

The Kent County Community Safety Plan

December 2022



RÉSEAU MUNICIPAL
CANADIEN EN PRÉVENTION
DE LA CRIMINALITÉ

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Kent Regional
Service Commission

Disclaimer

This Community Safety Plan (CSP) was prepared by the [Canadian Municipal Network on Crime Prevention](#) (CMNCP) for the [Kent Regional Service Commission](#) (KRSC). While care has been taken in the preparation of this document to ensure its contents are accurate, complete, and up to date, CMNCP recognizes certain limitations with the data. The information presented in this report is based on a review of existing data, a local community safety survey, and consultations with various community members and groups. One major challenge with qualitative data (focus groups, open-ended survey questions, etc.) is the subjectivity of responses. Participants share their perspectives and opinions based on their own experiences and knowledge. As a result, the statements made by an individual may not reflect the perspectives of others. It is therefore important to recognize that the findings from this research must be considered in their own context and not deemed as unequivocally representing the reality of community safety challenges in Kent County. At the same time, they offer valuable insight for future planning as a thematic analysis.

Please note that this is a living document. New information, actions, and recommendations related to community safety emerge regularly. This report reflects the data collected at the time of the Community Safety Plan (CSP) development. The opinions, findings, conclusions, and recommendations expressed in this report are those of the authors and do not necessarily reflect the view of the project team, the Public Safety Committee, Kent Regional Service Commission employees, or the larger community in Kent County.

Trigger Warning: This document includes discussion about sensitive topics related to crime, safety, and victimization that could be triggering to some people.

If you have any questions about the Community Safety Plan, please contact Paul Lang, CEO of the Kent Regional Service Commission at paul.lang@csrkc.ca.

Land Acknowledgement

We acknowledge that Kent County sits on the traditional, ancestral, unceded territory of the Mi'gmaq people. We recognize, honour, and respect the presence of Indigenous Peoples, past, present, and future.

Why is this here?

A land acknowledgement statement represents an act of reconciliation, honouring the land and Indigenous heritage and history that dates back thousands of years. To recognize the land is an expression of gratitude and appreciation to those whose territory we reside on, and a way of honouring the Indigenous people who have cared for this land for thousands of years. It is important that we understand our history that has brought us to reside on the land, and to seek to understand our place within history.

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Message from the President

The Kent Regional Service Commission's mandate includes regional planning related to public safety, recreational and cultural infrastructure, and supporting the establishment of policing priorities. We are committed to ensuring all residents have access to safe, reliable, and affordable services and programs, including supports for our most vulnerable community members.

The Kent Regional Service Commission is pleased to have partnered with the Canadian Municipal Network on Crime Prevention to develop a Community Safety Plan (CSP) for Kent County. We recognize that challenges related to community safety are diverse and complex. The safety and perception of safety of our community is a responsibility we all share. This CSP outlines the steps to a comprehensive and multi-sectoral approach that aims to address existing and emerging issues that impact safety in Kent County through social development, prevention, and risk intervention. It is a realistic, five-year action plan aimed at addressing the underlying causes of victimization and violence. Our CSP presents a shared vision and commitment to actions to address community safety challenges and improve safety and sense of safety in our communities.

On behalf of the KRSC, thank you to all residents, organizations, and stakeholders whose participation and feedback contributed to the development of the CSP. Together, we may continue to build a community where we all feel and are safe.

Acknowledgements

Developing the Kent County Community Safety Plan (CSP) was a collective and collaborative effort. Sincere gratitude is offered to the community members who shared their perspectives, experiences, and concerns by attending the consultations, responding to consultation questions, and completing the community safety survey. Your participation was instrumental in identifying local priorities and ensuring that community safety efforts are rooted in the experiences and context of the residents within Kent County. This CSP is stronger because of your voices.

We would like to extend a sincere thank you to the Community Safety Plan project team and Public Safety Committee who acted in advisory capacities from the following organizations:

- Ambulance New Brunswick
- Association of Southeast New Brunswick Fire Chiefs
- Canadian Mental Health Association
- Crime Stoppers
- Department of Transportation
- Francophone South School District
- Kent Centre for the Prevention of Violence
- Kent County RCMP
- Kent Regional Service Commission
- New Brunswick Emergency Measures
- Office of the Fire Marshal
- Parks Canada
- Resource Development
- Richibucto Community Mental Health Centre

We would like to thank local municipalities, organizations, practitioners, and service providers in Kent County for participating in the stakeholder survey and consultation sessions. This includes the following organizations:

- Acadieville Local Service District
- Aldouane Local Service District
- Bonar Law Memorial High School
- Club d'Âge d'Or d'Acadieville
- Cocagne Rural Community
- Cox & Palmer
- École Camille Vautour
- École Clément-Cormier
- École Marguerite-Michaud
- École Mgr-Marcel-François-Richard
- École Mont-Carmel
- Elsipogtog First Nation

- Francophone South School District
- Kent Centre for the Prevention of Violence
- Kent Community Transportation
- Kent North Chamber of Commerce
- KRSC Board of Directors
- New Brunswick Multicultural Council
- Rogersville Chamber of Commerce
- Rogersville Public Library
- Saint-Louis-de-Kent Local Service District
- Sainte-Marie Local Service District
- Town of Bouctouche
- Town of Richibucto
- Village of Rexton
- Village of Rogersville
- Village of Saint Antoine
- Village of Saint-Louis-de-Kent
- Wellington Local Service District

Providing a comprehensive list of actions to address community safety priorities in Kent County required the input and expertise of several expert practitioners across the country. Thank you to the following individuals for their invaluable expertise, knowledge, and recommendations:

- Christiane Sadeler, More Better Solutions
- Heidi Illingworth, Ottawa Victim Services
- Ose Omoregie, Upstream Ottawa
- Shefali Khoja, Strathcona County

Executive Summary

PURPOSE: Engage systems, organizations, and citizens to collaboratively create an action-oriented five-year plan to better address community safety challenges in Kent County through consistent and committed actions, education, and awareness.

Kent County is among a small, yet growing number of regions nationally demonstrating leadership and vision in the development of a Community Safety Plan (CSP). With a focus on reducing risk, vulnerability, and harm in a community, CSPs are grounded in the knowledge that social, economic, familial, and individual conditions and experiences (i.e., trauma) significantly influence whether a person turns to crime or is more likely to be victimized. While there is no single or universal definition of community safety, it is regarded here as fundamental to quality of life and the ability of people to fully participate in community; therefore, relevant to all those who live, work, learn, and play in Kent County.

Achieving our purpose for this plan is complex, dynamic, and multi-sectoral. Accordingly, CSPs universally seek to bring together a spectrum of government ministries, community organizations, and the public to assess local conditions, generate a sense of shared ownership and responsibility, inspire a shared vision, and forge a commitment to collectively reduce crime and increase sense of safety. We accomplish this goal by realizing the connections between our work and the underlying risk and protective factors of crime and victimization and by choosing to work differently, through a systems approach, to accomplish what no single organization can on its own – collective and sustained impact.

Kent County's CSP seeks to be aspirational and attainable by being realistic, focused, and time-based. The complexities of bringing diverse organizations, communities, and people together to create a vision and a CSP they can commit to implement collaboratively cannot be understated. Therefore, this CSP endeavours to be pragmatic by flexibly reflecting real-world constraints (i.e., differing organizational mandates, structures, and budgets) while still challenging the status quo of how systems operate. Kent County's CSP is composed of priorities, recommendations, and actions that are realistically achievable by our local leaders within their spheres of control (i.e., independent of provincial/national policy changes). This CSP is also focused on what the data uncovered about our challenges, and especially what we heard from the diverse cross-section of local stakeholders, service providers, and community members who participated in the community safety assessment process. Further, this Plan is focused within the Kent County geographical boundaries, and time-limited; recommendations and actions will be implemented, and results evaluated within the next five years.

What We Did

To inform the development of Kent County's CSP, local data were collected to provide an understanding of strengths and challenges related to community safety. This process included a review of existing data, a community safety survey, as well as community-led and facilitated consultations with diverse groups (i.e., local service providers, students, municipal staff and

elected officials, business associations, etc.). Input and expertise were also provided by the Kent Regional Service Commission staff and board, Public Safety Committee, and external practitioners/experts throughout the process.

What We Heard

Following the data collection, a review of the findings was conducted to identify key themes. The Public Safety Committee participated in a sorting process to divide the themes into three scopes based on their applicability to the mandate and purpose of Kent County's CSP (please refer to the [Key Findings](#) section for more details).

- Scope 1 themes fit directly within the purpose of the CSP. They are complex challenges that impact safety and require multi-sectoral, coordinated approaches.
- Scope 2 themes fit within the purpose of the CSP but require less long-term, multi-sectoral approaches. These themes will be principally supported by the CSP and actioned through existing structures or organizations whose mandates are directly related to the theme.
- Scope 3 themes are concerns or challenges with limited scope for the CSP because they are not root causes or risk factors for complex safety issues. They will be referred to appropriate departments that can address the issues directly.

Scope 1 Themes

Based on the scope of the CSP, five key themes were identified. These will be the key focus of the CSP implementation efforts. They are:

- Domestic and intimate partner violence
- Mental health and substance use
- Public education
- Racism and discrimination
- Youth and family challenges

Scope 2 Themes

Five themes were identified as “scope 2”, which means they will be addressed directly by the appropriate agency/organizations through existing work and efforts with support from the CSP. They are:

- Emergency preparedness
- Infrastructure and physical environment
- Policing
- Poverty and housing
- Property crime and harassment at home

Scope 3 Themes

Two themes were identified as having limited scope for the CSP. They will be referred to the appropriate departments or agencies. They are:

- Road safety
- Transportation

Document Outline

This document begins with a discussion of the foundational values and strategic approaches to guide this work in Kent County. It then provides background information on community safety plans in general, and within a local context. This is followed by a discussion of the process employed in the development of this CSP which included a data-based community safety assessment, a public survey, and engagement of local organizations, elected officials, and people with lived/living experience. Based on the findings from this process, the CSP themes and specified actions emerged. Following this, the document outlines high-level recommendations and actions to address the CSP themes, essentials for successful implementation, along with an overview of monitoring and evaluation considerations.

Foundational Values

The CSP foundational values will ensure all efforts to improve community safety in Kent County consider the perspectives, recommendations, and implications for *all* members of the community, including those who are marginalized and most vulnerable. These values provide the lenses that will guide the community safety work.

Anti-Stigma

We actively oppose stigma associated with mental health, substance use, and homelessness.

Diversity

We value diversity and acknowledge that differences between people (i.e., race, gender, sexual orientation, class, age, country of origin, education, religion, geography, physical or cognitive abilities) are valued assets and commit to strive for diverse representation as a critical step toward equity.ⁱ

Equity

We commit to systemic equity, which is the pursuit of fairness, justice, and a focus on outcomes that are most appropriate for a given group, recognizing different challenges, needs, and histories.ⁱⁱ

Focus on Rural Context

We acknowledge the unique opportunities, challenges, and complexities of community safety in the rural context and ensure to apply this lens when identifying priorities and potential approaches and solutions.

Inclusivity and Focus on Specific Populations

We recognize that everyone has different challenges, risks, and needs for safety and security. We also recognize that there are segments of Kent County residents that are particularly vulnerable, including youth, older adults, racialized communities, Indigenous Peoples, and 2SLGBTQ+ community members, and we are committed to ensuring their needs are taken into consideration.

Reconciliation

We are committed to the *Truth and Reconciliation Commission of Canada's Calls to Action* to establish and maintain a mutually respectful relationship between Indigenous and non-Indigenous Peoples in Canada through awareness of the past, acknowledgment of the harm that has been and continues to be inflicted on Indigenous Peoples, atonement for the causes, and action to change behaviour.ⁱⁱⁱ

Strategic Approaches

To address the priorities of this CSP and effectively create change in Kent County, it is essential to take an approach that is both integrated and strategic. While the foundational values provide the lenses that inform the CSP, the following strategic approaches will help put it into action.

Advocate

Some aspects of the CSP speak to multiple orders of government needing to create change. The CSP's role in those situations is to advocate for that change.

Base Actions in Evidence and Knowledge

Ensuring community safety work is guided by evidence and the wisdom of community members is vital for achieving desired outcomes, grounding them in available data, and considering the historic and current knowledge of the community and its stakeholders.

Collaboration, Coordination, and Alignment of Services

The success of the CSP depends on the collective willingness and ability of system leaders to create change in current service systems, including working beyond conventional silos and in collaboration with others toward a collective vision through mutually agreed-upon actions.

Communication

Obtaining buy-in to address priorities is highly dependent on the communication of desired outcomes and their connections to priority actions. Ongoing communication within and across systems is vital to CSP success as updates related to its challenges and successes are key for sustained commitment.

Engage the Community

No CSP can be accomplished solely through the efforts of organizations and systems. Grassroots and community level involvement is critical for its success. All system sectors must commit to engaging the community, including people with lived or living experience, in the development and implementation of solutions.

