



COMMUNITY SAFETY AND WELL-BEING PLAN: 2024



The Townships of Bonnechere Valley; Brudenell,
Lyndoch and Raglan; Killaloe, Hagarty and Richards;
Madawaska Valley; and South Algonquin



Message From the Coordinating Committee

The Townships of Bonnechere Valley; Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin have passed resolutions making community safety and well-being (CSWB) a priority and are working collaboratively on a regional approach. The aim is to enhance the provision of services, and quality of life across the area.

Bill 175, the Safer Ontario Act (2018) mandated every municipality to create and implement a CSWB plan. The Act acknowledged local capacity to address risk factors and encouraged multi-sectoral partnerships and innovative forward-thinking approaches to build stronger, healthier communities.

This is a growing, culturally rich, rural area. We used an asset-based approach to planning, identifying our communities' many strengths and building upon their successes. After reviewing local data and consulting the community, the plan identified priority concerns and clear strategies to reduce risk areas. We are now implementing the plan with the help of our community partners.

On behalf of the CSWB Coordinating Committee, I would like to thank the many residents who participated in the consultation, the Advisory Committee, implementation team members, local service providers, and organizations for their significant contributions throughout this initiative. This is truly a collaborative plan, and by working together we strengthen relationships and help make our region safer and healthier.

Meara Lewicki-Sullivan PhD
CSWB Coordinator



TABLE OF CONTENTS

Message from the Coordinating Committee	Page 1
List of Abbreviations	Page 3
Executive Summary	Page 4
Acknowledgements	Page 5
Introduction	Page 6
Regional Demographics	Page 9
Community Safety and Well-being	Page 10
Regional Approach	Page 12
Priority Concerns	Page 18
Employment	Page 19
Healthcare	Page 23
Housing	Page 27
Mental Health and Addictions	Page 31
Implementation	Page 35
Appendices	Page 39

ABBREVIATIONS

BBAHS: Barry's Bay and Area Home Support Services

BLR: Brudenell, Lyndoch and Raglan

BV: Bonnechere Valley

CPAN: Renfrew County Child Poverty Action Network

CSWB: Community Safety and Well-being

KHR: Killaloe, Hagarty and Richards

MCCH: Madawaska Communities Circle of Health

MHA: Mental Health and Addictions

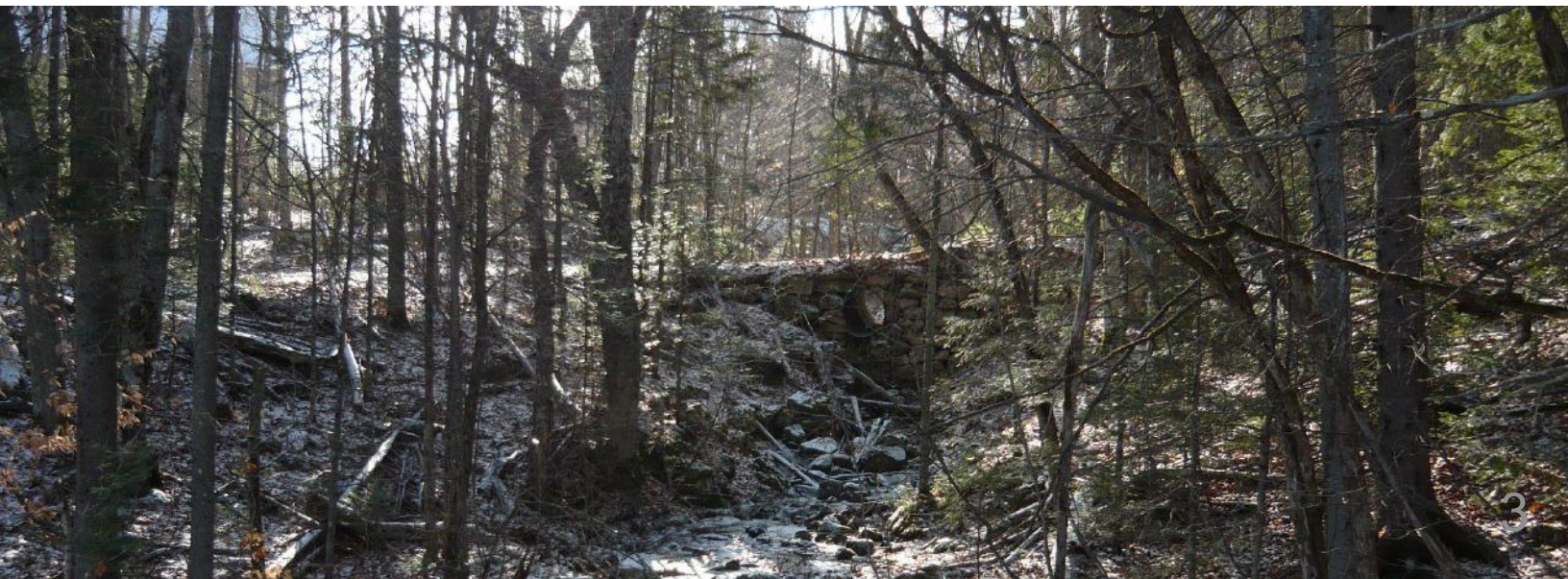
MOMH: Moving on Mental Health

MV: Madawaska Valley

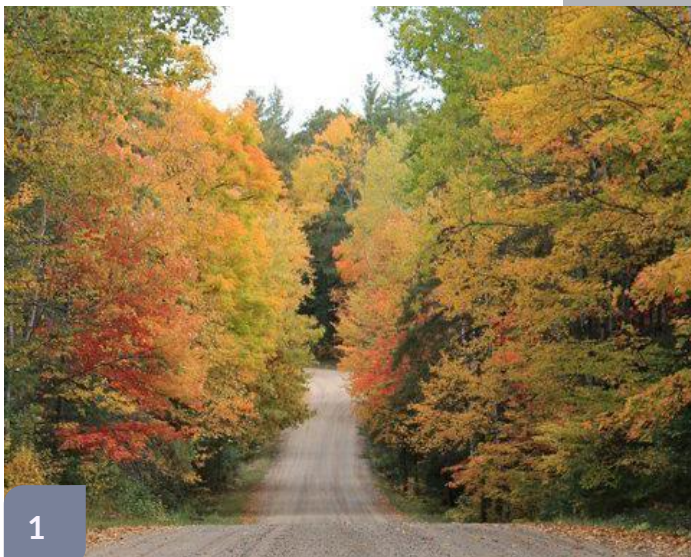
OPP: Ontario Provincial Police

RCHC: Renfrew County Housing Corporation

SA: South Algonquin



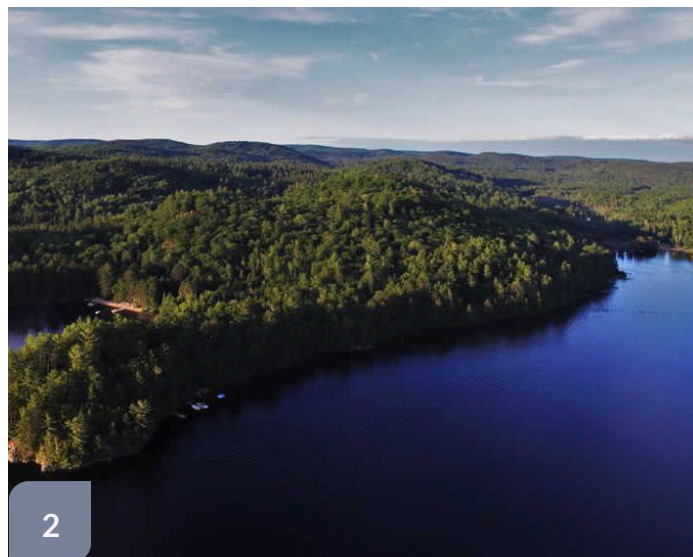
EXECUTIVE SUMMARY



1

MANDATE AND LOCAL COMMITMENT

In response to Bill 175, the Safer Ontario Act (2018), the Townships of Bonnechere Valley; Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin have passed resolutions making community safety and well-being a priority and have committed to working collaboratively on a regional plan.



