



Middlesex Community Safety and Well-Being Plan, 2021-2026

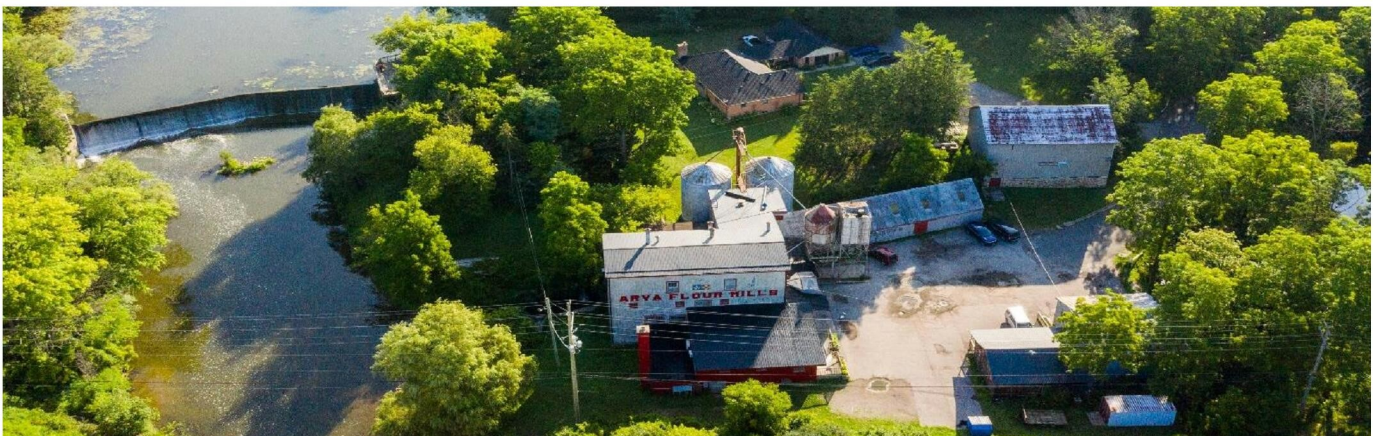


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Introduction

Safety and well-being are key components of a healthy community. The municipalities in Middlesex are proud to have led the development of this first Middlesex Community Safety and Well-Being Plan. This plan builds on the current levels of programs and services that support community safety and well-being, learnings from COVID-19, leverages existing planning tables and committees, and identifies overall community priorities for the next five years.

In addition to an overall Middlesex look at community safety and well-being, the plan also reflects the uniqueness of each local municipality, building in flexibility to allow each municipality to move forward with implementation in a manner that best reflects its community, resources, and existing working relationships with other stakeholders.

Partnerships are a cornerstone of this Community Safety and Well-Being Plan. Due to the complex nature of many of the issues that impact the safety and well-being of individuals, families and communities, including poverty, mental health issues, addictions, and public safety, a wide range of agencies, organizations and services need to be involved to create and implement comprehensive and sustainable solutions. The partnerships between the County of Middlesex and local municipalities is a critical component of this plan. The implementation of this plan also needs to be done in collaboration with community partners and advocacy with other levels of government.

Many individuals and organizations participated in the development of this plan. Many thanks to all who were involved, whether sitting on a committee or completing a survey. This plan reflects the data that was collected and the community voices that reached out. It takes a community to build the plan and it will take a community to implement the plan.

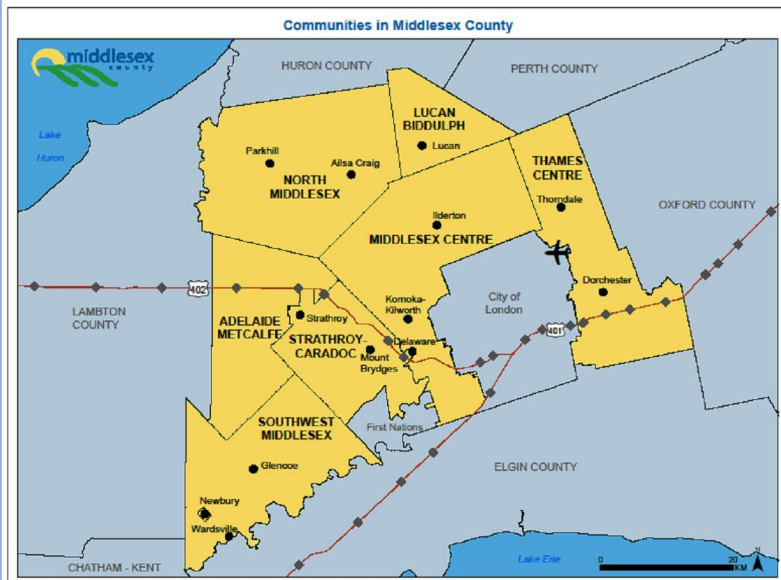
This plan reflects our community's commitment to community safety and well-being for the next five years. The plan will evolve and adapt over time to respond to the emerging needs of our growing and changing community.



