City of Peterborough

To:	**Members of the General Committee**
From:	**Sheldon Laidman, Commissioner, Community Services**
Meeting Date:	**July 4, 2022**
Subject:	**Community Safety and Wellbeing Plan, Report CSD22-008**

Purpose

A Report to recommend approval of the Community Safety and Well-being Plan contained in Appendix A.

Recommendations

That Council approve the recommendations outlined in Report CSD22-008, dated July 4, 2022, of the Commissioner of Community Services as follows:

a) That the presentation by Arising Collective on the Community Safety and Well-being Plan be received;

b) That the Community Safety and Well-being Plan be endorsed; and

c) That this Report be submitted to the Solicitor General of Ontario as the City's final submission of the Community Safety and Well-being Plan.

Budget and Financial Implications

There are no direct financial implications associated with approval of the recommendations in this Report.

Future Councils will determine the pace and level of investment to implement the recommendations in the Community Safety and Well-being Plan. Grant applications will be pursued as a source of financial support- along with existing Divisional program operating budgets.

The Province of Ontario has not designated funding to support the development nor implementation of Community Safety and Well-being Plans.

Background

Every municipality in the Province of Ontario is required to adopt a Community Safety and Well-being Plan (the Plan) as set out in the *Safer Ontario Act*, through the Ministry of the Solicitor General (Ministry). The Province has described the purpose of these plans as a tool for "taking an integrated approach to service delivery by working across a wide range of sectors, agencies and organizations to proactively develop and implement evidence-based strategies and programs to address local priorities related to crime and complex social issues on a sustainable basis." The Province further describes community safety and well-being as a place where everyone feels safe, has a sense of belonging, where individuals and families can meet their needs for education, health care, food, housing, income, as well as social and cultural expression.

In February 2020, the City of Peterborough, County of Peterborough, the 8 local Townships, Peterborough Police Services, and the OPP agreed to collaborate and create a single Plan for all local municipalities. Shortly after the COVID-19 pandemic emergency was declared, approximately one month later, all progress on the Plan stopped. Municipal and agency staff involved across the City and County were redeployed to help manage the demands of the pandemic.

The original provincial deadline for completing the Plan was January 1, 2021. In December 2020, the Province set a new deadline of July 1, 2021. Given the late start to developing the Plan, the modest progress made before the pandemic, and the ongoing pandemic demands facing municipalities and local agencies, it was not possible to deliver a final Plan by the new deadline.

While the July 1, 2021 deadline would not be met, progress had been made toward developing a Plan. An Interim Community Safety and Well-being Plan was approved by Council on June 28, 2021 (Report CSD21-007) to reflect local commitment to developing a Plan. The County of Peterborough and all 8 Township Councils also adopted the Interim Plan. Locally, a new deadline of July 1, 2022 was set for completion of the Plan.

The City has been in ongoing communication with the Ministry to provide updates on progress. The Ministry has been satisfied with the current timeline.

Project Scope Changes

Report CSD21-016, approved by Council on December 13, 2021, expanded the project scope, timeline, and budget for developing the Plan. The scope increased to undertake additional consultation activities, broaden data collection, foster new partnerships, and develop an implementation strategy. The budget increased from $50,0000 to $100,000 and the deadline for completing the Plan was extended to December 31, 2022.

An unexpected outcome of these changes resulted in 3 townships withdrawing from the partnership established for the Plan to encompass the City, County and 8 Townships. The Townships of Cavan Monaghan, Otonabee South-Monaghan, and Asphodel-Norwood provided notice on February 11, 2022 that they were opting out of the partnership to develop a Plan that better served the interests of their communities and recognize the constraints of the fall municipal elections. Alignment of the two Plans will be reviewed as part of developing the implementation strategy.

At the December 13, 2021 Council Meeting, a resolution was also passed that instructed staff to host a meeting with elected officials from all levels of government, City staff, and local service providers to discuss the local challenges associated with homelessness and addictions. Staff were unsuccessful after numerous attempts to schedule this meeting prior to the Provincial Election and the limitations the election placed on provincial staff and elected officials. This meeting will be planned for summer 2022 with the goal of it contributing to the implementation strategy of the Community Safety and Well-being Plan.

Plan Development Timeline

The following are key dates and activities related to the development of the Plan:

- **February 2020**: Discussions began between the City, County, Townships, Peterborough Police Services and OPP to develop a combined CSWB Plan
- **April 2020**: COVID-19 pandemic stopped progress of the project
- **November 2020**: Discussions between the City and Peterborough Police Services restarted
- **April 2021**: First meeting of the CSWB Advisory Committee
- **July 2021**: Interim CSWB Plan approved and submitted to Province
- **July 2021**: Request for Quotations issues to hire consultant to assist with project
- **September 2021**: Arising Collective hired as consultants for the project
- **November 2021 – March 2022**: Consultation with local service providers conducted
- **December 2021**: City Council expanded the scope and funding for the project
- **February 2022**: Three townships withdraw from project partnership
- **March 2022**: Public Survey conducted using Connect Peterborough
- **March 2022**: Consultation with 2 client advisory panels
- **February - March 2022**: Township Council consultations, Police Service Board consultations, and 2 rural townhall meetings held
- **March – May 2022**: Formation of Action Tables connected to priority areas
- **July – August 2022**: Plan presented to local Councils

- **August – December 2022**: Development of Implementation Strategy

Two supporting documents have been released related to the consultation undertaken to develop the Plan. The Service Provider Engagement Report - April 2022 details the input received from local services providers and the Public Consultation Report - May 2022 details the results of the public survey, rural townhall meetings, Township Council delegations, and consultations with client advisory committees.

Overview

The Plan creates a foundational human services roadmap for the shared responsibility of community safety and well-being. The Plan intentionally aligns with existing municipal plans and work being done by local agencies for the purpose of avoiding duplication, sharing best practices, accessing local expertise, and realizing efficiencies.

The Plan acknowledges that community safety and well-being extend beyond the capacity of policing and emergency services to address complex social issues that often contribute to crime, unsafe situations, and poor health. A clear goal of the Plan is to focus on early interventions and preventative measures to divert and address conditions that lead to serious health issues, deep poverty, and involvement with the justice system. The Plan offers a meaningful roadmap to getting the right services, to the right people, at the right time, in a cost-effective manner.

A key requirement for developing a Plan is the identification of key priorities affecting the safety and well-being of the community. Based on the analysis of data, feedback from stakeholders, community engagement, and input from the Advisory Committee the Plan identifies the following 5 priority areas:

1. Housing and Homelessness
2. Poverty & Income Security
3. Health & Mental Health
4. Substance Use & Addictions
5. Transportation & Connectivity

The Plan contains goals and strategies that align with a common outcome for each priority area. These goals and strategies build on existing work in the community and reveal gaps and opportunities for improvements and future work.

The Plan places a clear focus on the concept of “belonging”, where people have meaningful relationships and feelings of safety, support, acceptance, and inclusion in the community where they live. While this focus applies to everyone, the Plan prioritizes the need to improve safety and well-being for the most marginalized groups in the community. This focus is supported by the community engagement and consultation conducted for the Plan.

The Plan will be a living document that can adapt and respond to the shifting and evolving realities and challenges facing the community. While the community is currently experiencing some emergency needs, new challenges and opportunities may emerge in the years to come.

It is important to note that the Province has not officially set a timeline for renewing Community Safety and Well-being Plans, however, they have indicated that they may be 4-year plans.

Implementation Strategy

The Plan being presented does not include an implementation strategy. This component of the Plan will be developed in the fall of 2022 and presented to Council in early 2023. As part of their contract, Arising Collective will assist with the completion of the implementation strategy.

The overall implementation strategy will build on the collaborative framework for integrated service outlined in the Plan. The following are some of the considerations to be explored in the development of the implementation strategy:

- **Leadership Structure**. This may include the formation of an advisory committee or a similar group as a means for coordinating and sustaining the operationalization of the Plan. The role of Action Tables will be determined here.
- **Public Representation**. How the voices and perspectives of the public, particularly those in marginalized communities, on an ongoing basis will be an important consideration.
- **Timelines**. Short, medium, and long-term timelines will be assigned to strategies in the Plan.
- **Stakeholder Alignment and Responsibilities**. No single agency, organization, or level of government is responsible for implementing the Plan. Leadership, key partners, and alignment with current work will be considered as it relates to the goals and strategies in the Plan.
- **Funding, Resources, and Financial Accountability**. There are currently no financial resources allocated to the implementation of the Plan. Support for the Plan will be critical to achieve results. Funding and resource options will be considered.
- **Frequency of Consultation**. It is anticipated that the Plan will need to be renewed in 4 years. However, the need for broad community input and consultation connected to the Plan prior to 2026 will be examined.
- **Monitoring and Evaluation**. Methods and a matrix for effective monitoring and evaluation will be developed.
- **Communication and Reporting**. Mechanisms and the frequency of communicating progress on the Plan will be developed.

The formation of “Action Tables” are a foundational component of the implementation strategy. An Action Table is connected to each of the priority areas in the Plan. Early steps have been taken to engage with prospective Action Tables that align with existing committees, working groups, or partnerships that are currently working to address the priority areas. These Action Tables have already contributed to the Plan and will be reengaged to evaluate their long-term involvement with implementation activities.

Recent Activities that support safety and well-being

Many local projects and activities have been initiated over the past two years that advance the priorities identified in the CSWB Plan. These projects and activities are not a direct result of the CSWB Plan. They can be directly attributed to the collaborative work of local organizations, municipalities, and government investments.

1. Provincial funding to the support the Consumption and Treatment Services Site.
2. Funding secured by the Peterborough Police Services over 3 years to support Special Victims Unit for work being done to address human trafficking, housing unit takeovers, child exploitation, elder abuse, domestic violence, sexual violence and harassment, organized crime, and finding missing persons. Funding also supports hiring a situation table coordinator.
3. Transformation of Social Services at the City to deliver integrated, people-centered life-stabilization services with enhanced collaborative case management across service sectors.
4. City funding to the Peterborough Drug Strategy to purchase a mass spectrometer to test drugs for contamination and help prevent drug poisonings at the Consumption and Treatment Services Site.
5. City funding to the Canadian Mental Health Association to support additional staffing for two years of the Mobile Crisis Intervention Team.
6. Canadian Mental Health Association secured funding to create a new Mobile Mental Health and Addictions Clinic to reach underserved and rural communities.
7. Peterborough Ontario Health Team is supporting an application to the Province for funding to develop a Community Health Centre that services unattached and marginalized residents. This application was also supported by City and County Councils.
8. 251 persons exited the homeless system and secured housing in 2021, with 35% having experienced chronic homelessness.
9. Community Paramedicine Program that supports residents to age at home.
10. City funding to support a Navigator position with the Downtown Business Improvement Area.
11. Social Services outreach staff working from the Peterborough Public Library.

12. City receives Heritage Canada Grant to advance diversity, equity, and inclusion priorities.
13. Volunteer Nurse Practitioner delivering primary health services for anyone experiencing homelessness through the Brock Mission.
14. Pending development of rural hubs in Havelock, Apsley, and Lakefield for local agencies serving the County of Peterborough to conduct rural outreach.

Summary

The Community Safety and Well-being Plan is an important step toward developing an integrated, multi-sectoral collaborative approach to community safety and well-being in the City and County of Peterborough. This Plan will remain a living document, committed to evolving in response the realities and challenges facing the community.

The Plan creates a roadmap for connecting systems and community leaders to share, plan, and strategize across sectors together. This includes the public, involvement of persons with lived experience, and the not-for-profit sector, who are vital to community safety and well-being. This Plan offers meaningful direction in getting the right services, to the right people, at the right time.

Submitted by,

Sheldon Laidman
Commissioner of Community Services

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Attachments:

Appendix A: Community Safety and Well-being Plan



Peterborough

Community Safety and Well-being Plan

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Acknowledgement

We respectfully acknowledge that the communities included in this Community Safety and Well-being Plan are located on Treaty20 Michi Saagiig Anishinaabeg territory and in the traditional territory of the Michi Saagiig and Chippewa Nations, known collectively as the Williams Treaty First Nations, which include Curve Lake, Hiawatha, Alderville, Scugog Island, Rama, Beausoleil, and Georgina Island First Nations.

We respectfully acknowledge that the Williams Treaty First Nations are stewards and caretakers of these lands and waters in perpetuity, and that they continue to maintain the health and integrity of these lands and waters for generations to come.

We recognize the unique histories, cultures, and traditions of the many Indigenous Peoples with whom we share this time and space. We strive to strengthen Indigenous-non-Indigenous relationships and to responsibly honour all our relations.

We acknowledge and deeply appreciate the knowledge, experiences and perspectives that were shared by representatives from Hiawatha First Nation, Curve Lake First Nation Health and Family Services, Nogojiwanong Friendship Centre, and Niijkiwendidaa Anishnaabekwewag Services Circle in the process of developing this plan.

We know that building safe, healthy, and strong communities depends on strong relationships between municipalities and Indigenous communities, and we recognize that we all have a role to play in honouring the teachings of Indigenous Peoples.

Message from the CSWB Plan Co-Chairs

On behalf of the Advisory Committee, we are pleased to present the Community Safety and Well-being Plan for the City and County of Peterborough. Community safety and well-being is a fundamental aspect of any community, whether you live in a city, town, village, or rural setting.

The challenges facing our communities are complex and interconnected. Many of these challenges are long-standing and seem to be growing in severity and visibility. They are also impacting marginalized groups in a more pronounced manner. This impact is compounded by the ongoing stigma and discrimination many of these groups face. It is clear that there is tremendous work being done to combat these challenges. However, no individual agency, level of government, institution, policy, program, or approach can address these challenges in isolation. Safety and well-being are shared responsibilities that require a collaborative community response.

It is important to recognize that perceptions and feeling of safety and well-being impact behaviours and attitudes toward community. These perceptions and feelings go beyond incidents of crime or crisis situations. In this light, while police and emergency services play a vital role in fostering and protecting safety and well-being, they are only one component of the multi-sectoral approach needed to address complex social issues.

While this Plan does not address every aspect of safety and well-being, it does highlight a number of critical issues facing our communities. The Plan is meant to serve as a roadmap for shared responsibility across all sectors and groups. It is a living document that can adapt and respond to the shifting and evolving realities and challenges facing communities.

This Plan would not have been possible without the expertise, experiences, and support of the partners who actively participated on the Advisory Committee, providing insights and information that shaped every phase of development. This recognition also applies to everyone who participated in the various consultation activities undertaken to develop the Plan.

Together, we can use this Plan to build on the strengths and talents of our communities to collaboratively achieve shared goals, solve critical issues, and foster a sense of belonging for everyone. We all have a role to play in community safety and well-being.

Alana Solman
Chief Administrative Officer
Township of North Kawartha

Chris Kawalec
Community Development Program Manager
City of Peterborough

Introduction

Belonging. By definition, it means to have a close relationship to something, someone, or some place. It is the feeling of security and support when there is a sense of acceptance, inclusion, connectedness, and identity. It is a basic human psychological need.

At the heart of the Plan is the desire to create the conditions in our community under which everyone is able to access safe, affordable, and appropriate housing, and to access income, food security, and the health and mental health supports they need to feel safe and well.

Through the extensive process of creating this Community Safety and Well-being (CSWB) Plan, the need and desire of every person to belong—no matter their life situation, identities, experiences, or beliefs—rang out loud and clear. For some, there is already a strong sense of belonging in and to their community, neighbourhood, and family. **For others, the barriers to belonging are complex, affected by daily intersecting realities that make it extremely difficult to be safe and to feel safe, to have opportunities to participate in community, and to have access to resources that meet their basic needs. Until these barriers are overcome, and basic needs are met, our community will not be able to achieve the safety and well-being that we all deserve.**

While the purpose of the CSWB Plan is to ensure that everyone is safe, has a sense of belonging, and is able to meet their needs for education, health-care, food, housing, income, and social and cultural expression, it is clear that the work must first focus on the issues that create barriers for the most vulnerable in our community.

Access to housing and homelessness. Healthcare and mental health. Poverty and income security. Substance use and addictions. Transportation and connectivity. These issues have been identified, over and over again, as the ones that have the greatest impact on the safety and well-being of our most marginalized community members. An emergency response is required to address the housing and homelessness crisis, which is compounded by the drug poisoning crisis and a strained healthcare system. Simultaneously, there is strong desire in the community to focus on strategies to prevent these crises from worsening. These issues are not new, but it will take new, collaborative approaches and shared, co-developed goals for real progress to be made.

This CSWB Plan, guided by a set of interconnected principles, provides a roadmap that defines and addresses these priority areas through proactive, integrated strategies. Ideally, the Plan will serve as a community plan—inspiring collective action toward common priorities. The Plan itself is a guide for partners, including municipalities, police, and social service organizations, who can, further embed priorities into their own planning and work collaboratively across sectors to move everyone in our community towards belonging.

This document contains four main sections:

1. **Our Approach:** This section outlines the guiding principles and frameworks that inform the underlying ethos of the plan, as well as the process, timeline, who was engaged in the planning process, and the five priority areas addressed in the Plan.
2. **Current Context**: This section describes what is happening now in our community related to the priority areas.
3. **The Plan:** This section outlines each priority area, why it is important to address, and current challenges related to it. Promising practices and collaborations in action are highlighted. For each priority area, a common outcome is stated, and goals are described. Each goal has a set of strategies identified to address risk intervention, prevention, and social development.
4. **Appendices:** The Appendices provide details on the approach; lists of Advisory Committee members, participants in the engagement process, and indicators used; and data sheets for the City and County of Peterborough and each participating Township.

Through the collaborative approach of developing the Plan, there has been a sense of a re-energized willingness to have hard conversations, align priorities, and to work together toward solutions. The process has fostered dialogue about the interconnectedness of issues and has strengthened relationships—all of which are positive secondary outcomes of the process of creating the plan. This has resulted in a deeper appreciation for the continuing work and a stronger understanding of what will be needed to move the needle toward positive change.

No one agency can do this work on their own. No one individual can single-handedly address the systems-level change required for true belonging to take hold. It will take all a broad ecosystem that includes all levels of government, community organizations, community volunteers, and kind neighbours working together to achieve the goals outlined in this Plan.

Together, we can create a community where **everyone belongs.**

CSWB Planning: Our Approach

Purpose

The purpose of the CSWB Plan is to identify, align, and focus collaborative actions to build a community in which everyone is safe, included, and part of a community.

The goal of the plan is to address community priority risks through proactive, integrated strategies that ensure more vulnerable populations receive the right help from the right providers.

