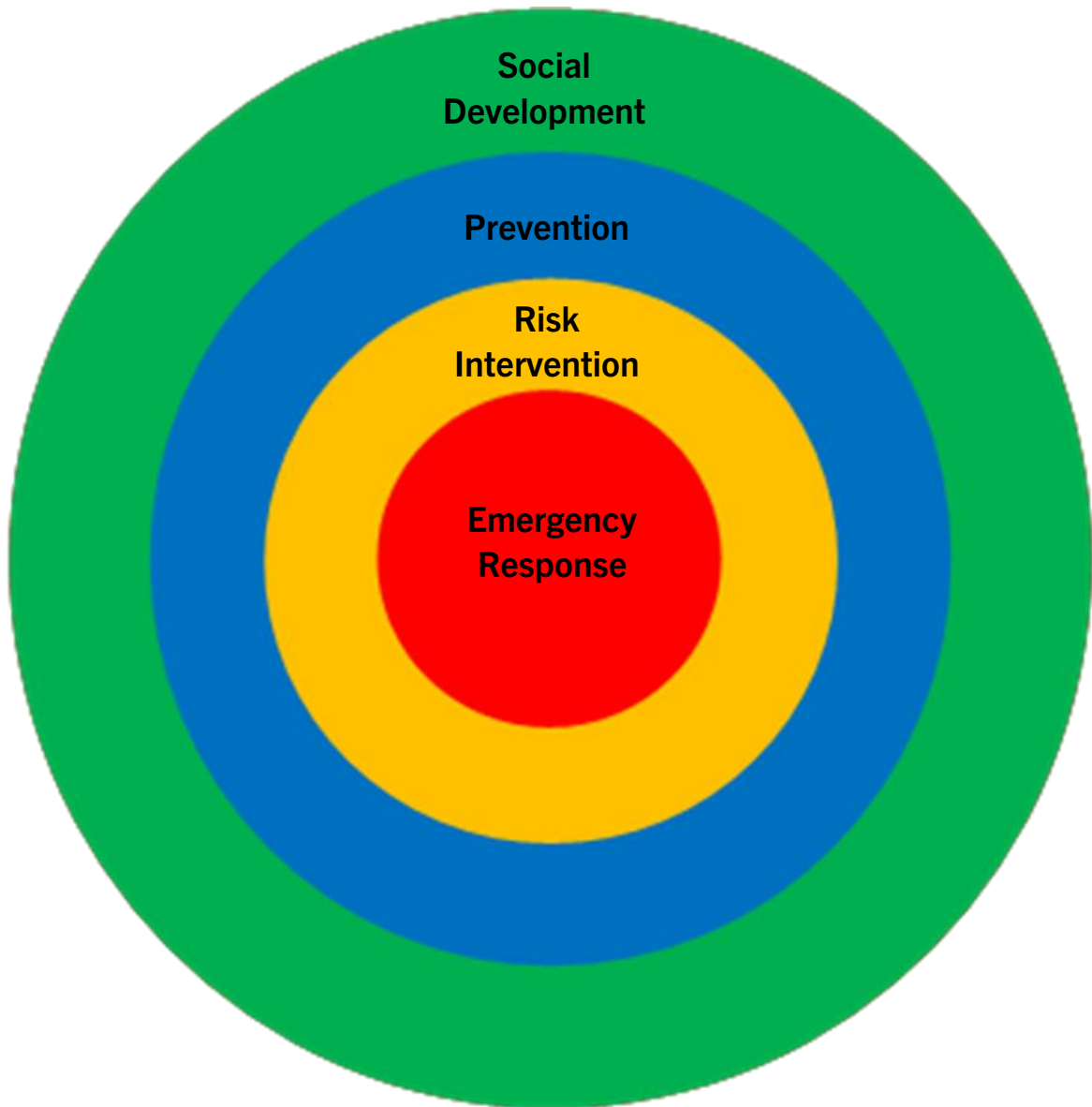




# **Greenstone Community Safety and Well-Being Plan**



# Community Safety and Well-Being Plan



Four Domains of Intervention



## Table of Contents

Community Profile .....	5
Community Safety and Well-Being Planning Framework.....	6
Community Feedback .....	7
CSWB Community Survey Results Summary .....	8
Demographics and Satisfaction of Respondents .....	8
Priority Risk Areas Identified .....	8
Community Safety and Well-Being Committee Structure.....	9
Guiding Success Factors for Priority Planning .....	12
<b>Collaborative</b> .....	12
Data Informed and Risk Focused .....	13
Asset-based.....	13
Planning Domains and Priority Actions .....	14
<b>SOCIAL DEVELOPMENT</b> .....	14
<b>PREVENTION</b> .....	14
<b>RISK INTERVENTION</b> .....	14
<b>EMERGENCY RESPONSE</b> .....	15
Local Priority Area Action Plans .....	15
PRIORITY #1: CRIME AND VIOLENCE .....	16
PRIORITY #2: SUBSTANCE ABUSE AND ADDICTIONS.....	17
PRIORITY #3: ACCESS TO HEALTHCARE SERVICES .....	19
PRIORITY #4: HOUSING AND HOMELESSNESS.....	21
CONCLUSION.....	22



## Executive Summary

The Municipality of Greenstone Community Safety and Well-Being Plan has been developed through a focused community engagement process. The purpose of this plan is to identify priority areas within our communities where collaborative initiatives and services can be implemented to improve safety and well-being for individuals and families. The plan is meant to be an overarching guide that can be incorporated into efforts already underway in Greenstone.