The Middlesex Context

Middlesex County is a predominantly rural and small urban community in Southwestern Ontario. It has a growing population and expanding land development. The County has a land area of 2,824 square kilometres, and geographically represents an almost semi-circle configuration. Middlesex County is made up of eight local municipalities.

- Adelaide Metcalfe
- Lucan Biddulph
- Middlesex Centre
- Southwest Middlesex
- North Middlesex
- Strathroy-Caradoc
- Thames Centre
- Village of Newbury



71,704

Population of Middlesex County (2016)

8.6%

of Middlesex County residents live with low income

11.2%

of children age 5 and younger live in low income households

73.5%

travel outside of their municipality for work (population 15+)

Community Safety and Well-Being Planning In Ontario: An Overview

Since 2009, the Province of Ontario has been engaging multi-sectoral government partners, and local community and policing stakeholders to develop a provincial approach to community safety and well-being. Community safety and well-being is broader than the traditional definition of safety (i.e. crime) and is critical to ensure that community members are safe, have a sense of belonging, have opportunities to participate, and are able to meet their needs for education, health care, food, housing, income, and social and cultural expression. Ensuring this sense of safety and well-being requires a multi-sector, collaborative effort.

Municipalities in Ontario are legislatively required (*Police Services Act, 2019*) to develop and adopt community safety and well-being plans. Under the legislation, municipalities have the discretion and flexibility to develop joint plans with surrounding municipalities. The municipalities in Middlesex County are working collaboratively to develop a shared Community Safety and Well-Being Plan for all of Middlesex.

As part of the legislation, the Province has mandated a number of requirements. Municipalities must:

- Prepare and adopt a Community Safety and Well-Being Plan
- Work in partnership with a multi-sectoral advisory committee comprised of representation from the police service board and other local service providers in health/mental health, education, community/social services and children/youth services
- Conduct consultations with the advisory committee and members of the public

The Ontario Framework

The Ontario Community Safety and Well-Being Planning framework operated as a guide in developing the Middlesex Community Safety and Well-Being Plan. This framework focuses on collaboration, information sharing and performance measurement, and identifies four areas in which communities can be made safer and healthier:

1. Social Development
2. Prevention
3. Risk Intervention
4. Incident Response



1. Social Development

Promoting and maintaining community safety and well-being by bringing together a wide range of sectors, agencies and organizations to address complex social issues, like poverty, from every angle.

3. Risk Intervention

Mitigating situations of elevated risk by multiple sectors working together to address situations where there is an elevated risk of harm – stopping something bad from happening right before it is about to happen.



2. Prevention

Proactively reducing identified risks by implementing measures, policies or programs to reduce priority risks before they result in crime, victimization or harm.

4. Incident Response

Critical and non-critical incident response, or what is traditionally thought of when referring to crime and safety, including service responses such as police, fire, emergency medical services, child welfare agencies removing a child from their home, a person being apprehended under the Mental Health Act, or a school principal expelling a student.

The individuals involved in the Middlesex community safety and well-being planning process considered each of these four areas in terms of the data that was collected and the identification of the areas of focus for the plan.

The Provincial planning framework for Community Safety and Well-Being Plans highlights a number of critical success factors of community safety and well-being planning. These include:



Strength-Based

Recognize the work that's already being done in the community and collaborating to do more and leverage local expertise.



Risk-Focused

Focus on the risk, preventing something bad from happening rather than trying to fix it after the fact.



Awareness and Understanding

Everyone understands their role in making the community a safe and healthy place to live.



Highest Level Commitment

To be successful, this initiative requires dedication and input from a wide range of sectors, agencies, organizations and groups.



Effective Partnerships

Due to the complex nature of community safety and well-being, no single individual, agency or organization can fully own the planning process.



Evidence and Evaluation

Part of the planning process must involve gathering information and evidence to provide a clear picture of what is happening in the community.



Cultural Responsiveness

Being open to and respectful of cultural difference.