The desired change, as a result of the CSWB Plan, is that the community will work together in **new ways** to address safety and well-being issues through programs and services that are available to all who live, work, and play in the City and County of Peterborough.

This CSWB Plan builds on extensive work done in 2017 and 2018 to develop the Community Wellbeing Plan, which helped to set a strong foundation and framework, while demonstrating innovative engagement approaches. There is alignment on the priority areas that arose through community consultation, with the addition of 'safety' as required for a CSWB Plan.

Guiding Principles and Frameworks

The intention of this Plan is to not duplicate efforts, but to align with other local plans and to build on the important initiatives that municipalities, organizations, and dedicated community members are actively working on to address our community's most pressing issues.

Guiding Principles

From the outset of the process, a set of guiding principles were established to inform development of the plan. These principles have acted as a compass to guide discussions and dialogue and to frame and shape the CSWB Plan itself.

Guiding Principles used to inform development of the Plan include:

- Collaboration
- Equity, diversity, and inclusion
- Alignment with existing local plans
- Acknowledgment of the global and historical contexts that have a direct impact on belonging, such as climate change, systemic racism, the need for Truth and Reconciliation, and the COVID-19 pandemic, which has affected everyone and disproportionally impacted those who are marginalized.

Overarching Frameworks

Additionally, overarching frameworks were referenced to ensure alignment with systemic factors and global movements. Frameworks include:

- The Social Determinants of Health
- The Sustainable Development Goals
- Collective Impact
- Coalition of Inclusive Municipalities

Together, these guiding principles and globally recognized frameworks ensure that the CSWB Plan is informed by the real world around us and grounded in our local community.

For a comprehensive overview of our approach, including how and in what ways the guiding principles and overarching frameworks informed the CSWB plan, please see Appendix B: Our Approach.

Provincial Framework

In 2019, the *Safer Ontario Act* mandated that every municipal council prepare and adopt a CSWB Plan. In Peterborough, the City and County, along with five townships (Douro-Dummer, Havelock-Belmont-Methuen, North Kawartha, Selwyn, and Trent Lakes) decided to work collaboratively to develop a joint CSWB Plan.

CSWB Plans use a multi-sectoral approach that recognize that police, municipalities, and community organizations cannot address the complex social issues at play in community safety and well-being on their own. However, in taking a lead in developing the CSWB Plan, municipalities can help define and address priority risks through proactive, integrated strategies that ensure more vulnerable populations receive the right help, from the right providers.

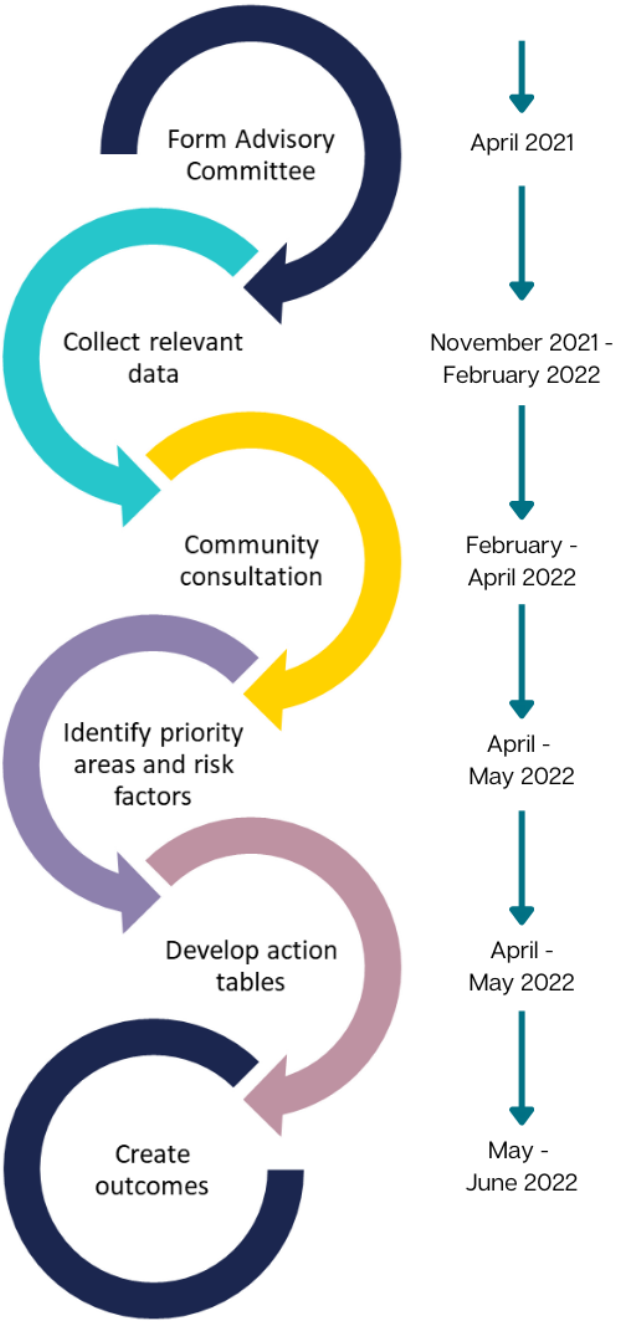
Figure 1: CSWB Framework—four levels of intervention



Provincial requirements for the CSWB Plan mean that municipalities must consider different approaches towards safety and well-being, as demonstrated in Figure 1.

In particular, the framework indicates that the focus of **CSWB plans should be on up-stream approaches as much as possible, including enhancing social development, prevention, and risk intervention strategies.** It also suggests that the success factors for developing and implementing the CSWB Plan include building on existing strengths and taking an evidence-based approach to identifying risks and priorities.

The Process at a Glance



Although participating municipalities, police services, and community organizations had begun the work of developing a CSWB Plan in early 2020, the COVID-19 pandemic forced the reallocation of resources to more immediate concerns, particularly as staff were redeployed. Planning resumed in late 2020. An Interim Report was issued in July 2021.

A new Advisory Committee was formed in the spring of 2021 to:

- Identify risk and priority areas
- Collect and share relevant data
- Design Community Engagement Plan
- Hire consultant to assist with Plan.

Extensive research and an asset mapping exercise were completed to better understand risk factors and priority areas and the work that is already happening in our community. Resources consulted can be found in Appendix C.

Community engagement took place in the fall of 2021 and the spring of 2022. For a more detailed overview of the consultation process and outcomes, see Engagement.

Through this engagement, a set of Priority Areas and Risk Factors were confirmed, and a series of Guiding Principles were validated.

Existing community planning and partnership tables that are collectively addressing priority areas were engaged to advise the City and County of Peterborough on outcomes and strategies, related to specific priority areas, for inclusion in the Plan. Referred to as "Action Tables," these groups met in May 2022.

Engagement

Many groups, initiatives, and individuals contributed valuable information, experiences, perspectives, and ideas to the development of the Plan.

Due to the scope and timeline of the project, there were limitations on the number and types of consultation activities that could be conducted. While there was significant engagement, development of the CSWB Plan also relied on the outcomes of authentic engagement activities from other recent consultations.

The following is a summary of engagement activities that informed the CSWB Plan.

Engagement Activities



8 focus group sessions with **73** representatives from service provider organizations



590 responses to an online public survey



5 presentations to Township Councils

4 presentations to Police Service Boards



2 virtual Town Hall Meetings



2 meetings with lived experience advisory groups

22 meetings with intersectoral groups and service providers

1 meeting with the Peterborough Kawartha Member of Parliament

Outcomes of Engagement

Outcomes of engagement are described in two reports and were used to inform development of strategies related to each priority area.

The Service Provider Engagement Report outlines findings from the 8 focus group sessions, the 22 meetings held with intersectoral groups and service providers, and the 4 presentations to the Police Services Boards.

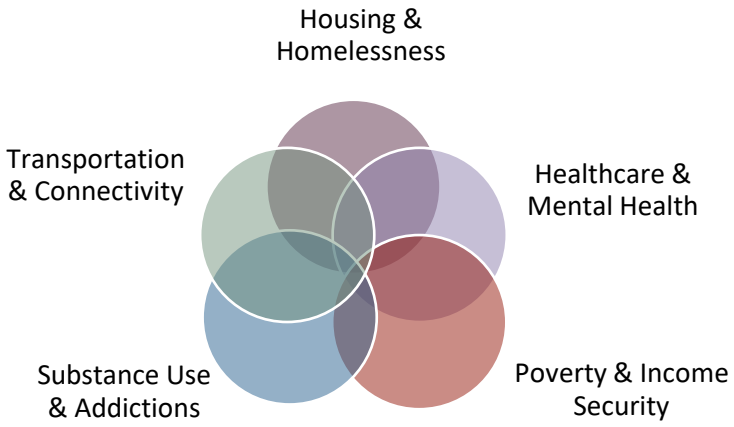
The Public Consultation Report outlines findings from the online public survey, the 2 meetings held with the lived experience advisory groups, the 2 Town Hall Meetings, and the 5 presentations to Township Councils.

Community Priority Areas

Based on significant research, data analysis, and community engagement, 5 areas have been identified as the most important priorities to support community safety and well-being. The priority areas, first identified by the project Advisory Committee, and then refined and validated through engagement, are all interconnected and cannot be addressed in isolation by any one sector or organization.

The **five priority areas** are:

1. Housing & Homelessness
2. Poverty & Income Security
3. Healthcare & Mental Health
4. Substance Use & Addictions
5. Transportation & Connectivity



Strategy Development through Action Tables

With the completion of community consultations, established community planning and partnership groups who are actively working to address priority areas were engaged to advise the City and County of Peterborough on outcomes and strategies related to each specific priority area.

The following Action Tables contributed to the development of this Plan:

Housing & Homelessness: The Housing and Homelessness Plan Steering Committee

Led by City Staff, the Housing and Homelessness Plan Steering Committee is a collective representing elected officials, service provider organizations, and community members. The role of the Steering Committee is to work collaboratively to address two key priorities: Ending Homelessness & Staying Housed and Building Housing.

Poverty & Income Security: Community Employment Resource Partnership, and a Poverty Roundtable hosted by the United Way of Peterborough & District

The Community Employment Resource Partnership (CERP) is a group of employment and training organizations committed to enhancing service to people, businesses, and communities. Operating in the City of Kawartha Lakes, County of Northumberland, City and County of Peterborough, and

Northumberland County, CERP members connect local job opportunities, employment- and training-related events, supports to businesses, and more. The United Way of Peterborough & District hosted a roundtable on Poverty & Income Security. Representatives from service providers, community groups, and dedicated community volunteers were invited to participate.

Healthcare & Mental Health: Peterborough Ontario Health Team, Mental Health & Addictions Committee

Since 2019, the Peterborough Ontario Health Team (POHT)—a team of local health professionals, organizations, and community members—has been working towards addressing the current challenges in the healthcare system and breaking down barriers to provide better care for patients. Organizations who participate in the Mental Health & Addictions Committee include: Peterborough Regional Health Centre (PRHC), Fourcast, Canadian Mental Health Association—Haliburton Kawartha Pine Ridge (CMHA HKPR), Kinark Child and Family Services, Peterborough Youth Services (PYS), and the PRHC Patient and Family Advisory Committee.

Substance Use & Addictions: Peterborough Drug Strategy

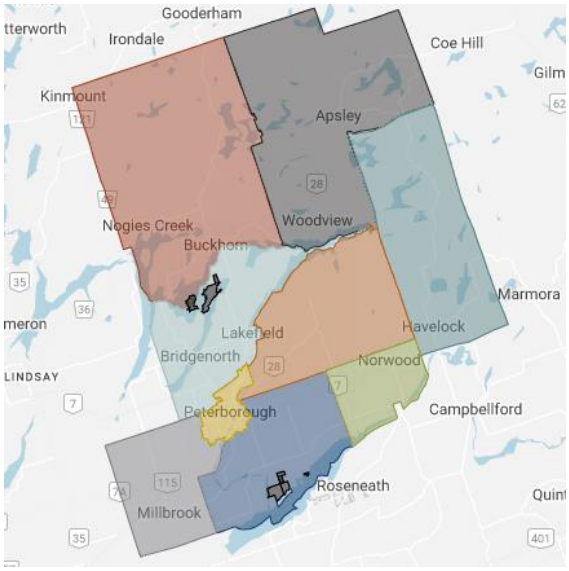
The Peterborough Drug Strategy (PDS) is a collective of community-based organizations in Peterborough City and County that actively work toward reducing the harms of substance use for individuals, families, and our community. PDS provided input on what should be included in the Substance Use and Addictions priority area. The PDS Advisory Panel also provided invaluable insights and perspectives into the creation of the Guiding Principles and the section on Belonging.

Transportation & Connectivity: Members of Age-Friendly Peterborough's Staying Mobile Working Group

Age-Friendly Peterborough's Staying Mobile Working Group connects people to their community through active transportation initiatives. Comprised of representatives from the many organizations who provide accessible and easy to use programs and services for older adults, representatives from Community Care Peterborough, GreenUP, and the City of Peterborough provided information to support the development of the outcomes and strategies related to transportation.

Current Context: Peterborough City & County

Comprising two First Nations, eight townships, and the County and the City of Peterborough, the Peterborough region offers a mix of rural and urban living with proximity to both Toronto and Ottawa. The region borders on the City of Kawartha Lakes and the Counties of Haliburton, Northumberland, and Hastings, providing access to urban centres in those counties.



Refer to the Infographics on Pages 12-13 for a high-level overview of data and demographics. Individual data sheets for each Township are in Appendix E.

Peterborough is growing: As a region, both the City and County are growing in population with a projected 41% increase of residents in the City alone by 2041.[1] From 2011 to 2021, the City experienced a growth rate of 6.2% while townships in the County experienced growth rates ranging from 7.7% to as high as 26%.[2]

An aging community: The percentage of seniors aged 65 and over is projected to increase substantially over the next ten years to just over 30% of the population in the County and 26% of the population in the City by 2041.[3] Currently, in the Townships of Havelock-Belmont-Methuen, North Kawartha, and Trent Lakes, seniors aged 65 and over make up more than 30% of the population. Challenges impacting seniors include the rising cost of housing, social isolation, and barriers accessing services due to transportation and connectivity.

High rates of dependency: Rates of dependency refers to "area-level concentrations of people who don't have income from employment, and includes seniors, children, and adults whose work is not compensated." Peterborough's rates of dependency are among the highest in the province. The region has decreasing participation rates, unemployment rates above the provincial average, and high levels of precarious employment. As a result, the City and County has high rates of dependency on social assistance. In October 2021, the region had an ODSP case rate of 3.74%, 43.2% higher than the provincial rate. Likewise, the OW case rate was 1.26%, 33.3% higher than the provincial rate.[4]

Housing is unaffordable: While housing affordability has been a long-standing issue in the region, the COVID-19 pandemic has highlighted the rising disparity between those that can afford housing and those that are finding it increasingly difficult to stay housed. Housing costs have increased dramatically since the onset of the pandemic.[5] As well, the region has very low vacancy rates and rapidly increasing rents. For example, the vacancy rate for a bachelor unit in Peterborough Census Metropolitan Area (CMA) in 2021 was

0.6%.[4] In 2015, incomes in the City and some Townships were below the provincial average. Incomes were higher than average in the Townships of Cavan Monaghan, Douro-Dummer, Otonabee-South Monaghan, and Selwyn. The combination of low income and low vacancy rates translated into higher rental costs. In 2016, 15.2% of the region's population was low income and more than half of tenant households spent more than 30% of their income on shelter costs.

Limited incomes: In 2021, Peterborough's living wage for one adult was calculated to be $18.59/hr or just over $32,000 annually.[6] However, in 2015, 20% of households had annual incomes under $30,000 after tax,[2] putting home ownership and even rental out of reach for many. Having access to affordable and adequate housing leads to better physical, mental, and social outcomes by eliminating stress, reducing hazards in the home, and freeing up resources for other basic needs.

Growing homeless population: The intersection of precarious employment, low wages, and high rental and housing costs has impacted those experiencing homelessness. In 2021, a monthly average of 266 were documented as experiencing homelessness in the City and County,[4] though this number is likely underrepresented, especially in the County where people rely on 'hidden' methods of survival. As of April 2022, there were at least 317 people on the By-Name Priority List of those experiencing homelessness, with 153 of them being chronically homeless. Of the 317 people listed, 154 had very high acuity levels, meaning their best housing solution is supportive housing. Supportive housing involves significant costs that can typically only be met by senior government program funding.[4] Further marginalized by lengthy wait times for community/social housing, increased violence in the shelter system, housing unit takeovers, and lack of timely access to healthcare, those experiencing homelessness have many barriers to overcome.