Focus on Social Determinants of Safety and Well-Being

Addressing determinants of community safety and well-being in relation to CSP priorities is crucial to the planning and implementation process. This includes determinants at different levels, including individual, relationship, community, and societal levels.

Leverage Partnerships

The CSP is meant to harness existing efforts and build on them, as well as form novel connections between existing approaches. Partnerships are critical for maximizing limited resources and finding solutions based in multi-disciplinary thinking and practice.

Background

Kent County, New Brunswick

Kent County is located in east-central New Brunswick and has a population of 32,169 (2021).^{iv} The county features a unique blend of cultures including Mi'kmaq, Acadian, and English. There are five municipalities within Kent County (Bouctouche, Saint-Antoine, Richibucto, Saint-Louis-de-Kent, and Rexton). Furthermore, three First Nations communities are located in Kent County: Elsipogtog First Nation, Indian Island, and Buctouche MicMac Nation. Kent County is home to Kouchibouguac National Park, the Bouctouche Sand Dunes, and Bonar Law Common.

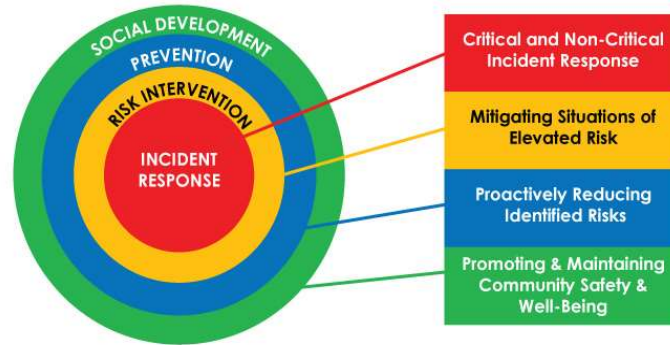
Kent County is experiencing many of the same issues that are endemic across the province: a housing crisis, systemic mental health and addictions crises and, more recently, a global pandemic. In the fall of 2021, the [Kent Regional Service Commission](#) hired the [Canadian Municipal Network on Crime Prevention](#) (CMNCP) to support the development of its Community Safety Plan (CSP) by collecting and analyzing local data, compiling the findings into a data report, and identifying key priority areas. As a community of practice, CMNCP has shared research, evidence-based practice, and strategies for successful crime prevention since 2003 and has engaged its community practitioners and experts from across the country to support the development of recommendations for Kent County.

Kent County's Community Safety Plan

While CSPs were legislatively mandated in Ontario in 2019, the Kent Regional Service Commission is among a small yet growing number of municipalities/organizations nationally demonstrating leadership and vision in the development of a CSP. Kent County is one of the first rural areas in Canada to develop a CSP.

Among other objectives, a CSP brings together system leaders, organizations, and community members to co-create a vision and an actionable plan to improve safety and sense of safety in the community. Kent County's CSP is committed to being tangible, pragmatic, and focused. While remaining aspirational and challenging the status quo of how systems operate, it endeavors to be realistic to reflect real-world constraints (i.e., organizational structures and budgets) and the complexities of bringing multiple organizations and communities together to co-create and implement a plan. Like all CSPs, this plan is focused on reducing risk, vulnerability, and harm. Accordingly, while police are focused on crime reduction (attending to the people, places, and situations already known), CSPs focus on upstream prevention - attending to the people, places and situations not yet troubled/known (for more information, see [Appendix I](#)). To visualize this, the Ontario Ministry of the Solicitor General's [Community Safety Framework](#)^v highlights the different levels of prevention/intervention.

Figure I: Community Safety Framework



Social Development	Intervening to reduce risk factors and/or enhance protective factors in the general population.
Prevention	Identifying at-risk individuals or communities and intervening to reduce risk factors and/or enhance protective factors.
Risk Intervention	Responding to acutely elevated risk situations to mitigate harm and decrease the likelihood of (re)victimization.
Emergency Response	Immediate response to urgent incidents to stop harms, minimize victimization and hold individuals responsible.

With this focus on delivering tangible results and having measurable impact through localized action, the Kent County CSP priorities and actions focus on prevention, risk intervention, social development, and reducing demand for incident response, respectively.

Community Safety Planning

Although there is no single approach or form for CSPs, all are grounded in the knowledge that social, economic, familial, and individual conditions and experiences (i.e., trauma) significantly influence whether a person turns to crime or is more likely to be victimized. Accordingly, all CSPs seek to engage a cross-section of local leaders as well as the broader community to generate a shared vision and commit to actions that address local conditions to improve community safety and sense of safety. It follows that to be successful, CSPs must inspire and enable a shift in “how we work” – from siloed organizations working toward isolated interventions to a systems approach in which a broad cross-section of organizations and people work differently by elevating their partnership to accomplish collective impact.

Importantly, CSPs are consistent with the [social determinants of health](#) through a focus on decreasing risk factors and strengthening protective factors - the “root causes” known to impact a person’s pathway to pro-social values, attitudes and behaviour or, alternatively, crime. Risk and protective factors are varied. Some require broad-based, long-term, sustained investment and commitment (social development), typically led by federal and provincial governments, to improve social inequities such as racism, poverty, and unemployment. Others are more readily achievable through localized consensus, leadership, and commitment to action. For more information on root causes, see [Appendix 2](#). Even at a glance, it is evident that these factors align directly with the mandate of varied institutions (i.e., community, cultural, education, social, health, etc.) and all levels of government.

Community Safety at All Levels of Government

At the international level, the United Nations' [System-wide Guidelines on Safer Cities and Human Settlements](#) (2020) repeatedly call for a coordinated, multidisciplinary effort to address the multiple root causes of delinquency, violence, and insecurity. The guidelines state it is crucial that local governments, in collaboration with national and subnational (i.e., provincial/territorial) governments, fully integrate safety and security in their strategic urban planning and decision-making processes and in the delivery of services. Local governments, in collaboration with national and subnational governments, “also need to base their policies and strategies on a comprehensive assessment of the city, drawing on appropriate disaggregated data and a knowledge base of good practices and effective interventions, where available”.^{vi}

Community Safety Assessment

Community safety assessments involve the collection of data to understand key risks, root causes, safety concerns, and available services/resources at the local level. While research has identified several general risk factors that negatively affect community safety, such as poverty, lack of social supports, and high crime rates, each community has its own unique circumstances resulting in some challenges being more prevalent than others. As a result, collecting data to understand these community-specific challenges is a vital step to ensure the CSP is evidenced-informed and addresses local concerns.

When conducting a community safety assessment, it is important to incorporate data from a variety of sources to ensure the information collected is as comprehensive as possible. During the community safety assessment for Kent County's CSP, quantitative¹ and qualitative² data were collected from several sources to shed light on local realities.

Existing Data

To understand the current community safety landscape in Kent County, existing quantitative data was collected and compiled. This information included demographic details from Statistics Canada (e.g., population, diversity, income, labour force), police data (e.g., crime rates), along with information from other community organizations related to food insecurity, threat and risk of violence in schools, and mental health and addictions.

Community Safety Survey

To understand the perception and feeling of community safety in Kent County, a survey was administered to residents between April and June 2022. In total, 474 residents completed the survey, representing approximately 1% of the population aged 15 and over (n=32,169).

The survey was developed by the Canadian Municipal Network on Crime Prevention in partnership with the Kent Regional Service Commission. It was administered by the Kent Regional Service Commission through a Survey Monkey link that was advertised through their Facebook account, website, and newsletter. Paper copies were also made available for participants who preferred not to or were unable to respond to the survey questions online.

The survey includes questions about residents' sense of belonging, trust, and relationships; perceptions of crime and safety; substance use; and the accessibility of local services. By sharing their experiences, residents can help shape life in Kent County, determine community priorities, and indicate where change is needed the most. Survey questions were presented in Likert scale format: Very satisfied =1, Satisfied =2, Neither satisfied nor dissatisfied =3, Dissatisfied =4, Very dissatisfied =5. Please refer to [Appendix 3](#) for a full list of survey questions.

¹ Quantitative data refers to numerical data (i.e., crime rates), collected through methods like surveys, which help us understand what is happening and how much.

² Qualitative data refers to more in-depth information (i.e., perceptions and experiences), collected through methods like interviews and focus groups, which help us understand how and why things happen.

By sharing their experiences, residents contributed to the identification of community priorities and indicated where change is needed the most. It should be noted that because of the absence of a random sample, the survey results are not generalizable to the overall population. However, they provide a comprehensive snapshot of current perceptions and issues pertaining to community safety identified by community members, which can be analyzed in addition to data, statistics, and community engagement.

Community Consultations

In addition to the statistics and quantitative data discussed above, the development of a CSP should include qualitative data collected through community consultations. This information provides a more comprehensive understanding of the challenges highlighted in the quantitative data and sheds light on the experiences of various groups within the community. Qualitative data from consultations helps provide a richer understanding answering the *how* and *why* of issues related to community safety. Engaging the community is important for (re-)shaping social cohesion, increasing community buy-in and accountability, and strengthening protective factors.

As part of the development of the Kent Region Community Safety Plan, community engagement sessions were held with several groups in the community and surveys were sent out to local organizations. Specifically, individuals whose voices tend to be overlooked were consulted as part of the planning process to ensure their concerns and priorities are addressed in the CSP. During each consultation, participants were asked questions related to three community safety topics: positive aspects about Kent County; concerns related to safety in Kent County; and opportunities to improve community safety and address challenges in Kent County.

A core principle for conducting community consultations is to provide opportunities for all (with a specific focus on those that are marginalized) to participate in a meaningful, safe, and inclusive manner. As a result, engagements were organized in partnership with local leaders and organizations. The community consultations were divided into two categories:

- 1. General Consultations:** For each municipality within Kent County, a general consultation was held in person. The invitation was extended to local stakeholders from various sectors, including municipal representatives, businesses, community-based organizations, services for older adults, health and social service agencies, libraries, recreation and wellness agencies, etc.
- 2. Targeted Consultations:** To ensure that the voices of individuals who face increased marginalization and oppression were heard, targeted consultations were organized with specific groups, including youth (in partnership with schools), Indigenous communities, and newcomers/immigrants.

Sessions were conducted in the following formats:

1. In-person consultations facilitated by CMNCP with local leaders present
2. In-person consultations facilitated by local leaders without CMNCP present
3. Online consultations facilitated by CMNCP with local leaders present
4. Online questionnaire for those who could not attend in-person or virtual sessions

Community consultations were held with the following groups:

- Cocagne Rural Community (residents)
- First Nations communities
- Immigrants and newcomers
- Kent Regional Service Commission Public Safety Committee
- Library staff
- Public Safety Day participants
- Town of Bouctouche (municipal employees, elected officials, service providers, residents)
- Town of Richibucto (municipal employees, elected officials, service providers, residents)
- Village of Rexton (municipal employees, elected officials, service providers, residents)
- Village of Rogersville (municipal employees, elected officials, service providers, residents)
- Village of Saint-Antoine (municipal employees, elected officials, service providers, residents)
- Village of Saint-Louis-de-Kent (municipal employees, elected officials, service providers, residents)
- Youth / Students

Identifying CSP Priorities

Following the data collection, a review of the findings was conducted to identify themes. The Public Safety Committee participated in a sorting process to divide the themes into three scopes, based on their applicability to the mandate and purpose of Kent County's CSP (please refer to the [Key Findings](#) section for more details).

- Scope 1 themes fit directly within the purpose of the CSP. They are complex challenges that impact safety and require multi-sectoral, coordinated approaches.
- Scope 2 themes fit within the purpose of the CSP but require less long-term, multi-sectoral approaches. These themes will be principally supported by the CSP and actioned through existing structures or organizations whose mandates are directly related to the theme.
- Scope 3 themes are concerns or challenges with limited scope for the CSP because they are not root causes or risk factors for complex safety issues. They will be referred to appropriate departments that can address the issues directly.

From this process, the key themes for this CSP emerged. Then, based on the input from the many participants throughout this process, recommendations and viable actions were designed for each of the themes, with a specific focus on those in scope 1.

Key Findings

Positive Aspects About Kent County

Residents identified several aspects they enjoy about Kent County, including:

Activities and Beauty of the Region

Many people indicated that they enjoy the outdoor activities available in the region, including outdoor rinks, municipal trails for walking and cycling, soccer fields, and Kouchibouguac National Park. Recreation, arts, and other programs were also highlighted as positive aspects about Kent County, such as hockey teams, music programs, sports opportunities, and school-based activities. Additionally, community members enjoy the beautiful landscapes, parks, and beaches.

Sense of Belonging

Community members feel a strong sense of belonging, which they identify is stronger given the rural context and smaller size of municipalities. Several participants highlighted the sense of connectedness, close-knit communities, and strong family ties. They also perceive that community members are willing to help each other and to watch out for each other.

Trust in Agencies and Services

Several residents praised local agencies and services. There is a general sense of trust in organizations and police. Some residents reported positive relationships and communication between the RCMP and youth in Kent County.