Our approach to developing the Middlesex Community Safety and Well-Being Plan, and the resulting five year plan is aligned with these critical success factors. In addition, an equity, diversity and inclusion lens will be applied to each of the priority areas and we will continue to monitor and evaluate the impacts and potential impacts of COVID-19 in each of the plan's priority areas.

Our Approach

A Project Steering Committee was established to guide the overall process and development of the Middlesex Community Safety and Well-Being Plan. This committee was comprised of the following representatives:

- General Manager, Finance and Community Services, County of Middlesex
- CAO, Strathroy-Caradoc
- CAO, Lucan Biddulph
- CAO, North Middlesex
- CAO, Middlesex Centre
- CAO, Thames Centre
- CAO, Adelaide Metcalfe
- CAO, Southwest Middlesex
- Warden, County of Middlesex
- Deputy Mayor, North Middlesex
- CAO, Village of Newbury

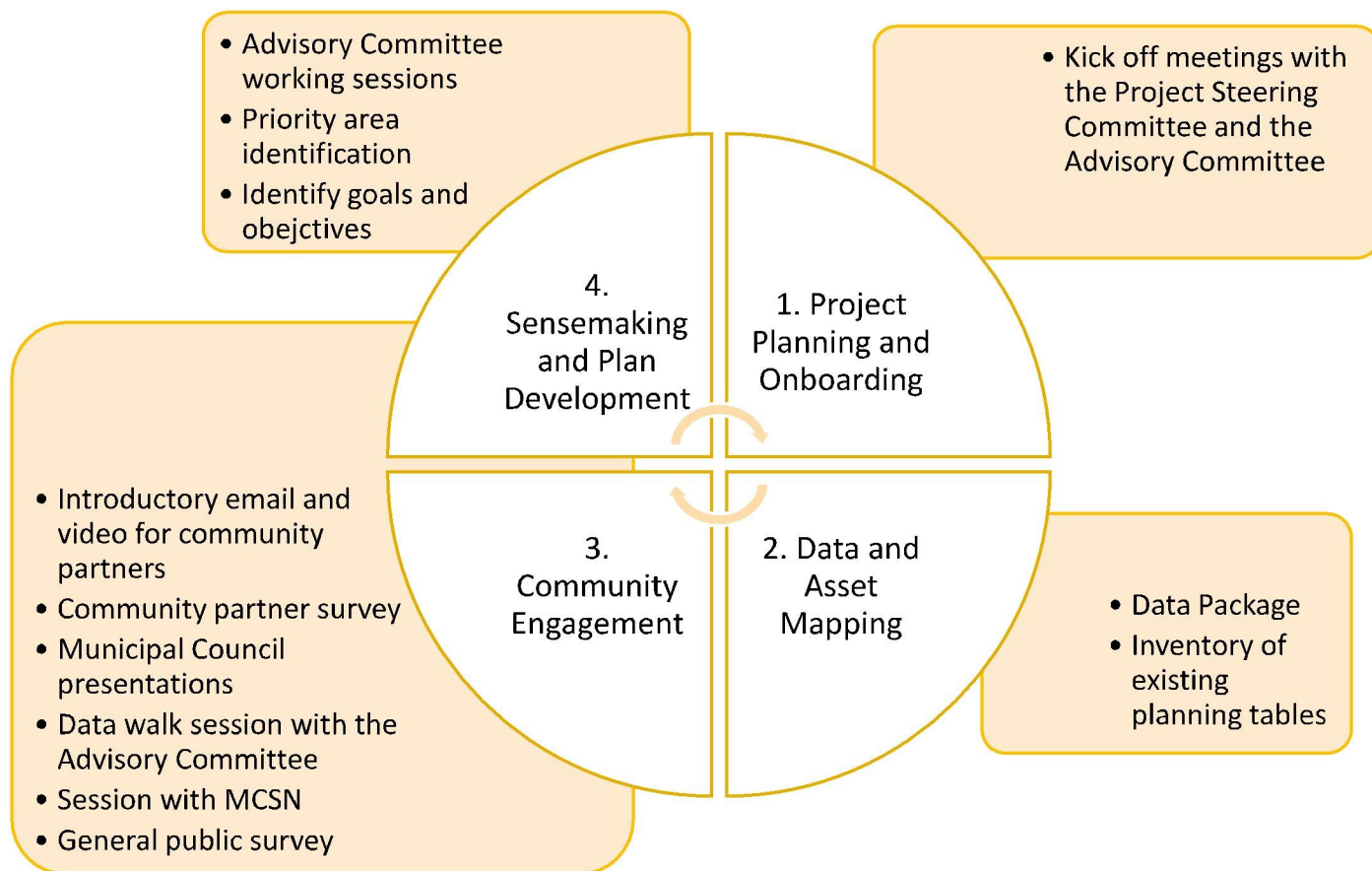
A multi-sectoral Advisory Committee was also established to review the data and information that was collected and to identify potential areas of focus, goals and objectives for the plan. The Advisory Committee was comprised of 23 members representing 17 different sectors, with individuals participating from the following organizations:

- Addiction Services Thames Valley/Middlesex Situation Table
- Ailsa Craig and Area Food Bank
- Canadian Mental Health Association Middlesex
- Children's Aid Society of London and Middlesex
- Community Employment Choices
- County of Middlesex
- Dorchester Lions Seniors Centre
- Leads Employment Services
- LHIN (Ontario Health - West)
- London Middlesex Community Housing
- London Middlesex Paramedic Services
- Middlesex Children's Services Network
- Middlesex County Economic Development
- Middlesex London Health Unit
- Middlesex OPP
- Next Wave - YOU
- Quad County Support Services
- Strathroy Caradoc Police
- Thames Valley District School Board
- Township of Adelaide-Metcalfe
- United Way Elgin Middlesex
- Victim Services of London -Middlesex
- Women's Rural Resource Centre

The Advisory Committee met over the course of 2020 and early 2021.

With the onset and resulting impact of the COVID-19 pandemic, the Project Steering Committee made the decision to continue with this extremely important work, and the development of the Middlesex Community Safety and Well-Being Plan moved to an online process.

The community safety and well-being planning process encompassed four phases. These phases included:



Each of the four phases are described further below.

Phase 1: Project Planning and Onboarding

At the initiation of the planning for the Middlesex Community Safety and Well-Being Plan, kick off meetings were held with the Project Steering Committee and the Advisory Committee. The purpose of these meetings was to introduce the project and review the project methodology.

Phase 2: Data and Asset Mapping

The second phase of the community safety and well-being planning process focused on collecting local data and information about the communities in Middlesex. This is a key component in the creation of the Community Safety and Well-Being Plan as it provides a snapshot, that is based on data, about what is happening in the areas of health, well-being and safety in Middlesex County.

Inventory of Planning Tables

An inventory of existing planning tables in Middlesex was also conducted. A total of ten (10) planning tables were identified. This inventory highlighted:

- The purpose of the planning table
- A high level description of the organizations that participate on the planning table
- A list of the strategies, projects or other current work of the planning table, including any research/reports conducted by the planning table

This inventory helped to ensure the Community Safety and Well-Being Plan did not duplicate existing work and, instead, leveraged the current planning tables in Middlesex and the work that they are doing.

Local Data

A key aspect in the development of the Middlesex Community Safety and Well-Being Plan is making sure the plan is evidence-informed. To ensure this, local data was collected to validate resident perceptions, to support ongoing discussions related to safety and well-being, and to create a foundation from which to monitor and evaluate the Community Safety and Well-Being Plan work as it moves into implementation. A Data Package was developed to support this process.

Phase 3: Community Engagement

The third phase of the community safety and well-being planning process focused on community engagement. Throughout this phase we engaged with residents and community organizations in Middlesex to collect information about their perceptions of community safety and well-being. This is a key component in the creation of the Community Safety and Well-Being Plan as it reveals how residents feel about the communities in which they live.

Community Consultation

To share information about the development of the Middlesex Community Safety and Well-Being Plan a website was created (<https://www.middlesex.ca/cswb>). This website was developed in order to share information about the community safety and well-being planning process with residents, and to ensure residents were given the opportunity to participate in the plan's creation. An introductory video was created about the plan. It can be found [here](#).

Residents were asked to provide input into the Community Safety and Well-Being Plan through the use of a survey. Both online and hard copy surveys were made available. The survey was open from July 16, 2020 to December 4, 2020 and asked the public for their perceptions on 18 different elements of community safety and well-being. A total of 276 responses were received from residents across Middlesex County.

A "Share your Story" feature was also available to residents on the Get Involved page of the Community Safety and Well-Being website. Residents were asked to share their stories and experiences with community safety and well-being.

Community Partner Consultation

An introductory email was sent to 187 community partners in July of 2020. This email provided background about the Community Safety and Well-Being plan and provided a link to the orientation video about the project.