Community feedback was provided by local agencies and community members at large throughout the development phase of this plan. The analysis of community feedback highlighted four priority areas that were identified across all communities partnered for this initiative. The four priority areas outlined in this plan include:

1. Crime and Violence
2. Substance Abuse and Addictions
3. Access to Healthcare Services
4. Housing and Homelessness

A community well-being and safety committee structure and priority action plan have been developed to ensure gaps identified through the community engagement phase are identified. During the engagement and plan development phase, local service providers and the public identified existing best practices and initiatives as well as areas for improvement in their community. The committee structure has been developed to support existing best practices and strengthen local collaboration to address the identified needs in each priority area.

Additionally, all action items outlined in the CSWB priority plans were developed using the following guiding success factors:

**COMMUNITY COLLABORATION:** Focuses on the engagement and commitment from local community agencies, organizations, community groups and residents to support the ongoing implementation and sustainability of action items outlined in this plan.

**DATA INFORMED:** Focuses on identifying priority neighbourhoods or areas within the community that require additional levels of support. De-identified data is gathered and analyzed to determine opportunities for mobilizing services to meet the needs of individuals and families.

**RISK-DRIVEN:** Community collaboration and evidence-based decision making will allow for targeted service delivery and initiative development resulting in the prevention of circumstances of risk or victimization.

The implementation of the CSWB plan will enhance local collaboration to further reduce risks



associated with each priority area. The CWSB Plan provides a local framework and action plan to identify and address local priority issues for the long term.

## Community Profile

The Municipality of Greenstone resulted from a 2001 amalgamation of the former Municipality of Geraldton, the Town of Longlac, and the Townships of Nakina and Beardmore, and other unincorporated territory including settlements such as Caramat, Jellicoe, and MacDiarmid. The municipality has an area of 3, 172 sq. km, making it one of the largest in Canada. This massive northern geography creates additional barriers that may not be experienced in other parts of Ontario and have been considered in the development of this plan.

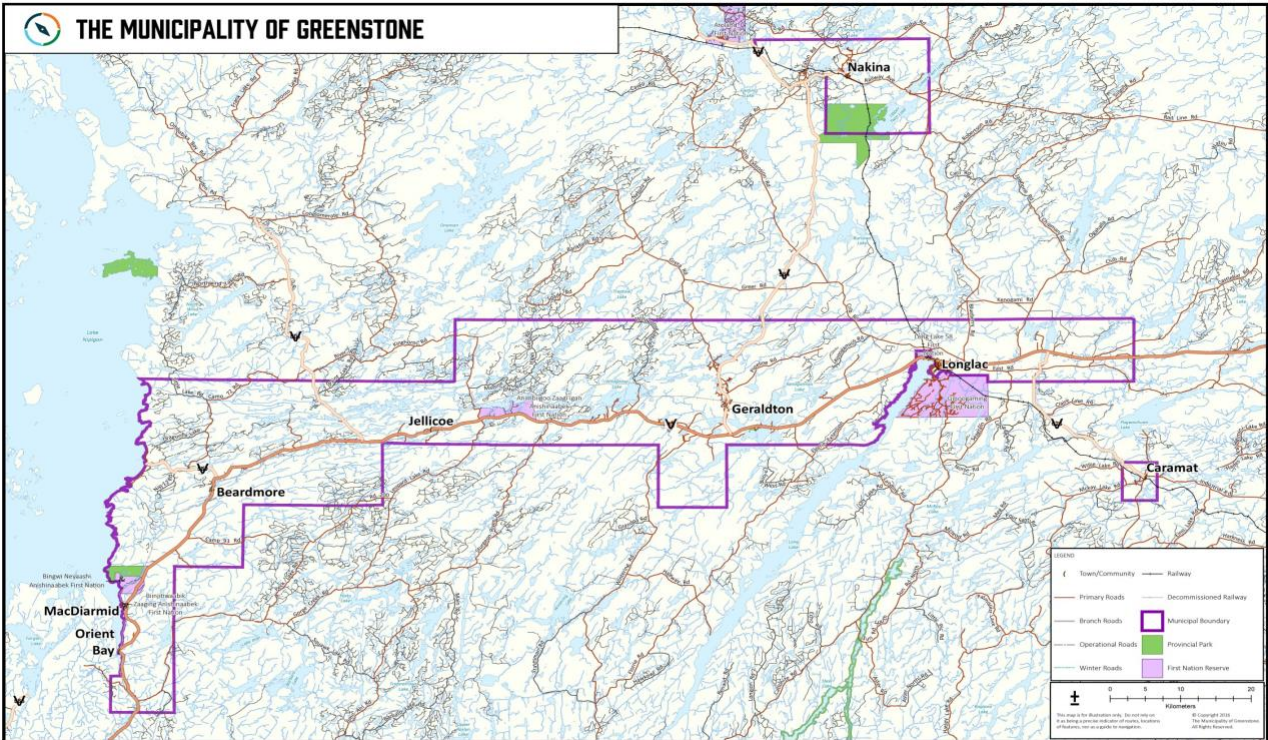
Greenstone has seen a 7.1 % decrease in population between 2016 and 2021 (Statistics Canada, 2021). About 38.9% of the full-time residents are over the age of 55 and 11.4 % are under 20 years of age.

In the past several years, the Greenstone Mine in Geraldton has reinvigorated operations providing about 600 term jobs. These have been mostly in labour such as pouring concrete, building structures, etc. It is expected that once operations ramp up to full-time there will be about four to five hundred full-time jobs.