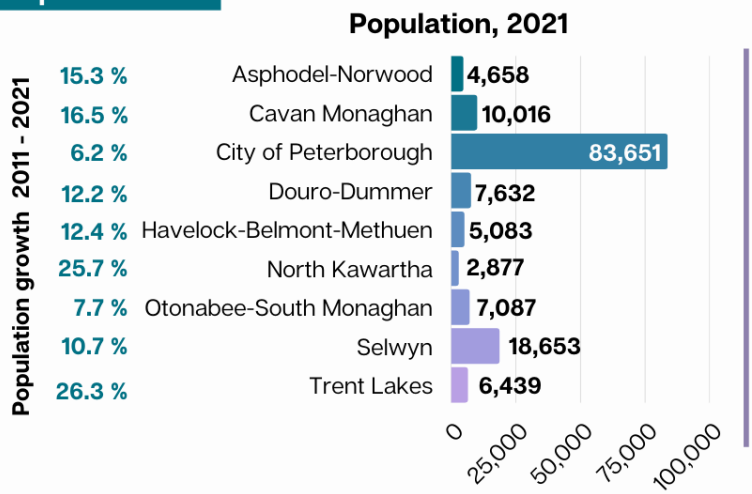
Increase in substance use, drug poisoning, and access to care: Lack of access to timely health care, including supports for physical and mental health, is a growing concern in the community. As of January 2022, an estimated 13,000 people in the region lacked a family doctor,[7] and many need to travel long distances to access care. The region has also seen an increase in substance use. In Peterborough, in 2020, there were 150.8 opioid related emergency department visits per 100,000 residents, compared to 80.8 provincially. The same year, there were 28.9 confirmed opioid related deaths per 100,000 people, compared to 15.9 provincially.[8]

Increase in hate crimes: Recent events have brought the impacts of systemic racism and discrimination to the forefront. In 2020, Peterborough reported the highest rate of hate crimes in Canada.[9] Fostering belonging and building community are clearly needed. This can be accomplished through peer mentoring, engaging volunteers, addressing racism and discrimination, and treating all residents with dignity. As the region grows, it is especially important to consider the well-being of all residents and commit to being a "welcoming and inclusive community that values the benefits of diversity by bringing together different perspectives, ideas, and experiences."[1]

Peterborough City & County

Most recent demographics and data

Population[1]



Percent of the population that belongs to a **visible minority,** 2016



Percent of the population that identifies as **Aboriginal**, 2016



Age [1]

Median age, 2021

Ontario - **41.6**

City of Peterborough - **43.2**

Cavan Monaghan - **44.8**

Asphodel-Norwood - **46**

Douro-Dummer - **48.8**

Otonabee-South Monaghan - **49.2**

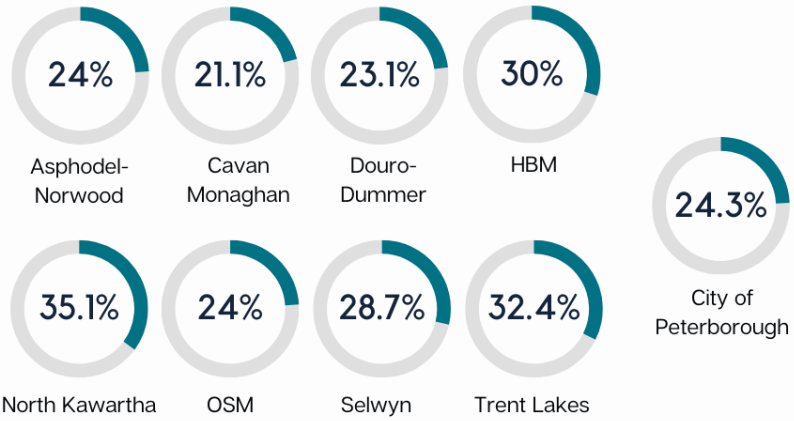
Selwyn - **52**

Havelock-Belmont-Methuen - **54.4**

Trent Lakes **- 58**

North Kawartha - **59.2**

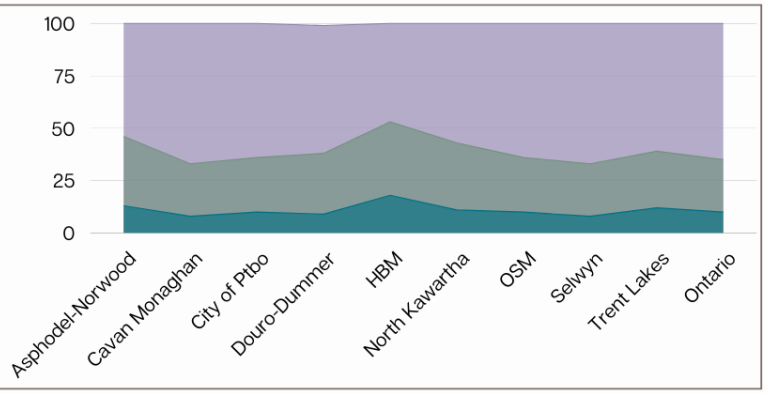
Population over the age of 65+, 2021



Education [1]

Highest certificate, diploma, or degree for the population aged 25 to 64 in private households, 2016

- No certificate, degree, or diploma
- High School or equivalent
- Post-Secondary



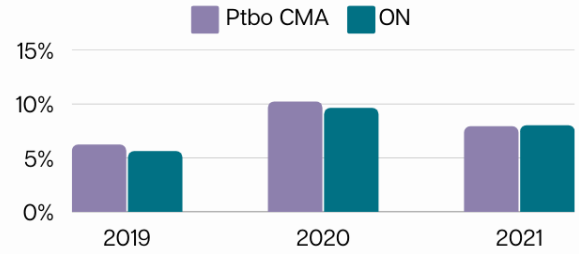
Data Source: 1. Statistics Canada, Census Profiles (2016 and 2021)

Peterborough City & County

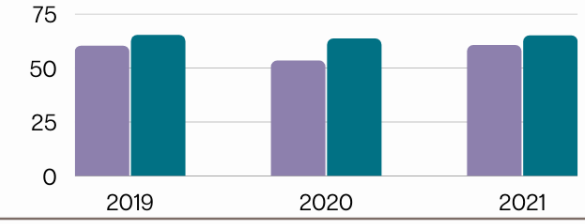
Most recent demographics and data

Labour Force Characteristics [2]

Unemployment rate, Peterb CMA* vs Ontario



Participation rate, Ptbo CMA* vs Ontario



In 2021, a **Living Wage** for a single adult in Peterborough was **$18.59/hour**, providing an annual income of $32,532.50[3].

In 2015, 19% of households had after tax annual incomes of less than $30,000 in the City and County.

Data Sources:

2. Statistics Canada Table 14-10-0385-01 Labour force characteristics, annual, aged 15 and over
3. United Way Peterborough, 2021 Living Wage Report

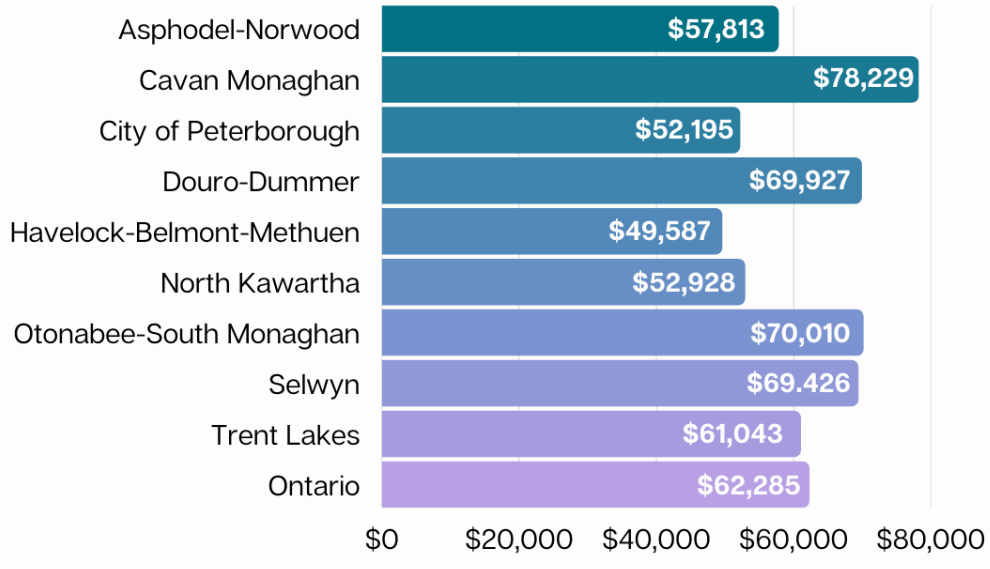
*Peterborough CMA includes the City of Peterborough and the Townships of Cavan Monaghan, Otonabee-South Monaghan, and Douro-Dummer.

Household Income [1]

In 2015,15.3% lived with low income, an increase from 13.1 % in 2011

Based on Low Income Measure after tax for Peterborough CMA, 2016 Census

Median after tax household income, 2015



Peterborough City & County

Most recent demographics and data

Shelter Costs [1]

Rents are deemed **unaffordable** when they represent more than 30% of combined household income before tax.

Percentage of tenant households that spent more than 30% of income on shelter costs in 2015

Otonabee-South Monaghan - **35%**

Cavan Monaghan - **36%**

Asphodel Norwood - **42%**

Trent Lakes - **44%**

Ontario - 46%

Selwyn - **46%**

City of Peterborough - **54%**

Havelock-Belmont-Methuen - **54%**

North Kawartha - **56%**

Douro-Dummer **- 58%**

Homelessness

In 2020, 847 unique individuals interacted with the Peterborough City and County Homelessness Service System. In 2021, there was an average of 266 people per month experiencing homelessness.

Data Sources:

4. City of Peterborough
5. Peterborough Ontario Health Team, Community Health Centre Proposal
6. Peterborough Police Services
7. Peterborough Public Health

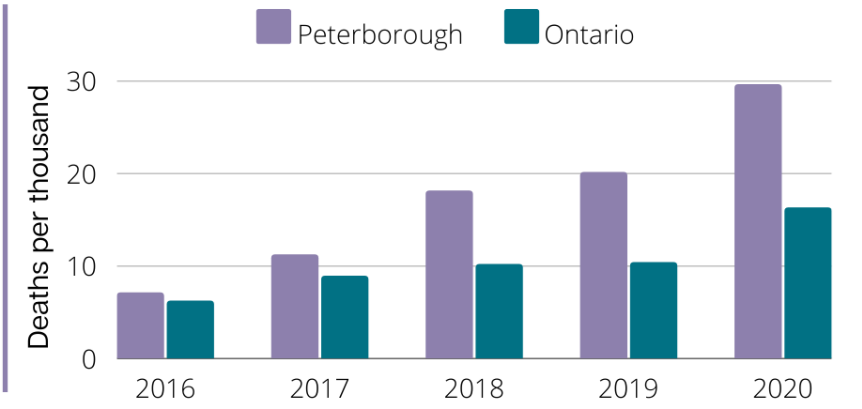
Health

13,000
People lacking a primary care provider as of January 2022[5]

46%
Increase in calls to Peterborough Police Service for mental health between 2018 & 2021[6]

148%
Increase in opioid related ER visits between 2016 & 2020[7]

Rate of confirmed opioid-related deaths, PPH and Ontario [7]

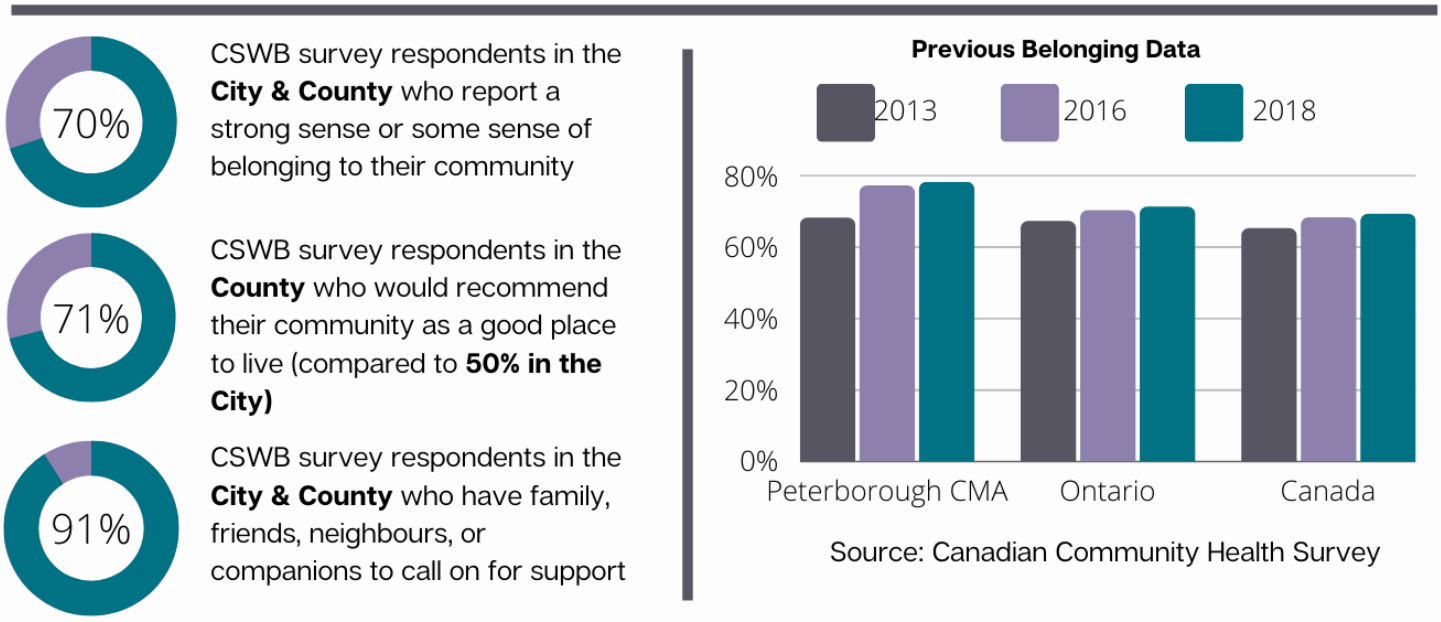


Factors Influencing Community Safety and Well-being

As overarching components of the CSWB plan, belonging and safety apply to all priority areas. Current perceptions toward belonging and safety as well as actual crime data are important foundational aspects that further describe the regional context.

Belonging

Many already have a strong sense of belonging to their community, neighbourhood, and family. In the Peterborough Immigrant Needs Assessment conducted by the New Canadians Centre in 2021, 71% of newcomer participants reported a strong or very strong sense of belonging to their community[10]. Previous data for the whole population shows that belonging has ranged from 68% in 2013 to 78% in 2018 in the Peterborough CMA, slightly higher than provincial and national levels.[11]



For others, however, the barriers to belonging are complex. Daily intersecting realities make it extremely difficult to be safe, to feel safe, to have opportunities to participate in community, and to meet basic needs.

When asked to describe their level of comfort in the community, the majority of CSWB survey respondents indicated that they are comfortable most of the time. However, some reported higher levels of discomfort. Disability was the most commonly reported factor related to discomfort, followed by gender and religion. Nine percent of respondents indicated that they do not have family, friends, neighbours, or companions they can call on for help.

Survey responses were validated by suggestions that arose in engagement, including:

- Fostering belonging and building community with peer mentorship, engaging volunteers, addressing racism and discrimination, and treating everyone with dignity.

- Raising awareness through ongoing community education, particularly in the areas of harm-reduction, stigma, and systemic causes of poverty.
- Supporting meaningful outreach and engagement, centering the voices of people with lived experience in decision-making.
- Creating and delivering inclusive and accessible programs and services with wrap-around supports and a focus on life stabilization.
- Addressing stigma related to mental health, homelessness, poverty, and substance use.

Safety

A safe community is one where harms to its residents are prevented or reduced through risk mitigation. **Safety and well-being are interlinked. When people are well, they are more able to prevent, reduce, and heal from harms. And when communities are safe, it is easier for people to thrive and belong.**

Peterborough Police Service
Serves the City of Peterborough, the Village of Lakefield, and the Township of Cavan-Monaghan

Ontario Provincial Police
Serves the Townships of Asphodel-Norwood, Douro-Dummer, Havelock-Belmont-Methuen, North Kawartha, Otonabee-South Monaghan, Selwyn, and Trent Lakes

Peterborough is serviced by both the Peterborough Police Services (PPS) and the Ontario Provincial Police (OPP). Both the PPS and OPP are committed to community safety and well-being and are working to develop strategic collaborative partnerships to address crime prevention through social development.

According to PPS, "Partnerships and collaborations are seen as a way to have a more comprehensive and sustainable impact in the pursuit of communities that are safe and inclusive for all."[12]

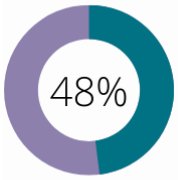
Proactive, collaborative approaches include moving towards restorative justice and collaborating with others in the community to find ways to address complex issues. Examples include the Consumption and Treatment Services (CTS) site in Peterborough and the Mobile Crisis Intervention Teams (MCIT) in the City and County.

Perceived Crime

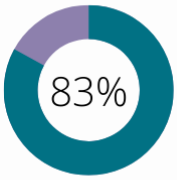
Previous data collected by Statistics Canada in 2014,[13] shows that one in three (32%) Peterborough residents aged 15 and older were very satisfied with their personal safety from crime. This is a somewhat lower rate than of Ontario residents overall (40%). A large majority of Peterborough residents (78%) thought crime levels in their neighbourhoods were lower than the rest of Canada, a similar rate to Ontarians (76%) and to other Canadians (74%).

Even though the majority of CSWB survey respondents feel safe in their community, many do not. Those who feel unsafe indicate that it impacts how they move through their communities.

67% of survey respondents in the **City** perceive that crime has increased in their community, versus only **23%** of survey respondents in the **County** perceive that crime has increased.



48% of survey respondents in the **City** feel safe or very safe in their community. 71% note that feelings about safety influence what they do, where they go, and when they go there significantly or quite a bit.



83% of survey respondents in the **County** feel safe or very safe in their community. 58% note that feelings about safety influence what they do, where they go, and when they go there significantly or quite a bit.

Actual Crime

Peterborough Police Services

Overall, crime has increased in the City since 2018, as have Calls to Service. However, compared to the national average, between 2006 and 2020, Peterborough CMA has remained below the national average for crime severity.[14]

Overall Calls for Service to the PPS increased 20% since 2018.[15] The PPS are understaffed and under-resourced, making it difficult to take a proactive approach to policing. Though actual crimes have only increased by 9.5%, they make up a small portion of Total Calls for Service.

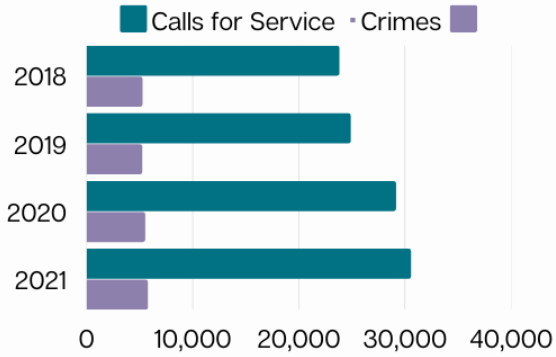
In particular, PPS data shows an increase in Break and Enters, an increase in drug-related offences, and an increase in hate crimes. In 2020, Peterborough had the highest rate of police-reported hate crimes per capita of all census areas in the country.

Ontario Provincial Police

In the County, Calls for Service increased by 13.7% between 2018 and 2021. More specifically, OPP data shows a decrease in property crimes, including Break and Enters, and an increase in violent crimes. Drug-related offences have remained about the same, with small variations each year.

Peterborough Police Services

Total Calls for Service, PPS, 2018 - 2021



Between 2018 and 2021:

- **Break and Enters** increased by 48%
- **Drug-related offences** increased by 15%

Between 2019 and 2021:

- **89 hate crimes** were reported with 52 deemed a crime.