Community partners were also invited to participate in an online survey. This survey asked community partners to identify service statistics they collect that can inform the development of the Community Safety and Well-Being Plan, local research that has been conducted that can inform the development of the Community Safety and Well-Being Plan, and priorities they would like to see reflected in the Community Safety and Well-Being Plan. Fifty (50) organizations representing 20 different sectors responded to the online survey. The sectors that responded to the survey include:

- Addictions and Substance Use
- Agriculture
- Children's Services
- Community Associations
- Community Development
- Early Learning and Development
- Economic Development
- Education
- Employment
- Environment
- Families and Children
- Food Security
- Government
- Health (including mental health)
- Newcomers
- Paramedic Services
- Protective Services
- Seniors
- Social Services
- Violence against Women

Phase 4: Sensemaking and Plan Development

During phase four of the community safety and well-being process, the Advisory Committee reviewed the data and information that was collected throughout the planning process, and identified priority areas for the Community Safety and Well-Being Plan. Goals and objectives were then identified for each of the priority areas.

Middlesex Community Safety and Well-Being Plan 2021-2026

The Middlesex Community Safety and Well-Being Plan is a five year plan, spanning from 2021 to 2026. There are many elements which create safety and well-being in a community. To ensure this plan is achievable and strategic in focus, the Advisory Committee used local data and information from the organization and community consultation process to identify priority areas for this first plan. These priority areas include:

Health	Housing and Homelessness	Quality of Life	Public Safety
<ul style="list-style-type: none">• Physical Health• Mental Health• Substance Use and Addiction	<ul style="list-style-type: none">• Housing• Homelessness	<ul style="list-style-type: none">• Employment, Education and Skills Development• Food Security• Transportation• Municipal Infrastructure	<ul style="list-style-type: none">• Crime• Mobility Safety

Specific outcomes and performance measures for each of the priority areas will be identified as part of the implementation process.

A structure has been established to lead the implementation of strategies and actions in these priority areas. This structure includes:

- A Middlesex Community Safety and Well-Being Committee to oversee and guide the overall implementation of the Community Safety and Well-Being Plan across Middlesex
- Sub-committees for each of the priority areas, leveraging existing planning tables, where possible, and focusing on implementation strategies for Middlesex as a whole
- Local municipal committees, leveraging existing committees, where possible, in order to ensure a local anchor and connection to the plan in each municipality

This implementation structure reflects both an overall Middlesex approach to the implementation of the plan in areas in which needs and issues cut across the county, and a local municipal approach so that unique needs and issues can be addressed at the local municipal level.



Health

Physical Health

Mental Health

Substance Use and Addiction

Physical Health

What did we hear about physical health?

- Respondents to the general public survey rated physical health as a high priority for the Community Safety and Well-Being Plan, giving it an average rating of 7.41 out of 10
- Access to a doctor and other health services is an issue
- The percent of infants without a designated primary care provider in the Middlesex-London Health Unit (MLHU) region was significantly higher compared to Ontario in 2017 (5.9% versus 3.0%)
- The rate of Emergency Department visits for injuries in Middlesex-London's rural areas was more than 50% higher than in the urban areas
- In 2017, the top three causes of all injuries resulting in a visit to the Emergency Department include: falls, struck by or against an object, and cut/pierce
- Calls to the Middlesex-London Paramedic Service have been increasing steadily since 2015, with an overall increase of 26.5% in the number of calls. Mental health and addiction, and overdose calls have increased significantly since 2015
- 26.8% of the region's residents age 15+ report having a disability. This is higher than the Ontario rate of 24.1%

What will be the focus in this area?

The following goals and objectives will be the focus of the 2021-2026 Community Safety and Well-Being Plan:

Goals	Objectives
Goal #1: Increase equitable access to culturally sensitive and safe care	Increase access to required health services
	Ensure equitable access to culturally safe care so people feel safe and secure using the services and seeking help
Goal #2: Promote and provide affordable services that encourage a healthy and active lifestyle	Promote a healthy and active lifestyle
	Enhance the built environment to further support recreation and an active lifestyle
	Increase access to affordable recreation, health and wellness programs
Goal #3: Address the impact of COVID-19	Better understand the impact of COVID-19 on population health
	Advocate to the provincial and federal governments to support and fund actions to address the local impact of COVID-19

Mental Health

What did we hear about mental health?

- Respondents to the general public survey rated mental health as the top priority for the Community Safety and Well-Being Plan, giving it an average rating of 7.59 out of 10
- 11.1% of residents (age 12+) report fair or poor mental health. This is higher than the Ontario average
- There has been an increase in the rate of Emergency Department visits for self-harm in general and for intentional self-harm among youth age 15 to 29 years
- There has been an increase in self-injury hospitalization rates
- Mental health is the top risk factor prompting Middlesex Situation Table discussions
- Increase in mental health issues due to COVID-19
- The current resources are stretched and there is limited availability in rural areas

What will be the focus in this area?