Greenstone is policed by the Ontario Provincial Police (OPP) as part of the North-West region. In their 2023 annual report to the Municipality, there was a 16% increase in violent crime with an 82.6% solvency rate which is a 16.2 % increase in solving these types of crimes compared to 2022. Amongst violent crimes, sexual assaults saw the largest increase, with 13 more incidents since 2022. The OPP reporting system generates an automated notification to victim services, who work closely with the OPP to ensure follow-up to victims of crime and tragic circumstances. The rate of property crimes increased by 8%, with the most significant increase occurring in break and enters, where there were 19 more incidents in 2022.

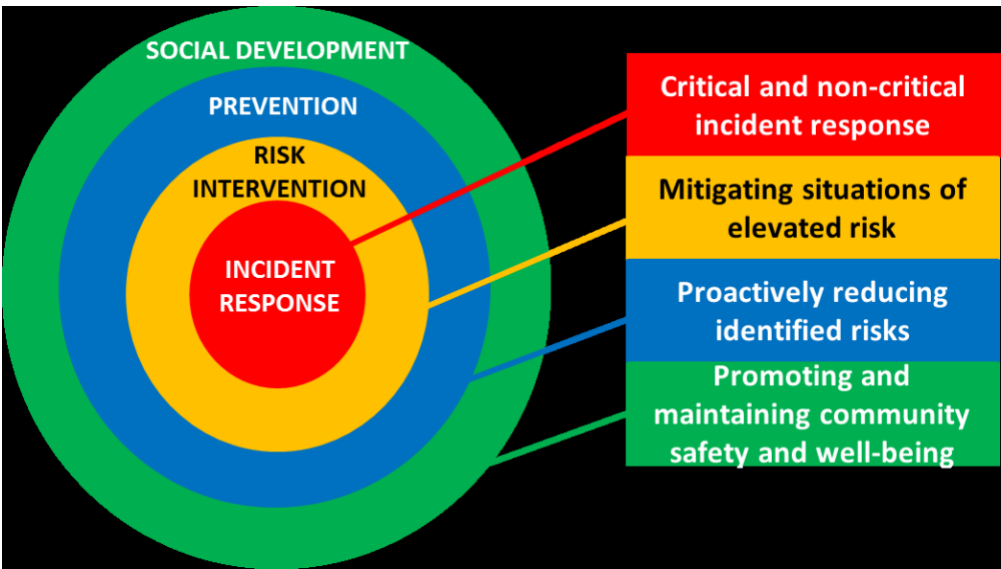






# Community Safety and Well-Being Planning Framework

The Ontario government mandated all municipalities to develop a community safety and well-being plan and have provided a framework to guide planning. The framework focuses on four domains of intervention: **incident response**, **risk intervention**, **prevention**, and **social development**. The CSWB framework also applies a collective impact approach to work collaboratively across sectors and throughout communities to address complex social issues.



As part of the legislation, municipalities are required to develop and adopt community safety and well-being plans working in partnership with a multi-sectoral advisory committee. This committee is comprised of representation from the Police Service Board and other local service providers in health care, education, community/social services, and children/youth services. “The Community Safety and Well-Being Framework allows municipalities to take a leadership role in identifying and addressing priority risks in their communities through proactive, collaborative strategies that ensure vulnerable populations receive the help they need from the providers best suited to support them.” (CSWB Toolkit ) <https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario/section-6-toolkit-community-safety-and-well-being-planning> (Accessed February 12, 2024)

The Greenstone Community Safety and Well-Being Plan is a living document that will guide communities, partner agencies, and residents in the management of identified risks. CSWB planning is a long-term commitment focused on making safety and well-being a priority for all communities. The foundation of CSWB planning is encouraging communities to work collectively and collaboratively to effectively achieve a safer and healthier community for all. No single agency, or group, can achieve it alone. There is a strong willingness across the Greenstone communities to continue enhancing efforts toward a safer and healthier community for all.

## Community Feedback

The development phase of this Plan included information gathering from local service providers and residents. Community feedback was collected through online surveys. A review of existing plans/reports such as Greenstone Strategic Plan 2023, Municipality of Greenstone 2023 Operating and Capital Budget Proposal, Greenstone Municipal Housing Strategy, District of Thunder Bay Under One Roof: A Housing and Homelessness Plan (2014-2024), Recreational Programming Service Review, and the Seniors Services Review, provided insight into plans and activities already underway.

Information gathered from local agencies highlighted local best practices and areas for improvement throughout this planning period. Survey results from the public, community partners, and Municipal Council and the Mayor, provided feedback on the priority areas for this report as well as the level of satisfaction with services and supports related to community safety and well-being.

Below is an overview of groups invited to provide feedback in the development phase of this plan.

- Community Partner Agencies: Service delivery agents in the health care, social services, police, and education sectors were invited to complete a key stakeholder questionnaire, in addition, one-on-one interviews were conducted with several agency representatives.
- Municipal Government Representatives: Municipal staff and council members from each of the seven communities were specifically invited to participate in the survey.