Ontario Provincial Police

Between 2018 and 2021:

- **Break and Enters** decreased by 35%
- **Drug-related offences** remained about the same
- There were 8 hate crime occurences

Peterborough's CSWB Plan: Outcomes & Strategies

Collaboration at the Core

The CSWB Plan was developed with collaboration at its core, both in terms of the process to create it, as well as its implementation. While the City of Peterborough, the County of Peterborough, and the five townships have taken a leadership role in developing the CSWB Plan, it will take broader partnership and collaboration with community to move the plan forward. **The ideal use of this CSWB Plan is as a community plan, inspiring collective action towards common priorities.** The Plan itself can act as a roadmap for local organizations, who can embed priorities into their own planning to help further the work of creating a safe and healthy community.

Throughout the engagement sessions, it was clear that for this cross-sectoral collaboration to be successful, it will take a shared understanding of approaches and commitment to certain core values. In many ways, these approaches and values are just as important for the success of the Plan as the goals and strategies. Additionally, through the collaborative approach of developing the CSWB Plan, there has been a sense of re-energized willingness to have hard conversations, align priorities, and work together toward solutions. This is a positive secondary outcome from the process of creating the Plan, which will hopefully continue to drive forward momentum in the years to come.

A New Roadmap

While an emergency response is required to address the housing and homelessness crisis, which is compounded by a drug poisoning crisis and a strained healthcare system, there is a strong community desire to focus on prevention. The CSWB Plan provides a new roadmap for municipalities, law enforcement, social service organizations, and community-based initiatives to work collaboratively across sectors to ensure that all people, particularly those who are marginalized, have access to the supports and resources they need by the most appropriate provider, to feel safe and have a sense of belonging.

Based on significant research, data analysis, and community engagement, five priority areas have been identified to support community safety and well-being. These areas are interconnected and cannot be addressed in isolation. A cross-sectoral approach is required, along with integrated and proactive strategies that respond to current and emerging crises while simultaneously focusing on prevention and social development.

This Plan outlines each priority area, its importance, and related current challenges. Each priority has a common outcome and goals to strive for. Each goal has a set of strategies that address risk intervention, prevention, and social development. The Plan also highlights examples of promising collaborative programs and practices that could be strengthened with long-term sustainable funding. Note that while strategies appear under one priority, many of them are applicable across many or all of the priorities.

The Plan at a Glance

The Peterborough CSWB Plan outlines five (5) priority areas, each with its own ideal outcome. To achieve these outcomes, the Plan offers 19 specific goals, and 63 detailed strategies to meet the goals. The following is an overview of the priority areas, outcomes, goals and strategies of the CSWB Plan. Equally important are the shared approaches and values that informed development of the Plan. These will be integrated into the Implementation Strategy.

Priority Area	Outcome	Goals	Strategies
1. Housing & Homelessness	**All residents have access to quality housing they can afford.**	1.1 Support people who are unsheltered. 1.2 House people who do not have a home. 1.3 Help people stay housed. 1.4 Increase affordable housing options and opportunities. 1.5 Build capacity and improve effectiveness and efficiency of the housing and homelessness system.	Pages 24-25
2. Poverty & Income Security	**All residents have equitable access to income security and are valued for their contributions.**	2.1 Coordinate inclusive and user-focused access to human services. 2.2 Advocate for adequate income supports and equitable wages. 2.3 Develop inclusive pathways to education and employment. 2.4 Cultivate community food security. 2.5 Change the conversation about poverty.	Pages 30-32
3. Healthcare & Mental Health	**Every resident has access to healthcare and mental health supports.**	3.1 Collaborate to integrate healthcare into the community. 3.2 Enhance timely access to healthcare. 3.3 Enhance timely access to mental health supports.	Page 36
4. Substance Use & Addictions	**Reduce harms related to substance use.**	4.1 Strengthen harm reduction initiatives. 4.2 Ensure access to the right services. 4.3 Change the conversation about substance use.	Pages 40-41
5 Active Transportation & Connectivity	**People are connected to programs and services that meet their needs.**	5.1 Enhance community hubs and mobile outreach. 5.2 Enhance access to internet and technology. 5.3 Enhance transportation options.	Page 44

Priority Area 1: Housing & Homelessness



Addressing housing and homelessness is one of the biggest challenges facing Peterborough. There is broad recognition that without access to safe, appropriate, and affordable housing, it is very challenging to address health and mental health, addictions, and substance use, let alone access to education and employment. Those who are unsheltered or have unstable housing are more likely to experience poverty, food insecurity, severe health outcomes, increased stress, social isolation, and greater risks to safety.

In recent years, homelessness has become increasingly visible in the City of Peterborough. This has led to growing health complexities for those who are unsheltered or experiencing housing instability. In the townships, where homelessness is less visible, it is difficult to collect data that tracks homelessness, but we do know that there is a lack of housing supply, and that the number of individuals and families moving in with parents is increasing.

Peterborough, as a community, has embraced a Housing First[16] approach to eliminate chronic homelessness and ensure quality housing that all residents can afford.

Based on significant engagement with the community, data analysis, and established priorities, the Plan has established five goals:

1.1 Support people who are unsheltered

1.2 House people who do not have a home

1.3 Help people stay housed

1.4 Increase affordable housing options and opportunities

1.5 Build capacity and improve effectiveness and efficiency of the housing and homelessness system

Housing First
Housing First recognizes that housing is a basic human right and every person deserves housing that is safe, affordable, and appropriate.

The underlying principle is that people are better able to move forward with their lives if they are first housed.

Chronic Homelessness
Chronic homelessness refers to the state of being homeless for six months or more in the past year.

Current Challenges Related to Housing and Homelessness

Accelerated and exacerbated by the pandemic, Peterborough faces a housing situation in which the demand for safe, appropriate, and affordable housing is far greater than what is available. The following is a high-level overview of the current challenges related to housing and homelessness in Peterborough.

- **Housing is Unaffordable**: More than half of individuals in the City of Peterborough spent more than 30% of their income on shelter costs in 2015.[17]
- **Lack of Housing Supply:** This has been identified as a key contributor to the housing and homelessness crisis. Peterborough City and County have a lack of rental housing, and especially for people with low incomes. In 2020, the vacancy rate for a bachelor unit was 0.6% in Peterborough CMA.[18] With soaring housing prices, there has been an increase in "reno-victions," and a lack of affordable housing options for those with low to moderate incomes.
- **Chronic Homelessness is on the Rise:** The number of people who have experienced homelessness for more than six months has increased. In 2021, an average of 118 people experienced chronic homelessness each month in Peterborough City and County. In the first few months of 2022, the monthly average has increased to 147, which is 49% of the entire population experiencing homelessness. Experiencing homelessness for prolonged periods of time can make it harder to secure and maintain housing.[19]
- **Increasing Complexity:** Throughout the pandemic, shelters have experienced an unprecedented increase in the acuity level of clients.[20] Anecdotally, outreach workers report that the conditions of those who are unsheltered are more challenging than ever before.
- **Increasing Need for Permanent Supportive Housing:** In 2021, 47% of those on the By-Name Priority List required supportive housing or 24/7 intensive supports—a scarce resource in our community, especially when requiring Rent-Geared-to-Income (RGI). There is a need for RGI housing in both the City and County that provides supports to people with complex needs, including people with disabilities, trauma, acquired brain injury, criminal records, substances use challenges, homelessness, and/or mental illness.[20]
- **Waiting for Community Housing:** In 2020, there were 1,563 households on the social housing waitlist, which only increased in 2021, when there were 1,699 households on the list.

Examples of Community Collaboration in Action

The housing and homelessness system is complex. Addressing it means working across sectors and different levels of government. The following initiatives are in place to support collaboration and partnerships to achieve the community-wide goal of eliminating chronic homelessness and ensuring quality housing that all residents can afford.

- **10-Year Housing and Homelessness Plan:** In 2014, the **10-Year Housing and Homelessness Plan** for the City and County of Peterborough was implemented. A requirement of the Province of Ontario, the Plan was developed with significant consultation with service providers and individuals who have experienced homelessness. The Plan was updated in 2019 and outlines two key priorities and related goals:
    1. Ending Homelessness and Staying Housed: By the end of 2025, Peterborough will end chronic homelessness.
    2. Building Housing: Build housing to meet all the housing needs as identified in the **Housing Unit Needs Forecast**.
- **Built For Zero:** Built For Zero (BFZ) is a change effort to end homelessness in Canada. In November 2018, Peterborough became one of 33 communities across Canada to join BFZ. Led by Social Services staff, **BFZ Peterborough** is a multi-service initiative committed to working together to build a system for Coordinated Access, a By-Name Priority List of those experiencing homelessness, and a Housing First Approach.
- **Coordinated Access System:** A Coordinated Access System is a harmonized approach to ending homelessness and streamlining the process for people experiencing homelessness to access housing and support services needed to permanently end their homelessness.
- **By-Name Priority List (BNPL):** The BNPL is a real-time, up-to-date list of all people experiencing homelessness in Peterborough. The BNPL helps community partners to know every person experiencing homelessness by name, to understand their unique needs, and to then prioritize them for the most appropriate and available housing, as well as appropriate services and supports.

Community Strategies

Municipalities are committed to working in partnership across non-profit and private sectors, inter-governmentally, and with community-based initiatives to advance local priorities in this area. The following are community strategies to end chronic homelessness and ensure quality housing that all residents can afford.

Outcome: All residents have access to quality housing they can afford.

Goal 1.1: Support people who are unsheltered.

Strategies

1.1.1 Coordinate outreach efforts with healthcare, mental health, and social services workers to ensure basic needs are met.

1.1.2 Provide access to basic health and safety needs for those experiencing homelessness i.e., water stations, washrooms, shower facilities, and lockers.

1.1.3 Ensure there are enough services and shelter beds for everyone who needs them.

1.1.4 Explore how to create an alternative housing care model to support those who are unable to access the shelter system.

Goal 1.2: House people who do not have a home.

Strategies

1.2.1 Continue to strengthen the Coordinated Access System to ensure that there is "no wrong door" for people to access the programs and services they need when they need them.

1.2.2 Continue to strengthen the BNPL to assess unique needs, and to prioritize the most appropriate and available housing and supports.

1.2.3 Continue to support shelters to ensure they are adequately resourced and safe for everyone as an emergency response while they are needed.

Goal 1.3: Help people stay housed.

Strategies

1.3.1 Launch a proactive eviction prevention strategy that includes best practices, such as intensive case management and legal and financial support.

1.3.2 Continue to provide rent supplements and housing stability fund programs, including active case management for those receiving these supports, while advocating for action on the poverty and lack of income security that leads to the need for these programs. (see Goal 2.2)

1.3.3 Create a plan in partnership with health, justice, and child welfare systems to rapidly re-house and support individuals who are discharged into homelessness from provincial institutions.

1.3.4 Continue to build relationships with landlords and encourage them to dedicate units to the BNPL.

Goal 1.4: Increase affordable housing options and opportunities

Strategies

1.4.1 Establish partnerships with private sector developers, community housing providers, and landlords to explore innovative ways to integrate affordable housing into new and existing developments.

1.4.2 Creatively leverage redevelopment projects to create housing units dedicated to the BNPL.

1.4.3 Continue to contribute and advocate for the goals of the 10-Year Housing and Homelessness Plan, with multi-governmental funding levels aligned with impact. This includes through the development of RGI Supportive Housing Units, investment in new rental units, support of affordable homeownership, and increased mixed-income housing developments.

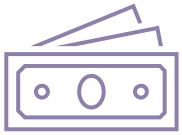
Goal 1.5: Build capacity and improve effectiveness and efficiency of the housing and homelessness system

Strategies

1.5.1 Review the current Housing and Homelessness governance model to ensure a strategic, efficient, and effective approach to collaboration and partnership across the housing spectrum.

1.5.2 Commit to continuous improvement through quality assurance reviews that identify gaps and opportunities to strengthen the system and approach.

Priority Area 2: Poverty & Income Security



Poverty is complex and inextricably linked to all priority areas outlined in this Plan. People who live in poverty or with low incomes are more likely to experience food, housing, and employment insecurity, social isolation, adverse health outcomes, and difficulty accessing quality health care and community supports. When living in poverty, it can be very challenging to "get ahead" when struggling just to survive. Until life is stabilized, and basic needs are met, it is difficult to access education, training, and employment opportunities.

Populations who are most impacted by poverty include single people, those living in single parent families, urban Indigenous people, immigrants who arrived in the previous 10 years, people with mental health issue, and peoples with disabilities.[4]

Throughout the engagement sessions, systemic and social stigma were widely acknowledged as significant barriers to addressing poverty and its impacts. Changing the conversation around poverty to centre the voices of those with lived experiences is vital to community safety and well-being.

Based on significant engagement with the community, five goals to address poverty and work towards equitable access to income security have been established.:

- 2.1 Coordinate inclusive and user-focused access to human services
- 2.2 Advocate for adequate income supports and equitable wages
- 2.3 Develop inclusive pathways to education and employment
- 2.4 Cultivate community food security
- 2.5 Change the conversation about poverty

Poverty

Poverty is defined by the lack of income to meet basic needs, including shelter, food, clothing, etc. It can also be defined as the lack of access to necessary resources or opportunities that contribute to well-being, such as education, transportation, childcare, social networks, recreation, internet, health care, dental care, entertainment, etc.

Income Security

Income security increases the ability of individuals and families to thrive and contribute to the social and economic well-being of the community.

Food Security

Food security exists when all people always have the physical, social, and economic access to enough affordable, nutritious, and culturally appropriate food, which are produced in an environmentally sustainable and socially just manner, and that people are able to make informed decisions about their food choices.

Household Food Insecurity

Household food insecurity is the inadequate or insecure access to food due to financial constraints.

Current Challenges Related to Poverty and Income Security

Based on an analysis of local research, data, and engagement with service providers and people with lived experience with poverty, it is evident that poverty and a lack of income security is an underlying risk factor across all priority areas identified in this Plan. The following is a high-level overview of the current challenges related to poverty and income security in Peterborough.

- **High Percentage of Residents Living with Low-Income**: In 2016, 15.2% of our population lived in low income, compared to Ontario at 14.4%.[21] Peterborough's median wage, after tax, was $57,588 in 2016 lower than Ontario's at $65,285. Finally, 52% of tenant households spent more than 30% of their income on rent, compared to 46% in Ontario.[2]
- **Inadequate Income Supports:** Income supports provided by the government are inadequate, especially for single adults on ODSP and OW.[22] Singles without dependents are the fastest growing client type accessing OW in Ontario. In Peterborough singles make up 66% of all people accessing OW in an ongoing way in 2020. Many recipients of OW must manage mental health issues, violence, abuse, trauma, substance use and homelessness before becoming employed. Almost 70% of people accessed assistance for more than 12 months, and 50% for more than 24 months.[23]
- **Lack of Income Leads to Household Food Insecurity:** After paying for rent and utilities, people living on social assistance often do not have enough to buy nutritious food. Between 2011 and 2014, 1 in 6 households (16%) experienced food insecurity in Peterborough, compared to 12% in Ontario.
- **Precarious Employment:** Peterborough has high levels of precarious employment keeping people in poverty.[24] Precarious employment is defined as low pay with few protections and unpredictable hours and wages, typically characterized as temporary, part-time, limited term, and contract work.
- **Need for a Living Wage:** According to the 2021 Living Wage Report for Peterborough,[6] a living wage of $18.59/hour is needed to keep a single adult out of poverty. This falls far below current minimum wage rates, which are between $14.10/hour (student) and $15.00/hour (general).[25]
- **Stigma:** Throughout the engagement sessions, stigma related to mental health, homelessness, poverty, and substance use was identified as a significant challenge to addressing poverty in a meaningful way. Stigma deepens negative health outcomes and social isolation, while also preventing the systemic change required to eliminate poverty.
- **Impacts of Systems, Laws, and Policies:** Throughout the engagement sessions, examples were provided of negative experiences for people living in poverty, as

they seek to meet their basic needs and are not always able to access the supports that do exist. These examples include those who are unsheltered being removed from the site of their outdoor living, consuming substances in public places as there are limited safe spaces for consumption, and being fined for these actions, which has immediate consequences, as well as reinforcing social stigma. As people seek to meet their basic needs, there may also be negative interactions with the criminal justice system, which can further deepen experiences of poverty, given the challenges of gaining employment with a criminal record.

System Transformation

In the last few years, there have been significant changes at the provincial level that have impacted the way social services and employment services are delivered, including:

- **Life Stabilization:** In 2021, the Government of Ontario announced changes to its social assistance system that would focus on providing people with a range of services and supports to respond to their unique needs, addressing barriers move towards employment and independence. Peterborough Social Services is transitioning to this model, including staff co-locating in the community and offering services to meet people where they are.
- **Employment Services Transformation:** In 2019, the Government of Ontario announced a transformation to integrate social assistance services into Employment Ontario. In 2021, it was announced that Fleming College would be the Service System Manager (SSM) for Muskoka-Kawarthas. The role of the SSM is to assist communities with "locally responsive employment programs and services, with a goal to remove systemic barriers for clients and improve overall job retention." Locally, Fleming College is partnering with the Canadian Mental Health Association (CMHA) to increase mental health support to job seekers, local employers to support healthy workplaces, and the Workforce Development Board (WDB) and Peterborough & Kawarthas Economic Development (PKED) to monitor labour market trends and develop employment training opportunities.

Examples of Community Collaboration in Action

Cross-sectoral, inter-governmental, and community-based strategies are required to address poverty, both to ensure access to services and opportunities, and to advocate for income security and laws and policies that do not perpetuate poverty or re-enforce stigma. The following community initiatives are working to increase equitable access to income and food security.

- **Basic Income Peterborough Network (BIPN):** A Basic Income Guarantee (BIG) is a regular payment from the government to all people, regardless of their employment status, who are living below a certain income level. BIPN is a 'nonpartisan' group of volunteers who bring together community members and

representatives from local organizations to advocate at all levels of government for Basic Income. Meeting since 2015, BIPN sees a Basic Income as a means of eliminating poverty while revitalizing the local economy.