2

COMMUNITY CONSULTATION

Twenty-four respondents completed the CSWB Service Providers Survey. Eleven additional agencies simply provided organizational data. Three hundred and five residents completed the regional CSWB Public Consultation Survey. In addition, information was gathered through interviews and discussions with residents and professionals and committee meetings (including Moving on Mental Health (MOMH) and Madawaska Communities Circle of Health (MCCH).



3

PRIORITY CONCERNS

Four priority concerns were identified for the region,

- employment,
- health care,
- housing, and
- mental health and addictions.

While other areas were identified, these concerns were prioritized based on their prevalence in local data and consultations and their level of community impact. A fifth area of risk was identified for South Algonquin exclusively (and is considered in Appendix A).



ACKNOWLEDGMENTS

Effective community safety and well-being planning is a collaborative process. Planning and implementation requires residents, service providers, organizations, and municipal governments to all work together to identify local areas of risk and create innovative solutions to increase safety and well-being. We would like to thank everyone who contributed to this initiative, including:

The municipal councils of the Townships of Bonnechere Valley; Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin for recognizing the importance of CSWB and working collaboratively to make the region a healthier and safer place to live;

The CSWB Coordinating Committee for their vision, guidance and leadership throughout this process;

The members of the CSWB Advisory Committee and their organizations for sharing their insights and data and supporting this initiative;

The four implementation teams who continue to provide creative solutions to priority areas of concern;

The Madawaska Communities Circle of Health (MCCH) and Moving on Mental Health (MOMH) committees for welcoming the CSWB Coordinator to their meetings and sharing their knowledge and data; and

The numerous residents whom informed our planning by sharing their thoughts and experiences through surveys and discussions.



INTRODUCTION

The Townships of Bonnechere Valley; Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin are situated in beautiful Eastern Ontario. These municipalities are all located in Renfrew County and District and within the Killaloe Detachment of the Ontario Provincial Police (OPP). South Algonquin also holds the unique position of being part of the Nipissing District.

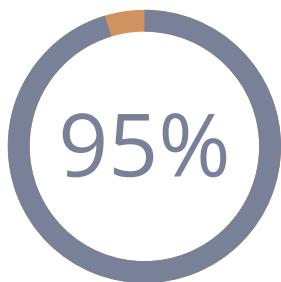
The region has a combined population of 12,816 people and a total area of 3242.18 square kilometers.

The average age in the region is 48.5 years old. Over one quarter (28%) of the regional population is 65 or older. Nine percent self-identify as Indigenous (range 2.9% to 20.8%).

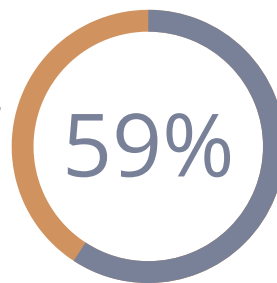
The region has a varied work force. However, regional unemployment rate is 10.8%, which is higher than the provincial average of 7.4% [1].



With a population density of just 4.4 people per square kilometre [1], the region has an abundance of waterways, woodlands and beautiful scenery. Unsurprisingly, 65% of area residents identified nature as the greatest strength in the CSWB Public Consultation Survey. Other popular community strengths included small town, rural life; peace; and friendliness.



95% of CSWB survey respondents always or often felt safe in their community.



59% CSWB survey respondents had a strong, or very strong sense of community belonging.

In the CSWB Survey respondents also reported very high safety levels. 95% of all respondents said they always, or often felt safe in the area. In addition, nearly 60% of respondents stated they felt a strong or a very strong sense of community belonging.



Visitors from around the world are drawn to the Townships of Bonnechere Valley; Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin for their outdoor activities, events and festivals, religious and cultural centres and vibrant art scene.

Throughout the region, there are several central population hubs including Barry's Bay, Eganville, Killaloe, and Whitney. In these areas, residents and visitors can enjoy retail shopping at department stores, unique small shops, art galleries, and farmers markets, dining at restaurants, cafes and food trucks and leisure and athletic activities in parks and sporting facilities.



	Table 1: Regional Demographics				
TOWNSHIP	BV	BLR	KHR	MV	SA
AREA					
LAND AREA (SQ KM)	593.2	706.24	396.80	672.51	873.43
POPULATION DENSITY (PER KM)	6.2	2.1	6.1	6.1	1.3
POPULATION	3,674	1,503	2,420	4,123	1,096
POPULATION CHANGE 2011-2016	-2.4%	-9.3%	0.7%	-3.7%	-9.5%
DEMOGRAPHICS:					
AVERAGE AGE	47.6	47.6	45.6	50.1	51.7
65 OR OLDER	27.1%	26.6%	24.6%	31.2%	29.6%
ABORIGINAL IDENTITY	8.2%	2.9%	7.3%	5.7%	20.8%
3RD GEN OR MORE	87.7%	87%	83.8%	83.7%	82.9%
AVERAGE HOUSEHOLD SIZE	2.2	2.3	2.3	2.1	2.0
MEDIAN HOUSEHOLD INCOME	\$54,240	\$51,072	\$50,592	\$52,679	\$49,835
UNEMPLOYMENT RATE (ONT AVERAGE 7.4%)	10.5%	10.9%	9.9%	11.4%	11.2%
EDUCATION					
NO HIGH SCHOOL DIPLOMA	21.8%	34%	18.8%	28.8%	38%
HIGH SCHOOL OR EQUIVALENT	31.5%	26.9%	32%	25%	25%
POST-SECONDARY	46.7%	39.9%	49%	46%	36%

Community Safety and Well-being

Bill 175, the Safer Ontario Act (2018), was passed to modernize Ontario's approach to community safety. The legislation mandates every municipality in the province to create a community safety and well-being plan.

Traditionally, safety has focused on reactionary incident response. That has left police resources overstretched while responding to an increasing number of calls that are not related to chargeable offences. CSWB planning represents an important shift to proactive social development and prevention.

With local government leadership, community partnerships, and evidence-based community responses the overarching goal is to build communities where members feel safe, belonging and where their needs can be met (including education, housing, food, healthcare, and cultural expression).

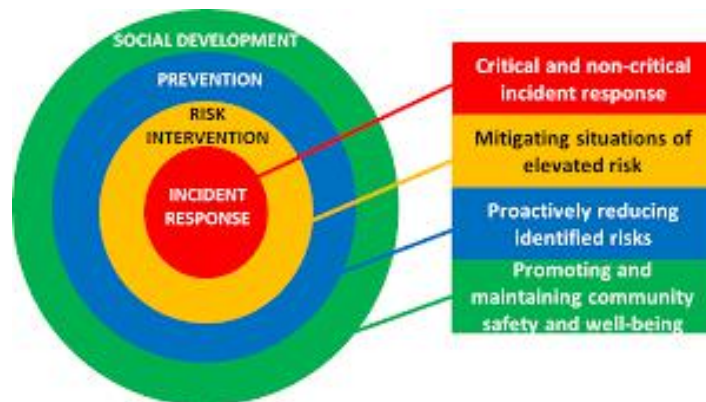
The potential benefits of CSWB planning include improved understanding of the priority risks and vulnerable populations, improved use of resources, enhanced community engagement, and communication between citizens and agencies in the region.