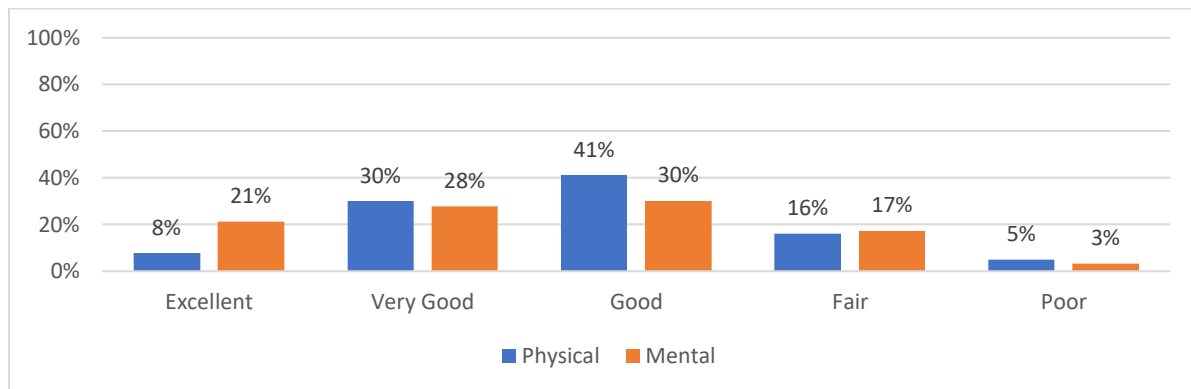


- Members of the Public: A community survey was used to ensure that residents had an opportunity to participate in the priority risk identification phase.

## CSWB Community Survey Results Summary

### Demographics and Satisfaction of Respondents

Overall, there were 180 complete responses to the survey with 38% of respondents being over 55 years of age, and 171 of the respondents owning their own home. Eighty-four percent of respondents identified themselves as 'happy' or 'very happy'. Respondents were asked to rate their physical and mental health well-being, the cumulative rating for 'Excellent', 'Very Good' and 'Good' was 79% in both physical and mental wellbeing.



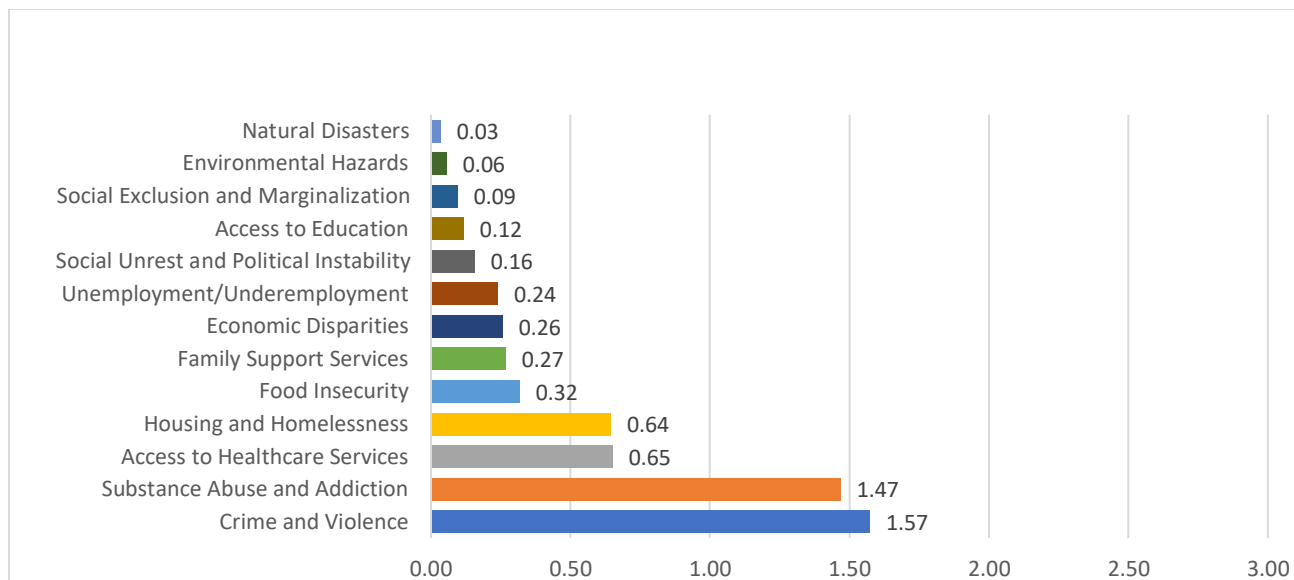
### Priority Risk Areas Identified

Respondents were asked to prioritize identified risks; those selections were then weighted. The weighted average was calculated which provided the following priorities.

1. Crime and Violence
2. Substance Abuse and Addictions
3. Access to Healthcare Services
4. Housing and Homelessness







### Top Four Priorities By Weighted Average

### Additional Observations from Comments in Surveys and Interviews

These three additional issues are noted as they were specifically highlighted by respondents. During the one-on-one interviews, they were noted issues that decision-makers should be made aware of.

1. Loose Dogs - Bylaw in effect but not being enforced, possibly due to lack of human resources.
2. Access to Child Day Care- After-hours care for workers' children was identified, care ends too early for those who work beyond 5 pm.
3. Programming for Youth - No activities accessible in close proximity to residences.

### Community Safety and Well-Being Committee Structure

The Community Safety and Well-Being Committee structure was developed to ensure the following commitments:

- Community partners with the expertise required to address priority areas will be engaged to collaborate.
- Break down silos through data sharing and ongoing communication.
- Collaborate on 'issues' not 'individuals' (i.e. crime and drug trends, housing issues, access to medical services) to alleviate concerns about freedom of information issues.
- Use a strength-based and asset-based approach to enhance the current service delivery model to address identified gaps and needs.
- Reduce duplication of participation in numerous similarly structured committees by reviewing terms of reference to align goals.



