work together, and support to do so from their bosses, among all frontline workers of human and social services agencies and organizations;
- Knowledge of each other’s roles, responsibilities, resources and limits in resources;
- Mutual respect among all agency frontline participants, and among their supervisors;
- and,

- Shared contact information and open access among frontline participants

Ultimately Bancroft's success in implementing *Our Shared Commitment* hinges on the success of all of its agencies, organizations, businesses, citizens and visitors in collaborating effectively. Hence, the quality of collaboration will be one of those criteria Council will invoke to measure the success of this plan.

### *Co-ordination by Council*

The Policing Committee of the Town of Bancroft Council was struck in late 2012 in response to escalating costs of policing. Through dealing with that challenge the Committee learned that costs of policing and other emergency responses could be significantly reduced if people in Bancroft were fundamentally safer and healthier. So while this Committee set out to reduce policing costs, it rapidly transformed into champions of safety and well-being in Bancroft. This planning process was launched in mid-2013 with the support of the Ontario Ministry of Community Safety and Correctional Services.

In the late summer of 2015 the Policing Committee of Council transformed into the Bancroft Community Safety and Well-being Committee. The change was made for three reasons. Council wants to continue to advocate and work for safety and well-being for all Bancroft businesses, organizations, citizens, and even those who are only passing through the municipality. Secondly, Council wants to brand this enterprise – and move the messaging away from costs of emergency response, and onto collaborative efforts to achieve the goals of safety and well-being. Thirdly, Bancroft Town Council recognises that one of its unique capabilities and responsibilities in this enterprise is that of leveraging technical assistance, resources, and political support from the County of Hastings – and its entire affiliated human and social service providers.

The Town of Bancroft Community Safety and Well-being Committee will provide leadership and co-ordination for implementation of *Our Shared Commitment*. These responsibilities shall include (but not be limited to):

- Identifying, recruiting and supporting community volunteers to implement various components of this plan;



- Leveraging technical support, participation, resources, and policy development in Hastings County and among the leadership of County human and social service providers;
- Supporting the creative efforts of community partners in engaging others; obtaining financial and in-kind resources; and co-ordinating and liaising with other related initiatives that serve Bancroftians and the broader region which Bancroft serves;
- Synchronizing municipal plans, programs, activities and initiatives with safety and well-being priorities;
- Monitoring and evaluating challenges, progress, throughputs, outputs and effects of the *Plan* activities;
- Maintaining an open and transparent relationship with the businesses, organizations, and citizens of Bancroft about the work of *Our Shared Commitment* through an effective partnership with independent communicators and local public media; and,
- Hosting an annual, public, Safe Bancroft Volunteers' Dinner at which the Town of Bancroft will report on the year's progress; and recognize the leadership, commitments, and hard work of organizations, businesses and citizens who are working to make Bancroft safer and healthier for all.

In 2018, the Bancroft Community Safety and Well-being Committee will renew these planning efforts for another three-year cycle. Once again that will entail determining priority risk factors; researching protective factors; and developing a new three-year plan to implement them.

### *Sharing the Burden*

*Our Shared Commitment* means work. Any one of the implementation strategies mentioned in the tables on pages 12-13, 16-17 will require the effort of community volunteers plus professionals drawn from various businesses or human and social service agencies.

Sometimes the required work can fit within the mandate and resources of existing agencies, programs and community initiatives. Other times it may require add-ons to already busy agendas. That's where the "shared commitment" comes in. All participants have to recognize safety and well-being for all as a fundamental priority for the application of their own energies and their organizations support and resources.

The table below identifies *Plan* initiatives that deserve a dedicated team of volunteers, business and agency representatives. Council will recruit teams from some of the agencies and organizations listed.