Community Safety Challenges in Kent County

In addition to the positive aspects mentioned above, community members also identified areas of concern related to community safety in Kent County. These are presented below. They are divided up into three scopes, based on their alignment with the CSP purpose and approach.

Scope 1 Themes

The five themes identified in Scope 1 are as follows:

- Domestic and intimate partner violence
- Mental health and substance use
- Public education
- Racism and discrimination
- Youth and family challenges

Scope 2 Themes

The five themes identified in Scope 2 are as follows:

- Emergency preparedness
- Infrastructure and physical environment
- Policing
- Poverty and housing
- Property crime and harassment at home

Scope 3 Themes

The two themes identified in Scope 3 are as follows:

- Road safety
- Transportation

Each of these is discussed in further detail in the next section.

Community Safety Plan Themes (Scope I)

Domestic Violence and Intimate Partner Violence

Definition

Domestic violence refers to violence committed by someone in the victim's domestic circle, including partners and ex-partners, immediate family members, other relatives, and family friends. The term 'domestic violence' is used when there is a close relationship between those involved and usually involves a form of controlling and coercive behaviour. Domestic violence can take the form of physical, sexual, financial, or psychological abuse. It can include intimate partner violence, elder abuse, violence against children, animal abuse, and/or self-harm. It is important to note that these forms of violence frequently occur simultaneously in a home.^{vii}

Intimate partner violence describes physical violence, sexual violence, stalking or psychological harm by a current or former partner or spouse. This type of violence can occur among heterosexual or mixed-orientation relationships and does not require sexual intimacy. It is primarily experienced by women – about 1 in 4 have experienced contact sexual violence, physical violence, and/or stalking by an intimate partner during their lifetime and reported some form of IPV-related impact (compared with 1 in 10 men).^{viii}

Supporting Data

In speaking with community members, many indicated that rates of domestic and intimate partner violence are often higher than what is reported. They indicated that domestic violence tends to be hidden, particularly given the increased isolation caused by the rural geographic context. Additionally, domestic and intimate partner violence tend to be taboo or stigmatizing topics, and therefore individuals avoid discussing them. Finally, community members mentioned that importance should be given to missing women.

Among survey respondents, 71% reported that they were not at all concerned about experiencing domestic violence and 96% reported that they had not experienced domestic violence in the past 12 months. However, 15% reported knowing someone who had experienced domestic violence in the past year. From September 2020 to September 2022, the Richibucto RCMP detachment recorded 338 calls regarding domestic violence or intimate partner violence.

Recommendations

Based on the community safety assessment, suggestions to address DV/IPV included:

- Research and support initiatives that reduce the vulnerability of people to DV and IPV.
- Empower people to identify and offer support in situations of DV and IPV.
- Ensure adequate emergency supports are available to those fleeing situations of DV and IPV.
- Implement initiatives to prevent and reduce DV and IPV.

Mental Health and Substance Use

Definition

Mental health is an integral and essential component of health. According to the World Health Organization, “mental health is a state of well-being in which an individual realizes their own abilities, can cope with the normal stresses of life, can work productively, and is able to make a contribution to their community”.^{ix} Multiple social, psychological, and biological factors impact the mental health of a person at any point in time (i.e., violence and persistent socio-economic pressures). Poor mental health is also associated with rapid social change, stressful work conditions, gender and racial discrimination, social exclusion, physical ill-health, and human rights violations.

Misperceptions about the relationship between mental illness and violence contribute significantly to stigma, discrimination, and social exclusion. Studies indicate that people living with mental health conditions are no more likely to engage in violent behaviour than the general population.^x On the contrary, the General Social Survey has indicated that people living with a mental health-related disability experience violence at rates more than double that of the general population. Individuals struggling with mental health challenges are also less likely to report their victimization compared with those not experiencing these challenges (22% versus 31%, respectively).^{xi}

Addiction refers to the use of drugs (including prescription drugs and alcohol) in a way that is harmful to a person’s health and life.^{xii} People of any age, gender, or economic status can become addicted to substances. Certain factors can affect the likelihood and speed of developing a substance use disorder, including family history of addiction, mental health disorders, peer pressure, lack of family involvement, adverse childhood experiences, and early onset of substance use. Research shows that the presence of addiction increases the likelihood of violent behaviour; however, that connection is affected by multiple factors including the type of substance, population, gender, and comorbidity.^{xiii} Furthermore, being a victim of violence can be a precursor to substance use disorder.^{xiv}

Supporting Data

During the community consultations, many participants indicated the need to improve the services and resources available to people living with mental health challenges. They indicated that these services should be provided by the appropriate sectors and ideally be implemented collaboratively across sectors. Community members also mentioned the significant presence of mental health challenges among youth populations and the negative impact of COVID-19 on mental health in general. The lack of capacity and services offered by hospitals was also highlighted, including the length of waitlist and the need for physicians to be more open and aware of these issues when prescribing medications.

Among survey respondents, 55% indicated that mental health services play a key role in creating a safer community. Between September 2020 and September 2022, the Richibucto RCMP detachment recorded 500 mental health calls, 42 of which required the intervention of the Mobile Crisis Unit (MCU). The Kent South RCMP detachment recorded 332 mental health calls, 38 of which required the MCU to be involved. The Northumberland RCMP detachment recorded 183

calls, 19 of which required the MCU to respond. A total of 71% of the calls were related to mental health and addictions, 26% to wellness checks, and 3% to suicide attempts. From 2019 to 2022, the Richibucto Service Center (*Réseau Vitalité*) had the lowest number of mental health referrals in May 2019 and April 2020, which is likely due to the COVID-19 closures in the area. Waitlist data for Kent County mental health centres in 2021 indicate that the average number of clients on waiting lists was highest in June, October, and December.

According to RCMP statistics, in the Richibucto (35), Kent South (38) and Northumberland South police detachments, alcohol was the most significant factor in incidents involving substances between September 6th, 2020, and September 5th, 2022. With regards to survey results, 24% of respondents perceive methamphetamine as highly problematic in Kent County, compared to 23% who reported illicit opioids/fentanyl as highly problematic and 20% who reported cocaine as highly problematic.

Recommendations

Based on the community safety assessment, suggestions to address mental health and substance use challenges included:

- Increase or support services and programs to prevent and address mental health and/or substance use challenges.
- Reduce the stigma surrounding mental health challenges and substance use.
- Prevent and reduce addictions, drug poisonings, and the harms associated with substance use.
- Decrease the presence of needles and other drug paraphernalia in public spaces.

Public Education

Definition

Public education is the process of giving the public information or training about a particular subject. Public education or raising public awareness is an effort to build recognition or understanding of a problem through media, messaging, and an organized set of communication tactics. Public education is important because it can inform the community about a current topic or problem which can solicit action to make changes.^{xv} A public awareness and education project is a great way to highlight the importance of crime prevention and community safety. It involves sharing key prevention information with a target audience and encouraging them to take action.

Supporting Data

During the consultation process, participants repeatedly highlighted the need for public education on specific topics, particularly related to the role of police and the criminal legal system. Specifically, community members and local stakeholders identified a lack of clear understanding of the role and jurisdiction of police and courts. Participants also mentioned that there is a lack of knowledge among community members about proven violence prevention, including root causes, risk factors, and effective preventative approaches. Additionally, community members

indicated a need for raising awareness on available activities, services, and resources in Kent County.

Recommendations

Based on the community safety assessment, suggestions to address public education included:

- Engage residents by providing information and awareness on the realities of community safety in Kent County.
- Increase awareness of available services, programs, and supports in Kent County.

Racism and Discrimination

Definition

Racism refers to a system of oppression that excludes and discriminates based on race. Often, this does not occur in isolation; rather, it intersects with other forms of discrimination including xenophobia, sexism, homophobia, transphobia, among others. Racism can take several forms including:

- Historical racism: historical domination or subordination of certain groups which continues to be reflected in current legal, policy and institutional frameworks, language, and cultural attitudes.
- Institutional racism: the practice of social or political institutions that results in the de facto exclusion of certain groups.
- Structural racism: exclusion in law or practice of individuals belonging to ethnic minorities.
- Individual racism: behaviours aimed to exclude someone, physical violence, verbal threats, intimidation, harassment, physical assault, damage to property, hate crimes, or hate speech.

Supporting Data

In speaking with community members, many conversations focused on stigma, racism, and discrimination. Consultation participants identified that marginalized communities – such as BIPOC, members of the 2SLGBTQ+ community, people experiencing mental health and substance use challenges, and people living in poverty – are often stigmatized and thus face greater levels of oppression and systemic barriers. During the consultation sessions, certain participants used stigmatizing and dehumanizing language and terms which reinforces an “us versus them” mentality. Furthermore, findings from the consultation process demonstrated a negative perception of immigrants and newcomers who were often viewed as dangerous. During the consultation sessions in schools, several youth participants mentioned the presence of homophobia and racism both among students and school professionals. Furthermore, several participants mentioned the prevalence of ageism, particularly discrimination against young people.

Among survey respondents, 93% identified themselves as white, while 1% identified themselves as First Nations. According to Statistics Canada, in 2021, 94% of the Kent County population identified themselves as non-immigrant, 13% as indigenous, 4% as immigrant, and 2% as a visible minority.

Recommendations

Based on the community safety assessment, suggestions to address racism and discrimination included:

- Recognize and reject racism and discrimination in Kent County.
- Support individuals in accessing safe spaces and services.
- Provide opportunities to create diverse and inclusive communities.

Youth and Family Challenges

Definition

The active engagement of youth in community safety efforts is central to achieving sustainable, inclusive, and safe societies. Young people face various challenges that impact their safety and well-being, including lack of employment opportunities, substance use, academic pressures, mental health challenges, social media and online harms, peer pressures, and more. Efforts to address young peoples' challenges focus on improving child and youth welfare outcomes and promoting safe and stable families. Youth issues are different in rural areas than they are in cities. While the causes of youth crime may be similar, many risk factors are exacerbated in rural areas. For example, school attendance, graduation rates, and youth employment tend to be lower in more remote areas. There are also fewer recreational options for youth in rural areas (e.g., shopping malls, cinemas, sport facilities, etc.) and a lack of public transportation options to reach these activities. Youth suicide rates also tend to be higher in rural areas. Family challenges refer to issues that strain the health, safety, and stability of parents and caregivers. This can include challenges related to childcare, services, and supports for parents and caregivers.

Supporting Data

In speaking with community members, many highlighted challenges related to young people in the area, including bullying and discrimination in schools; trespassing, theft, and arson; as well as road safety. Some participants mentioned their concern with negative adult influences which can lead youth into precarious situations such as violence, abuse, or human trafficking. According to the students and young people that were consulted, there is a lack of activities and services available in Kent County. They also expressed fear of school shootings and sexual violence.

With regards to family challenges, community members stated that there is a lack of support and services for single-parent families, such as childcare. It was also mentioned that some women have children with criminalized individuals, which can create a cycle of criminalization because young people with an incarcerated or criminalized parent are at a higher risk of being in conflict with the law in the future. Finally, consultation participants said that the low rate of education in the region exacerbated youth and family challenges.

Survey respondents identified alcohol and drug use among young people as well as youth idleness as key concerns for community safety. With regards to violence in schools, the school board implements a protocol called Violence Threat Risk Assessment (VTRA) to address situations

where students may pose a threat to themselves or others. In Kent Region, VTRA cases decreased from 2018-2019 (15) to 2020-2021 (11).

According to Statistics Canada, in 2021, 16% of families in Kent County were single parents, and 75% of single parents were women. Statistics on food insecurity show that in 2021, 30 to 35 families were served by the Bouctouche food bank, Vestiaire St-Jean Baptiste. During COVID-19, this number increased to 40 families. On a monthly basis, the food bank served an average of 576 people, including 181 children.

Recommendations

Based on the community safety assessment, suggestions to address youth and family challenges included:

- Ensure representation and involvement of youth in municipal initiatives/governance
- Implement approaches to build relationships and connections between generations.
- Increase activities and supports for youth and families.
- Implement approaches to increase safety of youth and families.

Community Safety Themes (Scope 2 and 3)

Scope 2 Themes

Emergency Preparedness

Definition

Emergency preparedness includes all activities, such as plans, procedures, contact lists and exercises, undertaken in anticipation of a likely emergency. The goal of these preparedness activities is to make sure that the government is ready and able to respond quickly and effectively in the event of an emergency.^{xvi} At the time of writing this report, national and international key stakeholders are increasingly paying attention to the impacts of global climate change on safety and security at the local level. Research from disciplines such as psychology, sociology, criminology, political science, economics, history, and geography is increasingly illustrating the direct and indirect effects of climate change on crime and violence. Direct connections include links between warmer temperatures triggering violence through increased alcohol use; physiological changes associated with mood disturbances, confusion, and anger; and alteration of human behaviours that increase opportunities for criminal activity (e.g., people congregating outdoors which can facilitate conditions for contact crimes). Indirect connections include consequences of climate change that are mediated by other factors such as the aftermath of natural disasters; the effects of climate hazards on child and adolescent development; and the impact of climate change on the lives and livelihoods of populations living in vulnerable situations. Therefore, including emergency preparedness in community safety planning is an important component.

