

The Corporation of the Township of Pickle Lake Community Safety and Well Being Plan



MARCH 22, 2022

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Introduction

Background

The Police Services Act requires municipalities to develop and adopt a Community Safety and Well-Being Plan (CSWB Plan) by January 1, 2021. The plan must be developed in partnership with a multi-sectoral advisory committee that includes, at a minimum, representatives from a specific set of community agencies and service providers.

Township of Pickle Lake worked collaboratively with local service providers to develop this Community Safety and Well-Being Plan (CSWB Plan). Pickle Lake is a unique community isolated from other communities, the impact of that disallowed for collaboration between other communities. The impact of COVID-19 also presented unique challenges to consult the members of the community.

Purpose

The purpose of the CSWB Plan is to improve the safety and well-being of community members, by focusing on priority risks in our community and developing proactive, integrated strategies. The CSWB Plan enables a proactive and integrated approach to safety and well-being at four levels of intervention.

Social development- promoting and maintaining community safety and well-being

Prevention- Proactively reducing identified risks.

Risk Intervention- Mitigating situations of elevated risks.

Incident Response- Critical and non-critical incident response.

This plan is a working document, which will change with the needs of the community to ensure efforts and resources are used strategically and for the greater impact for residents.

Intended benefits of this plan include:

- Enhanced communication and collaboration among sectors, agencies, and organizations.
- Stronger families and improved opportunities for healthy child development
- Healthier, more productive individuals that positively contribute to the community
- Increased understanding of and focus on priority risks, vulnerable groups and neighbourhoods
- Transformation of service delivery, including realignment of resources and responsibilities to better respond to priority risks and needs
- Increased engagement of community groups, residents and the private sector in local initiatives and networks
- Enhanced feelings of safety and being cared for, creating an environment that will encourage newcomers to the community
- Increased awareness, coordination of and access to services for community members and vulnerable groups
- More effective, seamless service delivery for individuals with complex needs
- New opportunities to share multi-sectoral data and evidence to better understand the community through identifying trends, gaps, priorities, and successes
- Reduced investment in and reliance on incident response.

Community Safety and Well-being Plan

Community Engagement:

The CSWB Plan was developed and will be implemented through collaboration of service providers and the community. Community engagement for development of the plan included:

Advisory Committee: Municipal Staff and Council engaged with local service providers on strengths and weaknesses in the community. Engagement discussions included: existing programs, gaps, and opportunities for collaboration.

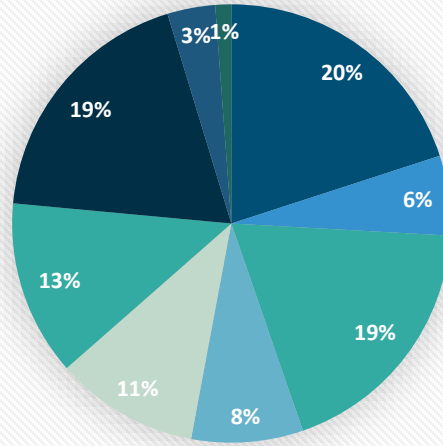
Community members: Community members were surveyed in January 2021 via paper surveys. They were also collaborated with on one on one basis, and through “community questions” at various events such as Pitch-In day, Community garden day and food gifting days, notices on website and social media, as well as the Lakeside Bulletin.

Mission: “To support long-term safety and well-being of all persons in Pickle Lake, creating a thriving community both socially and economically.”

Demographics:

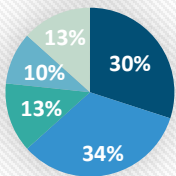
The demographics below are based on the 2016 census data. Full demographics for the 2021 Census have not been published to date. The demographic information includes age, household composition, language, mobility, aboriginal identity, employment rate. The Average income in Pickle Lake is \$47,268.00.