## Roles and Responsibilities of Community Safety and Well-Being Committees

<b>Committee Name</b>	<b>Steering Committee</b>
<b>Committee Members</b>	<b>Municipal representatives, key stakeholder leadership (7 to 15 Decision Makers)</b>
<b>Roles</b>	<ul style="list-style-type: none"> <li>• Support implementation of action items.</li> <li>• Explore and advocate for resources and cost sharing opportunities for the implementation of community safety and well-being programs and initiatives.</li> </ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Review the local priority areas.</li> <li>• Support goals for each planning cycle to guide the development of on-going community programs and collaborative initiatives.</li> <li>• Determine length of the implementation of the CSWB Plan, set dates for reviewing achievements and for developing the next version of the plan.</li> <li>• In consultation with the Collaborative Committee, advocate for support from funders and implicated Ministries (Ministries of-Health, Child and Family Services, Education, Solicitor General).</li> </ul>

<b>Committee Name</b>	<b>Collaborative Committee -- Membership to Be Finalized</b>  Greenstone presently has other committees that work collaboratively, but terms of reference and membership may limit their ability to fulfill the CSWB committee role. Presently, mental health and substance abuse serving agency representation is missing from those committees. Additionally, the avoidance of duplicating efforts and additional meetings is optimal, if viable.  Geraldton Hospital Healthier Communities Advisory Committee (HCAC)  Geraldton Inter Agency Advisory Committee (GIAAC) via 'More Than Words'  Greenstone Anti-Human Trafficking Committee
<b>Committee Members</b>	<b>Multi-Sector identified -Community Partner Agencies</b>



<b>Roles</b>	<ul style="list-style-type: none"> <li>• Assess the existing collaborative committees whether they represent community needs, identify gaps or duplication with other community committees' terms of reference.</li> <li>• Collect de-identified data from key stakeholders to determine priority areas and vulnerable populations in the community. (Issues vs Individuals)</li> <li>• Assess gaps and areas for improvement in local data measurement.</li> <li>• Provide updates with regard to risk factors, new partnerships, and barriers for the Steering Committee and messaging for public awareness and education.</li> <li>• Support in the monitoring of progress toward desired outcomes for the Community Safety and Well-Being plan.</li> <li>• Determine performance indicator tracking and provide data to the sub-committees for planning and reporting purposes.</li> <li>• Ensure equity, inclusion and accessibility in programs and initiatives.</li> </ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Support community organizations by maintaining up-to-date data sets to share with CSWB committees.</li> <li>• Serve as a rallying point for public support for the plan.</li> <li>• Ensure residents are included and contributing to the implementation and sustainability phases.</li> </ul>

<b>Committee Name</b>	<b>Priority Risk Teams (Mental Health and Addictions Team, Affordable Housing Teams, Community Services Team)</b>
<b>Roles</b>	<ul style="list-style-type: none"> <li>• Share knowledge about the risk factors and vulnerable groups associated with identified priorities.</li> <li>• Use experiences in addressing the priority risk and which protective factors and strategies are needed to address those risks.</li> <li>• Engage community members in the delivering and development of community mobilization initiatives.</li> <li>• Identify the intended outcomes or benefits that strategies will have in relation to the priority risk and suggest data that could be used to measure achievement of these outcomes.</li> </ul>



<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Develop work plans to ensure community agencies are connecting individuals with services and supports to meet their needs.</li> <li>• Plan and deliver collaborative initiatives that will mobilize community agencies to address risks in priority areas. (i.e., Community Hubs)</li> <li>• Provide data for outcome measurement and reporting.</li> <li>• Identify gaps in service areas to the Collaborative Committee.</li> <li>• Analyze community data and community outreach information to plan activities, events, and other initiatives to engage residents and community partners.</li> </ul>
-------------------------	---

## Guiding Success Factors for Priority Planning

In the CSWB toolkit, success factors for priority planning were outlined. The strategies outlined in this CSWB plan were developed based on the following guiding success factors:

Collaborative	Data informed
Risk focused	Strength-based

These success factors will also be used to guide the planning and implementation of newly developed processes to ensure gaps are being addressed in the current service delivery model. Below is an overview of each guiding success factor.

### Collaborative

It is recognized that collaboration between agencies pre-exists the CSWB plan. Addressing local priorities involves the engagement of agency expertise to deliver collaborative wrap-around services to individuals in the community. Agencies with similar visions and goals can combine resources and deliver more accessible, holistic services.

Greenstone presently has pre-existing collaborative committees/ groups,

- Healthier Communities through the Geraldton Hospital, and the
- Geraldton Inter-Agency Advisory Committee (GIAAC) through More Than Words,
- Greenstone Anti-Human Trafficking Committee

Greenstone has limited resources available. There is a recognition that any meeting time may impact service time, but by collaborating there may be a reduction in the duplication of efforts thereby making work more effective.



Terms of reference for these committees should be reviewed to determine membership, participation levels, roles, gaps, and focus to determine best fit for Greenstone. This work should be considered a priority for the success of the Greenstone CSWB.

Consider anonymized data sharing about ‘issues not individuals’ (overdose calls, type and amount of drug use, and crime trends).

Implementing action items outlined in the social development, prevention, and risk intervention pillars relies heavily on the collaborative efforts of local agencies and groups to ensure the most vulnerable individuals have access to information about existing services, programs, and other supports in the area.

### Data Informed and Risk Focused

---

Local data will be collected and analyzed to determine areas that could benefit from additional community supports. The Collaborative Committee will ensure data is properly analyzed and reported to CSWB committees and teams. This does not have to be a complex exercise, but it does mean dialogue amongst service providers to share anonymized issues-based data. Evidence-based decision making will be a key component in the implementation of programs and initiatives implemented through this plan.

Prevention and risk intervention strategies require ongoing analysis of community data and program outcomes. Through collaborative efforts, the goal is to ensure the deployment of multi-agency outreach teams (Priority Risk teams) are dedicated to connecting individuals with appropriate services based on their unique needs, while avoiding duplication in a human resource-challenged environment.