The following goals and objectives will be the focus of the 2021-2026 Community Safety and Well-Being Plan:

Goals	Objectives
Goal #1: Create a holistic approach to mental health	Increase the capacity of service providers to support individuals with mental health concerns
	Increase support to families/support people for individuals with mental health concerns
	Increase awareness of partnerships, services, and approaches around mental health services
	Better coordination of service partners
	Increase coordination of services that support child and youth mental health
Goal #2: Increase access to mental health services and supports in Middlesex County	Enhance access to local programs, services and supports
	Increase the number of supports, services available in Middlesex County
	Develop new ways to access mental health services which complement existing services
	Expand the use of health technology to include mental health services
	Increase telepsychiatry capacity for Middlesex County residents
	Advocate for a Schedule 1 Facility in Middlesex County
Goal #3: Increase awareness about mental health challenges	Increase the awareness of individuals about why they may be experiencing mental health challenges
	Promote self-care practices and coping skills, and available resources
	Collaborate with partners to develop an awareness strategy and resources

Substance Use and Addiction

What did we hear about substance use and addiction?

- Respondents to the general public survey rated substance use and addiction as a priority for the Community Safety and Well-Being Plan, giving it an average rating of 6.52 out of 10
- In 2017/2018, a higher percentage of Middlesex-London's population age 12+ were heavy drinkers compared to Ontario (19.5% versus 17.6%)
- Addiction Services Thames Valley reports that the most frequent problem substance reported for Middlesex clients is alcohol
- The rate of cannabis-related Emergency Department visits seen in Middlesex-London has been increasing, with about 80% of the visits being for mental and behavioural disorders
- Substance use is in the top three risk factors to be addressed across all discussions at the Middlesex Situation Table

What will be the focus in this area?

The following goals and objectives will be the focus of the 2021-2026 Community Safety and Well-Being Plan:

Goals	Objectives
Goal #1: Increase access to substance use and addiction services and supports	Increase access to harm reduction options
	Develop new ways to access substance use and addiction services which complement existing services
	Increase awareness of available family support services
	Increase access to family support services
	Increase number of supportive housing beds that are available
	Enhance relationships with health care providers that work with First Nations, Indigenous and other diverse communities
	Advocate for adequate funding and a provincial recovery plan to support substance use and addiction needs
Goal #2: Reduce the stigma associated with substance use and addiction	Increase public awareness and understanding about substance use and addiction
	Promote the use of harm reduction as a viable option for substance use and addiction
Goal #3: Enhance relationships and collaboration among service providers to holistically support individuals with addiction and substance use issues	Increase use of Coordinated Care Plans (CCPs)
	Maintain use of the Middlesex County Situation Table



Housing and Homelessness

Housing and Homelessness

What did we hear about housing and homelessness?

- Respondents to the general public survey rated housing security as a priority for the Community Safety and Well-Being Plan, giving it an average rating of 6.63 out of 10
- There is a lack of affordable housing
- Housing affordability is a top problem for renters, with almost 35% of renters with shelter costs totaling 30% or more of their income
- 12.0% of home owners also have unaffordable housing
- 168 households were on the 2019 social housing waitlist
- 1,648 people were living with homelessness in 2019

What will be the focus in this area?

The following goals and objectives will be the focus of the 2021-2026 Community Safety and Well-Being Plan:

Goals	Objectives
Goal #1: Increase affordable, quality, and mixed housing options	Increase the general public's awareness about the linkage between housing and economic prosperity
	Encourage and increase inclusivity and diversity in the built housing environment
	Increase transitional or second stage housing
	Increase access to affordable housing through RGI and market housing
Goal #2: Decrease homelessness or the potential of homelessness	Ensure people have the right housing at the right time
	Increase individual's capacity to maintain housing
	Utilize a coordinated community response to homelessness (i.e. Housing First model)



Quality of Life

Employment, Education and Skills
Development
Food Security
Transportation
Municipal Infrastructure

Employment, Education and Skills Development

What did we hear about employment, education and skills development?