**Population Age Total 390
Males: 200 Females: 190**



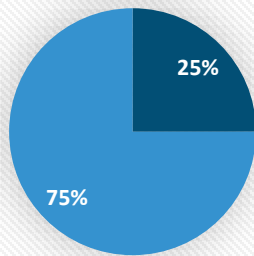
0-14 yrs 15-19 20-29 30-39 40-49 50-59 60-69 70-79 80-89

Households by House Size



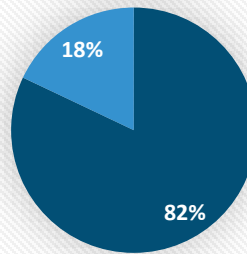
1 Person 2 People
3 People 4 People
5 People

Mobility last 5 years



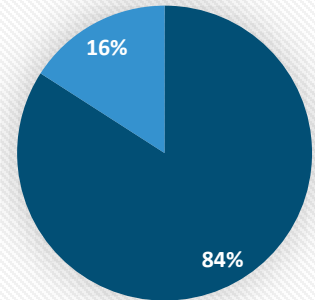
Movers Non Movers

Aboriginal Identity



Aboriginal Identifying
Non-Identifying

Employment Rate



Employees Self Employed

Community Survey Results:

The community was surveyed via paper in January 2021. The survey was available for 30 days to fill out. Unfortunately, only 7 surveys were filled out. The municipality utilized the “InclusivACTION” Group to gather data at various community events to engage community members at a larger demographic.

The results are as follows:

Top 5 Priorities: Social Services, Health Care, Affordable Housing, Employment Skills and Development, Personal and Community Safety, Recreational Activities.

Social Services: Community members do not feel that the social services in our community adequately match the needs of community members. Some of these include the lack of local access to services such as Ontario Works, Service Canada, Counselling, and Childcare. Many of these items are either not offered in the community or are offered in part time capacities. Some of these items have ceased in the community since the onset of COVID-19. The lack of these social services has increased items like depression, loneliness, alcohol and substance abuse, social assistance dependency, an increased workload on health care workers and municipal staff to try and fill gaps in services. The lack of childcare inhibits the growth and stability of the current population in Pickle Lake.

Many people with children below the age of school do not have access to reliable childcare, there is no daycare facility either. Without this critical childcare it disallows many people from entering the workforce in Pickle Lake. This inhibits the



growth of businesses, diversification in workplaces (male to female ratio) and the stability of the community. Many young families leave our community before children reach school age so that both parents can be a part of the workforce and stable childcare, and early years programming for social development skills of children can be met.

In September of 2021, the municipality undertook a 3 day per week after school childcare program, staffed by an Economic Development Intern, and student volunteers. It has been determined that between 15 and 40 children participate in the programming daily which runs from 3:10 p.m. until 4:30 p.m. The upkeep of this program is uncertain as the contract of the intern commences in August of 2022. The benefits of the program are ensuring a safe space for students to drop in after school and alleviating a lot of pressure on parents to find after school care until the complete their daily workday. However, the day to day gap for programming from 8 am-4:30 pm for children below junior kindergarten is increasing with the birth of more children in the past 2 years.

Health Care: The Township of Pickle Lake is responsible for the administration and operation of the Betty Johnson Clinic. The clinic is staffed full time with an RN and an administrative assistant. Until 2018 the clinic

was also staffed full time by a doctor, with supplemental locum coverage. Since the competition of the final contract, and the overall demand of physicians in Canada increasing, recruitment for the full time position,



despite increased funding incentives from the Ministry of Health has left the clinic staff with a locum doctor to a maximum of 10 days per month. The relationship between the locum doctor and clinical nurse is strong and the locum continues to provide treatment directive for patients when not in “house”, however having the doctor not present makes more complex diagnosis difficult, resulting in travel to Sioux Lookout, or Thunder Bay for patients. This is a gap the municipality continues to work