- **Peterborough Food Action Network (PFAN):** PFAN has a vision that everyone in Peterborough City and County will have enough healthy food. PFAN brings together agencies and individuals to build community food security as part of local poverty reduction efforts.
- **The Peterborough Alliance for Food & Farming (PAFF):** PAFF facilitates collaboration to strengthen sustainable local food systems to benefit those living and working within Peterborough City, County and local First Nations, through education, research, planning, consultation, coordination, and communication.
- **Nourish:** Striving to enhance belonging through food, Nourish is a multi-sector collaboration that focuses on access to healthy, local food, skills development, and advocacy. This work cultivates health, builds community, and promotes fairness.
- **Pathways to Prosperity:** Led by Peterborough & the Kawarthas Economic Development, Pathways to Prosperity is a program designed to match job seekers with jobs, and to support local employers to train and retain skilled talent. With a focus on individuals who are unemployed or underemployed, program partners include Kawartha Lakes Jump In, Fleming, and the Workforce Development Board.
- **Bridges Out of Poverty:** Bridges out of Poverty is a framework for understanding poverty and the hidden rules of economic class. Peterborough Social Services uses this framework to develop programs and strategies that improve relationships at the front-line level, outcomes at the organizational level and systems at the community level.

Promising Practices to Change the Conversation

To address stigma, to ensure programs and services are inclusive, person-centred and accessible, and to understand how policies and laws impact those who experience poverty, it is critical to integrate lived experience into decision-making, planning, and service delivery in an intentional and equitable way. Promising practices that are changing the conversation around poverty and how to increase opportunities for equitable opportunities include:

- **Bridges Peterborough:** A group passionate about challenging current ways of addressing poverty. Through innovative initiatives Bridges Peterborough is changing the conversation about poverty and privilege by making concrete differences in people's lives. An example is the Company of Conversation Changers who aim to change the conversation from "fixing poverty to discovering opportunities for sharing abundance."

- **Nourish Peer Advocacy Training:** With a focus on skills to create meaningful change, Nourish offers an intensive course that provides leadership opportunities for people experiencing poverty and marginalization. The training is for women, including trans, Two-Spirit and non-binary who have experienced food insecurity, gender-based violence, or poverty.
- **VOICE** (Vision and Opportunity Inspiring Community Engagement): This is the youth advisory committee for Peterborough Youth Services (PYS). It exists to improve the comfort and communication surrounding services for youth by providing a way for youth to express their voices. It aims to bridge the gap between youth perspectives and adult experiences.
- **Peterborough Social Services:** The division has convened a Client Advisory Council that provides input on policy and practice changes.

Community Strategies

Municipalities are committed to working in partnership across non-profit, education, and private sectors, inter-governmentally, and with community-based initiatives to advance local priorities in this area. The following are community goals and strategies to ensure equitable access to opportunities and income security.

Outcome: All residents have equitable access to income security and are valued for their contributions.

Goal 2.1: Coordinate inclusive and user-focused access to human services.

Strategies

2.1.1 Integrate a person-centered life stabilization model into social services, including mental health supports.

2.1.2 Strengthen service coordination across human service organizations to support a "no wrong door" approach and enhanced wrap-around services. This includes increased opportunities for knowledge and information sharing across organizations, service provision in community hubs, and onsite staffing at partner locations.

2.1.3 Engage service user experiences into program design and evaluation to identify gaps and opportunities for strengthening service delivery. Those who provide their valued perspectives should be equitably compensated for their contributions.

Goal 2.2: Advocate for adequate income supports and equitable wages.

Strategies

2.2.1 Continue to support and promote research and local data collection on the impacts of poverty and the social determinants of health to identify community need and inform policies (i.e., Living Wage Report, Housing is Fundamental, Building Back Differently, Vital Signs).

2.2.2 Advocate that the Province increase Ontario Works (OW) and Ontario Disability Support Program (ODSP) rates and re-consider clawing back income.

2.2.3 Explore opportunities to integrate social procurement policies and support for social enterprises.

2.2.4 Advocate for increased funding for provide progressive and equitable wages at community-based organizations, including for peer support workers.

Goal 2.3: Develop inclusive pathways to education and employment.

Strategies

2.3.1 Work with employers to support equitable, diverse, and inclusive workplaces and to proactively support employees, especially those experiencing barriers to employment. (i.e., Peterborough Immigration Partnership, CMHA-HKPR)

2.3.2 Enhance opportunities to collaborate across education and economic development sectors, and work with the WDB on initiatives to share resources and information on labour market needs, training opportunities, and barriers.

2.3.3 Continue to provide free training to build skills and confidence for those with greater barriers to employment to enter or re-enter the workplace (i.e., Skills Advance Training, Pathways to Prosperity).

Goal 2.4: Cultivate community food security.

Strategies

2.4.1 Address household food insecurity through income-based solutions, and advocate for long-term sustainable funding for initiatives that enhance community food security, skills development, and peer advocacy efforts.

2.4.2 Develop and implement a long-term food security strategy with community groups, including Peterborough Food Action Network and Peterborough Alliance for Food and Farming.

2.4.3 Continue to coordinate meal programs and food banks. Food provided should be nutritious, safe, and personally and culturally appropriate.

Goal 2.5: Change the conversation about poverty.

Strategies

2.5.1 Explore the creation of a Citizen's Assembly with proportional representation that focuses on how to address systemic issues, applying an equity and inclusion lens to policies and decision-making frameworks. Experts could participate to provide information, while citizens discuss and make recommendations.

2.5.2 Support initiatives led by under-resourced people to raise awareness in the community, with elected officials, and the media about the reality of living in poverty, the impact of stigma, and solutions for change.

2.5.3 Raise awareness of the harms and impacts of laws, policies, and practices that further marginalize those who are experiencing poverty. Apply a harm-reduction lens to community planning, policy development, and decision-making frameworks.

Priority Area 3: Healthcare & Mental Health

Striving for health equity is an underlying theme of the community priority areas identified in this Plan.[26] Better health outcomes are achieved when people have stable, safe, and affordable housing and are able to access supports and services in a timely way. Healthcare and mental health supports that are accessible, inclusive, and patient-centred can lead to an increase in quality of life and make a difference in people's ability to retain employment, secure housing, and strengthen social connections.

The pandemic has disproportionately impacted those who face greater barriers to accessing services, especially seniors, those experiencing homelessness, and those living with mental illness or addictions. This has led to healthcare providers finding new and innovative ways to serve clients.

Since 2019, the Peterborough Ontario Health Team (POHT) —a team of local health professionals, organizations, and community members— has been working towards addressing the current challenges in the healthcare system and breaking down barriers to provide better care for patients. Building on existing partnerships and collaborations, the POHT believes that by improving the transitions of care between agencies, patients will benefit from better experiences, health outcomes, value in efficiency, and provider experiences.

Based on significant engagement with the community, data analysis, and aligning with POHT's priorities, this Plan has established three goals:

3.1 Collaborate to integrate healthcare into community.

3.2 Enhance timely access to healthcare.

3.3 Enhance timely access to mental health supports.

Health Equity

Health equity is created when individuals have the fair opportunity to reach their fullest health potential. Achieving health equity requires reducing unnecessary and avoidable differences that are unfair and unjust. Many causes of health inequities relate to social and environmental factors including income, social status, race, gender, education, and physical environment.

Current Challenges Related to Healthcare and Mental Health

- **Significant Need in the Community:** 2015/16 data from the Institute for Clinical Evaluative Studies identified Peterborough as having the highest primary care need, highest number of people diagnosed with a mental health disorder, and a higher number of people diagnosed with a substance use disorder compared to the rest of Ontario.[27]
- **Lack of Primary Healthcare Providers:** As of January 2022, it is estimated that at least 13,000 people in the region lack a primary healthcare provider.[28] Analysis of POHT's data indicates that those without a primary healthcare provider are disproportionately young, poor, male, and/or recent immigrants.
- **Providing Healthcare and Mental Health Care for Those Who Need It Most:** Local service and health providers suggest that those who do not have a primary healthcare provider are precisely those who need the most care, as they are more likely to be living complex mental health and/or addictions, extreme poverty, disability, and/or homelessness. Newcomers, racialized people, Indigenous people, and members of the 2SLGBTQ+ communities were also identified as facing barriers to obtaining care that meets their needs.
- **Increase in Complex Healthcare Needs**: Exacerbated by the impacts of COVID-19, including isolation, prolonged wait times, stress, substance use, and housing and income precarity, patients are presenting with increased complex healthcare needs.
- **Police Encounters for Mental Health have Increased:** Peterborough Police Service responded to a total of 805 mental health-related calls in 2021, an increase of 46% from 2018. In 2021, the PPS Mobile Crisis Intervention Team (MCIT), consisting of one police officer and one CMHA outreach worker, attended and/or followed up on 574 of those calls. In the County, the OPP Mobile Crisis Response Team was engaged in 519 calls in 2021, an increase of 60% from 2018.
- **Decline in Mental Health due to COVID-19:** Based on data collected by CMHA Ontario division, there was a 33% drop in the number of Ontarians who considered their mental health as very good or excellent from 2020 to 2021. There was also a 20% increase in responses of high stress or very high stress, 169% increase in responses of high or very high anxiety, and 28% increase in those using more substances to cope.[29] More people also found it difficult to access supports.
- **Increase in Demand for Mental Health Supports:** A recent survey by CMHA Ontario indicates that 1 in 4 people (24%) have sought help for their mental health challenges. This is an increase of 15% since 2020.[30]
- **Health Human Resources Crisis:** With increased demands, growing complexities, and no increase to mental health budgets in almost a decade, the global pandemic has shed light on the urgent need to increase the capacity of the health sector with investments in human resources.

Examples of Community Collaboration in Action

Healthcare and mental health agencies continue to collaborate across sectors and work in partnership with community organizations to provide urgent and long-term healthcare and mental health services to marginalized community members, while simultaneously building system capacity. The following are examples of promising collaborative practices in action that should be strengthened thorough long-term sustainable funding:

- **Community Paramedicine Program:** Ontario Health Team's Integrated Comprehensive Care Program is designed to provide wrap-around services to eligible residents in the community after being discharged from the hospital. As part of this program, Peterborough Paramedics are collaborating with Home & Community Care Support Services (HCCSS), Ontario Health East, and Long-Term Care to support home assessment and wellness checks. The goal of this program is to support residents to age at home.
- **Mobile Crisis Intervention Team (MCIT):** Operational since 2011, the MCIT is a collaboration between the Peterborough Police Service, the OPP, and CMHA, partnering a mental health worker with a police officer. The MCIT staff work in partnership to provide real-time crisis response, proactive intervention, short-term intensive follow-up on referrals, and access to appropriate community resources.
- **Co-Location of Healthcare Providers:** To address health-equity among underserved populations, health care providers are working together to support a seamless transition for people who require urgent access to primary care providers for longer-term healthcare. One example of this partnership is through the co-location of services. In early 2022, the Rapid Access Addiction Medicine (RAAM) Clinic (a partnership between PRHC and Fourcast) relocated to better connect with the Peterborough 360 Nurse Practitioner-Led Clinic in downtown Peterborough. This integrated partnership ensures that patients will continue to receive trauma-informed, barrier-free care in a safe space with trusted healthcare professionals.
- **Talk Now Mental Health and Addictions Clinic:** To address the rising need for mental health and addictions supports, a group of service providers, including PRHC, CMHA-HKPR, Fourcast, Peterborough Youth Services (PYS), Kinark, and the Peterborough Family Health Team launched the Talk Now Clinic in 2020. With a goal of providing more timely access to mental health and addictions services, partners have combined existing resources to provide counselling services four days a week. Due to limited resources and a lack of funding, the Talk Now Clinic is at risk of closing.
- **Mobile Mental Health and Addictions Clinic (MMHAC):** In 2022, CMHA-HKPR will begin to provide accessible, barrier-free mental health services for those dealing with complex mental health issues such as anxiety, depression, suicide, substance use concerns, and self-injury. The clinic intends to operate in rural communities.

Community Strategies

Municipalities are committed to working in partnership with the POHT, healthcare, mental health agencies, and the community to advance local priorities in this area. The following are community strategies to increase access to healthcare and mental health supports.

Outcome: Every resident has access to healthcare and mental health supports.

Goal 3.1: Collaborate to integrate healthcare into community.

Strategies

3.1.1 Coordinate healthcare and mental health worker outreach initiatives for those who are unsheltered.

3.1.2 Continue to integrate healthcare services into shelters.

3.1.3 Continue to support mobile healthcare and mental health services (see Transportation & Connectivity).

3.1.4 Continue to collaborate on integrating healthcare into supportive housing development projects (see Housing & Homelessness).

Goal 3.2: Enhance timely access to primary healthcare.

Strategies

3.2.1 Establish a Community Health Centre that provides healthcare for marginalized populations.

3.2.2 Recruit primary healthcare providers to the region.

3.2.3 Recruit psychiatrists and other specialists to the region.

Goal 3.3: Enhance timely access to mental health supports.

Strategies

3.3.1 Strive to provide mental health treatment on demand (i.e., Talk Now Clinic).

3.3.2 Enhance community-oriented policing and the MCIT program.

3.3.3 Explore opportunities for restorative justice and mental health diversion programs that deal with root causes.

3.3.4 Explore public facilitation, education, and training opportunities for community members around trauma and peer support for mental health.

Priority Area 4: Substance Use & Addictions



The issues and harms associated with substance use are complex and pervasive across sectors and lives.[31] In recent years, significant focus has been drawn to addressing substance use due to the growing rate of drug poisoning and toxic drug supply. This crisis is complex in its intersections with poverty and homelessness, mental health needs, and strained healthcare systems. Peterborough has a growing population of residents who are marginalized, socially isolated, and harder to reach to ensure basic needs are met.

A cross-sectoral approach that is responsive to saving lives and reducing harm associated with substance use is more important than ever before. At the same time, there is a growing need to invest in preventative measures to address substance use and addictions.

Working together since 2009, The Peterborough Drug Strategy (PDS) is a collective of community-based organizations in Peterborough City and County that actively works toward reducing the harms of substance use for individuals, families, and the community. Using a Four Pillar Approach, PDS partners are committed to the ongoing development and implementation of community-based initiatives that aim to reduce the harms related to substance use in the City and County of Peterborough.

Based on significant engagement with the community, data analysis, and aligning with PDS's priorities, this Plan has established three goals:

5.1 Strengthen harm-reduction initiatives.

5.2 Ensure access to the right services.

5.3 Change the conversation about substance use.

Four Pillar Approach

Prevention

Integrating a comprehensive set of initiatives to prevent or delay the onset of substance use and avoid problems before they occur, which involves strengthening access to the social determinants of health, such as health care, stable housing, education, employment, and social inclusion.

Harm Reduction

Advocating for and implementing a range of pragmatic and evidence-based policies and programs designed to reduce the harmful consequences associated with substance use.

Treatment

Connecting to a range of programming and services for people dealing with a substance use issue.

Enforcement

Strengthening community safety by preventing and responding to the crimes and community disorder issues associated with legal and illegal substances.

Current Challenges Related to Substance Use and Addictions

- **Significant Need for Emergency Services Related to Drug Poisoning and Toxic Drug Supply:** According to Peterborough Public Health's Opioid Harms Data Portal, in the last 12 months, 572 calls were made to 9-1-1 related to opioid poisoning, and 464 visits to the Emergency Department (ED) were related to drug poisoning.[32]
- **Increase in Opioid-Related Harms:** According to the Opioid-Related Harms Status Report, the rate of opioid-related ED visits in Peterborough has increased by 148% from 2016-2020.[33] In 2020, the preliminary unconfirmed rate of opioid-related ED visits in Peterborough was double the Ontario rate. The number of local opioid-related deaths increased by 230% between 2016-2020.
- **Impact on Loved Ones**: Participants in the engagement sessions spoke to the indescribable grief and loss due to losing someone to substance poisoning. This has a ripple effect on mental health and trauma in the broader community.
- **Long-Term Impact of Opioid Poisoning:** Participants in the engagement sessions acknowledge there are significant long-term physical and emotional impacts of surviving an overdose.
- **Need for Safe and Appropriate Supports:** Participants in the engagement sessions identify a gap in the ability to provide shelter and healthcare to those who are actively using substances or whose behaviour may pose a safety risk to others. With very few safe spaces available in which to consume substances, consumption happens in the community, which can be less safe for both the substance user and the broader community. It also makes people more vulnerable to further isolation and risk. Additionally, it was expressed that reaching people who are living outdoors is challenging due to the impermanent nature of outside living.
- **Limited Supports in Rural Areas:** Throughout the engagement sessions, participants spoke about the challenges of accessing services in rural areas. There has been a significant increase in Emergency Medical Services (EMS) calls for mental health and substance use in rural communities. It was expressed that EMS services are limited and it takes longer to get people the support they need.
- **Compassion Fatigue:** Participants in the engagement sessions identified that compassion fatigue of front-line workers is a significant challenge that has been exacerbated by the pandemic.
- **Need for Long-Term Sustainable Funding:** Many initiatives profiled in this Plan have been funded for limited amounts of time, making it difficult to invest in long-term planning and relational work. Additionally, cross-sectoral collaboration, essential for developing preventative and social development strategies, is not funded. Many of the collaborations outlined in this Plan are done by volunteers or are cobbled together using existing resources, placing further strain on organizations with limited budgets. Long-term sustainable funding, coordination of collaborative work, and

equitable compensation for lived experience contributions are vital to achieving positive outcomes.

- **Stigma:** As noted in previous priority areas, stigma related to mental health and substance use was identified as a significant challenge to accessing healthcare and social supports. People with lived experiences of mental health and addiction problems often report feeling devalued, dismissed, and dehumanized by many of the healthcare professionals with whom they come into contact.[34]
- **Drug Use and the Criminal Justice System:** As noted in previous priority areas, systemic challenges that further stigmatize people who use drugs put health and safety at risk, and prevent opportunities for people to succeed. Many laws and policies funnel people into the criminal justice system rather than providing opportunities and supportive choices.

Examples of Community Collaboration in Action

Healthcare agencies, harm reduction workers, addictions treatment, paramedics, mental health agencies, police services, peer support organizations, and community continue to collaborate to provide urgent emergency response, integrate harm reduction strategies, provide compassionate healthcare, and build system capacity to prevent the harms associated with substance use and addictions. The following are examples of promising collaborative practices in action that should be strengthened thorough long-term sustainable funding:

- **Consumption and Treatment Services (CTS):** After years of planning, Fourcast received an exemption from Health Canada for Peterborough's CTS Site in May 2022. This site provides a safe and comfortable environment for people who use substances, offering an alternative for people who use alone. The CTS is a key strategy to provide health services and supports for people who are in need. CTS partners include Fourcast, PARN, Peterborough County/City Paramedics (PCCP), Peterborough Public Health (PPH), Peterborough 360 Nurse Practitioner-Led Clinic, and the Peterborough Drug Strategy (PDS).
- **Mobile Support Overdose Resource Team (MSORT):** MSORT is a collaborative pilot project serving people in Peterborough City and County with the intent to reduce overdoses and minimize the risk of harms related to overdose and substance use, especially opioids. The project is designed to enhance the community's response to the opioid/drug poisoning/overdose crisis. MSORT is a collaboration between PARN's Harm Reduction Works (HRW) program, PCCP, Fourcast, and the PDS.
- **Safe Supply Program:** Hosted by Peterborough 360 Nurse Practitioner-Led Clinic, the Safe Supply Program is an extension of the traditional harm reduction model offered to high-risk populations who use street-acquired substances. It focuses on a client-centred, team-based, and comprehensive approach to meet the needs of the

people accessing services. These models have sometimes followed the community health-centre model of care or can be achieved by being integrated into primary care clinics in close partnership with harm reduction organizations. This allows for comprehensive wraparound services and care offered to clients.