Source: Ministry of Community Safety and Correctional Services. (2018). Community Safety and Well-being Planning Framework, A Shared Commitment in Ontario, Booklet 3.

Provincial Planning Framework

The Provincial Planning Framework guided the Townships of Bonnechere Valley; Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin in their regional planning. The framework highlights four key areas of community safety and well-being planning to encourage new solutions to identified local risks. By investing resources in social development, prevention and risk intervention the need for critical incident response is reduced.

Figure 1: . Four Areas of CSWB Planning



Social Development addresses the social determinants of health, areas such as food security and housing that promote safety and well-being.

Prevention involves the implementation of evidence-based strategies to address known priority risks.

Risk Intervention is a multi-disciplinary effort to address a situation of elevated risk of harm.

Incident Response is the immediate and response to an urgent incident.

Source: Ministry of Community Safety and Correctional Services. (2018). Community Safety and Well-being Planning Framework, A Shared Commitment in Ontario, Booklet 3.



Regional Approach

In the autumn of 2019, the municipal councils of Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin declared the importance of community safety and well-being and agreed to work collaboratively on a regional plan. This collaboration was inspired by the seven municipalities in North Hastings that originally adopted this unique approach.

In 2022, the Township of Bonnechere Valley was welcomed into the collective. While they did not participate in the initial planning or community consultation, Bonnechere Valley is also a rural municipality located in Renfrew County and local data illustrates shared priority concerns and similar demographics. By working together we can break down barriers, help build community across the region, and ultimately our approach to community safety and well-being is strengthened.

Our regional approach aims to:

- Increase the existing understanding of risk factors, gaps and vulnerable groups.
- Improve communication and collaboration across sectors.
- Enhance community engagement among residents and agencies in local initiatives.
- Direct services to better address risk factors and vulnerable groups.
- Identify new opportunities to share data across agencies.
- Reduce the dependency on incident response.
- Enhance residents' understanding and access to services and supports.
- Increase residents' feelings of safety, belonging and their basic needs are met.

CSWB Planning Committees

To facilitate the planning, the CSWB Coordinating Committee was created with CAO/Clerks from each municipality and the CSWB Coordinator. The Coordinating Committee guided and managed each stage of the planning including recruitment of local advisors, participating in the Advisory Committee, organizing community consultation, reviewing drafts of the plan and ensuring it is publicly available. In the current implementation stage, the committee is active in advising and directing the implementation teams to fulfil their roles.

An advisory committee is an essential component of the CSWB planning process. The regional CSWB Advisory Committee was created in 2019 as a new, dynamic, multi-sector body comprised of local experts who helped inform collaborative planning. Advisors shared their knowledge, experience and data which helped establish local strengths, risks and vulnerable populations.





Advisory Committee

Representatives from the municipal councils of the Townships of Bonnechere Valley; Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin alongside;

Community:

Barry's Bay and Area Home Support Services
Bernadette McCann House
Community Employment Services, Eganville
Community Resource Centre
District of Nipissing Social Services Administration Board (DNSAAB)
Eganville & District Senior Citizens Needs Association
Family and Children's Services - County of Renfrew
Madawaska Valley Association for Community Living
Mashkiwizii Manido Foundation
The Phoenix Centre for Children and Youth
Renfrew Legal Aid
Renfrew County Child Poverty Action Network (CPAN)
Training & Learning Centre of Renfrew County

Education:

Eganville & District Public School
Killaloe Public School
Madawaska Valley District High School
Opeongo High School
Palmer Rapids Public School
Renfrew District School Board
St James Catholic School
Sherwood Public School
Whitney Public School

Emergency Response:

OPP- Killaloe Detachment

Healthcare:

ConnectWell Community Health
Madawaska Valley Hospice Palliative Care
Renfrew County and District Health Unit
Saint Francis Memorial Hospital
South Algonquin Family Health Team
West Champlain Family Health Team

Community Consultation

Public consultation is an extremely important part of planning and is necessary to ensure that the plan reflects the lived experiences and desires of community members. The goals of the community consultation were:

- To hear how residents felt about their safety and well-being;
- To identify risk factors and gaps in services; and
- To continue to keep the public informed about the CSWB planning and to obtain their support.



Three hundred and five residents completed the CSWB Public Consultation Survey; providing a representative response rate of 3%. Twenty-four respondents completed the CSWB Service Providers Survey. Eleven additional agencies exclusively provided organizational data. In addition, information was gathered through interviews and discussions with residents and professionals and committee meetings (including Moving on Mental Health (MOMH) and Madawaska Communities Circle of Health (MCCH)).

KEY STEPS



Commitment: Fall 2019

Participating townships passed resolutions announcing CSWB as a priority and officially announcing a collaborative, regional approach to planning.

Creation of Planning Committees

Nov 2019- Coordinating Committee
Jan 2020- Advisory Committee



COVID Break: March-July 2020

Planning was temporarily halted to focus on the immediate needs of the COVID-19 pandemic

Community Consultation: 2020

CSWB Service Providers Survey
CSWB Public Consultation Survey

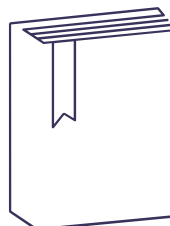


Data Analysis and Plan Design: 2021

Analysis of CSWB data and drafting the plan

Final Plan June 2021

Plan approved by Councils

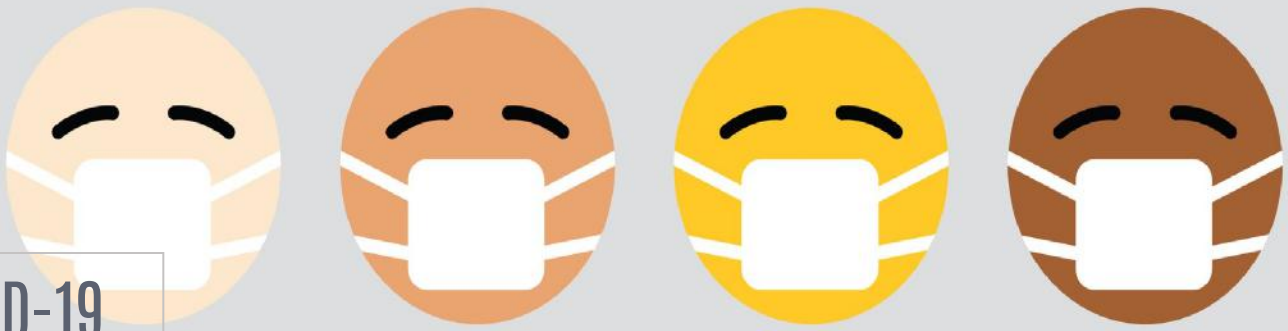


Implementation: April 2023

Implementation of CSWB strategies

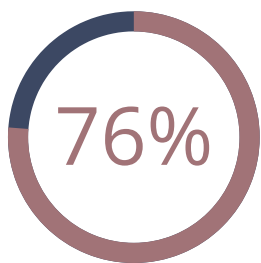


COVID-19



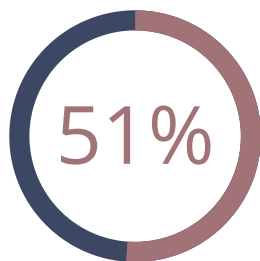
As a result of the COVID-19 pandemic, the province of Ontario implemented a state of emergency on March 17, 2020. The Coordinating Committee made the important decision to temporarily suspend CSWB planning from March to July 2020 to focus on the immediate needs of the pandemic. Planning was resumed in August 2020 but COVID continued to have an impact. Town hall discussions and focus groups that were to be part of our consultation strategy were cancelled, meetings were held virtually and interviews took place over the phone.