on filling, however the demand for physicians is strong nationwide. Additionally, community members feel that the NWHU could do a better job providing the services their tax dollars are levied to provide to the community. At current, there are two, newly renovated dental offices inside the Betty Johnson Clinic, which were renovated in 2021. No use has come of the dental service since the start of the pandemic in 2020. This causes patients to travel at minimum 3 hours for a dental appointment. Additionally, there has been a huge gap in services like vaccinations for infants and all persons aside from COVID-19 vaccinations, lack of sexual education resources provided to the school, lack of health inspections performed to restaurant facilities, and lack of staff to assist with various other health unit regulations such as permitting for septic. The focus has been on the pandemic regulations, with resources limited to cover the additional services the health unit normally provides. Mental health: at present there are no mental health or addictions counselling services in the community. The clinic staff accommodates appointments to chart mental health/addictions issues and refers patients to Sioux Lookout Meno Ya Win Counselling services which has a long waiting list. Additionally, KDSB and OPP often assist with crisis’ as they occur in the community. The pandemic has increased the need for mental health counselling as isolation has affected all community members, however with a larger emphasis on youth and the elderly.

Affordable Housing: Housing is a basic need for all persons. A lack of access to appropriate, stable, and affordable housing can contribute to stress and instability in people’s lives. Housing insecurity is influenced by employment instability, the cost and quality of available housing, and available units for individuals with specific needs. Research indicates that domestic violence is a leading cause of housing instability, including homelessness, for women and children in Canada. In Pickle Lake, there is a lack of housing crisis. Pickle Lake has been in need for additional units for housing since 2017. With an increase in industry in the area because of regional projects, housing is at an all-time shortage. Multi-room units for families, and single units for individuals are both needed. The Township previously had more than 40 vacant residential lots within township limits accessible to services. It has since dispersed these lots back to taxpayers. The Township is also undergoing a new Official Plan update to allow for the development of new units and incorporate new housing strategies such as tiny homes, or mobile units that fall under the current 400sq. ft. minimum required in the 2002 zoning by-law. Additionally, tax sale has



been undergone on multiple properties to allow for derelict properties to be returned to habitable states. At current there are approximately 8 new units (both 1 bedroom, and 2 bedroom) that will be created because of this initiative. The Township encourages development of vacant land and is willing to negotiate zoning amendments to increase housing in our community. Our community has a mix of subsidized housing (16 units) on Lakeview Crescent, many of these units are full, however there are 3 units that have been uninhabited for over 1 year due to extensive repairs required. The Township has also encouraged KPDSB to eliminate excess properties that are sitting vacant. The Township realizes that there are large economic factors that inhibit the growth of the housing industry due to the volatile work market in Pickle Lake. Over the decades Pickle Lake has been a boom bust community, which negates the want for people to invest large amounts of money in building new housing infrastructure they will not see back in a marketed sale. A lot of individuals choose to rent as opposed to buying as there is no open “housing market” in Pickle Lake. Many properties change hands privately without the assistance of real estate agents. At current many rentals are full in the community, with several operating as “short term” rental accommodations, sometimes for weeks or up to 6 months only for contractors seeking extended stays in the community. This puts an increasing demand on available spaces for families, with many people choosing to work here, and live somewhere that housing can be found for their family. Pickle Lake has a lot of businesses which provide “staff housing” accommodations in multi-unit residences such as Wasaya Airways, NorthStar Air, the Winston Motel, Pickle Lake Hotel, Ministry of Natural Resources, and Ontario Provincial Police through CBRE. The average house assessments in Pickle Lake are listed in the below chart.

Dwelling Type	Total Property Count	Assessed Value Average
Single Family Detached	67	\$86,000
Semi-Detached	43	\$40,000
Multi- Residential	2	\$410,000
Waterfront Detached	42	\$67,000

The average sale price for a single detached home in Pickle Lake from 2019-2021 was \$145,000.00. Many people feel that the cost of living is high in Pickle Lake. Average rental costs for non-subsidized housing are listed in the below chart:

Property Type	Monthly Rental Fee	Utilities Included
1 Bedroom Apartment	\$850.00	Yes
2 Bedroom Apartment	\$1200-1900.00	Yes
2 Bedroom House	\$1500-2000.00	Maybe
3 Bedroom House	\$2500.00-\$3000.00	Maybe