Supporting Local Data

During a public consultation process at the Public Safety Day, participants were asked questions about emergency preparedness. Consultation findings show that most residents did not feel prepared to deal with an emergency or disaster. They mentioned a lack of awareness about how to respond, which increases their sense of insecurity. Community members also mentioned a lack of resources in the event of an emergency, and the possibility of creating shelters from arenas, community centres, and other infrastructure that have the necessary equipment or equipping these buildings to be ready in the event of an emergency.

Infrastructure and Physical Environment

Definition

General infrastructure and physical environment refer to the physical make-up or layout of the community, which can impact community safety in various ways. For example, well-maintained spaces that are accessible, and offer something to the community (i.e., parks, public libraries, playgrounds, etc.) tend to attract residents, facilitate a sense of belonging, and promote positive engagements among those who visit them. Further, when it comes to safety, areas that are well-lit, provide clear sightlines, and generally enhance visibility tend to reduce opportunities for criminal behaviour and subsequently reduce fear among residents.^{xvii} Conversely, signs of crime and disorder in a community (i.e., abandoned buildings, vandalism, etc.) are not only safety

hazards, but can contribute to an increased sense of fear or discomfort among residents who may opt to avoid that area of town. Additionally, the impression that these areas are not monitored may result in higher rates of criminal activity.

Supporting Local Data

During the community consultations, many participants mentioned the presence of abandoned houses and buildings in the area, including around schools and parks. Many community members indicated their concern around the lack of by-law enforcement regarding abandoned buildings. Specific locations were mentioned during the consultations because of the presence of drugs, alcohol, and graffiti, such as the water tank and the skate park in Bouctouche, some apartment buildings in Saint-Antoine, and some specific streets in Elsipogtog. Community members also reported a lack of lighting on the streets and a lack of sidewalks on the main roads which causes a sense of insecurity for pedestrians.

Among survey respondents, 44% believe that green spaces are fully accessible, while 45% think they are somewhat accessible. When asked to identify issues that need to be improved in Kent County, respondents mentioned the following regarding infrastructure and the physical environment: more trails and roads for bicycles or pedestrians, investment in public spaces for recreation and gatherings, sidewalks on main roads, and tearing down outdated buildings.

Policing

Definition

Policing challenges, both real and perceived, are common in rural areas. While police in rural areas face many of the same challenges as their urban counterparts, including violence, property crime, and social challenges, the rural context also creates additional challenges and barriers. For instance, police in rural communities tend to have less resources, less access to training, equipment, and technology, all while covering very large territories. Therefore, this creates challenges related to police response time and non-reporting of crime in rural areas.

Supporting Local Data

Key concerns mentioned by community members during the assessment process include a perceived lack of police presence in communities, particularly at night. Residents identified that the vast territory covered by limited police resources leads to certain non-emergency cases not being addressed. Participants also mentioned additional challenges related to policing, including lack of trust in authorities, low reporting rates due to fear of retaliation in small communities, and victim blaming narratives among police officers.

68% of survey respondents felt that the role of the police in community safety is extremely important. According to RCMP statistics, the Crime Severity Index shows that the severity of crime has increased in the Richibucto detachment area over the past three years. Similarly, in the Kent South detachment area, it has increased in 2015, 2017, and 2020.

Poverty and Housing

Definition

Poverty, in the simplest sense of the word, is a state where one lacks access to basic needs such as food, clothing, and shelter. It is also used to describe a person whose living conditions prevent

them from being able to acquire education, seek medical help, secure a stable job, and participate in recreational activities due to a lack of money.^{xviii} In Canada, the poverty line is based on the cost of a basket of goods and services that individuals and families require to meet their basic needs and achieve a modest standard of living in communities across the country. There is a strong association between housing need and living in poverty. The current housing affordability crisis both increases poverty while disproportionately impacting those who already live in poverty.^{xix} According to the Canada Mortgage and Housing Corporation (CMHC), housing is considered affordable when a household spends less than 30% of its pre-tax income on adequate shelter. Households that spend more than 30% of their income on shelter are deemed to be in core housing need. Those that spend 50% or more on shelter are in severe housing need.^{xx}

Supporting Local Data

Consultation participants consistently identified that the cost of living is too high, particularly for housing. The lack of affordable housing is said to cause stressors that may increase violence. With regards to housing, some community members also indicated that certain apartment buildings house low-income people who use drugs, which leads to feelings of insecurity for other tenants. With regards to the high cost of living, community members mentioned that a lot of people are moving away from rural communities and into urban centres due to the lack of job opportunities. Finally, the community engagement findings demonstrated challenges related to food insecurity in Kent County.

Among survey respondents, 28% have an annual income of less than \$20,000 to \$49,999. In 2020, Statistics Canada reported that 71% of Kent County residents earn less than \$49,999, with an average total individual income of \$41,840. The average total household income in Kent County was \$79,600 in 2020. That year, 31,540 households in Kent County were considered low-income. The average cost of housing is \$764 for an owner and \$645 for a renter in Kent County. In 2021, 79% of people owned their own homes, while 16% rented and 5% lived in band housing. Approximately 8% of Kent County residents spend 30% or more of their income on housing costs. In 2016, the unemployment rate in the region was 17.3, which was higher than the provincial rate (11.2). Data provided by the Shediac food bank shows that 23% of their clientele is located in Kent County and records various types of income, including unknown, undisclosed, no income, social assistance, child tax benefit, old age pension, and others.

Property Crime and Harassment at Home

Definition

In a property crime, a victim's property is stolen or destroyed, without the use or threat of force against the victim. Property crime can include theft, breaking and entering, burglary, auto theft, arson, and vandalism.^{xxi} Property crime is the most recorded offence in most communities. It can disrupt the integrity of a neighbourhood and make residents fear for their safety.

Harassment at home refers to illegitimate behaviours that aim to disturb and cause distress to the victim. Often, harassment at home does not meet the criteria for criminal harassment (under the Criminal Code), but it still translates into repeated behaviours that cause the victim to fear for their safety. Harassment at home can involve various tactics, including insults, minor

vandalism, trespassing, creating dangerous living conditions (e.g., dogs, fire), noise nuisance, aggressive behaviour, spreading rumours and defamation, etc. Often harassment at home begins with a conflict among neighbours and escalates to illegitimate behaviour and, ultimately, harassment.^{xxii}

Supporting Local Data

In speaking with community members, many mentioned concerns around the increase in theft, including thefts of cars and ATVs, as well as theft from houses and cottages. It was also mentioned that the rural context amplifies certain thefts, such as equipment/tools, wood, and catalytic converters, among others. Some participants mentioned challenges around individuals who steal to feed an addiction.

With regards to harassment at home, the consultation process highlighted the presence of this issue in Kent County, which is exacerbated due to the rural setting. While each situation of harassment at home is unique, there are common characteristics including the feeling of fear and distress among victims. Most often, harassment at home starts with a conflict between two or three neighbours, which then escalates to repeated illegitimate behaviours.

Among survey respondents, 86% trust all or most of their neighbors and 37% believe that over the past five years, crime in Kent County has increased. In terms of victimization, 5% of respondents had been harassed or assaulted by another person in public, while 17% knew someone who had. As well, 5% had been a victim of break-ins, vandalism, or trespassing, while 29% knew someone who had. 3% reported being a victim of auto burglary and 32% knew someone who had. In terms of the types of crimes committed in 2021, the RCMP recorded that property offences were most common in the Richibucto detachment area (47%), the Kent South detachment area (60%) and the Northumberland area (58%).

Scope 3 Themes

Road Safety

Definition

Road safety pertains to the measures taken to reduce the risk of road traffic injuries and deaths. Road safety responsibility pertains to motor vehicle drivers, pedestrians, and cyclists.

Supporting Local Data

With regards to road safety challenges, community members mentioned a lack of road maintenance – especially during the winter – which creates unsafe road conditions and thus increases collisions and accidents. Other challenges mentioned during the assessment process include speeding, dangerous driving, cellphone use, and other road infractions. The lack of trails for ATVs was also raised as a concern given that ATVs are forced to cross busy streets and highways, increasing risks of collisions with cars and trucks.

Among survey respondents, reckless driving was the most common concern, with 35% being extremely concerned about experiencing this crime. While 41% of respondents had been a victim of reckless driving, 41% also knew someone who had been a victim of reckless driving in the past

12 months. When asked to identify issues that needed improvement in Kent County, respondents mentioned the following road safety issues: better road conditions and maintenance, more trails and roads for bicycles or pedestrians, improve traffic signs and directional signs, and put sidewalks on major roads. RCMP data recorded 1,102 collisions between November 2020 and August 2022. The primary locations of collisions are Route 11, Route 126, and Route 117.

Transportation

Definition

Public transportation refers to any form of transportation (i.e., buses, trains, subways, cars) that generally operates on a fixed route, has set fares, and is available to members of the public. It is connected to community safety as many individuals rely on buses, trains, and other public transit to get to work, school, the grocery store, and attend to other needs. As a result, without sufficient public transportation options, many community members may struggle to fulfill their basic needs, negatively affecting their overall well-being.

Supporting Data

During the community consultations, several participants identified a lack of transportation options in Kent County. Specifically, they mentioned that most activities are held in other municipalities which creates accessibility challenges due to the lack of transportation between municipalities within the county. Furthermore, community members said that transportation challenges include a lack of options available 24/7. These challenges also lead to young people hitchhiking to school and/or work, which can create safety risks for them.

Among survey respondents, 44% think that green spaces are fully accessible, while 45% think they are somewhat accessible. Regarding sports and recreational activities, 56% of respondents think they are somewhat accessible. Work is considered fully accessible by 29% of respondents and somewhat accessible by 32%. Arts and cultural activities are considered somewhat accessible by 53% of respondents. 45% consider activities aimed at developing their skills and abilities not accessible. Health services were considered somewhat accessible by 57% of respondents, while 37% considered community services not accessible. Survey respondents also identified issues that need to be improved in Kent County, including the need for public transportation. According to Statistics Canada, in 2016, 0.7% of Kent County residents used public transportation, compared with 23% of people in the entire province.

Addressing Kent County's CSP Themes (Scope I)

This section outlines the action items that will be implemented to address the Scope I themes in Kent County's CSP. The action items are focused on Scope I themes because they align directly with the aim of the CSP and require the most comprehensive, multi-sectoral approaches and solutions. For each priority, the chart includes recommendations, specific actions related to each one, and proposed leads and partners. Below, we included examples of existing programs/approaches to explore in order to guide or support the development of local interventions.

Domestic and Intimate Partner Violence

Recommendations & Actions	Upstream	Midstream	Downstream	Lead & Partners
1. Recommendation: Research and support initiatives that reduce the vulnerability of people to DV and IPV				
Expand and explore current and potential community learning programs to prevent dating and family violence (e.g., healthy relationships for couples, parenting skills & family relationships, victim-centered services, mentorships).	X			Lead: Education, NGOs
Enhance collaborative community partnerships to wrap around impacted adults and youth.			X	Lead: NGOs, municipalities Partners: Education
2. Recommendation: Empower people to identify and offer support in situations of DV and IPV				
Develop educational campaigns and resources for members of the public to identify risk factors and intervene in/report situations of DV and IPV (e.g., poster campaign, virtual hand signal for domestic violence, bystander intervention training).		X		Lead: KRSC, NGOs Partners: Municipalities
Establish educational resources and training for service providers to identify risk factors and provide connections to counselling, exiting resources, and safety planning supports.		X		Lead: NGOs, KRSC Partners: Municipalities
3. Recommendation: Ensure adequate emergency supports are available to those fleeing situations of DV and IPV				
Conduct a comprehensive review of current programs, services, and policies to ensure immediate access to service for those fleeing DV/IPV (including youth and seniors) is available and accessible.			X	Lead: KRSC Partners: NGOs, municipalities
Explore and support specialized education and training for emergency responders in trauma and culturally informed approaches to DV/IPV.		X		Lead: KRSC, RCMP, fire, ambulance
Advocate for increased funding for domestic violence wraparound services, with a focus on transitioning out of shelters (e.g., support in managing finances, access to housing, etc.).			X	Lead: KRSC, municipalities Partners: NGOs

4. Recommendation: Implement initiatives to prevent and reduce DV and IPV

Explore and expand programmatic and multisectoral approaches to prevent dating and family violence, including a focus on coercive control.	X			Lead: KRSC Partners: NGOs
Explore and enhance preventative education approaches to foster healthy masculinity.	X			Lead: Education, KRSC Partners: NGOs
Explore avenues to offer specialized bystander training related to DV and IPV.		X		Lead: KRSC Partners: NGOs