During community consultation, COVID-19 was identified as an area of concern. Over half of all CSWB survey respondents stated that COVID-19 had significantly impacted their work and family life. Three-quarters of respondents reported that COVID-19 brought higher or much higher stress levels.



COVID and Stress

76% of survey respondents reported COVID brought higher, or much higher stress levels



COVID Impact

51% of survey respondents reported that COVID-19 had impacted their work and family life a lot, or a great deal

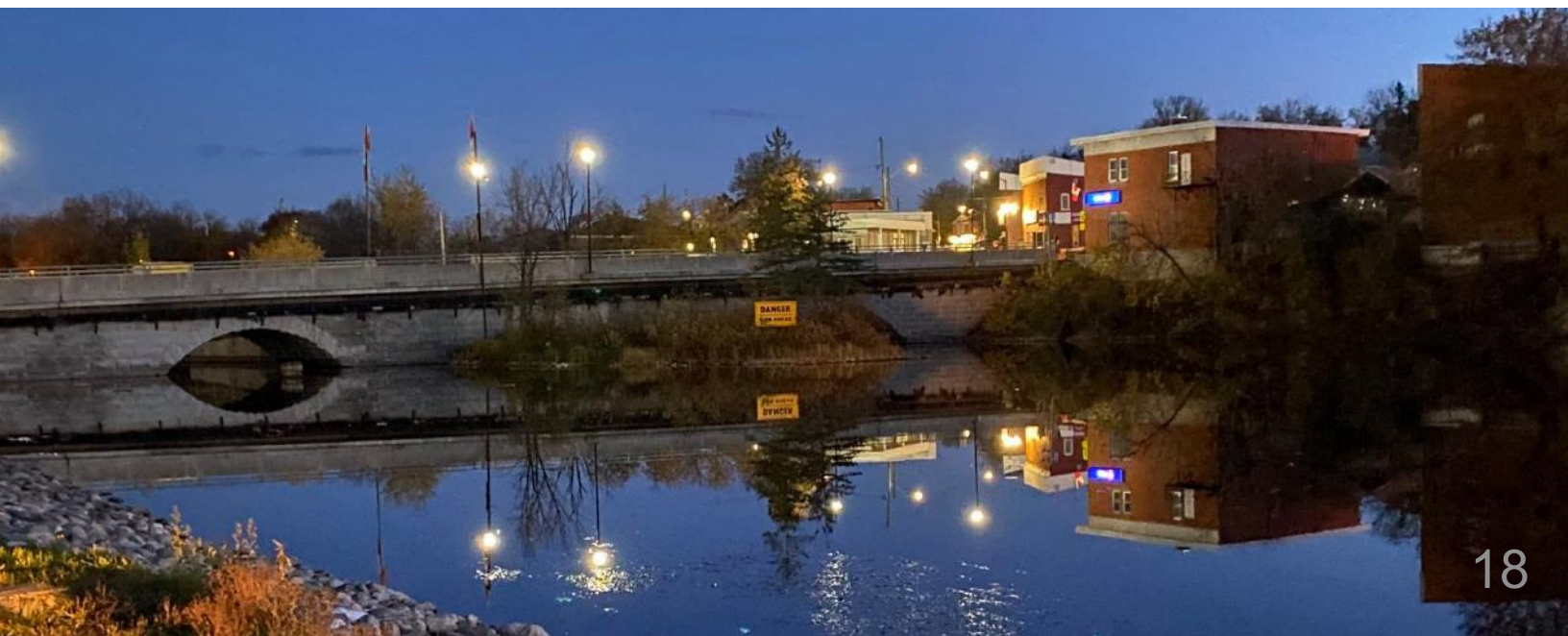
IDENTIFYING REGIONAL RISK FACTORS

After thoroughly reviewing local data, and the findings from community consultation, multiple risk factors were apparent. This is the first regional CSWB plan. We aim to be detailed, focused and thorough. So rather, than considering multiple areas of risk superficially, we chose to concentrate on four central areas. This strategy ensures that priority risk factors are given significant attention, can be considered comprehensively and that our goals are clear and measurable.

Four priority concerns were identified for the region:

- employment,
- health care,
- housing, and
- mental health and addictions.

The areas of concern were selected based on their prevalence in local data and consultations and their level of community impact. An additional area of risk was identified for South Algonquin exclusively. The need for a South Algonquin service directory is considered in Appendix A.





Employment

Employment offers more than just income, it can increase socialization, bring new learning opportunities and challenges, improve mental and physical health and provide a purpose. Conversely, unemployment brings hardships beyond the financial impact.

Approximately 1.5 million people are unemployed in Canada [1]. Statistics for the Townships of Bonnechere Valley; Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin show the region has an above-average rate of unemployment. Unemployment in the area is 10.8% (ranging from 9.9% to 11.4%), compared to the provincial average of 7.4% [2].

Residents and service providers also highlighted concerns about regional unemployment. In the CSWB Public Consultation Survey, nearly half of all respondents (45%) identified employment as the number one problem or concern impacting their community. Employment was also listed as the top service needed (47%) in that survey. Equally, in the Service Providers Survey local experts identified employment as one of the top risk factors that have the greatest impact on their clients.

1.: Statistics Canada. (2021). Labour Force Survey, March 2021. Ottawa: Statistics Canada.

2. Statistics Canada (2017). Census Profiles. Ottawa: Statistics Canada Catalogue.

Factors that Increase Risk

- Lack of access and availability
- Lack of education or training
- Stigma and discrimination
- Lack of transportation
- Childcare costs
- Structural shifts in employment
- Economic downturn (recession, depression)
- Pandemics such as COVID-19
- Technological advances
- Extreme weather/seasons

Vulnerable Populations

- Youth
- Women, especially those with young children
- People aged over 50
- Racialized and marginalized people
- Individuals with mental health and addiction (MHA) problems
- Individuals with low education or training levels
- Individuals with education or training outside the available fields

Impact

- Financial hardship and poverty
- Reduced standard of living
- Homelessness
- Reduced physical health
- Increased mental illness
- Lower well-being
- Isolation
- Tension in family relationships
- Divorce
- Reduced social connection
- Social exclusion

Protective Factors

- Secure employment
- Job creation
- Education and training
- Robust economy
- Employment support and services
- MHA and addiction services
- Ability to retrain or gain new skills
- Supports for self-employed
- Investment in rural economies
- Networking

Building on Existing Strengths: Employment

Asset mapping identifies our current strengths and resources while highlighting areas for future collaboration. Current employment supports and services include (but are not limited to):

Access Work Service, Barry's Bay provides employment services for individuals experiencing disabilities/barriers to employment by connecting them with a supportive employer.

Algonquin College Community Employment Services is a new service provider in Barry's Bay. They provide various employment services that support people of all ages who are looking for work or career information.

Learning, Earning and Parenting (LEAP) is available for parents 16 and 17 years of age who are on social assistance. The program helps participants finish high school, improve their parenting skills and prepare for and find work so they can support themselves and their families.

Madawaska Valley Association for Community Living (MVACL) offers community participation support for adults who have a developmental disability including volunteering.

Ontario Works provides financial assistance for food, shelter and other costs to assist people in need.

Renfrew County Legal Clinic - Barry's Bay and Killaloe offers free legal advice on employment law, Workplace Safety and Insurance Board (WSIB), Ontario Works, Ontario Disability Support Program and debt and collection agencies.

Training and Learning Centre- Eganville helps adults expand their employability skills for career advancement, new opportunities and personal development.