Average cost of heating in single detached/semi-detached houses is \$750-1200.00/month from October-May. Water costs in 2021 for all units is \$303.32/quarter for water, sewer, and infrastructure charges. Average cost for property taxes for single detached/semidetached houses is \$1500-4000.00 per year, depending on the overall assessed value of the home. The municipal council has not raised the mill rate since 2019 on taxes. Yet, many people feel the cost of living whether renting or owning based on the variables of high taxes, with low levels of service, and high utility costs including heat, hydro and water/sewer makes the housing market volatile and unsustainable. The high cost of rent makes Pickle Lake an unattractive market for newcomers to take up permanent residences, despite the increasingly higher wages than many communities province wide. Pickle Lake needs access to more affordable housing and

requires the development of more properties to balance the spread of taxes among many instead of just the existing 471 taxable properties. Additionally, it is imperative that the Township of Pickle Lake and regional municipalities continue to lobby the provincial government for crown land within municipal boundaries. Without the acquisition of crown land Pickle Lake cannot continue to develop more housing. Currently, the municipality is landlocked for additional housing developments outside of the initial downtown core area. It also lacks commercial developable land within the Township boundary.

With the development of more properties, in not only the residential areas, but also commercial and industrial areas, it will become easier to levy the required monies to operate the town facilities and programming without increasing taxes exponentially on few rate payers, providing for a more stable market. With the increase in housing and industry, a population increase will follow.

Employment Skills and Development: The Township of Pickle Lake currently does offer skills and development through education up until Grade 12. However, the resources for students are limited with extra-curricular activities and elective courses. There is limited access to employment skills and



development for adults. Many people feel they could utilize additional skills for career development. Currently the Township is working on this initiative. The township is in the process of procuring funding to construct a new facility which will boast a new training center where employers and agencies can utilize the space for skills development and training for various industry.

Personal and Community Safety: The survey results from the community do depict that many people in Pickle Lake feel safe in their community. They feel that the OPP does a good job policing and does treat all persons neutrally based on gender and race. They do not witness excessive force, harassment, verbal abuse, or unnecessary traffic stops. However, they community strongly agrees that for the protections of persons and officers policing funding should support additional prevention initiatives, such as improved crisis intervention and body cameras. Additional training for officers in crisis intervention would also prove beneficial for the community, and police funding directed to increased resources in assisting officers with prevention crisis methods for youth at risk. Pickle Lake residents generally feel that there is low discrimination in our community and opportunities for learning and embracing new cultural experiences. Pickle Lake continues to work on reconciliation and partnerships with local First Nation communities.

Recreational Activities: Pickle Lake has suffered dramatically since the onset of COVID-19 in the aspect of recreational activities, despite Council efforts. Due to public health restrictions many facilities, and any functioning clubs/service groups have folded. Many individuals in the community have also aged out of programming or grown tired of volunteering for events/services. This is primarily due to the small number of volunteers in Pickle Lake who are long term residents being the core volunteers for many decades. Pickle Lake Council has heard the concerns of individuals over the lack of recreational activities, and with the given restrictions, has implemented government funding to allow for independent activities until restrictions have eased. At current rentals for snowshoes are available at no cost from the municipality. In the summer months the municipality also offers canoe, kayak, and SUP rentals. The Township has invested funding in

improvements to three docking locations on Pickle Lake, Kapkichi and Graveyard Lake. From 2019-2021 funding was also utilized to implement additional beautification to spaces such as the beachfront playground, adding an additional playground to Lakeview Crescent, a gazebo and dock along with kayak rentals to Graveyard Lake with additional camping spots to come in 2022. The Township has also applied for funding for additional retrofits to the Pickle Lake RV Park, which will add more camping spots, water hook ups and outdoor structures for improved recreational activities. It also underwent a Tourism Study in 2020 which identified multiple opportunities for improved Tourism activities in Pickle Lake which encompassed



recreation. The Township also has applied for funding to retrofit the Arena and Curling Rink to allow for increased all year use. These retrofits will include a new roof, joining the buildings together, adding indoor golf, an inflatable movie screen for drive in movies, archery, badminton, basketball, soccer, lawn bowling and an increased space for the 24- hour fitness center.

