

The Municipality of Sioux Lookout Community Safety and Well-Being Plan 2021-2025



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Photo Acknowledgement

We thank Tim Brody / The Sioux Lookout Bulletin
for the photos included in this plan.



Executive Summary

Improving safety and well-being in Sioux Lookout requires a collaborative approach that will involve many community partners working together towards systems change that will benefit all residents of Sioux Lookout. This Plan was developed with the support and contribution of multiple agencies and organizations in the Sioux Lookout community, with direct input from Sioux Lookout's residents.

Known as the "Hub of the North", Sioux Lookout is a unique community, as in addition to being home to its approximately 5,600 residents, it connects 31 remote northern communities to healthcare, essential services and to the rest of Ontario. As the rich history of the region began over 5,000 years ago with the Anishinaabe peoples, the community of Sioux Lookout today find themselves immersed in the continuing efforts of Reconciliation between Canada and the Indigenous Peoples. Inherent in this is the recognition of the effects that continue to this day from colonial policies like the Indian Act and the Residential Schools. The people who live in Sioux Lookout are diverse, vibrant and progressive and are committed to strengthening Sioux Lookout to be a better community for all.

Sioux Lookout's Community Safety and Well-Being (CSWB) Plan consists of strategies and supporting actions that fall within the four levels of intervention – social development, prevention, risk intervention, and incident response. A combination of research, a review of existing data and community reports, and input from system leaders and community stakeholders was used to identify where to focus collaborative efforts for the Sioux Lookout CSWB Plan. Through this process, six priority areas of focus were selected:

- I. Appropriate and affordable housing
- II. Mental wellness
- III. Substance misuse and addictions
- IV. Crisis Services' capacity for incident response and de-escalation
- V. Employee recruitment and retention
- VI. Community cohesiveness and vibrancy

These six priority areas of focus each have expanded into a strategy for change with supporting goals and key activities. To see these strategies applied in the community, the Plan's inputs and outputs will need to be affirmed by community stakeholders. Stakeholders must identify a sufficient and realistic level of investment of resources to reach the Plan's goals, and join the Municipality in a community-wide commitment to them. A Performance Measurement Framework for the Plan's strategies has been developed and is important to implement so that the community's progress can be tracked and evaluated against the CSWB Plan.

The CSWB Plan is meant to be a living document and should be updated by the Municipality as they move forward with their partners and stakeholders in the work. When monitoring the progress on the goal outcomes, the Plan's strategic activities, performance measure indicators, targets and data sources should be revisited to assess that they continue to be relevant and effective in the current community landscape. The Plan itself will be important for shared strategic planning between community partners of the Plan and informing the community at large of the way forward. In addition, it is acknowledged that targeted financial resource commitments from senior levels of government will need necessary to see the Plan's goals to fruition. Collectively, should the CSWB Plan be a successful living document, it will serve to assist in improving the coordination of services, collaboration, information sharing, advocacy and partnerships among local government, agencies, and organizations, and ultimately improving the quality of life for Sioux Lookout's residents.