Whitney Employment Resource Centre offers employment support including; job search advice, referrals to training and education and help with resume and cover letter writing.

Plans:

DNSSAB Strategic Plan 2022- 2042

Madawaska Valley Strategic Plan 2020: Progressive and Growing Economy

Renfrew County Indigenous Population Community Needs Analysis: 2021

South Algonquin Strategic Plan 2023-2027

Employment Strategy

To enhance the integration of services and promote educational opportunities to address unemployment in the region.

Activities:

- Improve integration of services.
- The implementation team will lead community engagement sessions.
- Increase resident's knowledge and awareness of available employment services and supports.
- Identify and target barriers to training and education.
- Meet with local educators to discuss school completion and increased support for youth at risk of early school leaving.
- Identify gaps in the employment market and the necessary skills/training needed.

Immediate Outcomes:

- Increase resident's awareness of available employment supports and services.
- Connect individuals requiring employment support with the services they need.
- Increased collaboration among agencies and organizations providing employment support.
- Expansion of supports and services for at-risk youth.
- By identifying gaps and barriers to employment, work can address local needs and risks.

Intermediate Outcomes:

- Improved graduation rates.
- Job seekers trained in areas where there is an identified employment gap.

Long Term Outcomes:

- Enhance community safety and well-being through increased employment.



HEALTH CARE

Access to free, universal Medicare is part of Canada's national identity. Over 90% of Canadians reported that free healthcare is a source of collective pride [1]. However, access to healthcare in Canada remains a challenge. Many Canadians face long wait times for non-urgent care. In addition, in rural areas, people have to travel greater distances to access care and fewer providers offer service. Therefore, patients can be left "unattached" (without a family doctor). According to the Network 24 Ontario Health Team (which includes all five municipalities in this plan), approximately 12-25% of the catchment area is unattached [2].

Healthcare was also identified in community consultation as a priority concern. In the CSWB Public Consultation Survey, access to healthcare was listed among the top two problems and as a priority need in the community. In the Service Providers Survey, access to close healthcare and a family doctor was listed as primary gaps and risk factors.

1. Canadian Press (2012). Poll: Canadians are most proud of universal medicare. CTV News (Ottawa, ON). Nov 25, 2012

2. Network 24 Ontario Health Team. (2021). Network 24 Ontario Health Team Application. [Online]. Available at:

<https://www.sfmhosp.com/userfiles/file/Network%2024%20OHT%20Application%20-%20final.pdf>

Factors that Increase Risk

- Lack of available resources
- No primary care provider
- Distance
- Lack of transportation
- Wait times
- Stigma and discrimination
- Language barriers
- Childcare
- No computer/mobile device or internet connection

Vulnerable Populations

- Rural population
- Seniors
- Unattached patients
- Isolated individuals
- Racialized and marginalized people
- Chronically ill or less able-bodied
- Individuals with mental health and addictions
- Children and pregnant women
- Low income and homeless

Impact

- Difficulty accessing health care
- Lack of access to primary care
- Reduced physical health
- Increased risk of emergency visits
- Lack of continuity
- Undetected medical conditions
- Reduced standard of living
- Financial hardship and poverty
- Increased mental illness
- Isolation
- Reduced social connection
- Lower well-being

Protective Factors

- Healthcare funding
- Accessible healthcare
- Local healthcare
- Family doctor
- Continuity of care
- Transportation
- Virtual care
- Multi-lingual services
- Culturally sensitive services and supports

Building on Existing Strengths: Healthcare

Current healthcare supports and services include, but are not limited to:

Barry's Bay and Area Home Support Services (BBAHS) assists seniors and physically challenged people who need assistance to remain in their homes. Services include assisted living, transportation services, meals on wheels, frozen meals, telephone-based seniors' activity program, care calls and telephone reassurance.

Mashkiwizii Manido Foundation a not for profit corporation that focuses on the overall health and well-being of the Urban Indigenous Population of Renfrew County and the surrounding Area

Renfrew County Child Poverty Action Network (CPAN) offers activities related to the elimination of child poverty and minimizing the effects that poverty.

Local Health Units and Family Health Teams:

ConnectWell Community Health
Madawaska Valley Family Health Team
Madawaska Valley Hospice Palliative Care
Rainbow Valley Community Healthcare
Renfrew County and District Health Unit
Saint Francis Memorial Hospital
South Algonquin Family Health Team
West Champlain Family Health Team

Plans:

DNSSAB Strategic Plan 2022- 2042
Madawaska Valley Strategic Plan 2020: Healthy and Sustainable Community
Network 24 Ontario Health Team Application
Renfrew County Indigenous Population Community Needs Analysis: 2021
South Algonquin Strategic Plan 2023-2027

Healthcare Strategy:

Increase access to healthcare through the integration of services, improved transportation networks and internet connectivity.

Activities:

- Increase communication and collaboration among healthcare agencies in the region.
- Provide community engagement sessions highlighting healthcare services available in the area.
- Increase resident's knowledge and awareness of available healthcare supports, including virtual services.
- Build partnerships with rural internet providers to increase reliable broadband service.
- Build partnerships with transportation providers to address gaps in medical transportation.

Immediate Outcomes:

- Enhance resident's awareness of available healthcare services.
- Connect individuals with the services they need.
- Improved pathways to health and social services.
- Improved collaboration among healthcare agencies.
- Increase access to virtual healthcare through improved broadband service.
- Improved provision of medical transportation.

Intermediate Outcomes:

- Increased access to healthcare services.

Long Term Outcomes:

- Increase community safety and well-being through enhanced access to healthcare services.



HOUSING

Housing is a basic human right in Canada. [1]. However, there is a shortage of available and affordable housing in Ontario. In rural areas such as the municipalities in this plan, housing insecurity and homelessness can often be hidden. However, even within the CSWB Public Consultation Survey, 11% of all respondents indicated that in the past twelve months, they experienced homelessness or housing insecurity.

Affordable housing was one of the main concerns in the CSWB Public Consultation Survey. One-quarter of all respondents reported that the lack of affordable housing is a problem in the community.

1.:Concluding Observations of the Human Rights Committee: Canada, U.N. Doc. CCPR/C/CAN/CO/5. (2006) at para 17.

Factors that Increase Risk

- Lack of availability
- Affordability
- Unemployment or underemployment
- Poverty
- Mental health and addictions
- Trauma
- Family conflict
- Divorce and separation
- Involvement in the criminal justice system

Impact

- Homelessness or housing insecurity
- Reduced standard of living
- Unemployment
- Challenges with child custody
- Difficulty leaving abusive relationships
- Reduced physical health
- Increased mental illness
- Lower well-being
- Isolation
- Social exclusion

Vulnerable Populations

- Marginalized and racialized people
- Youth
- Men
- Women, especially those with young children
- Individuals with mental health and addiction (MHA) problems
- Low income or unemployed

Protective Factors

- Availability of affordable housing
- Housing supports and services
- Social services
- Employment
- Liveable wage
- Education
- Homeownership
- Social connections

Building on Existing Strengths: Housing

Current housing supports and services include, but are not limited to:

Barry's Bay and Area Home Support Services (BBAHS) assists seniors and physically challenged people who need assistance to remain in their homes.

Community Resource Centre (CRC) provides programs to support community members learn new skills, build on their strengths, access support and services and work together to build positive individual and community growth. The CRC collaborates with other organizations to increase access to safe, healthy, affordable housing.

District of Nipissing Social Services Administrative Board (DNSSAB) is responsible for the funding and administration of social housing programs and works to prevent homelessness in the district of Nipissing.

Homelessness Prevention Program - Renfrew County works to help residents with low income maintain housing stability.