### Asset-based

---

Agencies that serve the community offer a variety of services that assist with supporting aspects of the identified priority risks outlined in this plan. Initial stages of community safety and well-being planning implementation will focus on service mapping to identify areas for improvement within the current delivery model.

This project will also identify the local areas with the most need. The community data-sharing initiatives will require information sharing related to program eligibility, waitlist numbers and calls for service. Analysis of the community mapping project will identify areas in the community with the highest priority needs and the type of services required to support that population group. Service delivery locations will be mapped out in this community project to determine accessibility of services and opportunities for community hub locations or mobile support teams. A clear view of the breadth and depth of issues is required to focus social development, prevention, or risk intervention activities on areas with the greatest need.



## Planning Domains and Priority Actions

### SOCIAL DEVELOPMENT

---

Social development requires long-term, multi-disciplinary efforts and investments to improve the social determinants of health (i.e., the conditions in which people are born, grow, work, live, and age such as education, early childhood development, food security, quality housing, etc.) and thereby reduce the probability of harm and victimization. Specifically, social development is where a wide range of sectors, agencies, and organizations bring different perspectives and expertise to the table to address complex social issues, like poverty, from every angle.

Communities that invest heavily in social development by establishing protective factors through improvements in things like health, employment, and graduation rates, will experience the social benefits of addressing the root causes of crime and social disorder.

**PRIORITY ACTION: Develop local steering committee and identify collaborative committee to guide the implementation and oversee long-term development for community safety and well-being planning.**

### PREVENTION

---

Planning in the area of prevention involves proactively implementing evidence-based situational measures, policies, or programs to reduce locally identified priority risks to community safety and well-being before they result in crime, victimization and/or harm. Successful planning in this area may indicate whether people are participating more in risk-based programs, are feeling safe and less fearful, and that greater engagement makes people more confident in their own abilities to prevent harm.

**PRIORITY ACTION: Identify opportunities for community mobilization in places that have a high need for additional support. Opportunities for community mobilization include the development of a community hub or mobile support service teams.**

### RISK INTERVENTION

---

Planning in the risk intervention area involves multiple sectors working together to address situations where there is an elevated risk of harm - stopping something bad from happening, right before it is about to happen. Risk intervention is intended to be immediate and prevent an incident, whether it is a crime, victimization, or harm, from occurring, while reducing the need for, and systemic reliance on, incident response. Collaboration and information sharing between agencies on things such as types of risk have been shown to create partnerships and allow for collective analysis of risk-based data, which can inform strategies in the prevention and social development areas.

**PRIORITY ACTION: Review current situation table in the area to identify opportunities for expansion. This could include engaging additional community partners to join the situation table.**





## EMERGENCY RESPONSE

---

This area represents what is traditionally thought of when referring to crime and safety. It includes immediate and reactionary responses that may involve a sense of urgency like police, fire, emergency medical services, a child welfare organization taking a child out of their home, a person being apprehended under the Mental Health Act, or a school principal expelling a student. Planning should be done in this area to better collaborate and share relevant information, such as types of occurrences and victimization, to ensure the most appropriate service provider is responding.

**PRIORITY ACTION: Collect and analyze data related to volume of emergency calls for mental health related calls for service. Engage police services and hospital staff or other emergency health services to plan for the resumption of mental health crisis teams.**

“Mental health crisis intervention teams provide an integrated, community-based response to individuals experiencing mental health and/or addictions issues. They aim to reduce the amount of time police officers spend dealing with calls that would be better handled by a trained mental health specialist.”

[Community safety and well-being planning framework: Booklet 3 - A shared commitment in Ontario: Section 2 - The Community Safety and Well-being Planning Framework | Ontario.ca](#)

## Local Priority Area Action Plans

Four priority areas were identified through the community engagement phase.

1. Crime and Violence
2. Substance Abuse and Addictions
3. Access to Healthcare Services
4. Housing and Homelessness

Each priority area has **action items** for implementation throughout this plan cycle. The priority plans will be used to initiate or further evolve collaborative and community-based service delivery. The delivery of action items in these priority plans will assist the CSWB committees in gathering key information from agencies and residents to determine ongoing program development and community engagement activities. Cooperative and anonymized data collection is imperative to understand the issue prior to developing solutions.



## PRIORITY #1: CRIME AND VIOLENCE

<b>Risk Factors</b>	Sense of alienation, Poverty, Education barriers, Lack of employment, Feeling unsafe in neighbourhoods, Criminal record affecting employment, Isolation, Substance abuse and addictions, Mental health challenges, Truancy, Lack of safe accessible housing, Domestic violence in household.
<b>Protective Factors</b>	Close friendships with positive peers, Positive support within the family, Positive cohesive communities, Appropriate housing near services, High awareness of determinants of well-being, Effective problem-solving skills, Adequate parental behaviour, Access to social supports, Employment, Literacy.
<b>Strategies</b>	1. Continued Collaboration Amongst Service Providers 2. Trend and prevention information sharing

<b>Action Item #1</b>	<b>Continued Collaboration Amongst Service Providers</b>
<b>Strategy Overview</b>	Greenstone service providers collaborate regularly in their daily work. Identifying more efficient methods of collaborating so that those in need of supports receive wrap-around services in the most efficient and effective manner possible.  This action item will be focused on setting the foundation for all CSWB work, by identifying who the members of the Collaborative Committee are and then acquiring commitment to focusing efforts on identified issues.
<b>Key Partners</b>	Local service agencies Collaborative Committee Police Priority Risk Teams
<b>Pillar</b>	<b>Risk Intervention and Incident Response</b>