- Respondents to the general public survey rated education and skills development as a high priority for the Community Safety and Well-Being Plan, giving it an average rating of 7.01 out of 10
- In 2016, across Middlesex County, 18.9% of adults age 15+ did not receive a high school certificate, diploma or degree (or equivalent). This compares to 17.5% across Ontario
- According to the Early Development Instrument (EDI), 22.4% of Middlesex County children are vulnerable on one or more indicators of school readiness and child development
- A lower percentage of TVDSB students are receiving an Ontario Secondary School Diploma (OSSD) within 4 or 5 years of starting grade 9 compared to Ontario as a whole
- Middlesex County has a lower unemployment rate (4.6%) than Ontario (7.4%)

What will be the focus in this area?

The following goals and objectives will be the focus of the 2021-2026 Community Safety and Well-Being Plan:

Goals	Objectives
Goal #1: Increase engagement in the workforce	Increase awareness of the needs and preferences of the emerging workforce
	Increase awareness of the workforce development needs of local business
	Increase engagement in skill development opportunities that support economic development
	Increase engagement in apprenticeship opportunities
	Increase awareness about services and supports that are available
	Increase inclusivity and diversity in the employment sector
	Decrease barriers to employment and training
	Retain individuals in the workforce
Goal #2: Increase educational success	Increase awareness of and ease of access to pathways to educational attainment
	Increase inclusivity and diversity in the education system
	Decrease barriers to education
	Increase parents/guardians/youth awareness of available supports
	Improve the child care and early years service system

Food Security

What did we hear about food security?

- Respondents to the general public survey rated food security as a high priority for the Community Safety and Well-Being Plan, giving it an average rating of 7.05 out of 10
- Access to a local grocery store is a challenge in some communities
- Access to affordable food is an issue for some Middlesex residents
- In 2019, 300 unique individuals representing 128 unique households accessed the Ailsa Craig and Area Food Bank. The number of new households accessing the food bank increased from 24 in 2017 to 43 in 2019
- Since 2015, there have been growing numbers of unique adults age 60+ and unique households living with homelessness accessing the food bank
- On average, 73.5% of households accessing the food bank live in private market rental unit

What will be the focus in this area?

The following goals and objectives will be the focus of the 2021-2026 Community Safety and Well-Being Plan:

Goals	Objectives
Goal #1: Increase access to food	Increase access to affordable, culturally diverse and healthy food in local communities across Middlesex
	Increase access to emergency food in local community locations
	Increase access to food for students when they are not in school
	Enhance the coordination and partnerships of organizations working in food security
Goal #2: Increase awareness about healthy eating	Champion the importance of healthy eating
Goal #3: Maintain a sustainable food source for Middlesex	Increase awareness of local food sources
	Educate people about the importance of buying local food
	Champion the importance of the farm community
	Protect agricultural lands in Middlesex County
	Ensure a safe passage for product from field or farm to its final destination



Transportation

What did we hear about transportation?

- Rural residents must travel longer distances than their urban counterparts in order to access work and equivalent services, and low population densities often mean that some services are not available locally, and rural residents need to travel to larger centres to access these services
- Transportation is a barrier to residents accessing services
- Of the people who work in Middlesex County, 73.5% are travelling outside of their municipality for work
- Residents would like access to safe walking trails, sidewalks and bike lanes, and would like adequate lighting

What will be the focus in this area?

The following goals and objectives will be the focus of the 2021-2026 Community Safety and Well-Being Plan:

Goals	Objectives
Goal #1: Make cycling more convenient, safe and enjoyable for residents and visitors	Create a plan and infrastructure for a connected network of on and off-road cycling routes throughout the County to connect major destinations, points of interest, natural areas, etc.
	Increase awareness about road and cycling rules and safety
	Promote Middlesex County as a cycling destination within Ontario
	Promote cycling as a health and leisure activity and potential mode of transportation
Goal #2: Ensure access to affordable and reliable community transportation	Ensure sustainability of the community transportation program beyond 2023
	Increase utilization of existing community transportation programs
	Explore options to extend the community transportation program to other areas in the county
Goal #3: Road infrastructure is safe and well-maintained	Individuals feel safe on the roadway they are using
	Continue to replace traffic signal lights
	Ensure road design features enhance traffic safety
	Develop and implement a road maintenance schedule
	Decrease number of traffic accidents
Goal #4: Advocate for the presence of inter-provincial/national transportation systems	Re-establish the presence of an affordable rail transportation system that links Middlesex County to other communities
	Advocate for the expansion of the London International Airport for increased personal and cargo use
Goal #5: Reduce greenhouse gas emissions by modelling through municipal governance	Promote the use of green energy transportation options
	Increase the number of electric car charging stations
	Explore the use of municipal electric vehicles
	Increase awareness about the impact of transportation choices on greenhouse gas emissions



Public Safety

Crime

Mobility Safety

Public Safety

What did we hear about public safety?