Killaloe and District Housing is an apartment complex for seniors with market and rent-geared-to-income.

Ontario Works provides financial assistance for food, shelter and other costs to assist people in need.

Renfrew County Child Poverty Action Network (CPAN) offers activities related to the elimination of child poverty and minimizing the effect of that poverty.

Renfrew County Housing Corporation (RCHC) is a community housing provider for Renfrew County. The RCHC provides rent-geared-to-income (RGI) and affordable rental options to low-income households in the County of Renfrew.

Renfrew County Legal Clinic - Barry's Bay and Killaloe offers free legal advice on housing law.

Plans:

A Place to Call Home 2014-2024: Nipissing District's Housing and Homelessness Plan
DNSSAB Strategic Plan 2022- 2042

Madawaska Valley Strategic Plan 2020: Healthy and Sustainable Communities

Renfrew County Indigenous Population Community Needs Analysis: 2021

Housing Strategy

Improve access to housing through coordination of services.

Activities:

- Increase communication and collaboration among agencies providing housing support.
- Promote data sharing among agencies to enhance our knowledge of the local risk factors and vulnerable populations.
- Expand existing knowledge of vulnerable people experiencing housing insecurity.
- Provide community engagement sessions to tackle stigma and highlight local services.
- Increase resident's awareness of housing support.
- Build partnerships with developers to increase the availability of affordable and safe housing.

Immediate Goals:

- Residents have increased awareness of available housing supports and services.
- Increased collaboration among agencies and organizations providing housing support.
- Improved pathways to housing supports and services.
- Improved data on local individuals facing housing insecurity can help inform future services.
- Reduction in stigmatization of individuals experiencing housing insecurity.
- Promotion of affordable housing development in the region.

Intermediate Goals:

- Increase access to housing.

Long-Term Goals:

- Increase community safety and well-being.



MENTAL HEALTH AND ADDICTIONS

Worldwide over 970 million people live with mental illness or addiction. In Canada, this crisis impacts over 6.7 million people. At the age of 40, half of all Canadians have experienced mental illness [1]. In addition, 21% of Canadians meet the criteria for addiction at some point during their lifetime [2]. Previous research has also illustrated that rural residents have unique needs and concerns.

Throughout the community consultation, mental health and addictions were identified as areas of concern by both residents and service providers. The COVID-19 pandemic greatly impacted the lives of residents and these areas of health in particular. Numerous community members reported an increase in mental health symptoms and increased substance use. These increases reflect the wider population, where 75% of Ontario residents reported increased mental health problems during the pandemic.

1. Smetanin et al. (2011). The life and economic impact of major mental illnesses in Canada: 2011-2041. Prepared for the Mental Health Commission of Canada. Toronto: RiskAnalytica

2. Centre for Addiction and Mental Health. (2024) Substance use and addiction. https://ontario.cmha.ca/addiction-and-substance-use-and-addiction/#_edn5

Mental Health and Addictions

Factors that Increase Risk

- Genetic vulnerabilities
- Stress
- Social disadvantage
- Unemployment or underemployment
- Housing insecurity
- Trauma
- Discrimination
- Family conflict or disorganisation
- Community disorganization
- Poor impulse control

Impact

- Low well-being
- Isolation
- Poor relationships
- Stigma
- Increased risk of premature death
- Financial insecurity
- Homelessness or housing insecurity
- Reduced standard of living
- Unemployment or underemployed
- Lower levels of education
- Health-related problems
- Criminal justice involvement

Vulnerable Populations

- Marginalized and racialized people
- Youth aged 15-24
- Individuals with a genetic predisposition
- Individuals with a disability
- Low-income or unemployed people
- Homeless people
- Individuals with physical health conditions
- People convicted of a crime

Protective Factors

- Access to support and services
- Early intervention
- Positive social connections
- Family cohesion
- Safe and supportive community
- Employment
- Education
- Financial security
- Good coping skills
- Healthy eating, sleeping and exercise
- Cultural or religious beliefs

Mental Health and Addictions Strategy

Improve access to mental health and addictions through coordination of services.

Activities:

- Increase communication and collaboration among agencies providing support.
- Promote data sharing among agencies to enhance our knowledge of the local risk factors and vulnerable populations.
- Promote mental health awareness
- Provide community engagement sessions to tackle stigma, reduce isolation and highlight local services.
- Increase residents' awareness of services, particularly for high-risk groups

Immediate Goals:

- Residents have increased awareness of available supports and services.
- Increased collaboration among agencies and organizations.
- Improved pathways to mental health and addiction support and services.
- Improved data on local individuals facing these issues can help inform future services.
- Reduction in stigmatization of individuals experiencing mental health and addictions.

Intermediate Goals:

- Increase access to services and supports and earlier intervention.

Long-Term Goals:

- Increase the mental health and well-being of area residents.

Building on Existing Strengths: Mental Health and Addictions

Current mental health and addiction services include, but are not limited to:

The Addictions Treatment Service offers confidential assistance to individuals 12 years of age or older who are experiencing problems with alcohol, drugs or gambling.

Bernadette McCann works for change that will end abuse, by providing safety, support and education to all those who experience abuse.

ConnectWell Community Health provides community-based primary health care and health promotion programs and services and a range of developmental and social services in Renfrew, and surrounding counties.

Family and Children's Services of Renfrew County is responsible for the protection of children and youth; the delivery of developmental services for children, youth and adults; and the facilitation of programs and services to help strengthen families and support their learning, growth and relationships with their children.

Hands The Family Help Network offers mental health services for children and youth in the South Algonquin District of Nipissing area.

Madawaska Valley Alcoholics Anonymous is a fellowship of people who share their experience, strength and hope with each other that they may solve their common problem and help others recover from alcoholism.

Mashkiwizii Manido Foundation is a not-for-profit corporation that focuses on the overall health and well-being of the urban Indigenous population of Renfrew County and the surrounding area.

Mental Health Services of Renfrew County offers a range of programs designed to restore personal health, functionality and recovery in the community.

Phoenix Centre offers support to children and youth who are experiencing emotional and behavioural problems.

PFLAG of Renfrew County provides a confidential phone line and monthly peer support meetings for parents of 2SLGBTQ+ children, as well as 2SLGBTQ+ community members and allies.

Renfrew County Geriatric Mental Health Outreach Program services for seniors in Renfrew County and South Algonquin

Renfrew County Youth Wellness Hub is a welcoming, safe space offering integrated youth services for young people aged 12 to 25 and their families in Renfrew County.

Robbie Dean Centre offers short-term counselling services free to those living in Renfrew County.

Plans:

DNSSAB Strategic Plan 2022- 2042

Madawaska Valley Strategic Plan 2020: Healthy and Sustainable Community

Network 24 Ontario Health Team Application

Phoenix Centre Strategic Plan: 2023 -2026

Renfrew County Indigenous Population Community Needs Analysis: 2021

South Algonquin Strategic Plan 2023-2027



Implementation

The first regional community safety and well-being plan was finalised and approved by each council in 2021. In April 2023, the Townships of Bonnechere Valley; Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin reaffirmed their commitment to working collaboratively and commenced the implementation stage.

In July 2023, the five participating municipalities hosted a regional stakeholders meeting. Advisors from across Renfrew County and the District of Nipissing gathered in person at the Madawaska Valley Township office in Barry's Bay, and via Zoom to discuss the implementation of the CSWB plan. The feedback was overwhelmingly positive. Stakeholders were pleased the regional initiative is moving forward and multiple individuals volunteered to support implementation. Several stakeholders also reported that they had been using the plan as a resource to access information about local services.