Nick Chauvin, Donna Williams and Susan MacGregor

LBCG Consulting for Impact in partnership with Keesic Strategies

CSWB Plan Strategies

Community Priority Areas of Focus	Appropriate and affordable housing	Mental wellness	Substance misuse & addictions	Crisis Services' capacity for incident response & de-escalation	Employee recruitment & retention	Community cohesiveness & vibrancy
Vulnerable/ Target Group	Individuals & families of all ages, demographics & social backgrounds. Vulnerable populations such as those facing poverty, mental health or addiction issues.	Individuals of any age, especially youth and newcomers.	Individuals with experiences of addictions & substance abuse, including those at-risk, in crisis, in recovery & supporting those in lifestyles of sobriety.	Emergency First Responders; Individuals who experience episodes of crisis, especially those with mental illnesses or addictions; Indigenous peoples.	In-demand skilled workers; Youth; Adult learners.	Individuals & families of all ages; Indigenous peoples; Visible minorities; Low-income households.
Goal Outcomes	Outline of how severe the housing shortage is & who is most impacted. Increase the availability of appropriate & affordable housing at all levels of economic attainment.	Vulnerable populations (such as youth and adults who move from northern communities) are identified & supported while living in Sioux Lookout. Youth & families feel welcomed & supported living in Sioux Lookout. Mental Health services are available & accessible to youth.	Increase the opportunities for Sioux Lookout residents to receive addictions services in their community, in person or virtually. Greater diversity of addiction services to cater to different demographics such as youth, adults & Indigenous residents. An enhanced complement of mental health & addiction services in the community to provide capacity for wrap-around crisis & recovery resources.	Front line workers have resources to aid in mental health & addiction incidents. Increase the awareness/compassion & skilled policing in the area of mental health, addictions & cultural inclusivity. Emergency services have crisis worker supports & alternatives to the detention system to de-escalate incidents involving those in crisis.	Articulate & measure the community's skilled human resource needs. Increase the opportunities available for youth & young adults to pursue further education opportunities. Increase the supports & resources for those with mental health challenges to acquire & retain employment. Support local youth & adult learners to acquire skills/ education to fill sought local positions to provide the level of services to meet community needs.	Increase the number of opportunities for residents of Sioux Lookout to celebrate the rich cultural & natural wonders of the community. Increase the engagement of community & surrounding region in cultural & natural amenities of Sioux Lookout. Celebrate Sioux Lookout as a place of rich cultural heritage.
Long Term Outcome	Increased community safety & well-being					

Message from Mayor Doug Lawrance

The Municipal Council of Sioux Lookout is pleased to present the Sioux Lookout Community Safety and Well-Being Plan. This Plan has been achieved through the effort and contributions from many people and agencies in Sioux Lookout. The Plan provides a summation of our challenges related to community safety and well-being and also opportunities for improvement.

The inter-connectedness of Sioux Lookout with First Nations and Indigenous people make us a very unique community. Our role as Hub of the North for health care, education, social services, travel, retail, and so much more forms the most significant part of our economic activity. Long standing industries such as tourism and railway continue to lend diversity to our economy. But it is our inter-connectedness to the north and the most marginalized population in Ontario when considering social determinants to health that impacts the statistics and perceptions typically associated with community safety and well-being.

If we are to succeed in improving community safety and well-being in Sioux Lookout: we will need to maintain our awareness of the value in upstream investments to improve social determinants to health and to change systems for the better; we will need to continue to improve coordination of services, sharing information, collaborating, and partnering; and, we will need to emphasize that improving the safety and well-being in our community is a shared responsibility. We will need to be proactive and we will need to engage regional, Provincial, Federal, and First Nation agencies in stepping up their engagements and investments in both services and facilities. If we are to succeed, we must focus our energy not on those of us who are already safe and well, but on those of us who are routinely unsafe and chronically unwell and by doing so we increase the capacity for each and all of us to live in our community with dignity.

Sioux Lookout is a special community. We continue to have tremendous opportunity and we continue to thrive. Yet we see our challenges, we face them, and together we strive to make things better. This Plan will help focus our attention to continue to make improvements in making Sioux Lookout a safe and healthy community for all our residents and visitors.



Doug Lawrance
Mayor

Message from Municipal Chief Administrative Officer Michelle Larose

As the Chief Administrative Officer, I am responsible for providing guidance and information to our Municipal Council and to lead the municipal administration in meeting the Municipality's fiscal, organizational and service objectives.

The Community Safety and Well-Being Plan is part of the provincial framework requiring that all municipalities develop a plan in partnership with a multi-sectoral advisory committee. As part of the plan development, the Municipality was required to conduct consultations, establish the contents of the plan along with monitoring, evaluating, reporting and publishing of the plan.