Throughout 2021, there was a substantial increase in volunteers for outdoor activities such as pitch-in, and community gardening. These activities allowed for new community members to come forward and assist in volunteering initiatives, meeting other community members, and growing relationships. It is hopeful that this volunteerism will continue and grow in the coming years as Pickle Lake continues to foster population growth. However, the need for additional service groups/clubs to be formed is needed. This is an objective that the Township Economic Development Officer can investigate further. The forming of an Economic Development Committee would also assist in the forming of additional recreation activities.

Key Initiatives:

As identified above Pickle Lake has many areas for opportunity and improvement to improve its Community Safety and Well-Being. Below is a list of key objectives, partnership opportunities, and suggestions for improvements to these areas. It is to be remembered that this is a working document, and these goals will evolve over time as improvements are implemented, and as such this plan should be updated to reflect these.

Social Services:



- **Accountability of Social Services offered through KDSB to Pickle Lake. Pressure from community members and council to provide levied resources not being provided.**



- **Curate opportunities for collaboration of services. i.e. Day Care in school.**
- **Invitation for Service Canada to provide in person services 1/month in Pickle Lake at the Community Hall. Currently services are available via telephone only, or out of Community in person.**
- **Investigate opportunities with Sioux Lookout Meno Ya Win to provide counselling in Pickle Lake 1 day/month, or if there are independent agencies who could offer this in the community instead.**
- **Supportive and favourable work and housing for KDSB ambulance workers resulting in better work experience and better patient care.**

Health Care:

- **Investigate additional advertising for a full-time doctor.**
- **Attend recruitment fairs as restrictions ease.**
- **Accountability for health services offered through NWHU to Pickle Lake that are currently not being offered. (Dental, Sexual Health, Healthy Relationships, Vaccinations, Healthy Eating and Lifestyle Habits)**
- **Additional Crisis training for current clinic staff, petition greater funding from Ministry of Health for additional nurse at clinic.**
- **Expand telehealth services.**



Affordable Housing:

- **Promotion of industrial and commercial business development to stabilize residential land taxes.**
- **Promotion of Pickle Lake as a community to live, work and play in to increase population.**
- **Increase housing, work with developers, financial agencies to make building in Pickle Lake more affordable.**
- **Work with local property owners to promote building of additional housing.**
- **Work with local property owners to promote renting incentives such as long-term discounts.**



- Work with local property owner agencies such as KPDSB, CBRE to ensure their housing is being utilized in the best possible way. Ie. Looking at dividing houses into suites/apartments for additional housing.
- Promote sustainable energy for heating to lower costs of rentals.
- Promote energy analysis for rental owners to find ways for cost saving for heating.
- Petition levels of government for increased housing opportunities in Northwestern Ontario.
- Continue to update and implement new official plan to increase housing options in Pickle Lake.



Employment Skills and Development:

- Utilize upcoming training space on a daily/weekly basis. Promote the training center to employers regionally.
- Petition KPDSB to offer more electives for students.
- Utilize the NWHU and collaborative initiatives between businesses for in person training for things such as safe food handling, First Aid, Heavy Equipment operation.
- Request better promotion of online courses by colleges, Contact North etc.
- Continued promotion for local employers of employment opportunities.



Personal and Community Safety:

- Request usage of policing funding to go towards body cams for officers.
- Request additional crisis training for officers.
- Promote more multiculturalism in the community, including hiring of employees
- Continue to foster relationships with local First Nation communities for joint endeavours, and reconciliation.
- Continue to support policing initiatives and bring concerns of policing issues to Police Services Board members for meeting and discussion.
- Increase conversations with telecommunications providers to provide better connectivity for the region, as much of the area is a dead zone for cellular devices, resulting in concerns for travelers.