Examples of Potential Programs/Approaches to Explore

Program/Approach	Description	Reference/Website
Hollaback!	Hollaback! operates as a perpetual affront to harassment in all its forms. It started in 2005 working to end gender-based harassment in public space and has since expanded to work on harassment across all spaces.	https://www.ihollaback.org/about/
REACH Immigration and Refugee Initiative	Culturally sensitive information, services, and support; works to address root causes and risk factors for family violence in a way that is culturally relevant for new immigrant families.	https://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/nvnr/dtls-en.aspx?i=10126
Bringing in the Bystander	In-class and online session options to increase awareness of behaviours and precursors to sexual violence and/or intimate partner violence.	https://crimesolutions.ojp.gov/ratedprograms/159
Neighbours, Friends, and Families	Online resources and training for identifying signs of domestic violence and how to report it.	http://www.neighboursfriendsandfamilies.ca/
Dating Matters	Teen dating violence prevention model that includes prevention strategies for individuals, peers, families, schools, and neighborhoods.	https://www.cdc.gov/violenceprevention/intimatepartnerviolence/datingmatters/index.html
Circles of Safety and Support	A Circle of Safety and Support brings a woman worried about her safety because of family violence together with service providers and other supportive people.	http://justiceoptions.ca/safetycircles/
Sh!ft – The Project to End Domestic Violence	Sh!ft’s goal is to significantly reduce domestic violence using a primary prevention approach to stop first -time victimization and perpetration.	https://preventdomesticviolence.ca/
Community Justice Initiatives	Community Justice Initiatives (CJI) is a non-profit organization known world-wide for starting the first modern Restorative Justice program.	https://cjiwr.com/
Caring Dads	Caring Dads is a 17-week intervention program for fathers (including biological, step, common-law) who have physically abused, emotionally abused or neglected their children, or exposed their children to domestic violence.	https://johnhoward.on.ca/peterborough/services/caring-dads/
Hidden Water	Hidden Water is a restorative justice approach to breaking the cycle of childhood sexual abuse and transforming harm into shared healing.	https://hiddenwatercircle.org/
The Fourth R	Promoting healthy youth relationships by building the capacity of schools and communities through innovative programming, research, education, and consultation.	https://youthrelationships.org/

Mental Health and Substance Use

*Note: we recognize that there is not always a correlation between mental health and substance use. However, they have been merged to better address instances of concurrent disorders (through increased coordination and alignment of action items and services).

Recommendations & Actions	Upstream	Midstream	Downstream	Lead & Partners
1. Recommendation: Increase or support services and programs to prevent and address mental health and/or substance use				
Improve accessibility to and availability of substance use (drugs and alcohol) and mental health resources for youth and adults.		X		Lead: Health Partners: NGOs
Create opportunities for people with diverse lived experience (based on identity, trauma, social factors, etc.) and peer support workers to participate in decisions regarding mental health and substance use.	X			Lead: Health Partners: NGOs
Hire outreach workers to help connect people to appropriate mental health and/or substance use services and resources.			X	Lead: Health Partners: NGOs, KRSC
Increase capacity of mobile crisis response services (e.g., hours of operations, staff, resources).			X	Lead: Health Partners: KRSC
Develop and coordinate system-wide training on trauma-informed care approaches, including trainings to effectively do this work (e.g., cultural competency, understanding racial trauma, anti-oppressive practice, non-violent crisis intervention, etc.).		X		Lead: Health Partners: KRSC
2. Recommendation: Reduce the stigma surrounding mental health challenges and substance use				
Develop an education/communication strategy for community members, service providers, and agencies that includes anti-stigma initiatives and that demystifies the perceived connections between crime, substance use, and mental health.	X			Lead: KRSC Partners: Health, Education, RCMP
Support the shift towards dignified language around substance use and mental health through additional educational resources for municipal employees, service providers, and community members.	X			Lead: KRSC Partners: Municipalities, Health, Education
3. Recommendation: Prevent and reduce addictions, drug poisonings, and the harms associated with drug use				
Implement substance use prevention programs/initiatives in schools that consider the relationship between youth and family.	X			Lead: Education, Health
Advance harm reduction initiatives (e.g., overdose prevention sites, safe consumption sites, and increasing communication to those actively using drugs about the toxic supplies in the market and how to use safely).			X	Lead: Health, Municipalities Partners: NGOs
Expand Naloxone training and distribution.		X		Lead: Health, Municipalities Partners: KRSC, RCMP
Expand approaches to support and connect active users to appropriate addiction services when requested.		X		Lead: Health, Municipalities Partners: NGOs, KRSC

4. Decrease the presence of needles and other drug paraphernalia in public places

Conduct an analysis of existing programs and gaps (including data at the intersection of race and geography) to identify appropriate and evidence-informed solutions for the disposal of needles and drug paraphernalia.			X	Lead: KRSC, Education Partners: RCMP
Organize information session for community members regarding safe disposal of publicly found drug paraphernalia.			X	Lead: KRSC, Health Partners: Municipalities

Examples of Potential Programs/Approaches to Explore

Program/ Approach	Description	Reference/Website
24/7 Crisis Diversion	This program dispatches crisis diversion teams around the clock, 365 days a year. They respond to people who are in distress and vulnerable on the streets of Edmonton.	REACH Edmonton
Street Outreach Services (SOS)	The S.O.S. Team, a highly trained, skilled team of compassionate people, is out on the road every day. This team is out in teams of two, offering their services to homeless, intoxicated, and high-risk people in our community.	https://stonehengeetc.com/overview-of-stonehenge-programs/community-services-programs/sos-outreach-services/
Opioids Don't Discriminate Exhibit	ODD: IE took an innovative approach to raising awareness about the opioid crisis. The exhibit aimed to reduce stigma and increase empathy for those living with opioid misuse. It also aimed to inspire participants to act.	https://www.strathcona.ca/community-families/well-being-and-mental-health/opioids/opioids-dont-discriminate/
Project Engage	Project Engage is an early intervention and referral to substance use disorder treatment program designed to help hospital patients who may be struggling with alcohol or drug use. Project Engage integrates peers in recovery into the clinical setting.	https://christianacare.org/services/behavioralhealth/project-engage/
Community Withdrawal Services	CWMS offers an alternative to residential withdrawal management, where individuals who can safely withdraw from alcohol and/or other drugs are able to do so in a safe and supportive community environment.	https://haltonadapt.org/programs-services/withdrawal-management/
Needle Hunters Program	The Needle Hunters are a group of people who proactively search for and dispose of discarded needles, crack pipes, and other drug paraphernalia found in communities. Their clean up routes are constantly monitored and adjusted to target areas of need.	https://www.ottawapublichealth.ca/en/public-health-topics/discarded-needles-in-our-communities.aspx#Needle-Hunters-Program
Project SUCCESS	A trained individual who is experienced in providing substance use prevention counseling to adolescents is recruited to work in the alternative school as a counselor. This individual provides the school with substance use prevention and early intervention services through a culturally competent lens to help decrease risk factors and enhance protective factors related to substance use (important to include racialized or BIPOC counsellor that reflects the identities of youth accessing services).	https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/sclbsd-drgbs/index-en.aspx#ch03a
LifeSkills® Training	Classroom-based drug use prevention program for junior high students.	https://crimesolutions.ojp.gov/ratedprograms/186
Outreach services	Effective outreach requires communication (including documents and materials) in different languages beyond English and French, based on geographic location (e.g., Indigenous languages). Outreach approaches can also expand partnerships beyond the well-established institutions within the region in order to allow for more vulnerable populations to hear about programming and prompt them to access care (e.g., churches, community centres, small youth programs).	N/A

Public Education

Recommendations & Actions	Upstream	Midstream	Downstream	Lead & Partners
1. Recommendation: Engage residents by providing information and awareness on the realities of community safety in Kent County				
Offer regular community safety information, education sessions, and events to engage residents in community safety topics (e.g., role of CJS, root causes of violence).	X			Lead: KRSC Partners: RCMP, Municipalities, Education
Pursue public awareness campaigns to educate and empower the public in identifying and responding to community incidents (e.g., social challenges).		X		Lead: KRSC, RCMP Partners: Municipalities
Communicate with residents about the role of police, reporting incidents, and non-emergency numbers.			X	Lead: RCMP Partners: KRSC, Municipalities
Engage local leaders to raise awareness of harassment at home, including how to detect it, report it, and intervene.			X	Lead: Municipalities, RCMP Partners: NGOs
Engage local media in hosting discussions about prevention and community safety.	X			Lead: KRSC, Municipalities Partners: RCMP
2. Recommendation: Increase awareness of available services, programs, and supports in Kent County				
Ensure residents are aware of the directory of services, programs, and supports available in the region.		X		Lead: KRSC Partners: Municipalities, NGOs
Host neighbourhood activation activities in municipalities within Kent County	X			Lead: Municipalities, NGOs Partners: KRSC, RCMP
Encourage local leaders to champion community safety and raise awareness during meetings, speeches, and other public initiatives.		X		Lead: Municipalities Partners: KRSC, RCMP

Examples of Potential Programs/Approaches to Explore

Program/Approach	Description	Reference/Website
Neighbourhood Activation Activities	Encouraging the coordination of free public events in public spaces and inviting the community in. These activities can be hosted in priority neighborhoods. Examples include gatherings with food, concerts, information sessions, feasts, walking groups, etc. These activities serve to build inclusion and community cohesion.	https://www.cityofboise.org/programs/energize/energize-toolkit/guides/activate-your-neighborhood/
Porch Chats	The Waterloo Region Crime Prevention Council hosted “porch chats” facilitated by staff and taking on tough topics such as fear of crime, etc. Media are invited and as a result the messages from the meeting spread beyond those in attendance. The chats are just that: they start with someone presenting and then participants get to voice their experiences and views. Adult style learning model.	https://preventingcrime.ca/2020/07/02/keepfamilysafe-coalitions-launch-2/
Love My Hood Community Gardens	Kitchener’s Love my Hood Strategy is a neighbourhood strategy that encourages residents to take the lead in shaping their neighbourhood. It includes several initiatives, including a guide on community gardens located on city-owned land.	https://www.lovemyhood.ca/en/cool-ideas/community-gardens.aspx
Host events where people with lived/living experience are experts	The Waterloo Region Crime Prevention Council organized several events featuring people with lived/living experience, including incarcerated women and mothers of children who had died from drug poisoning. If facilitated adequately, such events can help destigmatize certain challenges or populations.	N/A
Say Hi Campaign	The “Say Hi” campaign nurtures a sense of caring, belonging, and responsibility in the community and encourages people to get to know their neighbours by saying hi.	https://preventingcrime.ca/our-work/awareness-campaigns/say-hi-campaign-2004/

Racism and Discrimination

Recommendations & Actions	Upstream	Midstream	Downstream	Lead & Partners
1. Recommendation: Recognize and reject racism and perceptions of discrimination and prejudice in Kent County				
Advance reconciliation efforts at the local level, including calls to action identified by the Truth & Reconciliation Commission.	X			Lead: KRSC, Municipalities Partners: NGOs
Encourage and support business community leadership to review recruitment and hiring practices among local employers with a view to equity, diversity, and inclusion.	X			Lead: KRSC, Municipalities Partners: Business community
Establish public education campaigns to recognize and reject all forms of racism, discrimination, and prejudice.		X		Lead: KRSC, Municipalities Partners: NGOs
Provide cross-sector anti-oppression training and education opportunities.	X			Lead: KRSC, Municipalities Partners: NGOs
Establish dedicated funding to advance anti-racism programs, initiatives, and services.	X			Lead: KRSC, Municipalities Partners: NGOs
2. Recommendation: Support individuals in accessing safe spaces, programs, and services				
Explore ways to establish safe(r) and more inclusive spaces in various locations across Kent County (e.g., pride/progress flags in public spaces).		X		Lead: KRSC, Municipalities Partners: NGOs
Explore ways to incorporate consideration for accessibility (universal design principles) and make facilities design, construction, redesign, or renovation of physical spaces accessible and safe.		X		Lead: Municipalities Partners: KRSC
3. Recommendation: Provide opportunities to create diverse and inclusive communities				
Encourage system leaders to establish positions that advance equity, diversity, inclusion, and race relations in their organizations.	X			Lead: KRSC, Municipalities Partners: NGOs
Explore opportunities to create and establish programs to increase leadership development and job opportunities for youth, Indigenous peoples, and other equity-deserving groups.	X			Lead: KRSC, municipalities/First Nations Partners: NGOs
Utilize partnerships to create community engagement and research opportunities for youth and students.	X			Lead: KRSC, Education Partners: Municipalities
Organize community events and opportunities for community conversations to share and learn about community diversity (e.g., heritage, cultures, etc.).	X			Lead: KRSC, Municipalities Partners: NGOs