- **Early Warning System:** Since 2013, PDS partners have been using a system to rapidly inform agencies and the media about suspected toxic drug supply circulating in the area.
- **Peterborough Risk Driven Situation Table:** Launched in 2016, human service providers in fields including law enforcement, education, social services, mental health, child welfare, and addictions gather weekly to discuss situations of acute risk and plan to intervene with supports and assistance for individuals and families in Peterborough.
- **A Different Approach: Substance Use and Addiction Support Program (SUAP):** Delivered by people with lived experience, this program aims to help service users navigate existing resources and create a circle of support. This peer support program is delivered at PRHC by the Elizabeth Fry Society of Peterborough.

Community Strategies

Municipalities are committed to working in partnership with the PDS, all of its partner agencies, and the community to advance local priorities in this area. The following are community strategies to reduce the harms related to substance use.

Outcome: Reduce the harms related to substance use.

Goal 4.1: Strengthen harm-reduction initiatives.

Strategies

4.1.1 Advocate for long-term funding to support harm-reduction initiatives that assist people where they are at (i.e., MSORT, MCIT, Safe Supply, peer support, and outreach programs).

4.1.2 Expand overdose prevention, overdose response, Naloxone training, and distribution of harm-reduction supplies.

4.1.3 Develop guidelines to incorporate the expertise and knowledge of people with lived experience with substance use into program planning, peer support, policy development, and decision-making frameworks—and compensate them for their work.

4.1.4 Strengthen system capacity and build skills, awareness, and knowledge to address the intersections between substance use, stigma, mental illness, and trauma (i.e., through the A Question of Care initiative from PDS).

Goal 4.2: Ensure access to the right services.

Strategies

4.2.1 Strengthen coordination efforts among service providers to ensure that people are able to access compassionate, safe, non-judgmental, culturally appropriate care and support in a timely way.

4.2.2 Explore opportunities to enhance restorative justice, mental health diversion, and community mediation programs that seek to address root causes and build community.

4.2.3 Investigate the feasibility of developing a regional detox and rehabilitation centre.

Goal 4.3: Change the conversation about substance use.

Strategies

4.3.1 Coordinate community education and awareness initiatives to improve public understanding about substance use, harm reduction, and the impact of social stigma (i.e., school programs, families, businesses, community conversations).

4.3.2 Work with elected officials and community leaders to apply a harm-reduction lens to community and environmental planning, policy development, and decision-making frameworks.

4.3.3 Advocate for long-term sustainable funding of inter-agency and cross-sectoral collaborations (i.e., PDS and Situation Table). These partnerships are critical for sharing knowledge, building service capacity, developing system-wide strategies, coordinating key functions, and connecting with promising practices in other regions.

Priority Area 5: Active Transportation & Connectivity



Connecting people with programs and services in ways that are accessible and inclusive is vital to community safety and well-being. Accessible infrastructure that supports connection between people, places, and resources can enhance social connections, and ensure access to healthcare, social services, basic needs, education, and employment.

Populations who are most impacted by lack of transportation and connectivity include youth, seniors, people with disabilities, people who use substances, people who are unsheltered, and people living on low incomes. Also, those who live in rural areas are disproportionately impacted by a lack of accessible transportation, unreliable internet and cellular connectivity, and a lack of services

Inclusive, safe, and accessible public transportation, pedestrian-friendly sidewalks, and active transportation are identified as key priorities in both City and County of Peterborough research reports and plans.

Community groups have been innovative in their approaches to reach those who may have barriers accessing programs and services. For example, they are building community hubs, co-locating services, and conducting mobile outreach. Some organizations are connecting with those who are unsheltered or living outside through street outreach initiatives.

Based on significant engagement with the community, data analysis, and alignment with existing plans, this Plan has established three goals:

5.4 Enhance community hubs and mobile outreach.

5.5 Enhance access to internet and technology.

5.6 Enhance transportation options.

Connectivity

For the purposes of this Plan, connectivity refers to the different ways people may connect to place, each other, and programs and services, including outreach, community hubs, and the internet.

Active Transportation

The Active Transportation & Health 2020 Indicators Report highlights evidence of the connections between active transportation (walking, cycling, transit) and community health, wellness, equity, safety, and environmental sustainability. It also provides an assessment of the state of walking, cycling, and transit in the Greater Peterborough Area, which includes the City and County of Peterborough.

Examples of Community Collaboration in Action

Municipalities continue to collaborate across sectors and work in partnership with community organizations to address transportation and connectivity needs, ensuring people are able to access resources, programs, and services. The following are examples of promising practices, collaborations, and partnerships in action to support this work.

- **The Link:** The Link is a pilot project funded through the Province of Ontario that provides bus services to and from major hubs within Selwyn Township and Curve Lake First Nation with connections to the Peterborough Transit system at Trent University.
- **Time in My Shoes (TIMS):** TIMS is an experiential accessibility awareness program designed to bring greater understanding of accessibility and inclusion through a disability lens. Peterborough Public Transit partnered with the Peterborough Council for Persons with Disabilities to incorporate TIMS for all bus and van drivers and transportation infrastructure design.
- **Age-Friendly Peterborough (AFP):** AFP is a collaborative of passionate individuals, organizations, institutions, and businesses that provide a diverse perspective through an age-friendly lens. The 2017-2020 Impact Report highlights community-wide examples of how Peterborough has helped older adults stay mobile, including walkability assessments and travel training for older adults to ride public transit with confidence.
- **Community Care Hubs and Transportation:** Serving all of Peterborough County, Community Care Peterborough as a permanent presence in the towns/villages of Apsley, Buckhorn, Chemong, Havelock, Lakefield, Millbrook and Norwood. Increasingly, these locations are being recognized as "community hubs" as other agencies and organizations use the locations to provide programs and services. Going beyond the traditional programs and services they are funded to provide, Community Care Peterborough has a dedicated program of 800 volunteers who serve over 7,300 clients. With the goal of helping clients remain independent and connected, volunteers provide transportation to medical appointments, treatments, shopping, community services, and social and recreational activities. Volunteers also deliver meals and are a source of connection to those who are homebound.

Transportation Plans

City of Peterborough Transportation Master Plan 2022-2052 maps out improvements in road safety, sidewalks, trails, and investments in public transportation.

Peterborough County has prioritized a safe and integrated transportation system through the Active Transportation Master Plan.

City of Peterborough Cycling Master Plan proposes to expand cycling infrastructure to allow cyclists to get around the City safely and efficiently.

City of Peterborough Sidewalk Strategic Plan prioritizes the provision of new sidewalks with the city.

These plans are informed through the strategies and activities outlined in the City of Peterborough Accessibility Plan.

Community Strategies

Municipalities are committed to supporting collaborative initiatives to advance local priorities related to transportation and connectivity. The following are community goal and strategies to ensure people are connected to programs and services that meet their needs.

Outcome: People are connected to programs and services that meet their needs.

Goal 5.1: Enhance community hubs and mobile outreach.

Strategies

5.1.1 Continue to enhance community hub models in rural communities to deliver a range of health and social services.

5.1.2 Explore opportunities for community organizations offering complimentary programs and services to co-locate or offer services at partner sites.

5.1.3 Continue to support and seek sustainable long-term funding for innovative mobile outreach projects, i.e., MCIT and MSORT. (see Healthcare and Mental Health).

Goal 5.2: Enhance access to internet and technology.

Strategies

5.2.1 Continue to advocate for reliable high-speed internet in rural areas.

5.2.2 Offer use of technology and internet services at community hubs in rural communities where direct connection to services already exists.

5.2.3 Explore opportunities for hybrid delivery of programs and services.

5.2.4 Explore education and training opportunities on digital literacy.

Goal 5.3: Enhance transportation options.

Strategies

5.3.1 Advocate for increased access to affordable transportation in rural areas (i.e., The Link).

5.3.2 Build on the Community Care model to engage volunteers in driving people to appointments and bringing them meals.

5.3.3 Explore opportunities to implement car share options.

Peterborough's CSWB Plan: Toward Implementation

Peterborough's CSWB Plan establishes a framework to promote safety and well-being for all residents in our community. Implementation of the Plan requires that municipalities, law enforcement, social service organizations, and community-based initiatives work collaboratively across sectors, using shared values and approaches.

Shared Understanding of Approaches and Values

Throughout the engagement sessions, it was clear that for meaningful cross-sectoral collaboration to be successful, a common understanding of approaches and values would be required. The question of how the strategies can be implemented is equally important to the goals and strategies themselves. The following approaches and core values have informed development of the Plan and have been woven throughout. Ideally these approaches and values will serve as a community compass to help guide community-wide and organizational discussions, planning decisions, and practices.

Align with Other Plans and Research

Sharing knowledge and experiences supports capacity-building, grows awareness of promising practices, and builds alignment of common agendas. The CSWB Plan was informed by other relevant community plans and research, and future work and actions will continue to follow this approach. New community plans related to the priority areas and risk factors may be developed during the life of the Plan, and as much as possible, implementation should seek to align with current initiatives and promising practices.

Diversity, Equity, Inclusion, and Justice

Acknowledging, addressing, and removing systemic barriers such as racism and discrimination is critical to ensuring equitable access of opportunity. The goals and strategies in the CSWB Plan aim to create a safe, welcoming, accessible, and inclusive community that recognizes strength in diversity. Measures to implement and monitor the Plan will strive to acknowledge past and present social injustices and work to repair harm and restore relationships. The City and County are currently working towards a Diversity, Equity and Inclusion Plan, to be completed in 2023.

Harm Reduction

A Harm Reduction approach aims to reduce the risks and harmful effects associated with substance use. Grounded in social justice, principles of harm reduction include respecting human rights, committing to evidence-based practices, addressing stigma, and meeting people where they are at without judgement. The goals of harm reduction include keeping people alive, encouraging positive change, and limiting the laws and policy that negatively impact those who use drugs.[35] The goals and strategies in the CSWB Plan aim to embed a harm reduction approach. Principles of harm reduction should be applied in planning and decision-making processes related to this Plan.

Participation of Those with Lived Experience

Central to belonging is a sense of acceptance, inclusion, connectedness, and identity. The right to participate in discussions and decision-making that impact quality of life can contribute to a sense of belonging. From a systems perspective, engaging the experiences, perspectives, and knowledges of those who are most impacted by programs and policies ensures that actions, initiatives, and outcomes will truly benefit the people they are aimed to support. Inclusion of lived experience is a principle that is woven throughout the Plan and will be embedded into implementation and monitoring.

Respect and Dignity

Every person in our community, regardless of background, status, identity, experience, or any other factor, is worthy of respect and dignity. Feeling seen, heard, and valued is critical to safety and well-being. All strategies identified in the CSWB Plan should be implemented through a lens of treating people with dignity, respecting individual choice, and providing culturally safe wrap around services that meet people where they are at.

Address Stigma

Fear and misunderstanding of those dealing with challenges around substance use, homelessness, and mental health can lead to exclusion, shaming, and barriers to receiving the compassionate services and supports we all deserve. Through implementation of the CSWB Plan, it will be important to recognize where stigma occurs, how it impacts people, and to share education and knowledge about its harmful impacts. This can deepen community compassion for those grappling with these pressing needs.

Trauma-Informed

Throughout engagement sessions, trauma and its impacts were noted as root causes of many priority areas addressed in this Plan. Using a trauma-informed approach has been found to improve outcomes in health settings, and to improve provider and staff wellness. In the implementation of the CSWB Plan, it will be important to build awareness and understanding of the prevalence of trauma, recognition of the signs of traumatic impacts, and avoidance of re-traumatizing people while supporting healing.

Transparency and Accountability

As the CSWB Plan has been built by the community, with so many individuals and groups contributing their time, energy, knowledge, and ideas, it will be important for the work to remain in full public view. This means being transparent about implementation, monitoring of progress, and the challenges that are encountered along the way.

Next Steps

Upon approval of the CSWB Plan, the City and County of Peterborough commit to the following actions to ensure the Plan remains relevant to the community:

1. Work with community partners who are interested in, and impacted by the Plan, to develop an implementation strategy.
2. As part of the implementation strategy, the following may be considered:
    a. A leadership structure to coordinate and to sustain the operationalization of the Plan,
    b. How the voices and perspectives of the public will be heard on an on-going basis,
    c. Timelines for the strategies identified in the Plan,
    d. Funding and resource options,
    e. The frequency of consultation to renew the Plan,
    f. A monitoring and evaluation plan to measure and report on progress, and
    g. How communication and reporting of progress on the Plan will be achieved.
3. As part of the monitoring and evaluation, include principles-based evaluation methodology to reflect on how and in what ways the Shared Approaches and Values are being integrated into program development and policy frameworks.
4. Ensure that the Plan is made accessible to various audiences.
5. Convene community discussions about how and in what ways the strategies, approaches, and values identified in the Plan can support community-based and organizational planning.

Appendix A: Plan Partners, Contributors, and Supporters

CSWB Plan Partners

This Plan would not have been possible without the expertise, experiences, and support of the following partners who actively participated on the Advisory Committee and provided insights and information to shape every phase of the development of this plan.

Municipalities	City of Peterborough	Township of Havelock-Belmont-Methuen
	County of Peterborough	Township of North Kawartha
	Municipality of Trent Lakes	Township of Selwyn
	Township of Douro-Dummer	
First Nations	Curve Lake First Nation	Hiawatha First Nation
Advisory Committee	Aimeé Le Lagadec	Youth Emergency Shelter
	Alana Solman	Township of North Kawartha
	Aleks de Oliveira	Peterborough & the Kawarthas Economic Development
	Amie Kroes	Peterborough Youth Services
	Angela Chittick	Selwyn Township
	Amy Bickmore	Hiawatha First Nation
	Arya Hyaze	Township of Havelock-Belmont-Methuen
	Betsy Farrar	United Way Peterborough and District
	Chris Galeazza	Ontario Provincial Police
	Chris Kawalec	City of Peterborough - Community Services
	Claire Hanlon	Peterborough Regional Health Centre / Peterborough Health Team
	Danielle Belair	Community Care Peterborough
	Leisha Newton	Township of Douro-Dummer
	Ellen Armstrong	City of Peterborough – Social Services
	Emily Jones	Peterborough Police Services
	Hallie Atter	Peterborough Public Health
	Jayne Culbert	Age-friendly Peterborough
	Jeannette Thompson	Kawartha Pine Ridge District School Board
	Jennifer McLauchlan	Kawartha Haliburton Children's Aid Society
	Jessica Penner	Peterborough Drug Strategy
	Jim Russell	United Way Peterborough and District
	John Lyons	Peterborough Police Services
	Kathy Neil	John Howard Society
	Larry Stinson	Peterborough Public Health
	Lori Flynn	Nogojiwanong Friendship Centre
	Lynn Fawn	County of Peterborough

Mandy Hamu	Peterborough Victoria Northumberland and Clarington Catholic School Board
Mark Graham	Canadian Mental Health Association Haliburton, Kawartha, Pine Ridge
Randy Mellow	County of Peterborough – Emergency Services
Rebecca Morgan-Quin	City of Peterborough – Housing
Sandra Dueck	Peterborough Police Services
Susan Jacket	Municipality of Trent Lakes

Plan Contributors and Supporters

In addition to participating municipalities, First Nation communities, and Advisory Committee members, we wish to thank the following organizations, groups, and agencies that engaged in this process in some way. We would also like to thank everyone who took the time to complete the online survey and for participating in the Town Hall events. We are grateful for their participation and support.

- Age-friendly Peterborough
- Agilec
- Brain Injury Association Peterborough Region
- Brock Mission
- Canadian Mental Health Association Haliburton Kawartha Pine Ridge
- Community Care Peterborough
- Community Counselling and Resource Centre
- Community Employment Resource Partnership
- Curve Lake Health and Family Services
- Employment Planning & Counselling-Peterborough (EPC)
- Equity, Diversity & Inclusion Network
- Fleming College
- Fourcast
- GreenUP
- Habitat for Humanity, Peterborough & Kawartha Region
- John Howard Society of Peterborough
- Kawartha Haliburton Children's Aid Society
- Kawartha Participation Project
- Kawartha Pine Ridge District School Board
- Kawartha Sexual Assault Centre
- Kinark Child and Family Services
- Lakefield Youth Unlimited
- Merriam & Associates
- Muskoka-Kawarthas Employment Services
- New Canadians Centre Peterborough
- Niijkiwendidaa Anishnaabekwewag Services Circle
- Nogojiwanong Friendship Centre
- North Kawartha Community Development Committee
- Ontario Provincial Police
- One City Peterborough
- One Roof Community Centre
- Ontario Health Team Mental Health and Addictions Committee
- Otonabee South Monaghan Township
- PARN - Peterborough AIDS Resource Network
- Peterborough Family Health Team
- Peterborough & the Kawarthas Economic Development

- Peterborough 360 Degree Nurse Practitioner-Led Clinic
- Peterborough Downtown Business Improvement Area
- Peterborough Drug Strategy
- Peterborough Drug Strategy Advisory Panel
- Peterborough Family Health Team
- Peterborough Housing Corporation
- Peterborough Housing & Homelessness Steering Committee
- Peterborough Planning Table for Children and Youth
- Peterborough Police Services
- Peterborough Public Health
- Peterborough Regional Health Centre
- Peterborough Social Services Advisory Committee
- Peterborough Victoria Northumberland and Clarington Catholic District School Board
- Peterborough Youth Services
- Police Services Boards
- SCI Ontario (Spinal Cord Injury)
- Skills Ontario
- Trent University
- United Way Peterborough & District
- Workforce Development Board
- Youth Emergency Shelter
- YWCA Peterborough Haliburton

Appendix B: Our Approach



From the outset of the process, a set of guiding principles were established to inform development of the plan. These principles acted as a compass to guide discussions and dialogue, and to help frame and shape the Plan itself. Additionally, overarching frameworks were identified that act as reference points. Together, these two critical elements ensure the CSWB Plan is informed by the real world around us and grounded in community.