Community safety and well-being planning requires collaboration on all levels. To ensure that the burden of work does not fall solely upon municipalities, implementation teams were established for each priority concern. Members of the implementation teams include individuals with lived experience, knowledge and access to data. The implementation teams meet virtually approximately every two months. The teams have already begun to identify gaps and needs in the specific area of concern as well as strategies to combat risk factors.



Implementation Teams

Representatives from the municipal councils of the Townships of Bonnechere Valley; Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin alongside;

Employment:

Bernadette McCann House
Community Employment Services
Family & Children's Services of Renfrew County
Mashkiwizii Manido Foundation
Training & Learning Centre of Renfrew County

Housing:

The Community Resource Centre
Bernadette McCann House
District of Nipissing Social Services Administration Board
Family & Children's Services of Renfrew County
Renfrew County Housing
Mashkiwizii Manido Foundation

Healthcare:

Barry's Bay and Area Senior Citizens
Bernadette McCann House
Family & Children's Services of Renfrew County
Mashkiwizii Manido Foundation
Ottawa Valley OHT
South Algonquin Family Health Team
St Francis Memorial Hospital

Mental Health and Addictions:

Bernadette McCann House
ConnectWell Community Health
Family & Children's Services of Renfrew County
Killaloe Detachment of the Ontario Provincial Police
Mashkiwizii Manido Foundation
The Ottawa Valley Ontario Health Team
The Phoenix Centre
Robbie Dean Counselling Centre

Implementation teams have begun to create plans that will be submitted to the Coordinating Committee by July 2024. Each plan will detail set tasks, and objectives, identify individuals responsible for tasks, highlight evaluation strategies and provide a timeline. The timeline and indicators of success are key to ensure the team is focused, and goal-orientated (tasks, of course, may be altered as factors change and improve). This information will be reported back to the Coordinating Committee. The implementation teams have already begun developing initial CSWB initiatives (some of which are detailed on page 39). These preliminary initiatives focus on promoting education, awareness, building community connections, engagement and networking.

The CSWB Coordinating Committee plays an important role in the implementation of the community safety and well-being plan. The committee forms an essential bridge between the respective municipal councils and the implementation teams. The Coordinating Committee continues to meet regularly to provide direction and assistance, review action items, and monitor and evaluate the teams' progress.

Throughout our planning, local government, service providers and residents have worked together to build a safer and healthier community. These collaborations continue throughout the implementation stage. Implementation takes the significant effort, caring and commitment embodied in the initial plan and expands them into action to make our region a better place to live, work, and visit.



INITIAL CSWB INITIATIVES

CSWB WELLNESS DAY

The Townships of Bonnechere Valley; Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin are hosting a CSWB Wellness Day on May 4th, 2024. The event aims to provide a safe and inclusive space for conversations about community safety and wellbeing. Attendees will learn about local supports and services including employment, health care, housing, and mental health and addictions. In addition, they can connect with community resources and get information about how and where to access services.

CSWB WEBINARS

A series of free webinars will be held on topics related to primary areas of concern. The first webinar will be led by the Robbie Dean Centre, with a focus on mental health. The webinars are a cost-effective way for community members to engage, connect and learn from experts.

COFFEE GATHERINGS

The CSWB Coordinator is working with the public libraries and implementation teams to arrange community coffee gatherings. Each gathering will feature a unique speaker or speakers. This initiative will provide residents with important information while combating social isolation and building positive community connections.



The poster for the Community Safety and Well-Being Wellness Day event features a collage of images at the top: a couple embracing, a man in a plaid shirt standing next to a tractor, and a group of diverse people smiling. The text on the poster includes the date and time, a description of the event's purpose, a list of activities, and the host information.

**SATURDAY
MAY 4TH
2024**

11 AM - 3 PM

FUN AND FREE EVENT

**COMMUNITY SAFETY AND WELL-BEING
WELLNESS DAY**

The event aims to provide a safe and inclusive space for conversations about community safety and wellbeing. Attendees will learn about local supports and services including employment, health care, housing, and mental health and addictions.

EVERYONE WELCOME!

- ✓ Connect with community resources
- ✓ Learn about local services
- ✓ Free food
- ✓ Entertainment
- ✓ Door prizes

**PAUL J YAKABUSKI
COMMUNITY CENTRE**
65 Arena Road, Barry's Bay, ON, K0J1B0

Hosted by:

Logos for participating organizations: Bonnechere Valley, Brudenell, Lyndoch and Raglan, Killaloe, Hagarty and Richards, Madawaska Valley, and South Algonquin.

CULTURAL AWARENESS AND TRAINING

The Renfrew County Indigenous Population Community Needs Analysis (2021) identified a need for cultural training and awareness. The Coordinating Committee is working with the Mashkiwizii Manido Foundation to explore options for training, education and reconciliation.

PARTNERSHIPS AND COLLABORATION

One of the earliest benefits of the implementation teams was bringing professionals together. On multiple occasions, team members formed new connections, expanding their networks and building relationships. These connections will help professionals to share knowledge and work together on areas of concern.





APPENDIX A: South Algonquin Priority Service Directory

The Township of South Algonquin is situated on the eastern edges of Algonquin Provincial Park and borders Renfrew County. Like the other municipalities in this plan, South Algonquin is a part of Renfrew County and District and the Killaloe Detachment of the OPP. The township also holds a unique position in the group as it is in Nipissing District. However, South Algonquin is separated from other populated areas of the District by the provincial park and as a result many residents access services in Renfrew County or even North Hastings.

Risk:

Through our planning, it became evident that due to South Algonquin's location, it can be difficult to determine what different services and supports are available to residents, where and how they can be accessed and by whom. In addition, some service providers indicated they support South Algonquin residents, however are not receiving funding or recognition for this work.

Impact:

The risk is that without a clear indication of what services are available and how to access services, residents can fall through the gaps.

Vulnerable populations:

This risk was unique to South Algonquin. The other municipalities within this plan are comprehensively covered by Ontario 211 (Renfrew). Vulnerable populations include residents in South Algonquin looking to access social services or wanting to obtain information on local services available.

South Algonquin Strategic Priority: Service Directory

The creation of a South Algonquin service directory will enable residents and service providers to easily locate community and social supports.

Goals:

- To locate and identify agencies and organizations which serve the area.
- Create a clear and comprehensive directory of community and social supports available to South Algonquin residents.
- Increase resident's knowledge and awareness of available community and social supports.
- Increase collaboration between agencies and organizations serving the area.

Outcomes:

- Increased awareness of services and supports available in the area.
- Connect people with the services they need.
- Organizations and agencies serving South Algonquin receive the recognition that is deserved.
- Identifying services, breaking down silos and increasing collaboration between agencies and organizations serving the area.

Implementation Strategy:

- The South Algonquin CAO/Clerk-Treasurer will determine the best strategy for the Township, in particular, whether this can be completed in-house or an application should be made for outside funding and a consultant hired to complete the work.
- In collaboration with local agencies and organizations, the service directory will be designed and disseminated.
- The service directory should be updated every three years, or as needed.

Evaluation:

- The primary measure of success of this strategic priority will be determined by the creation of a South Algonquin service directory that is comprehensive, accessible and user-friendly. Once the directory is completed user feedback will be solicited.
- Feedback from residents and service providers will be used to update the directory and inform future editions.

APPENDIX B: SERVICE PROVIDER SURVEY



Thursday, March 5, 2020

Dear Service Provider,

The municipal councils of the Townships of Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin have passed resolutions announcing community safety and well-being (CSWB) as a priority, and committing to work together on the design of a regional plan. The aim is to enhance the provision of services, and quality of life across the area.

An important phase in planning is identifying

- community strengths and resources;
- gaps in services; and
- factors that put individuals and communities at risk.