Examples of Potential Programs/Approaches to Explore

Program/Approach	Description	Reference/Website
Anti-Racism Education	Education to increase understanding of different cultures, traditions, beliefs, values, experiences, traumas, etc. Schools could collaborate with Immigration and Indigenous centers to develop this “curriculum”. Could also include a region-wide anti-racism campaign.	https://www.uvic.ca/equity/education/anti-racism/index.php
Indigenous Literature Kit: Growing Our Collective Understanding of Truth and Reconciliation*	In classrooms, storytelling creates a climate that is responsive to the individual needs of the classroom while making connections to prior and new learning. Through storytelling in its many varied forms, teachers provide analogies or connections to ideas that students can understand, so that learning is meaningful and transformative.	https://empoweringthespirit.ca/sharing-through-story/
Coalitions Creating Equity	Coalitions Creating Equity brings together regional community networks, organizations, and individuals across Alberta to collaboratively address issues of discrimination, inequity, and racism. This project aims to build capacity in areas of local community engagement, leadership support, and resource mobilization.	http://coalitionscreatingequity.ca/
Anti-racism independent body / advisory board and/or taskforce	Develop a framework and context based anti-racism strategy as a foundational step and action against racism, discrimination, and prejudice.	https://www.fredericton.ca/en/community/community-inclusion/anti-racism-task-force

Youth and Family Challenges

Recommendations & Actions	Upstream	Midstream	Downstream	Lead & Partners
1. Recommendation: Ensure representation and involvement of youth in municipal initiatives/governance				
Create opportunities to meaningfully include youth representatives in municipal committees.	X			Lead: KRSC, municipalities Partners: NGOs
Create a youth advisory committee to consult when developing or implementing new initiatives/programs in Kent County.	X			Lead: KRSC Partners: Municipalities
Create a campaign that highlights positive youth stories.		X		Lead: KRSC, NGOs Partners: Municipalities, RCMP
Involve youth in efforts to revitalize certain spaces or infrastructure (e.g., skate park).		X		Lead: KRSC, municipalities Partners: NGOs
2. Recommendation: Implement approaches to build relationships and connections between generations				
Increase volunteering opportunities that bring together youth, adults, and older adults.	X			Lead: Municipalities Partners: KRSC
3. Recommendation: Increase activities and supports for youth and families				
Implement evidence-based programs to support youth, particularly those who are most at risk (e.g., mentoring programs).		X		Lead: Municipalities, NGOs Partners: KRSC, education
Offer free activities for youth and families (e.g., bingo nights, movie nights, videogame nights, art classes).	X			Lead: KRSC, municipalities Partners: NGOs, education
Increase accessibility and availability of childcare services.	X			Lead: Municipalities Partners: KRSC, NGOs
Hire youth outreach workers to reach out and help youth find and connect with helpful programs and services.			X	Lead: Municipalities, KRSC Partners: NGOs
Support and expand family support services (e.g., through a community hub) to promote and strengthen healthy lifestyles and to enhance child and family development.	X			Lead: KRSC, NGOs Partners: Municipalities
4. Recommendation: Implement approaches to increase safety of youth and families				
Increase bullying prevention initiatives in schools.	X			Lead: Education Partners: Municipalities
Increase supports for single parent families.		X		Lead: Municipalities Partners: NGOs
Implement Community Violence/Threat Risk Assessment (VTRA) processes at the municipal level.		X		Lead: Municipalities, KRSC Partners: Education, RCMP

Examples of Potential Programs/Approaches to Explore

Program/Approach	Description	Reference/Website
Infant-Parent Psychotherapy	This is a dyadic, relationship-based therapy intended for maltreating parents (who had neglectful experiences in their childhood) and their infants.	https://crimesolutions.ojp.gov/ratedprograms/106
Nurse-Family Partnership	This is a home visitation program for low-income, first-time mothers designed to improve family functioning.	https://crimesolutions.ojp.gov/ratedprograms/187
Creative Interventions Toolkit	This toolkit promotes an approach called community-based interventions to violence or what some call community accountability or transformative justice.	https://www.creative-interventions.org/toolkit/
The Fourth R	Promoting healthy youth relationships by building the capacity of schools and communities through innovative programming, research, education, and consultation.	https://youthrelationships.org/
Big Brothers Big Sisters (BBBS)	This program offers one-on-one mentoring in a community setting for at-risk youth between the ages of 6 and 18. The program was associated with statistically significant reductions in initiating drug and alcohol use and antisocial behavior among mentored youth, compared with non-mentored youth.	https://crimesolutions.ojp.gov/ratedprograms/112
Guiding Good Choices	This is a family-competency training program to promote healthy parent-child interactions and address children's risk for early substance use.	https://crimesolutions.ojp.gov/ratedprograms/77
Youth Inclusion Program	The Youth Inclusion Program (YIP) is a neighborhood-based initiative that aims to reduce youth crime and antisocial behavior by creating a safe place where youth can go to learn new skills, take part in activities with others, and receive educational support.	https://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/nvntr/dtls-en.aspx?i=10058
Multisystemic Therapy	A family and community-based treatment program for adolescent offenders who have exhibited serious antisocial, problem, and delinquent behaviors.	https://crimesolutions.ojp.gov/programdetails?id=192
Functional Family Therapy	This is a family-based prevention and intervention program for dysfunctional youth, ages 11 to 18, who are justice-involved or at risk for delinquency, violence, substance use, or other behavioral problems.	https://crimesolutions.ojp.gov/programdetails?id=122
Assisting Immigrant Mothers (AIM)	Assisting Immigrant Mother's Project (AIM) utilizes a two-tier wraparound services approach to build protective factors in immigrant youth and mothers living in Calgary Housing Company (CHC). AIM uses a holistic approach, targeted crime-prevention approach by providing both family and youth-focused services.	https://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/nvntr/dtls-en.aspx?i=10079
Aboriginal EMPATHIC Program	The Aboriginal Emotional Maturity Problem-Solving & Awareness Targeting Higher Impulse Control (EMPATHIC) Program is a school-based curriculum. The program was modified to reflect Aboriginal cultural values and teachings and is centered on emotional awareness, impulse control, techniques to handle emotions, and increasing levels of self-esteem and pride in the Aboriginal culture.	https://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/nvntr/dtls-en.aspx?i=10002

Addressing Kent County's CSP Themes (Scope 2 and 3)

Based on engagements with the community as well as suggestions from practitioners and CMNCP, recommendations that could be explored by the implementation team to address the scope 2 and 3 themes were identified. They are listed below.

Scope 2 Themes

Emergency Preparedness

Potential Recommendations

- Implement a volunteer-based community check-in program.
- Educate the public on emergency planning (e.g., emergency supply kit, protective measures) through free training sessions and media campaigns.
- Identify clear evacuation shelters or locations in the community (e.g., existing infrastructure such as arenas or schools).
- Improve planning and emergency responses for vulnerable populations (e.g., warming/cooling stations, shelters, and disaster response).

Infrastructure and Physical Environment

Potential Recommendations

- Explore the development of a safety audit program to improve safety in Kent.
- Increase engagement in Crime Prevention Through Environmental Design (CPTED) approaches, including training, assessment, audits, consultation, and reporting.
- Establish a mechanism for community members to raise safety concerns related to physical environment and specific locations.
- Involve youth in revitalization efforts for specific areas of concern (e.g., skate park, water tank).

Policing

Potential Recommendations

- Pursue public awareness campaigns to educate and empower the public in identifying and responding to community incidents (e.g., social challenges).
- Communicate with residents about the role of police, reporting incidents, and non-emergency numbers.
- Explore the creation of alternative, community-based responses (e.g., intervention, outreach, and social navigation) to police calls involving people in crisis.
- Advocate for increased capacity for local RCMP.

Poverty and Housing

Potential Recommendations

- Enhance strategies (e.g., legislation and partnerships with landlords) to support maintenance of safe and healthy properties.
- Advance regional planning initiatives to ensure Kent County has a balanced housing system positioned to address the social and economic needs of the region (e.g., healthy housing strategy).
- Support individuals who are precariously housed or experiencing homelessness with connections to income supports and services within the community.
- Implement an anti-stigma campaign aimed to change people's perceptions and levels of understanding regarding homelessness and poverty.
- Increase education of factors that contribute to housing precarity and homelessness along with awareness of existing supports for housing and homelessness in Kent County.
- Prioritize social and affordable housing repair and construction.
- Support newcomers' housing needs.
- Explore basic-income-guarantee models.

Property Crime and Harassment at Home

Potential Recommendations

- Increase engagement in Crime Prevention Through Environmental Design (CPTED) approaches, including training, assessment, audits, consultation, and reporting.
- Educate the public on property crime prevention approaches, including target hardening measures (e.g., Lock it or Lose it campaign) for their homes, cottages, and vehicles.
- Engage local leaders to raise awareness of harassment at home, including how to detect it, report it, and intervene.
- Develop an evaluation tool and information document to help community members and local stakeholders identify situations of harassment at home.
- Offer active bystander training.

Scope 3 Themes

Road Safety

Potential Recommendations

- Explore opportunities to increase road maintenance, particularly during the winter
- Educate the public on safe driving behaviours, particularly for ATVs
- Motivate drivers through driving programs that provide incentives to enhance driving patterns
- Increase presence of traffic calming/speed bumps.
- Increase traffic lights, crosswalks, and crossing times at existing crosswalks.
- Increase use of auto-pedestrian signals.

- Increase number of bike lanes and sidewalks.
- Reduce speed limits in areas with high pedestrian traffic.
- Increase accessibility for those with mobility aids (e.g., more wheelchair accessible crosswalks).

Transportation

Potential Recommendations

- Increase accessible public transportation options for residents in Kent County, particularly for individuals without a car or driver's license.
- Increase accessible transportation options for those with mobility challenges.
- Implement Drive Happiness program and other options for transportation.
- Explore the implementation of a supported transportation model (provides more than a ride; a companion to bring individuals to programs and supports).
- Explore transportation options (e.g., shuttles) between municipalities in Kent County to allow youth to attend activities in other municipalities.

Implementation

Promising practice suggests several **key elements** to ensure crime prevention and community safety approaches in communities are successful. Broadly speaking, communities (such as Glasgow, Bogota, Boston, Chicago, Ciudad Juarez, and Cardiff) that were successful in reducing crime adopted all or most of the key elements listed below, usually in a local context.

Adequate and Sustained Funding

According to the UN, “crime prevention requires adequate resources, including funding for structures and activities, to be sustained. There should be clear accountability for funding, implementation, and evaluation, and for the achievement of planned results”.^{xxiii} The Kent County CSP requires sustained and adequate funding as well as resource allocation. Below is a proposed annual budget for the implementation of the CSP. It includes a budget line for human resources (see permanent position below), implementation (scope 1), implementation (scope 2 and 3), as well as resources for training and capacity building. The specific allocation of the program implementation budget can be identified by the implementation team, based on the programs and approaches that will be selected.

Item	Annual Budget
Human Resources	\$75,000
Implementation of Approaches to Address Themes (Scope 1)	\$50,000
Implementation of Approaches to Address Themes (Scope 2 and 3)	\$40,000
Training and Capacity Building	\$10,000
TOTAL	\$175,000

Clear Timeline

The Kent County CSP seeks solutions that are achievable by local leaders within their spheres of control (i.e., independent of provincial/national policy changes) and in the boundaries of the Kent Regional Service Commission. It aims to be achievable and focused on short- to medium-term efforts. Given these objectives and scopes, the Kent County CSP is organized into a five-year timeline which aligns with the 5-year regional strategy. This will allow local priorities and actions to be completed alongside regional efforts.

Permanent Position (Human Resources)

We recommend that the Kent Regional Service Commission dedicate resources to a permanent full-time position (Community Safety Plan Coordinator) to oversee the implementation of the CSP. This position will help provide the “energy” and continuity behind developing and implementing the CSP actions. To be effective, such a position would support and collaborate with local stakeholders, mobilize local talent, facilitate the exchange of information between various sectors, as well as disseminate and exchange pertinent information to key stakeholders and the public.

Examples of positions in smaller communities include [Thunder Bay](#) (Ontario) and [Williams Lake](#) (British Columbia). Examples of larger, permanent offices include [REACH Edmonton Council for](#)

[Safe Communities](#) (Alberta), the former [Waterloo Region Crime Prevention Council](#) (Ontario), and [Crime Prevention Ottawa](#) (Ontario).

Implementation Action Teams (IATs)

We recommend that the CSP coordinator work collaboratively with the Public Safety Committee to establish community action teams for each theme. The action teams will be multi-sectoral and include representation from key sectors that can play a role in identifying and implementing specific action items, programs, and initiatives. Membership could include representatives from municipalities, NGOs, frontline practitioners, provincial government, and other agencies. The implementation action teams will advance and provide accountability for approaches to address the CSP priorities. The CSP Coordinator will support with planning and coordinating the IATs. The work conducted by IATs will be reported back to the larger Public Safety Committee.

Other Key Elements

Informed and Based in Evidence

This element refers to the importance of basing crime prevention and community safety on a multidisciplinary foundation of knowledge about crime/violence problems, their multiple causes, and promising and proven practices. To support with research and documenting evidence, municipalities can implement partnerships with local universities.