Our goal is to understand and address the social development, prevention, risk intervention and incident response for the well-being of our citizens. In identifying some of the risk factors, we must also realize the programs to address them may take many years.

I would like to take this opportunity to thank the Advisory Committee members, community partners, stakeholders and public who participated in the development of the Plan.

The Plan has allowed us to identify areas in which we can improve upon the safety and well-being of our residents so that Sioux Lookout becomes a much more vibrant and envied community to live in safely and enjoy a great quality of life.



Michelle Larose, CMO
Chief Administrative Officer

Community Safety and Well-Being

Improving safety and well-being in our community requires a comprehensive approach that includes improving the social determinants of health and working towards systems change. Factors such as poverty, unequal access to education, unemployment and underemployment, poor early childhood development, inadequate housing, crime, social exclusion, systemic discrimination (including systemic racism), and barriers to accessing health and social services increase the likelihood that communities will experience unsafe and unhealthy situations. Addressing the root causes of issues that negatively impact safety and well-being will maximize opportunities for all residents to thrive and sustain healthy and connected communities. By prioritizing equity across our work and addressing systemic discrimination we will help achieve our shared vision of inclusion, safety and connectedness for all residents in the community.

Community Safety and Well-Being Plans

Community Safety and Well-Being plans are provincially legislated for municipalities in Ontario under the Comprehensive Ontario Police Services Act, 2019. This multi-sectoral approach to community safety and well-being planning recognizes that more law enforcement is not the answer to complex social problems. A single organization or sector cannot tackle these complex and interconnected issues alone. Sioux Lookout's CSWB Plan focuses on how partners can work collaboratively across different sectors towards a shared commitment to making Sioux Lookout a safer, more inclusive and connected community where all residents thrive.

Advisory Committee

This Plan was developed with the support and contribution of multiple agencies and organizations in the Sioux Lookout community. Their involvement was greatly appreciated and critical to the development of the plan, and it will be critical to look to them and new partners in the community to continue to evolve and implement the plan.

- Al's Sports
- Chamber of Commerce
- CN Police Services
- Firefly
- First Step Women's Shelter
- Sioux Lookout Supportive Housing
- Kenora District Services Board
- Keewatin Patricia District School Board
- Meno Ya Win Health Centre
- Nishnawbe Gamik Friendship Centre
- Northern Nishnawbe Education Council
- Northwestern Health Unit
- Ontario Provincial Police
- Sioux Lookout Out of the Cold Program
- Police Services Board
- Sioux Area Seniors Activity Centre
- Sioux Lookout Gay-Straight Alliance
- Sioux Lookout Library
- Sioux Lookout Rotary Club
- Tikinagan Child and Family Services

Community Background

The Municipality of Sioux Lookout is located in Northwestern Ontario, nestled within a network of lakes, endless forest and the rugged Canadian Shield.



Known as the “Hub of the North”, Sioux Lookout is a major centre that connects 31 remote northern communities to healthcare and essential services. With the second busiest airport in Northwestern Ontario and a major VIA Rail stop, the community’s central location connects over 30,000 northern Ontarians in the surrounding communities with health care facilities and programs, education, an expanse of social services, amenities, and road access to the rest of Canada.

Sioux Lookout’s resident population of about 5,600 people live across an area of 536 square kilometres, about a third of which is water.

In Sunset Country, as Sioux Lookout and Northwestern Ontario is widely known, we embrace community, diversity and the beautiful outdoors found in Ontario’s north. Sioux Lookout is special, not only because of what it has but because northern community forms deep connections between places and people, truly making it the Hub of the North.

History

The rich history of life here began over 5,000 years ago with the Anishinaabe peoples. The name Sioux Lookout comes from this area’s use as a strategic vantage point, Sioux Mountain, where guards could see far away canoes approaching on the English River system and is rooted in the legend of a battle between the Anishinaabe and Sioux Nations. Sioux Lookout became a strategic vantage point for the trading of goods, including the fur trade and forestry.