Guiding Principles

Guiding principles that informed development of the plan.

Collaboration

Acknowledging that collaboration is critical to addressing our community's most pressing issues, principles of collaboration have been embedded throughout the plan development. Building trust and understanding among service providers, across different levels of government, and the broader community is essential for success. While the Plan itself will be approved by Municipalities, the intention in its development is to share power and decision-making with the community.

Alignment with Existing Community Plans

Municipalities, police, and community organizations are already very active in addressing community safety and well-being as identified within their own mandates. This CSWB Plan builds on work that is already happening by identifying new ways to work together to address our community's most pressing needs.

Specifically, the CSWB Plan is intended to align with the following community plans and initiatives:

- Peterborough Community Wellbeing Plan (2019)
- City and County of Peterborough 10-year Housing and Homelessness Plan (2019)
- Peterborough Accessibility Plan (2018)
- Peterborough Ontario Health Team
- Sustainable Peterborough Strategic Plan (2022)
- Age-Friendly Peterborough Community Action Plan (2017)
- Peterborough Drug Strategy
- Peterborough Immigration Partnership Strategic Plan (2022)
- Peterborough & the Kawarthas Regional Economic Development Strategic Plan (2020)

In turn, the CSWB Plan could help inform other community plans in a broad range of sectors, including emergency planning and management, the Diversity, Equity, and Inclusion Plan, and infrastructure planning.

Global and Historical Contexts

Informed by the world around us, the CSWB Plan acknowledges the global and historical contexts that have a direct impact on belonging, including:

Climate Change

Without a healthy environment and safe climate, the strategies contained in this CSWB Plan will not be able to deliver the more sustainable future our communities deserve.

We recognize that there is important and interconnected action taking place throughout the Peterborough region to stop and reverse the growth of the emissions, such as under the umbrella of Sustainable Peterborough.

History of Systemic Racism

Our community continues to grapple with the harmful and corrosive effects of systemic racism, which has both a deep history and continued realities. In addition to discriminatory attitudes and actions, systemic racism means that some are forced to leave to find more inclusive communities.

We acknowledge that racialized people in our communities face disproportionate barriers to accessing the services, structures, and systems that can enable safety and well=being.

The Need for Truth and Reconciliation

There are long legacies and continuing realities of oppression, systemic discrimination, and harm against Indigenous Peoples. While there has been some movement towards recognition of the truth of these realities and the need to reconcile with Indigenous Peoples, progress has been slow and painful for many.

We recognize that Indigenous Peoples face disproportionately higher barriers to accessing the services, structures, and systems that can enable safety and well-being.

Global COVID-19 Pandemic

Since March 2020, the pandemic has deeply affected individuals, families, and organizations. There has been significant loss of life, increases in negative health impacts (including increases in mental health crises and substance use), increased wait times for health care, job losses, and disruptions to services and connections that build community.

We recognize that the pandemic has had a disproportionate negative impact on the most marginalized in our community, and for many, has set them back further in reaching a place of safety and belonging. This has further highlighted the need to address systemic barriers that different groups face in accessing services and supports.

Overarching Frameworks

In addition to aligning with local plans, the CSWB Plan is also informed by globally recognized frameworks, including:

Social Determinants of Health

Determinants of health recognize that there is a broad range of personal, social, economic, and environmental factors that determine individual and community health. These overall factors include income and social status, employment and working conditions, education and literacy, childhood experiences, physical environments, social supports and coping skills, healthy behaviours, access to health services, biology and genetic endowment, gender, culture, and race / racism. The social determinants are a segment of these broader factors, focusing on an individual's place in society, such as income, education, and employment. As well, certain groups such as Black, Indigenous, and People of Colour, as well as those who identify as 2SLGBTQIAP+, face discrimination, racism, and historical and current trauma that are also important social determinants of health.[36]

As the CSWB Plan seeks to ensure every member of our community is safe, able to meet their needs, and belongs, it is important to understand how the social determinants of health impact our collective ability to achieve these outcomes.

Sustainable Development Goals (SDGs)

The SDGs, also known as the Global Goals, were created and adopted by the United Nations in 2015 as a way to create a universal call to action to end poverty, protect the earth, and ensure that all people enjoy peace and prosperity by 2030.[37] Similar to the priorities, risk factors, and outcomes of this CSWB Plan, the SDGs are integrated and recognize that action in one area will impact other areas. Specifically, this plan is aligned with Goal 1: No poverty, Goal 2: Zero Hunger, 3: Good Health and Well-being, and Goal 16: Peace, Justice, and Strong Institutions.

It will take knowledge, expertise, and resources from all of society to achieve the SDGs, just as the CSWB Plan will require collective contributions from many different individuals and groups.









Coalition of Inclusive Municipalities

In 2019, the City of Peterborough joined 95 other cities as a member of the Coalition of Inclusive Municipalities, supported by a unanimous endorsement of City Council and members of the Diversity, Equity, and Inclusion Network along with other community organizations.[38] The Coalition brings together municipalities who want to improve their policies against racism, discrimination, exclusion, and intolerance.[39] The declaration created the foundation for the City of Peterborough to create a Diversity, Equity, and Inclusion Officer position and helped to inform the CSWB Plan.

The City of Peterborough is committed to improving its policies against racism, discrimination, exclusion, and intolerance.

Collective Impact

The Collective Impact Framework recognizes that it is very challenging for leaders and community members to change systems and policies that impact the well-being of all. It is based on five core conditions including the development of a common agenda; using shared measurement to understand progress; building on mutually reinforcing activities; engaging in continuous communications and providing a backbone to move the work forward.[40]

The Five Conditions of Collective Impact were considered in the development of the CSWB Plan, as well as in how the Plan can be successfully implemented moving forward.

Appendix C: Resources Consulted

A list of resources consulted as part of the CSWB planning process.

Health

CMHA Strategic Plan, 2017-20
CMHA EDI Action Plan, 2019
CMHA Truth and Reconciliation Action Plan, 2020-23
CMHA - National release - Impact of COVID
PPH Strategic Plan, 2019
PPH No Money For Food is…Cent$less Fact sheet, 2019
Peterborough City/County Paramedics 10-year Resources & Facilities Master Plan, 2016
Peterborough Ontario Health Team Town Hall Executive Summary, 2021 & related data

Addictions & Substance Use

PDS Planning Framework, 2019-21
PDS Strategy 2021
PPH Opioid-Related Harms Status Report, 2021

Poverty/Income

PPH 2019 Limited Incomes
2021 Business Plan Template for EST CMSMs
OHT Town Hall data (OW caseloads)
Social Services Division Review, Final Report, 2019
United Way Peterborough 2021 Annual Living Wage Report Peterborough City and County
Poverty in Peterborough City and County, Mayor's Action Committee, 2008

Housing and Homelessness

Regional 10-year Housing and Homeless Plan, 2019 & What we Heard Report
2018 City of Peterborough Residential Monitoring Report
2021 United Way Housing is Fundamental Report

Education and Employment

PKED Regional Economic Development Strategic Plan 2020-24
PKED 2020 & 2021 Business Count Reports
WDB LLMP Report 2020-21
Workforce Development Board Labour Market Planning Report 2020-2021
WDB Living Wage Job Report, 2021
WDB Median Wage by Select Occupations, 2020
Fleming College Strategic Plan, 2019-2024

Trent University Board Strategic Objectives, 2016-2022
KPRDSB Strategic Plan, 2019-2022
PVNCCDSB Strategic Priorities (2017) & Equity and Inclusion Implementation Plan (2017-2020)

Safety and Crime

Peterborough County OPP Detachment Action Plan, 2020-22
Ontario's Mobilization & Engagement Model of Community Policing
OPP 2020-22 Strategic Plan
OPP Peterborough County 2019 Progress Report
OPP Crime report, 2019
OPP Offence and non-offence data, 2022
PPS Strategic Plan 2020-23
PPS 2019 & 2020 annual reports
Peterborough Police Services - Criminal stats summary report, 2020
PPS Non-offence and offence stats annual, 2020
Various Criminal Code offences and non-offences 2011-2020

City and County Plans

2019-2022 Peterborough County Strategic & Operational Plan
Community Wellbeing Interim Plan, 2019
Sustainable Peterborough Plan, 2012
Asphodel-Norwood Recreation Master Plan, 2020
Asphodel-Norwood Strategic Plan, 2018-2021
Havelock-Belmont-Methuen Economic Development & Tourism Strategy, 2019
Havelock-Belmont-Methuen Strategic Plan Report, 2018
North Kawartha 2020-2022 Business Plan & Appendices
Apsley Walk Summary Report, Age Friendly Peterborough
North Kawartha Municipal Access to Recreation Policy, 2014
North Kawartha Strategic Economic Development Plan, 2021
Trent Lakes Multi-Year Accessibility Plan, 2018-2022
Buckhorn Community Improvement Plan, 2017
Trent Lakes Emergency Plan
Trent Lakes Official Plan, 2013
City of Peterborough 2021 Budget Survey: What we Heard
City of Peterborough Active Transportation Master Plan

Other Organizational / Population-specific plans

2019-2022 Peterborough County Strategic & Operational Plan
Age Friendly Peterborough Plan & Impact Report (2017-2020)
Age Friendly Peterborough Social Isolation to Social Connection Project Summary, 2021

Peterborough Immigration Partnerships Strategic Plan
New Canadians Centre Strategic Plan
Peterborough Immigrant Needs Assessment, 2021
2015 Community Foundation Vital Signs Report

Other CSWB plans

Barrie CSWB Plan
Grey Bruce CSWB Indicator Report
Halton CSWB Indicator Plan
Kingston CSWB Plan
London CSWB Plan
North Bay CSWB Plan
Oshawa CSWB Plan
Peel Region CSWB Plan
Windsor-Essex Regional CSWB Plan

Appendix D: Indicators

Community safety and well-being is interconnected and complex. To better define it, as well as to describe the local context, a set of indicators, related to priority area, have been chosen. Future analysis, using these indicators, will provide insight into how the community is changing over time, as well as how our community compares to others.

Criteria for Indicator Selection

- **Existing and well-established** – Existing, well-known, and validated measures that are already regularly reported by organizations across Peterborough.
- **Regular Collection** – Measures that are produced on an on-going basis. Important for comparing data over time.
- **Geography** – measure that are available for the entire Peterborough County region, including measures that can be broken down into smaller geographies, if possible
- **Valuable** – Measures that are determined to be meaningful and relevant to CSWB
- **Easy to Communicate** – Measures that are easy to calculate and can be disseminated with ease to a variety of stakeholders without needing additional context.

Indicators

Domain	Sub Domain	Indicator Title
Belonging	Sense of belonging to community	Belonging Trust Recommend community as a place to live
Safety	Perceptions of Safety	Comfort/discomfort in community Perceptions of safety Role of police Role of public transit
	Crime	Total calls to service Crime severity index Total crime Hate crimes Break and enters Drug related offences

Domain	Sub Domain	Indicator Title
Health	Physical health	Self-rated health People on wait list for primary care Barriers accessing supports
	Mental Health	Self-rated mental health Barriers accessing supports ER Visits for mental health Police Encounters with people in crisis
Substance use	Substance use	ER visits for substance use Opioid deaths
Housing & Homelessness	Housing	Percentage spent on shelter costs Average housing cost Vacancy rates and rental costs
	Homelessness	# Individuals experiencing homelessness # on By-Name Priority List Average shelter occupancy
Poverty & Income Security	Income	Median Household Income after tax Low-income measure – after tax (LIM-AT) Living Wage OW and ODPS case rates Food security
	Educational attainment	Post-secondary education attainment
	Employment	Participation rate Unemployment rate
Access to services		Access to various activities and services

Appendix E: Data Sheets

City of Peterborough

The City of Peterborough, located on the Otonabee River, has a population of 83,651, a change of 6.2% from 2011.



It is a one-of-a-kind place, located on nature's doorstep. It has many trails and parks right within the city, and easy access to cottage country and the lakes and beauty that it offers. Peterborough offer a balanced lifestyle that includes a growing community of entrepreneurs, a hip downtown, and a community calendar filled with great events.

Peterborough has a thriving arts and culture scene, a rich history that is preserved and archived with the help of local cultural and heritage organizations, and numerous opportunities for recreation.

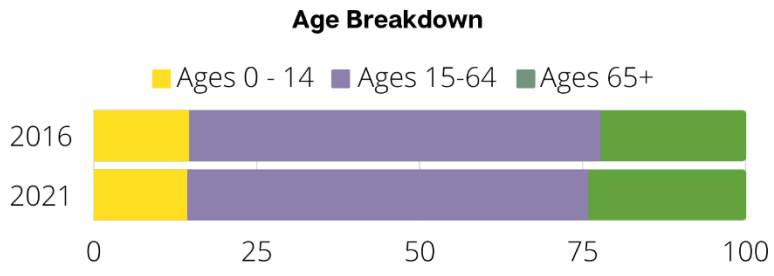
Peterborough's education rates were similar to Ontario in 2016. Median household after tax income was significantly lower compared to the Provincial average in 2015, and 18.6% of the population lived in low income in 2015.

Population

Total Population
2016**: 81,032**
2021**: 83,651**

Population Growth
2016-2021: **6.2%**

Median Age
2016**: 43.6**
2021**: 43.2**



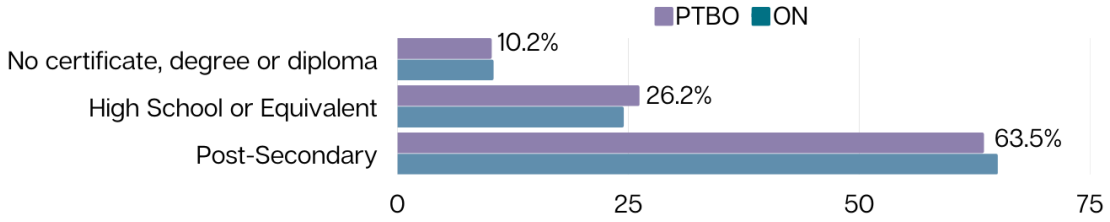
Income

- Median After Tax Household Income, 2015: **$52,195**
- Percentage of tenant households that spent more than 30% of income on Shelter Costs, 2016: **53.6%**
- Percent of the population living in low income as per the LIM-AT in 2015: **18.6%**

City of Peterborough

Education

Highest certificate, diploma, or degree for the population aged 25 to 64 in private households, 2016



Community Challenges

- Higher proportion of low-income households compared to the province
- High rates of unemployment and precarious employment
- Higher rates of dependency on social assistance compared to the province
- Lack of affordable housing
- Long waitlist for supportive housing
- Low vacancy rates for rental units
- High rates of homelessness with increasing complexity of needs
- High rates of opioid hospitalizations and deaths
- Higher rates of hate crimes compared to the Province
- Long wait list for a primary care physician

Community Strategies Related to the CSWB

- Peterborough Community Wellbeing Plan
- Accessibility Plan
- Age-Friendly Peterborough Plan
- Municipal Cultural Plan
- Asset Management Plan
- Official Plan
- Transportation Master Plan
- Sustainable Peterborough Strategic Plan 2021-2031
- Peterborough (City and County) 10-Year Housing and Homelessness Plan
- PKED Future Ready Regional Economic Development Strategy

County of Peterborough

The County of Peterborough is a rural, upper-tier municipality distributed over an area of 4,000 square kilometres, and is comprised of eight (8) Townships. Excluding the City of Peterborough the County has a total population of 64,030 residents, a growth of 11.9% since 2016. Demographic changes are mainly in the age 65+ age group, from 23.5% of the population in 2016 to 26.6% of the population in 2021.



Peterborough County is packed with activities year round. Whether you live here or are visiting, the region offers many outdoor adventures, festivals and events. The County is proud to own and operate Lang Pioneer Village Museum where you can experience living history.

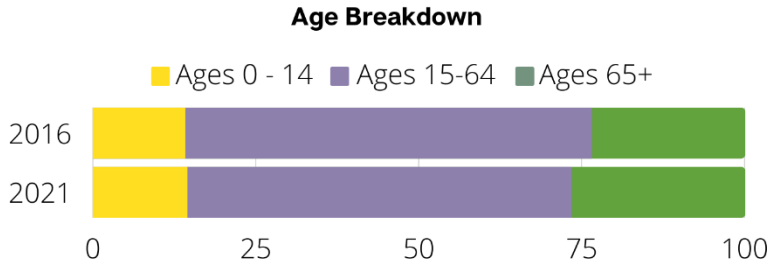
Education rates in the County were similar to rates in Ontario in 2016 though with slightly fewer people with post secondary education. In 2016, 10.8% of the population lived in low-income compared to 14.4% in Ontario.

Population

Total Population
2016: **57,204**
2021: **64,030**

Population Growth
2016-2021: **11.9%**

Median Age
**City & County*
2016**: 46.9**
2021**: 46.8**



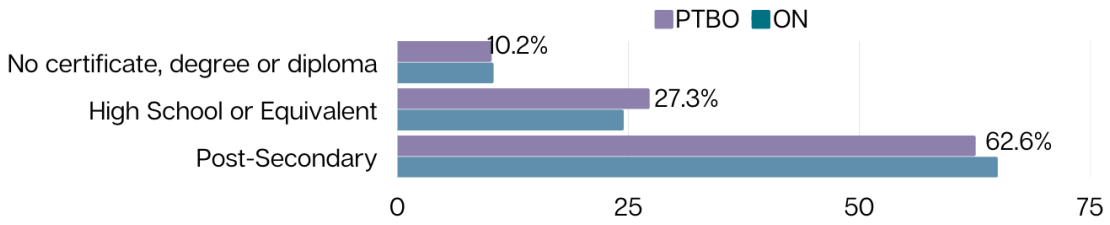
Income

- Percent of the population living in low income as per the LIM-AT in 2015: 10.8%

County of Peterborough

Education

Highest certificate, diploma, or degree for the population aged 25 to 64 in private households, 2016



Community Challenges

- Lack of township level data for decision making
- Lack of affordable housing
- Low vacancy rates for rental units
- High rates of unemployment and precarious employment
- Hidden homeless population
- Impact of opioid and substance use
- Long waitlists for a primary care
- Aging population and increasing isolation of some populations
- Difficulties with transportation and a lack of resources for implementation
- Lack of internet access

Community Strategies Related to the CSWB

- Age-Friendly Peterborough Plan
- Official Plan
- Peterborough (City and County) 10-Year Housing and Homelessness Plan
- Active Transportation Master Plan
- Multi-Year Accessibility Plan
- Greater Peterborough Area Sustainability Plan

Douro-Dummer



The Township of Douro-Dummer is a municipal government providing services to a population of 7,632 year round residents. Douro-Dummer is five minutes east of the City of Peterborough. It has several quaint villages, rolling drumlins and acres of viable farmland. Home to many farms, commercial and industrial operations and tourism businesses, its relaxing atmosphere offers a diverse setting for current and future businesses. The diversity of the geography offers an array of things to do in the area.