Examples of databases that document evidence and best practices include [CrimeSolutions.gov](#) (a user-friendly, evidence-based website with an extensive list of programs and 100 practices hosted by the U.S. Department of Justice), Public Safety Canada's [Crime Prevention Inventory](#) (a website that provides a list of programs funded under the National Crime Prevention Strategy, by Canadian provinces/territories, or non-governmental organizations), and [POPcenter.org](#) (a website that compiles data concerning situational crime prevention and proactive policing techniques proven to be effective).

Community Safety Assessment, Planning, Implementation, and Evaluation

To prevent crime and increase community safety, local CSWB plans are important to mobilize community sectors. The plans should be based on diagnoses of crime problems and community safety priorities occurring locally. This also requires outlining performance standards, targeted solutions, training protocol, and process and outcome evaluations.

Examples of tools include the European Forum for Urban Security's [Guidebook on Methods and Tools for a Strategic Approach to Urban Security](#), the Ontario Ministry of the Solicitor General's [Community Safety and Well-Being Planning Framework](#), Public Safety Canada's [Crime Prevention Inventory](#), as well as tools developed by CMNCP, including the [Practitioner Guide on Community Safety & Well-Being Planning](#), the [Community Safety & Well-Being Survey Tool](#), the [Topic Summary on Indicators for Crime Prevention and Community Safety & Well-Being Plans](#), and the [Action Brief on Examples of Proven Crime Prevention Programs](#).

Mobilizing Sectors Able to Tackle Causes

Because of the complex nature of the risk factors and root causes of crime and violence, a crime prevention office should mobilize various sectors (education, health, criminal justice, etc.) able to

contribute to solving problems. This formal mechanism would allow for senior leaders to align around key determinants of well-being and make decisions that result in policy and systems change to better address community safety and well-being challenges.

Standards and Training for Human Talent

For innovations to be successful, they will require the human talent capable of planning and implementing effective solutions. This includes establishing standards, because any of the tasks necessary for effective solutions will require additional skills. Examples of organizations that offer training for crime prevention include the European Forum for Urban Security (EFUS), Conestoga College (Kitchener, ON), and the Canadian Municipal Network on Crime Prevention.

Public Support and Engagement

The public is an important player in community safety and well-being and can take on many roles in this process, including:

- Participating in community projects, workshops, events, and forums
- Engaging with other community members, leaders, and practitioners
- Sharing community involvement opportunities via social media
- Utilizing their own passion, knowledge, and skills to promote a better understanding of crime prevention
- Supporting and advocating for crime prevention, innovation, and collaboration

Championship

Championship is an important part of community safety and well-being work. The success of these efforts is increased if local leaders (i.e., the chief of police, elected officials, the mayor, Elders, and others working within local organizations) can advocate for this work and generate support from the community.

Monitoring and Evaluation

Given that the purpose of the CSP is to create positive, long-lasting change in the community, it is imperative to establish a reliable way to evaluate whether these changes are occurring and where additional action may be needed. Monitoring and evaluation involve a combination of data collection and analysis (monitoring) and assessing to what extent the community safety plan is, or is not, meeting its objectives (evaluation).

Recognizing that community safety is complex, and that perceptions and feelings of safety can be impacted by various domains (e.g., education, health, victimization, living standards, social issues, access to services, sense of belonging, etc.), it is important that monitoring and evaluation be based on diverse measurements, moving beyond conventional and simplistic measures like reported crime statistics and the crime severity index, alone.

Developmental Evaluation

Developmental Evaluation (DE) is an evaluation approach that adapts to emergent and dynamic realities in complex environments like community safety. It requires the collection and analysis of real-time data in a way that leads to informed and ongoing decision-making as part of the implementation process. DE aims to answer questions such as “is the action achieving what it is supposed to” and if so, “is it effective”? DE can “provide stakeholders with a deep understanding of context and real-time insights about how a new initiative, program, or innovation should be adapted in response to changing circumstances and what is being learned along the way”.^{xxiv} This approach allows for changes in direction as the implementation process occurs rather than waiting to measure success after years have passed. DE necessitates an ongoing engaged monitoring process that is best accomplished through multi-disciplinary methods.

Theory of Change

To describe how the CSP is affecting change in the short, medium, and long-term to achieve its intended impacts, it is helpful to develop a theory of change, particularly when evaluating a complex initiative. Community safety challenges are particularly complex. As a result, establishing direct causal links between activities and outcomes is challenging, particularly in a context where comparisons between communities are not possible. To evaluate the Kent County CSP, it is important to understand the plan as an aspirational document that is meant to provide general direction and guidance rather than as a program logic model that can be used to directly measure activities.

Conceptually, the theory of change for the implementation of Kent County CSP can be constructed and evaluated based on three components:

- I. Backbone support to increase capacity for systems change
 - Catalyze collaboration
 - Align system-level supports
 - Facilitate responsive system-level approaches
 - Foster shared responsibility

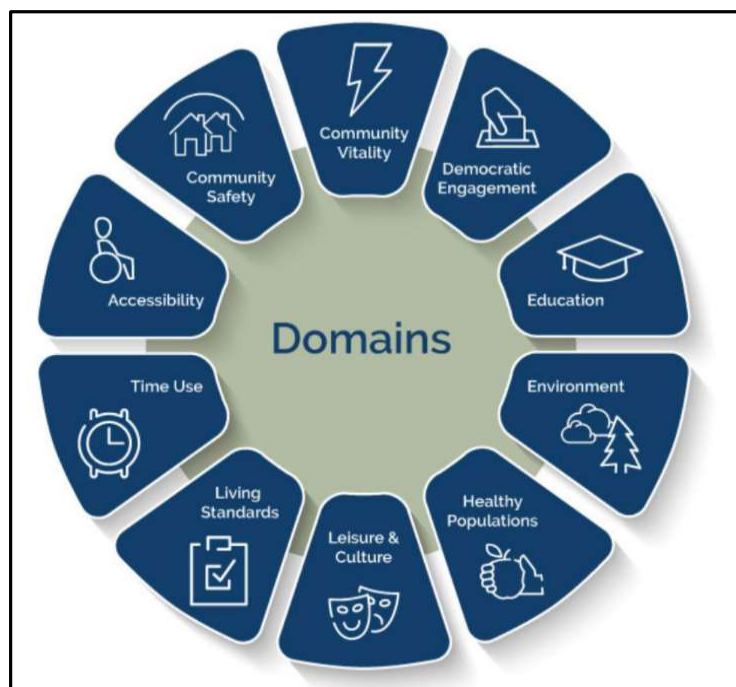
2. Knowledge exchange to increase evidence-based decision-making, policy, and perceptions
 - Facilitate community and system-level exchanges
 - Advance understanding of root causes and risk factors of crime
 - Promote use of effective and evidence-based/promising approaches
3. Community engagement to advance safety through upstream prevention
 - Leverage existing resources and assets in the community
 - Align community organizing to enhance existing voices
 - Include all community members with a particular focus on those most marginalized in decision-making

Key Performance Indicators

Information and data that help partners monitor and evaluate the achievement of goals and objectives are called [performance indicators](#) - observable, measurable pieces of information that show the extent to which a particular outcome is being achieved. Indicators are generally used to measure program/project outputs to identify the changes they create. They can be quantitative (i.e., numbers, statistics) such as the percentage of the population that reported having [experienced a form of violence](#), or they can be qualitative (i.e., judgments, perceptions) such as how effective CSP implementation is seen to be for generating elevated partnership and a systems-based approach in Kent County.

They can also measure changes at several different levels including individual, family, neighbourhood, community, and regional. In this regard, having a broad range of performance indicators is important to manage expectations regarding progress and results. Improving perceptions of safety among communities and preventing harm are complex processes that take time. Broad impacts and systemic changes facilitated by a CSP will not be measurable within the first year of implementation. However, other changes at the individual and neighbourhood level may be measurable within the first few years, such as the community's sense of belonging and connectedness.

There are 10 domains related to community safety that can be examined in this process (see figure to the right). In addition to providing a good concept of potential



measurements, the domains are also an important part of upstream prevention which seeks to promote well-being in a way that prevents challenges from occurring in the first place. For a list of potential indicators related to each domain, see [Appendix 4](#).

Once indicators have been selected to monitor and measure progress, certain information will need to be outlined and collected to ensure the implementation of action items can be evaluated and outcomes can be accurately and consistently measured on an ongoing basis, including:³

- Appropriate baseline measurements
- Reasonable targets or goals
- Potential data sources
- Methods and frequency of data collection

The team in charge of implementation can populate this information into a performance measurement framework for mapping and tracking purposes (see [Appendix 5](#)).

Once the performance measurement framework is established, baseline and subsequent data is collected, the various outcomes can then be assessed. Those in charge of monitoring and evaluation can look at each outcome, the related indicators, and the data that was collected for each one at different points to assess the changes that have occurred over time with each activity. Not only does this allow for an overall evaluation of the plan, but adjustments can be made throughout the process as new rounds of data are collected. This ensures that necessary modifications or improvements are made earlier on, rather than learning that something was not working after the fact.

³ For more information and tools on performance measurement, refer to the Ontario Ministry of the Solicitor General's Community Safety and Well-Being Planning Framework – Booklet 3 at <https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSOPlanningFramework.html>

Appendices

Appendix I: Additional Information on Community Safety

There are several important concepts related to crime prevention and community safety which can help readers and those implementing the recommendations. They are defined below.

Community Safety and Well-Being (CSWB)

The current paradigm shift in Canadian human services, away from siloed, reactionary measures towards upstream, multi-sector collaboratives, is becoming increasingly recognized as Community Safety and Well-Being.^{xxv} The Ontario Ministry of the Solicitor General describes CSWB as “the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression”.^{xxvi}

Upstream Crime Prevention

Upstream crime prevention focuses on addressing the root causes of crime and victimization by investing in interventions that tackle social, economic, and psychological risk factors before harm occurs. These approaches harness evidence-based solutions in sectors such as youth, family, schools, health, and policing.^{xxvii}

Midstream Crime Prevention

Midstream crime prevention focuses on providing supports and resources to support those in vulnerable or marginalized positions to prevent further suffering. These approaches generally occur at the local, community, regional, or organizational level and tend to address challenges related to things like housing, employment, and food security.

Downstream Crime Prevention

Downstream crime prevention focuses on providing interventions to reduce harms among those who are already suffering or facing challenges. This includes addressing immediate needs of specific groups or individuals, such as rehabilitation for substance use disorder.

Primary Crime Prevention

Primary crime prevention efforts seek to prevent an issue from occurring before it happens by addressing social factors (i.e., poverty and unemployment) and situational factors (i.e., infrastructure designs).^{xxviii}

Secondary Crime Prevention

Secondary crime prevention efforts seek to prevent those who are more vulnerable or at a higher risk of engaging in crime, from breaking the law. Examples include early intervention programs for youth in low-income households and implementing social programming in high-risk neighbourhoods.^{xxix}

Tertiary Crime Prevention

Tertiary crime prevention efforts reflect approaches to respond to crime after it has happened and prevent it from happening again. This includes criminal justice system responses (i.e., charges and incarceration) as well as other community-based sanctions and treatments.^{xxx}

Root Causes

Root causes refer to general family, community, and societal conditions that can result in some individuals being more likely to experience risk factors. They include things like poverty, lack of education, and unemployment.

Risk Factors

Risk factors are negative influences in the lives of individuals or communities which may increase the presence of harm, victimization, or fear of crime. They can occur at the individual, family/peer, community/school/organization, and/or societal levels.^{xxxi}

Protective Factors

Protective factors are positive influences that can improve the lives of individuals or the safety of a community. These may decrease criminalization and victimization. Building on existing protective factors makes individuals and communities stronger and better able to counteract risk factors. Protective factors can be found at multiple levels including the individual, family/peer, community/school/organization, and societal levels.^{xxxii}

Well-Being

The term 'well-being' is often combined with community safety in the Canadian context. The Canadian Index of Wellbeing has adopted the following as its working definition: "the presence of the highest possible quality of life in its full breadth of expression focused on but not necessarily exclusive to good living standards, robust health, a sustainable environment, vital communities, an educated populace, balanced time use, high levels of democratic participation, and access to and participation in leisure and culture."^{xxxiii}

Community Safety

According to UN-Habitat, safety has two dimensions: actual and perceived. Actual safety refers to the risk of becoming a victim while the perceived dimension refers to people's perception of insecurity through fear and anxiety. In many cases, community dynamics and characteristics have an influence on whether a municipality has high levels of crime and violence.^{xxxiv}

Community Safety at the International and National Level

At the international level, the United Nations *System-wide Guidelines on Safer Cities and Human Settlements* (2020) repeatedly call for a coordinated, multidisciplinary effort to address the multiple root causes of delinquency, violence, and insecurity. The guidelines state it is crucial that local governments, in collaboration with national and subnational governments, fully integrate safety and security in their strategic urban planning and decision-making processes and in the delivery of services. Local governments, in collaboration with national and subnational governments, "also need to base their policies and strategies on a comprehensive assessment of

the city, drawing on appropriate disaggregated data and a knowledge base of good practices and effective interventions, where available”^{xxxv}.