- Respondents to the general public survey rated criminal activity as a high priority for the Community Safety and Well-Being Plan, giving it an average rating of 7.24 out of 10
- Crime data shows an overall increase in the total number of incidents reported to Middlesex OPP and Strathroy-Caradoc Police
- The top five offences are: Domestic Violence incidents, Mischief offences (crimes against property), Break and Enter offences, Assault (non-sexual) offences, and Impaired Driving (alcohol) offences

What will be the focus in this area?

The following goals and objectives will be the focus of the 2021-2026 Community Safety and Well-Being Plan:

Goals	Objectives
Goal #1: Increase public safety	Expand and promote the use of technologies as part of the road safety program
	Proactively engage in enforcement action with the distribution of illicit drugs in our communities
	Work with community partners and assist those with drug addictions in receiving proper treatment
	Prevent property crime in our communities through police and public partnerships
	Advocate for the decriminalization of opioid use
	Utilize wraparound services and supports to support individuals and families with multiple needs
Goal #2: Increase the capacity of police officers to respond to public safety issues	Increase awareness of partnerships, services, and approaches around mental health services
	Increase the capacity of service providers to support individuals with mental health concerns, addictions and homelessness
	Expand options and make it easier for people to report crime

Moving Forward

It takes many individuals and community partners to create and maintain community safety and well-being. Middlesex County's first Community Safety and Well-Being Plan has been built on a strong foundation of data, local information and community partnerships. Many of the priority areas identified in this Community Safety and Well-Being Plan are outside the mandate of local municipalities and require an infusion of funding to make a meaningful difference. We, and our community partners, have been working on these areas, but our community requires adequate funding from the provincial government to make impactful change.

The implementation of this Community Safety and Well-Being Plan will reduce duplication of services, build stronger relationships, provide improved services, and recognize the collaborations that are already happening in our communities.

This plan leverages the great work already being done in our communities and will help us to continue to move the needle on community safety and well-being in Middlesex. Let us continue together with our collaborative approach to create a vibrant, equitable, inclusive, safe and healthy community.



Acknowledgements

We gratefully acknowledge the efforts of all individuals, local agencies and service providers involved in the development of the Middlesex Community Safety and Well-Being Plan. We appreciate and want to thank all of you.

In particular we would like to recognize those individuals who participated on the Community Safety and Well-Being Project Steering Committee and Advisory Committee.

Project Steering Committee Members

- Adrian Cornelissen, Deputy Mayor, North Middlesex
- Betty Gordon, CAO, Village of Newbury
- Cathy Burghardt-Jesson, Warden, County of Middlesex
- Cindy Howard, General Manager, Finance and Community Services, County of Middlesex
- Fred Tranquilli, CAO, Strathroy-Caradoc
- Jill Bellchamber-Glazier, CAO, Southwest Middlesex
- Jonathon Graham, CAO, North Middlesex
- Michael Di Lullo, CAO, Middlesex Centre
- Mike Henry, CAO, Thames Centre
- Morgan Calvert, CAO, Adelaide Metcalfe
- Ron Reymer, CAO, Lucan Biddulph

Advisory Committee Members

- Amber Alpaugh-Bishop, LHIN (Ontario Health - West)
- Bill Pigram, Community Employment Choices
- Cara Finn, Middlesex County Economic Development
- Cindy Howard, County of Middlesex
- Deven Richardson, London Middlesex Community Housing
- Glenn Rossi, Middlesex OPP
- Jennie Malone, United Way Elgin Middlesex
- Judy Green, Middlesex London Health Unit
- Karen Gress, Dorchester Lions Seniors Centre
- Lauren Krobisch, Victim Services of London -Middlesex
- Linda Long, Quad County Support Services
- Mark Campbell, Strathroy Caradoc Police
- Mark Issac, Ailsa Craig and Area Food Bank
- Mary Angela Coderre, Leads Employment Services
- Michael Longway, London Middlesex Paramedic Services
- Michelle Young, Children's Aid Society of London and Middlesex
- Morgan Calvert, Township of Adelaide-Metcalfe
- Nadine Devin, Middlesex Children's Services Network
- Nick Martin, Next Wave - YOU
- Paul Sydor, Thames Valley District School Board

- Sandra McCabe, Canadian Mental Health Association Middlesex
- Steve Jones, Addiction Services Thames Valley/Middlesex Situation Table
- Tracey Wicks, Women's Rural Resource Centre