<b>Action Item #2</b>	<b>Data sharing</b>
<b>Strategy Overview</b>	Identifying more efficient methods of data sharing so that those in need of supports receive wrap-around services. This data is imperative when seeking funding opportunities. Initially this may be a rudimentary data base with confidentiality protections in place. Identifying and focusing efforts on those most at risk for becoming or staying involved in criminality is best use of limited resources.
<b>Key Partners</b>	Collaborative Committee Priority Risk Teams Housing and Shelter and Employment services Boards of Education Police



	Municipal staff
Pillar	<b>Risk Intervention and Prevention</b>

## PRIORITY #2: SUBSTANCE ABUSE AND ADDICTIONS

<b>Risk Factors</b>	Behavioural problems, poor mental health, negative influences in youth's life, long waitlists, availability of drugs, comorbidity of mental health issues with addictions, criminality and victimization to acquire money to purchase substances.
<b>Protective Factors</b>	Effective problem-solving skills, personal coping strategies, adequate parental behaviour and practices, access to resources, professional services and social supports, positive - cohesive communities
<b>Strategies</b>	<p>1. Identify trends and needs of the community that require increased access to detoxification resources, treatment and re-integration supports.</p> <p>2. Mental health crisis intervention team— focus efforts on re-establishing mental health crisis teams that will respond to emergency calls related to mental health and addictions.</p> <p>Based on scarcity of resources, this may mean virtual access to services. While virtual services can be more accessible, it will take effort to implement and sustain these services.</p> <p>3. Situation Table – Identify and provide collaborative supports for local cases of acutely elevated risk of harm or victimization.</p> <p>4. Advocate for accessible services - Detoxification support, after-care, in-community supports.</p>

<b>Action Item #1</b>	<b>Identify Priority Areas and Trends</b>
Strategy Overview	Collaborative Committee to assess viability to deliver accessible wrap-around services to those most in need of supports near where they live.
Key Partners	<p>Health care agencies</p> <p>Social service agencies</p> <p>Collaborative Committee members</p> <p>Police services</p> <p>Education institutions and providers</p>
Pillar	<b>Prevention</b>



<b>Action Item #2</b>	<b>Mental Health Crisis Intervention Teams</b>
Strategy Overview	Community partners in the health care and police services sectors will explore opportunities to re-establish a mental health crisis intervention team. This collaborative initiative will ensure that individuals are properly assessed at the time of police response and those same individuals are connected to necessary services for long-term supports. Funding remains available - human health resources is a barrier and may require innovative solutions (partner with educational facility, job share, part-time work)
Key Partners	Health care agencies Social service agencies Police Services
Pillar	<b>Emergency Response</b>

<b>Action Item #3</b>	<b>Situation Table</b>
Strategy Overview	A rapid response situation table is already established in Greenstone. The situation table meets on an 'as-needed' basis to address 'acutely-at-risk' individuals. The CSWB committees will provide on-going support and encourage participation from other required community partners.
Key Partners	Greenstone Situation Table members
Pillar	<b>Risk Intervention</b>

<b>Action Item #4</b>	<b>Advocate for Accessible Services In Greenstone</b>
Strategy Overview	Assess volume of need for detox services in Greenstone. Transportation and accommodation costs for travel to Thunder Bay are a barrier to sobriety.
Key Partners	Steering Committee Collaborative Committee Provincial Government Relative to Health, Housing and Seniors.
Pillar	<b>Risk Intervention</b>

<b>Immediate Outcomes:</b>	<ul style="list-style-type: none"> <li>Increased public and partner education, awareness of community safety and well-being.</li> <li>Increase public awareness of existing mental health and addictions programs and services.</li> <li>Promote the earlier intervention for mental health crisis through integration of mental health specialists into both emergency response and primary health care.</li> </ul>
<b>Intermediate Outcomes:</b>	<ul style="list-style-type: none"> <li>Increase capacity for early intervention related mental health and addictions risk factors.</li> <li>Highlight opportunities for identified areas of growth for mental health services and systems.</li> <li>One-stop service delivery offered in priority neighbourhoods or places.</li> </ul>



<b>Long-Term Outcome:</b>	<ul style="list-style-type: none"> <li>• Increase access to mental health and addictions supports.</li> </ul>
---------------------------	---

### PRIORITY #3: ACCESS TO HEALTHCARE SERVICES

<b>Risk Factors</b>	Lack of accessibility to a continuum of services, no access to viable transportation to services, no preventative health care, increasing medical assessments or interventions, growing aging population, no early identification of deteriorating health or illnesses, delays in accessing, travel and accommodation costs when accessing in larger centres.
<b>Protective Factors</b>	Close friendships with positive support or family, positive cohesive communities, appropriate medical services in close proximity to residents, high awareness of determinants of well-being, identified service provider, Access to virtual medical care.
<b>Strategies</b>	<ol style="list-style-type: none"> <li>1. Steering and Collaborative Committees Advocacy – Advocating for healthcare services in Greenstone is a critical need given the aging population and transportation challenges to larger medical centers.</li> <li>2. Community Activities and Events – Identify opportunities to increase collaborative and affordable community events intended to connect services with members of the public.</li> </ol>

<b>Action Item #1</b>	<b>Collaborate with Key Community Corporations</b>
<b>Strategy Overview</b>	Greenstone has several large corporate employers who have a vested interest in having a community to support their operations. Work to support organizations in their quest to quantify their corporate social responsibility. Collaboration offers many cost-savings and resource rich opportunities.
<b>Key Partners</b>	Local Corporate Entities (i.e. Greenstone Mine) Municipal staff and/or Council and Mayor Steering and Advisory Committees
<b>Pillar</b>	<b>Prevention and Risk Intervention</b>