Recreational Activities:

- Promote volunteerism through incentives like volunteer awards.
- Form additional recreational activities through grant applications such as the curling rink/arena initiative.
- Rebuild committees/service clubs as pandemic restrictions ease. Discuss with Lion's Club how to start up services again.
- Promote outdoor activities in the interim.

Age Friendly Community Planning

Throughout 2021, the Township of Pickle Lake was provided with funding through the Ministry of Seniors and Accessibility.

This funding was used for capital investments in the community but also assisted in multiple facets of developing an age friendly planning for Pickle Lake. This was possible through the hiring of a staff member, funding for volunteer recognition, and implementation of community programming. The committee that was formed was called InclusivACTION. Its mission was to promote and facilitate inclusive programming for all members of the Pickle Lake community despite racial ethnicity, age, religious denomination, or sexual orientation.

InclusivACTION partnered with RFDA (Regional Food Distribution Association), this partnership allowed for food gifting to all members of the community. Through this initiative it opened opportunities for information gathering and discussion about what age friendly would look like in Pickle Lake.

Problems and Solutions Presented:

- **Problem: Food-** The need for sustainable food resources in Pickle Lake is great. Our community has a large need for access to fresher food options. Much of our food is trucked great distances which involves excessive process and costs. There needs to be options for better quality fruits, vegetables, meats, and baked goods that are not prepackaged, processed or frozen.
- **Solution: Food-** Open conversations with grocery store leaders about finding more cost-effective ways to provide products to community members. Additionally, there is opportunity for competition in the grocery market in Pickle Lake to provide these resources at a lower cost. RFDA, is this a sustainable partnership to provide vegetable and fruit gifting to the community during the summer months, is there a volunteer basis that could make this sustainable in the long term, or does this create a dependency/exploitation on a resource unnecessarily. Gardening, increased production of the community garden, partnering seniors with younger community members to teach sustainable food growth practices in Northern Ontario. Seed gifting, and utilization of municipal resources such as the community garden for personal use. Additionally, the support of small businesses providing market goods is also a Township initiative through monthly markets.
- **Problem: Accessibility-** Community members have brought discussion around the need for improved accessible access to community stores/resources such as the LCBO, the Community hall, Township Office, Post Office, Northern Store Etc. Much of the infrastructure in Pickle Lake is aged, some of the buildings are completely behind standards for accessibility, however, have found temporary work around such as bells, buzzers for accessible access to goods/services. Still this is not offering the best access of service to community members. Increased safe walking initiatives such as a walking lane on Koval Street would improve accessibility to exercise for those with mobility issues. Additionally, increased sanding of roads would allow for better ease of walking in the winter for those who are mainly foot bound traffic. The need for additional play equipment that is accessible for children with disabilities, and additional benches, tables for resting amongst the community was also identified.
- **Solution: Accessibility-** The Township has committed to fixing all accessible door openers and ramps to ensure the best level of customer accessibility is made available. Additionally, a discussion with public works on how to better sand the roads while still conforming to budgetary restrictions has been initiated. Through wider spread settings on the sander, better sanding can be accomplished, along with improved ice blading by the grader making walking conditions more favourable. The Township has additionally reached out to the LCBO head office requesting a solution for the lack of accessibility in the building, with conversations leading towards the possibility of a location change in the years to come. Under Ontario Legislation, all businesses in Ontario are to be fully accessible by 2025. The Township will assist wherever possible to seek out funding opportunities for businesses to undergo these retrofits. In 2021, the township installed a new playground on Lakeview Crescent. An emphasis was placed on accessible equipment. In 2022 the project will be completed with the final placement of additional benches. Additionally, in 2022 a new walking lane will be paved on

Koval Street to the Airport extension ensuring there is a safe, and accessible lane for those wishing to get exercise on an accessible trail.