Over the past decade, the initiation of Community Safety and Well-Being (CSWB) Plans in Canada was guided by developments in Ontario⁴ and Saskatchewan⁵. The 2019 Ontario *Police Services Act*^{xxxvi} mandates that all municipalities across the province must create and implement Community Safety and Well-Being Plans. Further, in its 2016-2017 Annual Report, the Saskatchewan Ministry of Justice emphasized the importance of focusing on collaborative efforts to improve safety and well-being across the province and the Saskatchewan Community Development Strategy published a community safety and well-being framework to support this work.

Community Safety and Well-Being Planning is an effective approach to address local issues. To increase likelihood of success, a collaborative planning process is crucial. This work should involve a range of sectors, such as education, public health, health services, social services, child and family development services, community-based services, emergency services, fire, paramedics, and businesses.

The Government of Ontario has articulated six central benefits for developing a Community Safety and Well-Being Plan:

1. Better collaboration of services
2. Enhance collaboration among sectors
3. Increase awareness and access to services
4. Increase understanding of risks and vulnerable groups
5. Individuals with complex needs receive appropriate services
6. Transformation of service delivery

⁴ See Ontario Ministry of the Solicitor General, 2014, 2017; Russell & Taylor, 2014.

⁵ See Nilson, 2014; Taylor & Taylor, 2015.

Appendix 2: Root Causes of Crime and Victimization

Research into anti-social and criminal behaviour shows that these acts are often rooted in childhood experience. People who victimize others have often experienced victimization, trauma, or neglect themselves. As such, there is great value in addressing social inequities that lead to crime as a means of prevention. The following table shows several factors related to crime and victimization and some implications for policy and prevention:

Key Factors Related to Crime and Victimization ^{xxxvii}		Implications for Policy and Prevention
Age	Many persistent offenders become involved in anti-social activities prior to or during adolescence, a time when risk-taking behaviour is most prevalent.	Invest heavily in upstream prevention and resources for youth and families.
Difficulty in School	High school graduates tend to experience more positive social and financial outcomes (e.g., better employment opportunities). Up to 41% of incarcerated persons have learning disabilities and/or literacy issues.	Invest in programs to help youth and adults address learning exceptionalities and attain a high school diploma.
Gender	Males are more likely than females to be involved in crime based on biological differences related to aggression and risk taking.	Provide programming and education for young males around emotion management and decision- making.
Mental Health	Persons with mental health issues are at higher risk of victimization or coming in contact with the law. People with psychiatric disabilities are over-represented in correctional facilities.	Provide appropriate mental health facilities and supports that are readily available and easily accessible.
Parenting	Inconsistent, neglectful, overly punitive, or permissive parenting increases the risk of delinquency, as does parental criminality and serious family conflict.	Teach and promote positive parenting practices and support families with resources to meet their needs.
Peer Influence	Youth who associate with peers in conflict with the law are at increased risk of offending.	Consider peer-based interventions where possible. Seek opportunities to instill a sense of belonging among youth to their families or communities.
Poverty	Poverty, income insecurity, and other inequities are linked to chronic stress and health problems, unsatisfactory living conditions and relationship challenges. The effects of poverty are particularly stressful during pregnancy and for lone parents.	Examine ways to distribute access more equitably to resources and opportunities.
Social Exclusion	Many racialized groups are over-represented in correctional facilities. The proportion of Indigenous adults in custody is about 9 times higher than their representation in the general population (3%).	Address issues of stereotyping, discrimination, and belonging.

	Race/ethnic factors associated with crime are the consequences of people being kept at social and economic disadvantage.	
Substance Use	Regular alcohol and/or drug use during adolescence is associated with higher conviction rates in adulthood. Most inter-personal crimes are committed under the influence of drugs or alcohol or are related to substance use disorder.	Provide initiatives for children and youth aimed to prevent or delay the onset of substance use.
Unemployment	Many youths and adults admitted to incarceration facilities have been chronically unemployed and/or underemployed. Unemployment after terms of incarceration also increases the likelihood of re-offending.	Improve employment opportunities and access to skill development and upgrading.
Violence in the Home	Victims of child maltreatment and neglect are more likely to come in conflict with the law. Men who witnessed their fathers be violent toward their mothers are three times as likely to be violent toward their own wives.	Provide interventions to reduce family violence. Recognize the impact of childhood trauma and provide trauma-informed systems of care.

Appendix 3: Community Safety Survey Questions

Categories	Questions
Demographics	<ul style="list-style-type: none"> • Gender • Age • Postal code • Permanent or seasonal resident • Racial or ethnic identity
Belonging, Trust, and Relationships	<ul style="list-style-type: none"> • To what extent would you recommend your neighbourhood/community to others as a place to live? • How do you feel about your relationships with your neighbours? • Please indicate the level of trust you feel with each of the following groups in your direct network/community. Neighbours? Coworkers/colleagues? Businesses?
Community Safety and Perceptions of Crime	<ul style="list-style-type: none"> • Please select your top three most significant sources of information about safety and crime. • Please specify the news programs on TV that are a significant source of information about safety and crime for you. • Please specify the social media platforms that are a significant source of information about safety and crime for you. • Please specify the other news sources (e.g., newspaper radio station, Internet news sites) that are a significant source of information about safety and crime for you. • How do you feel about your personal safety in Kent Region? • How safe do you feel doing each of the following: walking alone in your community during the day? Being in your home alone during the day? Walking alone in your community at night? Being in your home alone at night? • Please indicate one thing that would make you feel safer. • In your opinion, over the last five years, crime in Kent Region has decreased, remained the same, or increased? • In your opinion, compared to the rest of New Brunswick, Kent Region has lower rates of crime, about the same rates of crime, or higher rates of crime? • Personally, how concerned are you about experiencing the following crimes: break and enter, home invasion, vandalism, or trespassing? Car getting broken into? Robbery in a public location? Harassment or assault by another person in public? Unwanted sexual contact? Domestic violence? Online fraud, scam, online abuse, or harassment? Dangerous driving? • In the past 12 months have you been the victim of any of the following: break and enter, home invasion, vandalism, or trespassing? Car getting broken into? Robbery in a public location? Harassment or assault by another person in public? Unwanted sexual contact? Domestic violence? Online fraud, scam, online abuse, or harassment? Dangerous driving? • In the past 12 months has someone you know been the victim of any of the following: break and enter, home invasion, vandalism, or trespassing? Car getting broken into? Robbery in a public location? Harassment or assault by another person in public? Unwanted sexual contact? Domestic violence? Online fraud, scam, online abuse, or harassment? Dangerous driving?

	<ul style="list-style-type: none"> • Are there any other crime-related problems that you are concerned about in Kent Region? If so, please describe. • Which sectors do you think play a role in helping create a safer community? • In your opinion, the role of policing in ensuring community safety is extremely important, important, not so important, or not at all important? • How much does your sense of safety and fear of crime impact what you do each day (where you go and when)? • To what extent do you feel comfortable allowing your children to play outside in your neighbourhood / community? • Please identify your main concern / priority with regards to community safety in the Kent Region.
Substance Use	<ul style="list-style-type: none"> • In your opinion, how problematic is each of the following substances in Kent Region: vaping, tobacco, alcohol, cannabis, prescription drugs, illicit opioids/fentanyl, crystal meth, heroin, cocaine, MDMA/ecstasy? • To what extent has your concern regarding substance use in Kent Region changed as a result of the COVID-19 pandemic?
Accessibility of Services	<ul style="list-style-type: none"> • How accessible, in terms of location, do you consider the following: sports and recreations activities? Green spaces/parks? Activities to develop your skills? Health care services? Community services? Your work / job-related activities? • How accessible, in terms of cost, do you consider the following: sports and recreations activities? Green spaces/parks? Activities to develop your skills? Health care services? Community services?
Concluding Questions	<ul style="list-style-type: none"> • What is your total annual household income? • What is the highest level of education you have completed? • Which of the following categories best describes your employment status? • Were you born in Canada? • What do you appreciate about Kent Region? • Which issue(s) require(s) the most improvement or attention to improve community safety in Kent Region? • How did you hear about this survey?

Appendix 4: List of Potential Indicators

Below is a list of potential indicators from each domain⁶ that can be used to assess the impacts of the CSP. Please note that this list is not exhaustive and additional indicators may be required.

Domains	Indicators
Community Vitality	<ul style="list-style-type: none"> • % of the population that reports strong sense of belonging to community • % of population reporting unpaid, formal volunteering for organizations • % of population with 5 or more close friends
Democratic Engagement	<ul style="list-style-type: none"> • % of voter turnout at federal, provincial, and municipal elections • Ratio of eligible voters to those registered to vote • Gap in % turnout between older and younger voters • % of population with high confidence in elected officials
Education	<ul style="list-style-type: none"> • Ratio of students to educators in public schools • Availability of after-school activities in community • % of 25 to 64-year olds in population with a university degree • % of 20 to 25-year olds in labour force completing high school
Environment	<ul style="list-style-type: none"> • % of population that live within 5km of a park or outdoor recreation • % of population that is satisfied with opportunities to enjoy the outdoors
Healthy Populations	<ul style="list-style-type: none"> • % of population that rates their overall health as good or excellent • Rate of emergency department visits for mental health conditions • % of daily or occasional smokers among teens aged 12 to 19 • % of households that are moderately or severely food insecure
Leisure and Culture	<ul style="list-style-type: none"> • Average % of time spent on the previous day in social leisure activities • Average monthly frequency of participation in physical activity • Availability of accessible recreation and leisure opportunities for youth • Average attendance in past year at all performing arts performances
Living Standards	<ul style="list-style-type: none"> • After-tax median income of families • Gini coefficient (income gap) • % of households who spend >30% of income on shelter costs • % of lone-parent households • % of labour force in long-term unemployment
Time Use	<ul style="list-style-type: none"> • % of residents 25 to 64 years of age working over 50 hours per week • Average daily amount of time spent with friends (minutes per day) • Mean workday commute time for individuals working • % of 25 to 64 year old reporting high levels of time pressure
Accessibility	<ul style="list-style-type: none"> • % of population that is satisfied with accessibility to services • % of population that is satisfied with public transportation • Walking score of major neighbourhoods
Community Safety	<ul style="list-style-type: none"> • Crime Severity Index • Calls for service to police • % of population that feels safe walking alone • % of students who feel safe at school

⁶ This list was created by the Canadian Municipal Network on Crime Prevention. For the description of each domain and the full list of indicators, refer to CMNCP's Topic Summary on Indicators for Crime Prevention and Community Safety & Well-Being Plans at https://drive.google.com/file/d/1CwnlDX_8ARSfhL_QoeBrVi6nWVZhT3ol/view.

Appendix 5: Sample Performance Measurement Framework

Outcomes, indicators, and other performance measurement information should be mapped out early on by the implementation team to ensure that monitoring and evaluation is done consistently through the implementation of activities. This information forms the Performance Measurement Framework. Please see below a sample Performance Measurement Framework template where this information may be captured.^{xxxviii}

Expected Outcomes	Indicators	Baseline Data	Targets	Data Sources	Data Collection Methods	Frequency	Responsibility
Long-term Outcome: Increased community safety and well-being	# of people employed	Employment rates from the year the plan starts	5% increase	Municipality	Collect from municipality	Every two years	Municipality
Intermediate Outcome: Increased educational attainment	# of students graduated from high school	Graduation rates from the year the plan starts	5% increase	School board(s)	Collect from school board(s)	At the end of every school year	School board
Immediate Outcome: Community is better informed of issues faced related to CSWB (education specifically)	# of community members that have attended engagement sessions	No comparison – would start from 0	200 people	Community Safety Plan coordinator	Collect attendance sheets at the end of every session	At the end of the first year of planning	Community Safety Plan coordinator

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- ⁱ Race Forward, 2015
- ⁱⁱ *Ibid*, 2015
- ⁱⁱⁱ Truth and Reconciliation Commission of Canada, 2015
- ^{iv} Statistics Canada, 2022
- ^v Ontario Ministry of the Solicitor General, 2017, p. 7
- ^{vi} UN-Habitat, 2020, p. 6
- ^{vii} Canadian Municipal Network on Crime Prevention, 2021
- ^{viii} Centers for Disease Control and Prevention, 2020
- ^{ix} World Health Organization, 2022
- ^x Canadian Mental Health Association, 2011
- ^{xi} Statistics Canada, 2022
- ^{xii} Government of Canada, 2021
- ^{xiii} Duke et al., 2018
- ^{xiv} Vertava Health, 2021
- ^{xv} Rasmussen University, 2022
- ^{xvi} Government of Canada, 2019
- ^{xvii} International CPTED Association, 2022
- ^{xviii} Government of New Brunswick, 2009
- ^{xix} Homeless Hub, n.d.
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- ^{xxx} *Ibid*, 2003
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