<i>Task Teams</i>	<i>Potential Participants</i>
The Fourth R	North Hastings Board of Education North Hastings Children's Services Bancroft and area faith communities NHHS students, faculty and administrators Youth Advisory Board
Neighbours, Friends & Families	Maggie Resource Centre Community Care North Hastings Bancroft and area faith communities Constituents and beneficiaries of these services Child and Family Centre Youth Advisory Board
<i>Rental Housing Standards</i>	Town of Bancroft, Bylaws North Hastings Non-profit Housing Corporation Hastings County Housing Services Constituents and beneficiaries of these services
<i>Retail Property Security</i> <ul style="list-style-type: none"> <li>• <i>CPTED and Alarms</i></li> <li>• <i>Parking and Traffic Flow</i></li> </ul>	Town of Bancroft Public Works Ontario Provincial Police Bancroft Business Improvement Association Business owners and staff Business patrons
<i>Addictions</i>	North Hastings Family Health Team Quinte Health Care Corporation Community Care North Hastings Ontario Provincial Police Bancroft pharmacies Constituents and beneficiaries of these services
<i>Mental Health</i> <ul style="list-style-type: none"> <li>• <i>Positive Parenting</i></li> <li>• <i>Youth Mentoring</i></li> </ul>	Mental Health Services Hastings Prince Edward Corp. Mental Health Support Network North Hastings Children's Services North Hastings Family Health Team

<i>Mental Health Continued</i> <ul style="list-style-type: none"> <li><i>Youth Recreation</i></li> </ul>	Quinte Health Care Corporation North Hastings High School Youth Advisory Board Child and Family Centre Bancroft and area faith communities Constituents and beneficiaries of these services
<i>Housing and Homelessness</i>	Good Neighbourhood Home Visitor Program Hastings County Housing Services Hastings Housing Resource Centre Assisted Living for Seniors Community Homelessness Prevention Initiative North Hastings Non-profit Housing Corporation North Hastings Community Trust North Hastings Community Integration Association Community Care North Hastings LEAP Emergency Financial Assistance North Hastings Children's Services Constituents and beneficiaries of these services
<i>Anti-poverty</i>	Town of Bancroft Economic Development Hastings County Economic Development North Hastings Community Cupboard North Hastings Community Trust North Hastings Economic Development Committee Community Care North Hastings Ontario Works Constituents and beneficiaries of these services
<i>Risk Mitigation</i>	Ontario Provincial Police Probation and Parole Fire Emergency Medical Services North Hastings Community Trust Mental Health Services North Hastings Children's Services North Hastings High School Community Care North Hastings Other acute care providers
<i>Communications</i>	The Moose FM The Bancroft Times Bancroft This Week

## *Laying-out the Work*

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

Resources needed to do the work of the Task Teams will, largely, originate from Task Team members and the agencies or organizations from which they come. That is one reason why it will be important for Council to identify Task Team members who derive from agencies and organizations whose mandates and enabling legislation coincide with the purposes of their community safety and well-being tasks. However, whenever any Task Team identifies external sources of financial or other resources for their work, Council will support their efforts to obtain those resources.

The Town of Bancroft Council will recruit members to each Task Team – leaving it up to the Teams to develop their frequency and style of working together. Each Task Team will be expected to operate with standard project management elements:

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

Task teams will work under their own guidance and expertise, on their own schedules. But quite obviously there are a lot of overlaps between Task Teams. For example, risk and protective factors overlap between tasks; and Team membership does too. So one requirement of all Task Teams will be to remain mindful of the work of others; and at the same time, work transparently so that others may co-ordinate and collaborate when it is appropriate to do so.

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

inputs, throughputs, outputs and effects of their efforts. Lastly they will take responsibility for keeping Council and, as appropriate, the broader public informed of their progress.

Council's Community Safety and Well-being Committee will meet monthly—at which time it will be appropriate for members of Council to not only receive updates on the status of each Task Team, but also look for opportunities to strengthen and support their work; as well as facilitate broader communication between Teams as well as with Bancroft's public. This Committee will also be the principle conduit for information about the status of the *Plan* to the Town of Bancroft Council.

## *Conclusion*

This plan lays the groundwork for undertaking a wide-range of community and capacity building activities that will help to build a better Bancroft. Council recognizes that the residents, neighbours, and visitors who live, shop, work and play in Bancroft are our greatest asset; Council, therefore, will do everything in its power to engage, mobilize, consult, enable and support their participation in the *Plan's* implementation.

Implementation of this *Plan* will benefit most from collaboration across areas of specialization and institutional boundaries, and there is no doubt that the diverse range of agencies and organizations can work together to shape a community of which we can all be proud.