- **Problem: Municipal Website Outdated/Not Accessible Friendly Texts-** It has been identified that the Municipal website is not user friendly through its' current platform. It is outdated, slow and disorganized. There are minimum accessible features to the website. Members of the community also request that things posted on social media and the website need to be printed and posted around town on community boards as not everyone is on social media/web browsing.
- **Solution: Municipal Website Outdated/Not Accessible Friendly-** The Township applied for funding to upgrade the website, its functioning speeds, and the accessibility features. This has been completed. It is also working on upgrading features to allow for online bill payments and e billing which will provide a better level of accessibility to the community. The Township will work on ensuring all things are printed and posted on local boards.
- **Problem: House Bound Senior/Mobility Deficient Individuals-** There have been 14 housebound/ mobility deficient individuals in the community. The problem identified is ensuring these community members are getting adequate access to resources such as grocery shopping, mail collection, medical appointments.
- **Solution: House Bound Seniors/ Mobility Deficient Individuals-** The main solution identified at this point is to work with individuals in the community to partner resources or individuals with those in need. As Pickle Lake grows and evolves, things like ride shares, and taxis are also a service level that is required.
- **Problem: Community Hall Level of Access/Use-** the Township has identified the need for the retrofitting of the community hall to perform more levels of service for the community. This includes upgrades for accessibility, and function for all age programming.
- **Solution: Through the Ministry of Seniors and Accessibility** these upgrades are being performed.
- **Problem: Welcome Wagon Committee/Package-** Currently there is no easy access to information when you move to the community. It is a fully rounded problem for all age groups. An idea that has come forward is a welcome package to new members of the community. It would include basic information about the community such as garbage collection days, the emergency numbers, a local business directory and small tourism items.
- **Solution: Welcome Wagon Committee/Package-** Form welcome wagon packages and make them available at the Township Office for distribution. Have a member of Council deliver them, or a municipal staff member.
- **Problem: Lack of Childcare/Electives/Recreation for Students-**
- **Solution: See Employment Skills and Development Section above.**
- **Problem: Affordable Housing**
- **Solution: See Affordable Housing section above.**

Summary:

Through the formation of additional service groups like the Pickle Lake Heritage Committee, Economic Development Committee, Gardening Committee, Recreation Committee, Lion's Club etc. Pickle Lake has multiple opportunities to promote and foster itself as an open and age friendly community. Although we do not offer seniors assisted living there are opportunities through renovation and retrofitting, along with opportunities through housing initiatives and studies that KDSB is performing to ensure there is more accessible housing. There are also opportunities for more housing to be added to the community which is age friendly to younger generations, such as families requiring larger homes. Overall, Pickle Lake has been doing a good job of identifying needs and gaps in its level of services for all ages. Affordability and sustainability are areas for improvement in our community. Additionally, there are opportunities to use our cultural diversification which continues to grow as learning opportunities for how we can grow our understanding of the needs of our growing community. What fits one person's needs does not fit everyone's needs. This is one of the key principles of social inclusions. Having open dialogue between community members and the service providers also adds to an age friendly community. When the community undergoes studies, changes, or upgrades it is imperative to keep open feedback whether positive or negative. Additionally, recognition of efforts of those in the community who promote volunteerism and steer the community in a positive and inclusive direction is an important aspect of growing our base of volunteers. At current the Township of Pickle Lake is a small community, with limited resources, however we pool those resources effectively to improve the quality of life where possible. There are large gaps between our age demographics with 39.74% of the population being over the age of 50, which makes it difficult to spread resources evenly. However, with increased opportunities for funding, and increased population growth here are opportunities to bridge these gaps better.

Next Steps and Implementation:

1. Commitment at the highest-level Safety and well-being is a community-wide initiative. As such, it requires dedication and inputs from every agency, organization, group, and citizen. Sometimes it is difficult to get some of these constituents to the planning table. Therefore, leadership, vision, and inspiration are key to success.

2. Collaborative Safety and well-being is everyone's responsibility This plan is multi-sectoral and multi-disciplinary requiring full transparency as everyone shares responsibility for the common good.