We kindly request that service providers in the region examine their data and information, and then complete this thirteen-question survey. In order to obtain a full picture of the range of services available in Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin, it would be helpful if you could attach any hard, or anecdotal data about your organization.

Please return the survey ASAP. We will compile the results and share them with you in early April. If you have any questions, please contact the CSWB Coordinator Meara Sullivan at mearasullivan@hotmail.com or 613-334-7932. Completed forms can be emailed to Meara, or dropped off at your local municipality.

With Thanks from the members of the Coordinating Committee,

Gwen Dombroski- Deputy Clerk; Madawaska Valley

Tammy Gorgerat- Deputy CAO/Clerk- Treasurer; Killaloe, Hagarty and Richards

Holly Hayes- CAO/Clerk-Treasurer; South Algonquin

Suzanne Klatt- CAO/Clerk; Madawaska Valley

Michelle Mantifel- Clerk/Treasurer; Brudenell, Lyndoch and Raglan

Susan Sheridan- CAO/Clerk-Treasurer; Killaloe, Hagarty and Richards

Meara Sullivan- CSWB Coordinator



CSWB Service Provider Survey

1. What is your name and role within your organization?
2. What is the name of your agency or organization?
3. What is your organization's mandate?
4. What services does your organization provide?
5. What is your service delivery area?
6. Approximately, how many people does your organization serve each year (please group numbers by children (0-12 years), youth (13-19), adult (20-64), and seniors (65+))?



7. How do clients hear about your services? (For example, by referral, word of mouth, or advertising.)

8. How do your staff and clients describe your organization's greatest strengths?

9. What gaps in service have your staff and clients identified?

10. What risk factors have the greatest impact on your clients?



11. What population groups (for example age, gender, or socio-economic status) are most vulnerable to each risk factor?

12. What protective factors could help eliminate these risks and improve the lives of vulnerable groups?

13. How would you describe your organization's current funding? (For example, is your current funding stable, partially-stable, or unstable?)

Thank you for completing this survey.

APPENDIX C: PUBLIC CONSULTATION SURVEY



Community Safety and Well-being Public Consultation Survey

The Townships of Brudenell, Lyndoch and Raglan; Killaloe, Hagarty and Richards; Madawaska Valley; and South Algonquin are working together to create a regional community safety and well-being plan.

The goal of planning is to encourage the growth of communities where people feel safe, have a sense of belonging, opportunities to participate, and their needs can be met. Resident input is necessary to ensure that the plan reflects the lived experiences and desires of community members. Completed surveys should be returned to a participating municipal office by November 30, 2020.

We want to hear from you! Please share your thoughts on living in the local area, and help shape the plan. This survey is for adults aged 16 and older, it is voluntary, anonymous, and will take approximately 15 minutes to complete. If you have any questions, please contact the CSWB Coordinator Dr Meara Sullivan at mearasullivan@hotmail.com or your local municipality.

DEMOGRAPHIC INFORMATION

1. How do you identify?

☐ Female ☐ Male ☐ I identify as: _____

2. How old are you?

☐ 16-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64 ☐ 65-74 ☐ 75 +

3. Where do you live?

☐ Brudenell, Lyndoch and Raglan ☐ Killaloe, Hagarty and Richards ☐ Madawaska Valley ☐ South Algonquin

4. How often do you reside in the area?

☐ Permanent ☐ Seasonal ☐ Occasional

5. What type of housing do you live in?

☐ Owned home ☐ Rent ☐ Other _____

6. What is your highest level of education?

☐ Less than high school ☐ High school or equivalent ☐ Post-secondary

7. How do you identify your racial or ethnic background?

☐ Black (African/Caribbean) ☐ East Asian (Chinese, Japanese) ☐ First Nations/Métis
☐ Hispanic/Latino ☐ Middle Eastern ☐ Mixed Heritage
☐ South Asian (Indian, Pakistani) ☐ South East Asian (Thai, Filipino) ☐ White/Caucasian
☐ Prefer not to answer ☐ Please specify _____

8. What is your total household income?

☐ Under \$40,000 ☐ \$40,000-\$99,999 ☐ Over \$100,000

9. How long have you resided in your community?

☐ Less than 1 year ☐ 2-5 years ☐ 6-10 years ☐ Over 10 years

COMMUNITY SAFETY AND WELL-BEING

10. How would you describe your sense of community belonging?

☐ Very strong ☐ Strong ☐ Neutral ☐ Weak ☐ Very weak

11. What are the top THREE greatest strengths of your community? (Check 3 ONLY)

☐ Affordability ☐ Community collaboration ☐ Diversity ☐ Friendly
☐ History/heritage ☐ Minimal pollution ☐ Nature ☐ Peace/quiet
☐ Programs/services ☐ Retail ☐ Safety ☐ Small town/rural life
☐ Sports/outdoor pursuits ☐ Theatre/arts ☐ Other _____

12. What local services did you access in the past twelve months? (Check ALL that apply)

- | | | | |
|---|---|---|---|
| ☐ Childcare | ☐ Community transit | ☐ Employment support | ☐ Family services |
| ☐ Food bank | ☐ Local retail | ☐ Mental health | ☐ Municipal (library, community center) |
| ☐ Physical health | ☐ Police service | ☐ Religious organization | ☐ Substance Misuse (drugs/alcohol) support |
| ☐ Seniors programs | ☐ Training/education | ☐ Youth programs | ☐ None |
| ☐ Prefer not to answer | ☐ Other (please specify) _____ | | |

13. What, if any barriers exist that can prevent you from accessing local services?

14. What are the top THREE problems or concerns impacting your community? (Check 3 ONLY)

- | | | | |
|--|---|---|--|
| ☐ Affordable housing | ☐ Childcare | ☐ COVID-19 | ☐ Crime |
| ☐ Discrimination | ☐ Employment opportunities | ☐ Food insecurity | ☐ Healthcare access |
| ☐ Pollution | ☐ Poverty | ☐ Public transportation | ☐ Seniors programs |
| ☐ Social isolation | ☐ Substance misuse (alcohol/drugs) | ☐ Traffic/roads | |
| ☐ Youth activities/programs | ☐ No concerns | ☐ Other (please specify) _____ | |

15. In the past twelve months, how often did you feel safe in your community?

- ☐ Always ☐ Often ☐ Sometimes ☐ Rarely ☐ Never

16. In the past twelve months, how often did you experience homelessness, or housing insecurity?

- ☐ Always ☐ Often ☐ Sometimes ☐ Rarely ☐ Never

17. What level of impact has COVID-19 had upon your everyday work and family life?

- ☐ A great deal ☐ A lot ☐ A moderate amount ☐ A little ☐ None

18. How has the COVID-19 impacted your stress levels?

- ☐ Much higher stress ☐ Higher stress ☐ No change ☐ Reduced stress ☐ Much reduced stress

19. What are the top THREE (3) services needed in your community? (Check 3 ONLY)

- | | | | |
|--|---|--|---|
| ☐ Anti-discrimination | ☐ Childcare | ☐ Employment | ☐ Family programs |
| ☐ Food security | ☐ Housing | ☐ Mental health | ☐ Physical health |
| ☐ Police service | ☐ Public transport | ☐ Religious | ☐ Seniors programs |
| ☐ Sports/outdoor pursuits | ☐ Substance misuse (drugs/alcohol) support | ☐ Theatre/arts | |
| ☐ Youth program | ☐ None | ☐ Other _____ | |

If you have any other comments about safety and well-being in your community please let us know.

Thank you for taking the time to complete this survey. Your contribution is important and will help shape our community safety and well-being plan.



Plan prepared by Meara Lewicki-Sullivan, PhD.