<b>Action Item #2</b>	<b>Advocacy for Expanded Services</b>
<b>Strategy Overview</b>	<p>Advocating for healthcare services in Greenstone is a critical need given the aging population and transportation challenges to larger medical centres.</p> <p>Advocating for appropriate virtual services in collaboration with Geraldton Hospital, and other healthcare service providers such as Family Health</p>



	<p>Teams, Community Health Centers, etc. will ease some of the burden for in-person appointments.</p> <p>Greenstone has a high number of residents over 55 which should be a strong indicator to funders that preventative programs and supports for seniors will keep seniors in their own homes longer. Access to community-based health services (re: falls and frailty assessments)</p>
Key Partners	<p>Health care agencies</p> <p>Steering Committee</p> <p>Municipal Council and Mayor</p> <p>Ontario Association of Paramedic Chiefs</p> <p>Provincial Government Representatives re Health, Housing and Seniors</p>
Pillar	<b>Risk Intervention</b>

<b>Action Item #3</b>	<b>Well-Being Focused Community Activities and Events</b>
Strategy Overview	<p>Identify opportunities to increase collaborative and affordable community educational/information events hosted in each community.</p> <p>Priority Risk Teams in conjunction with Collaborative Committee will review existing community activities or events where local agencies could be included or explore opportunities to collaboratively host new events.</p> <p>Explore opportunities to collaboratively host medical services (blood pressure clinics, glucose monitoring, dental assessments, etc.).</p>
Key Partners	<p>Priority Risk Teams.</p> <p>Collaboration Committee</p> <p>Local service agencies</p> <p>Established community groups</p> <p>Municipal staff and Council and Mayor</p>
Pillar	<b>Social Development</b>

<b>Immediate Term</b>	<ul style="list-style-type: none"> <li>• Increase engagement between local service providers and the public.</li> <li>• Increase collaborative partnerships between local services agency from all sectors.</li> <li>• Increase knowledge of community members and their families to make informed health care decisions.</li> </ul>
<b>Intermediate Term</b>	<ul style="list-style-type: none"> <li>• Enhance access to social programs.</li> <li>• Increased access to services and supports.</li> </ul>
<b>Long Term</b>	<ul style="list-style-type: none"> <li>• Collaborative systems for service delivery and ongoing community development.</li> </ul>





	<ul style="list-style-type: none"> <li>Increased community activities and events.</li> </ul>
--	--

#### PRIORITY #4: HOUSING AND HOMELESSNESS

<b>Risk Factors</b>	Lack of stable and affordable housing. Partner violence, poverty, unemployment, mental health challenges, substance abuse issues.
<b>Protective Factors</b>	Access to stable housing, lives in close proximity to resources, lives in a community that promotes positive, cohesive community, positive relationship with neighbours, balance between rent and income, affordability.
<b>Strategies</b>	Support Community Outreach Initiatives Collaboration with Corporate Partners Shelter and Transitional Housing Asset Mapping

<b>Action Item #1</b>	<b>Support Community Outreach Initiatives</b>
<b>Strategy Overview</b>	Identify the gap in housing accessibility (number of people without stable housing, inventory of available housing) Identify organizations that can or do support people obtaining and remaining in stable housing. This should be part of wrap-around services, recognizing barriers. Identify best practices from other communities to implement in Greenstone. Geraldton Family Resource Centre supports women leaving domestic violence situations, but the need is greater than this vulnerable population.
<b>Key Partners</b>	Municipal Staff Municipal Council and Mayor Collaborative Committee Priority Risk Teams.
<b>Pillar</b>	<b>Risk Intervention and Prevention</b>

<b>Action Item #2</b>	<b>Collaborate with Key Community Corporations</b>
<b>Strategy Overview</b>	Greenstone has several large corporate employers who have a vested interest in having a positive community to support their operations. Encourage organizations to recognize their corporate social responsibility. Collaboration offers many cost-savings and resource rich opportunities. Greenstone Mine will require about 600 mixed-type of residences for new workforce, present inventory will not support this need. This may affect affordability of available housing resources. May cause domino effect with lowest income people pushed out of housing.



Key Partners	Local Corporate Entities (i.e. Greenstone Mine) Municipal staff and/or Council and Mayor Steering and Advisory Committees
Pillar	Prevention and Risk Intervention

Action Item #3	Shelter and Transitional Housing Asset Mapping
Strategy Overview	Collaborative Committee and Priority Risk Team members identify available housing resources, particularly shelter and transitional.
Key Partners	Collaborative Committee Priority Risk Teams
Pillar	Risk Intervention

Immediate Term	<ul style="list-style-type: none"> <li>• Increase engagement between local service providers and the public.</li> <li>• Short-term housing solutions.</li> <li>• Increase collaborative partnerships between local services agency from all sectors.</li> </ul>
Intermediate Term	<ul style="list-style-type: none"> <li>• Enhance access to stable housing.</li> <li>• Increased access to services and supports.</li> </ul>
Long Term	<ul style="list-style-type: none"> <li>• Collaborative systems for service delivery and on-going community development.</li> <li>• Increased community activities and events.</li> </ul>

## CONCLUSION

Greenstone is committed to working collaboratively to implement action items for improving community safety and well-being. Greenstone has a history of solid social support initiatives, many of which were identified as successful in the past. Respondents recommended reconstituting some of that work with improvements based on lessons learned. Greenstone acknowledges the contributions of every individual, organization, and group that participated in the engagement and data-gathering phase. This plan will guide efforts to continue improving community safety and well-being for all.