Collaboration is not without its challenges and needs to be addressed in a candid and trusting atmosphere. It builds capacity among the partners and understanding of community issues by supporting different perspectives and opinions.

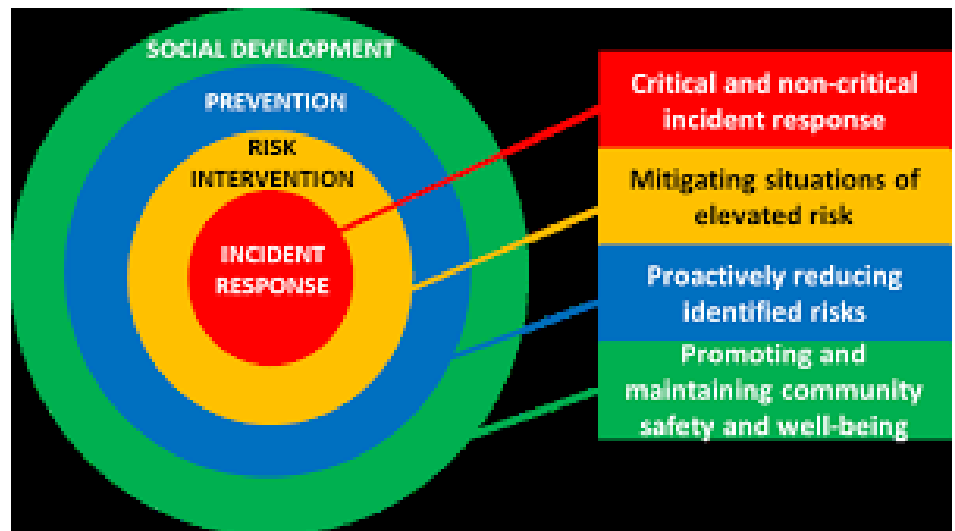
3. Risk-focused

Responding/Identifying risks (Red Zone) is an imperative component of this Safety and Well-Being Plan. It applies equally to all three planning levels. Risks appear obvious in the Amber Zone where harm is imminent; they may subtler in the Blue Zone where we are looking for opportunities to prevent harm; but they are most challenging in the Green Zone not the least because the requisite

efforts to reduce them can seem daunting. Many risk factors are intertwined or connected and may have a multiplying effect on one another.

4. Asset-based: The most positive planning strategy presumes that every neighbourhood and municipality is full of assets that can be productively mobilized to achieve safety and well-being. This requires an "asset inventory." Important elements of that inventory are the individuals, families, community groups in marginalized neighbourhoods who possess lots of energy, skills, and strong desires to contribute to the collective goal of community safety. Pickle Lake is working on growing the individual accountability of community members, as the well-being of Pickle Lake cannot fall solely on the assets of municipal staff, and municipal infrastructure.

5. Measurable Outcomes: The Plan must draw upon the specialized knowledge and technical capacities of all our agencies and organizations. As we move forward, the plan will need to; specify objectives, set benchmarks, and measure outcomes. Establishing change that is positive will require collaboration between individuals, businesses, stakeholders, agencies, and the township. A primary goal of this Plan, therefore, is to strengthen how we work together to address issues currently affecting the safety and well-being of our community and region. It is equally important to remain well-positioned to identify and respond to emerging issues in a proactive manner by continuing to seek input and active participation from community partners. The CSWBP articulates very specific community priorities and strategies necessary for improving the safety and well-being for members of the Pickle Lake community. These strategies range from those that



leverage existing initiatives and may realize immediate outcomes to strategies requiring innovative approaches with much longer-term commitments. Discussion of such has already led to improvements in the community. A long-term challenge will be to maintain the momentum as a new council forms in 2022, and to ensure that this plan continues to be actionable. It will require effort and commitment and understanding from all parties that this objective cannot be the sole responsibility of one entity to be successful. Through commitment, leadership, creativity, and innovation and learning new ways of working together, and learning from passed experiences on what is and is not successful and sustainable in Pickle Lake, we can move forward on achieving a safe community where every individual feels welcome, productive, and included.