Douro-Dummer has a growing permanent population, with growth mainly in the population aged 65+. Education rates were slightly below rates in Ontario in 2016 for those with post secondary education. Median household after tax income was above the Provincial average in 2015 and only 8.8% of the population lived in low income in 2015.

Amenities in Douro-Dummer include a library, community centres, golf, cottaging and boating. Douro-Dummer is home to parks, trails and campgrounds including Warsaw Caves conversation area.

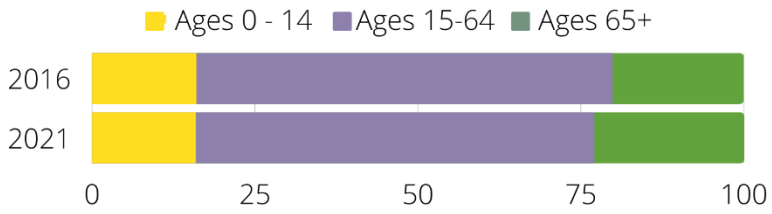
Population

Total Population
2016: **6,709**
2021: **7,632**

Population Growth
2016-2021: **13.8%**

Median Age
2016: **47.5**
2021: **48.8**

Age Breakdown



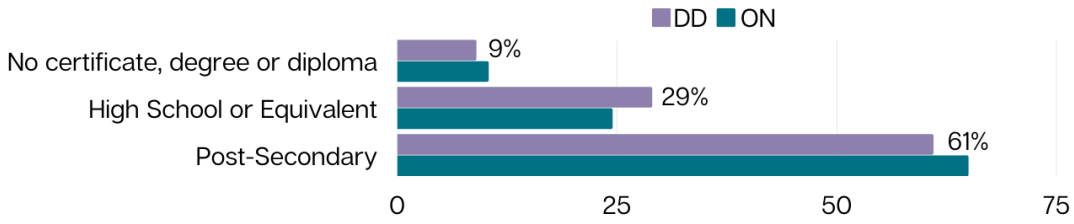
Income

- Median After Tax Household Income, 2015: **$69,927**
- Percentage of tenant households that spent more than 30% of income on Shelter Costs, 2016**: 57.6%**
- Percent of the population living in low income as per the LIM-AT, 2015: **8.8%**

Douro-Dummer

Education

Highest certificate, diploma, or degree for the population aged 25 to 64 in private households, 2016



Community Challenges

- Lack of industry and employment
- Limited and poor internet
- Limited access to transportation
- Inability for wide-spread communication
- Need for multi-generational housing options

Community Assets

- 2 community centres (Warsaw & Douro)
- 5 lakes (Stoney Lake, White Lake, Katchewanooka Lake, Rotten Lake, Clear Lake)
- Douro Park (North & South)
- Robert Johnston Ecoforest Trails

Community Strategies Related to the CSWB

- Sustainability Building Program
- Secondary Suites by-law
- Future focus on recreational properties

Relevant Community Plans

- Strategic Plan
- Multi-year Accessibility Plan
- Parks and Recreation Master Plan

Havelock-Belmont-Methuen



The Township of Havelock-Belmont-Methuen (HBM) is a municipal government providing services to a population of 4,531 permanent residents and 6,200 seasonal residents. Communities include the village of Havelock and the hamlet areas in both Blairton and Cordova Mines.

Tourism accounts for a large part of the economy due to the amount of lakes and rivers located in the Township. The Canadian Pacific rail yard and mining industry are also an important part of our history and both industries continue to contribute to the economy.

HBM has a growing permanent population, with a growth rate of 12.4% since 2011. Education rates were lower compared to Ontario for those who completed post secondary education in 2016. Median household after tax income was lower compared to the Provincial average in 2015, and 17.9% of the population lived in low income in 2015.

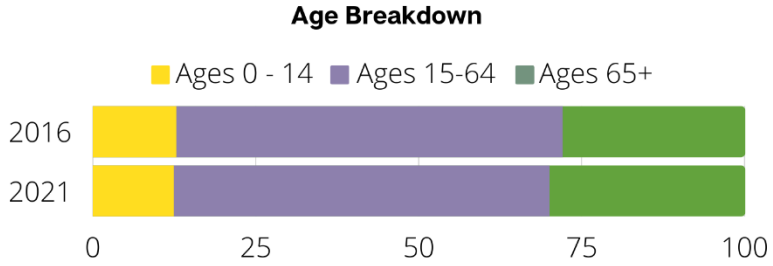
Amenities in HBM include a library, community centre, parks, trails, playgrounds and golf.

Population

Total Population
2016: **4,531**
2021**: 5,083**

Population Growth
2016-2021: **12.2%**

Median Age
2016: **54.4**
2021: **54.4**



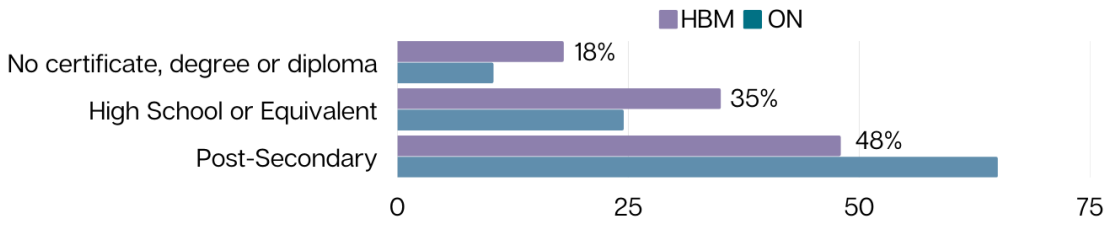
Income

- Median After Tax Household Income, 2015: **$49,587**
- Percentage of tenant households that spent more than 30% of income on Shelter Costs, 2016**: 54%**
- Percent of the population living in low income as per the LIM-AT, 2015: **17.9%**

Havelock-Belmont-Methuen

Education

Highest certificate, diploma, or degree for the population aged 25 to 64 in private households, 2016



Community Challenges

- Lack of public transportation
- Lack of adequate telecommunications infrastructure / fiber optic capability

Community Assets

- Library & Community Centre
- Community Care in Havelock
- Food Bank
- VON day adult day program

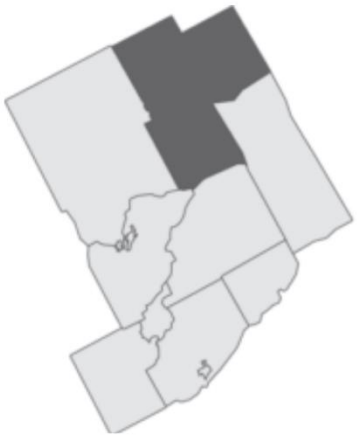
Community Strategies Related to the CSWB

- Peterborough (City and County) 10-Year Housing and Homelessness Plan

Relevant Community Plans

- Strategic Plan
- Parks and Recreation Master Plan
- Township Multi-year Accessibility Plan

North Kawartha



The Township of North Kawartha is a municipal government providing services to a population of 2,479 year round residents and an additional 12,000 seasonal residents. Within the Township are smaller urbanized areas including the hamlets of Apsley Big Cedar, Burleigh Falls, Glen Alda, Mount Julian, Stoneyridge, and Woodview.

North Kawartha has a growing permanent population, with growth primarily in the age 65+ group. Education rates were similar to Ontario in 2016. Household after tax income was below the Provincial average in 2015 and 15.2% of the population lived in low income in 2015.

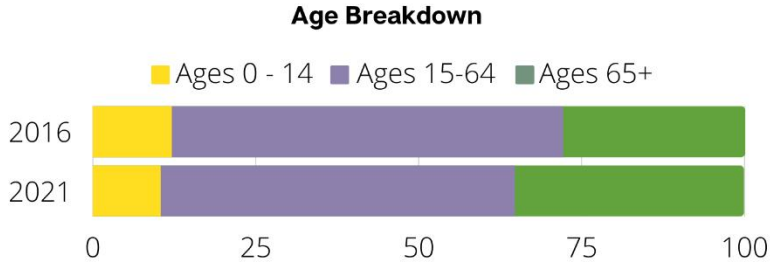
Amenities in North Kawartha include medical facilities, an ambulance base, a pharmacy, a school, a larger grocery outlet, library, retail and commercial operations including restaurants, real estate, building supplies, marinas, boat launches, legal services, a Legion, three golf courses, gas station/garage, LCBO outlet, and post offices. North Kawartha is also home to two Provincial Parks - Kawartha Highlands and Petroglyphs, and many outdoor amenities including Kawartha Nordic.

Population

Total Population
2016**: 2479**
2021**: 2877**

Population Growth
2016-2021: **16.1%**

Median Age
2016: **55.4**
2021**: 59.2**



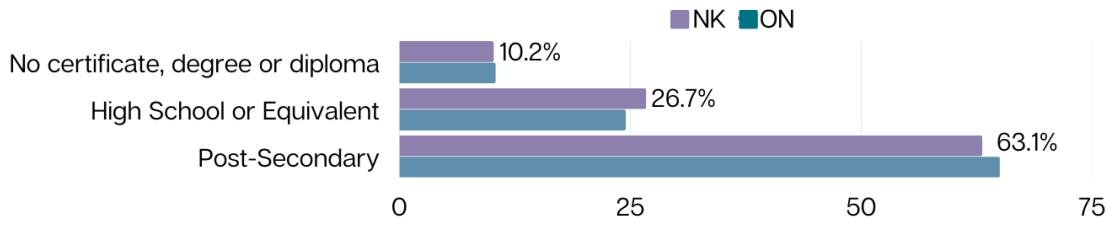
Income

- Median After Tax Household Income, 2015: **$52,928**
- Percentage of tenant households that spent more than 30% of income on Shelter Costs, 2016: **56%**
- Percent of the population living in low income as per the LIM-AT, 2015: **15.2%**

North Kawartha

Education

Highest certificate, diploma, or degree for the population aged 25 to 64 in private households, 2016



Community Challenges

- A lack of affordable housing and supply
- A lack of data to support planning and monitoring trends
- Barriers to accessing services including transportation and internet

Community Assets

- Library and Community Centres
- Community Care (Apsley)
- North Kawartha Food Bank
- North Kawartha Health Centre

Community Strategies Related to the CSWB

- Peterborough (City and County) 10-Year Housing and Homelessness Plan
- Peterborough Age-Friendly Walkability Study for Apsley
- By-law supporting smaller dwelling sizes (484 square feet) and secondary units
- Support provided to the North Kawartha Food Bank and Community Care (Apsley)
- Space provided at no cost for non-profit and supportive organizations to bring services to clients in North Kawartha

Relevant Community Plans

- Strategic Plan, 2019-2022
- Economic Development Plan
- Multi-year Accessibility Plan

Selwyn

Selwyn Township is a municipal government providing services to a population of 18,653 permanent residents. Selwyn is the most populated municipality in the County of Peterborough and has close to one third of all households' in the County and 34% of the workforce. Dominant industries include retail and other services including tourism.



Communities in Selwyn include Bridgenorth, Ennismore, Lakefield, Young's Point and Buckhorn.

Selwyn has a growing permanent population, with growth primarily in the age 65+ group. Education rates were higher compared to Ontario for those who completed post secondary education in 2016. Median household after tax income was higher compared to the Provincial average in 2015, and only 8.7% of the population lived in low income in 2015.

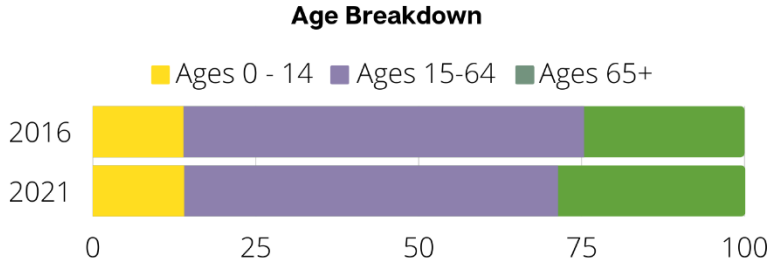
Amenities in Selwyn include libraries, community centres, marinas, and curling clubs. Selwyn is also home to many beaches, trails, parks, beaches, and the Trent Severn Waterway.

Population

Total Population
2016**: 17,060**
2021**: 18,653**

Population Growth
2016-2021: **9.3%**

Median Age
2016: **51.4**
2021**: 52**



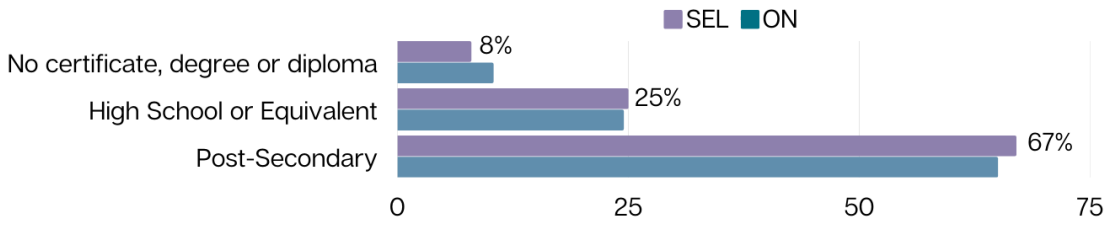
Income

- Median After Tax Household Income, 2015: **$69,426**
- Percentage of tenant households that spent more than 30% of income on Shelter Costs, 2016: **46.1%**
- Percent of the population living in low income as per the LIM-AT in 2015: **8.7%**

Selwyn

Education

Highest certificate, diploma, or degree for the population aged 25 to 64 in private households, 2016



Community Challenges

- Lack of supply and affordable housing
- Barriers to access reliable internet
- Addressing diversity and inclusion
- Attracting volunteers to maintain programs, community policing, service clubs, etc.
- Food security

Community Assets

- Libraries & Community Centres
- Multiple Health Care Facilities
- Community Care (multiple locations)
- Food Banks (Bridgenorth and Lakefield)
- The Link Rural Transportation System

Community Strategies Related to the CSWB

- Selwyn Township Accessibility Plan
- Official Plan and Zoning By-law
- Peterborough (City and County) 10-Year Housing and Homelessness Plan
- Climate Change Action Plan

Relevant Community Plans

- Selwyn 2018 Strategic Plan
- Economic Development Plans
- Community Improvement Plan
- Recreation Service Plan

Trent Lakes

The Township of Trent Lakes is a municipal government providing services to a population of 6,439 permanent residents and an additional 12,000 seasonal residents.



Trent lakes is a rural area located close to the City of Peterborough and the City of Kawartha Lakes, and just a 2-hour commute to Toronto. The township includes several small hamlets and villages including Buckhorn, Catchacoma, Crystal Lake, and Lakehurst.

Trent Lakes has a growing permanent population, with growth rate of 26% since 2011. Education rates were slightly below rates in Ontario for those who completed post secondary education in 2016. Median household after tax income was a little below the Provincial average in 2015, and 11.9% of the population lived in low income in 2015.

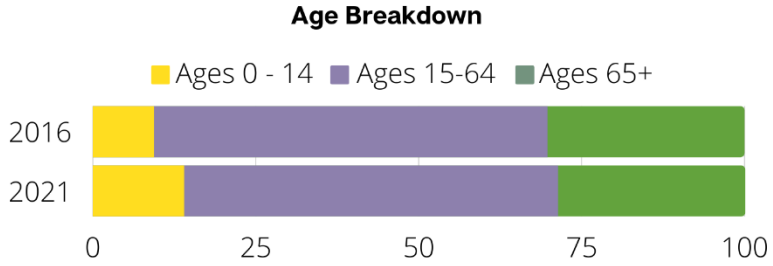
Amenities in Trent Lakes include a library with branches in Buckhorn and Catchacoma, community centres in Cavendish, Galway and Lakehurst, and medical centres located in Buckhorn and Kinmount. Trent Lakes is home to trails and parks, beaches, and the Trent Severn Waterway.

Population

Total Population
2016**: 5,397**
2021**: 6,439**

Population Growth
2016-2021: **19.3%**

Median Age
2016: **56.9**
2021**: 58**



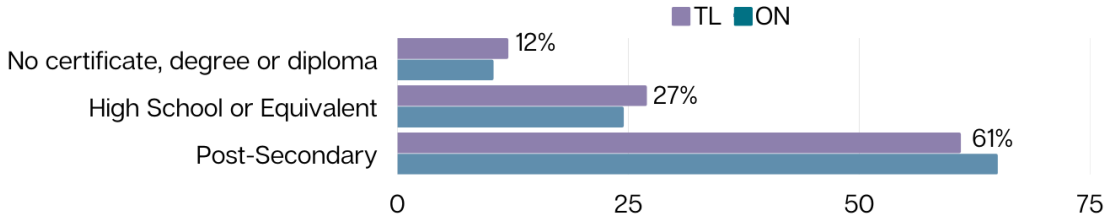
Income

- Median After Tax Household Income, 2015: **$61,043**
- Percentage of tenant households that spent more than 30% of income on Shelter Costs, 2016: **44%**
- Percent of the population living in low income as per the LIM-AT in 2015: **11.9%**

Trent Lakes

Education

Highest certificate, diploma, or degree for the population aged 25 to 64 in private households, 2016



Community Challenges

- Transportation
- Access to internet
- Access to housing
- Limited communications channels, especially to seasonal residents

Community Assets

- Library and Community Centres
- Medical Health Centres (Buckhorn & Kinmount)
- Community Care - Buckhorn
- Kinmount and Area Food Bank

Community Strategies Related to the CSWB

- Cavendish Community Policing
- Citizens for Alternative Transportation (CATTL)
- Peterborough (City and County) 10-Year Housing and Homelessness Plan
- Official Plan and Zoning By-Law
- 2018-2022 Multi-Year Accessibility Plan

Relevant Community Plans

- 2018-2022 Multi-Year Accessibility Plan
- Community Improvement Plan
- Parks, Recreation and Cultural Master Plan

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