The Town of Sioux Lookout was incorporated in 1912 when it was connected to the rest of Ontario via the railway. It went from being a railway divisional point and a leading aviation centre in the early 1900s, after which in the 1950s until 1987, the Pinetree Radar Base was a key employer. Today, Sioux Lookout continues to be a hub of forestry, health care and social services, education and tourism in Ontario’s north.

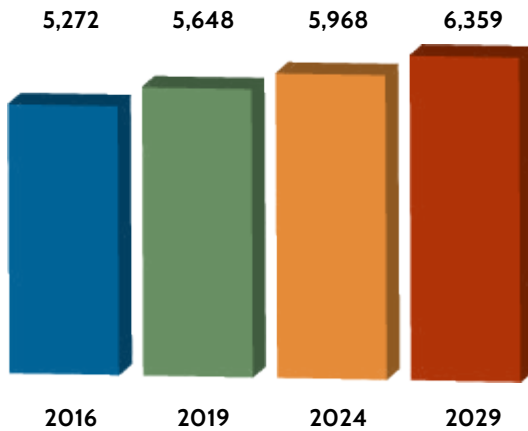


People

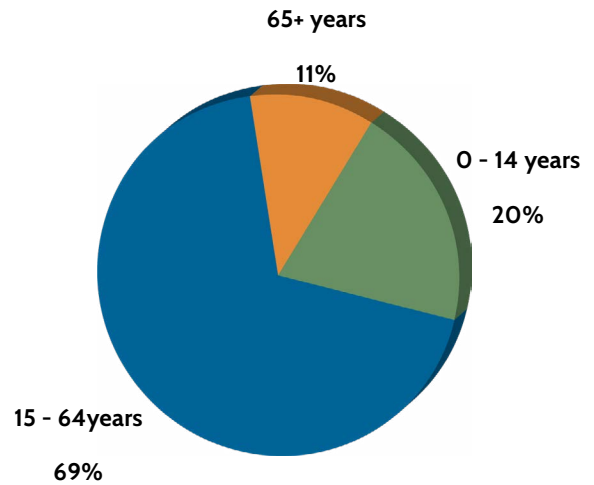
The people who live here are diverse, vibrant and progressive. As an ethnically diverse community, Sioux Lookout has a large Indigenous population,¹ along with a smaller number of individuals who have come from all over the world to make Sioux Lookout their home. Sioux Lookout embraces new technologies, cherishes the abundant natural resources and provides advanced health and social services to all members of our community. Sioux Lookout has close connections with the neighbouring First Nation communities and they come together to strengthen the region’s economy and quality of life.

Demographics

Population Estimates



Age Profile



Median & Average Age

Sioux Lookout

Median Age

36 years

Average Age

37 years

Ontario

Median Age

41 years

Average Age

41 years

Key Industries

The state-of-the-art Meno Ya Win Health Centre is an integral part of the community and a major employer, serving the 31 northern First Nation communities in addition to the Municipality. The largest percentage of the labour force (by industry) in Sioux Lookout is employed in the Healthcare Industry, which accounts for 25% of the labour force compared to 10% for Ontario.² Other prominent community employers include educational services, public administration, transportation and warehousing, and Indigenous organizations. Forestry continues to contribute to the economy and several Tribal Councils and Indigenous agencies are also based in Sioux Lookout.

Community Safety and Well-Being in Sioux Lookout

The Ministry of Solicitor General defines community safety and well-being as “the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.” This emphasizes that community safety and well-being is more than just having our basic needs met and being free from crime. Rather, it encompasses the social determinants of health and many aspects of our social, physical, emotional and spiritual well-being.

Through engagement with residents of Sioux Lookout, we learned about what community safety and well-being means to members of our community. Sioux Lookout community responses via the online survey to “What Community Safety and Safety means to you?” included:



“Everyone feels connected to the larger community, community members share a common regard for their neighbours regardless of their disposition in life, such that they take action to be involved in proactive solutions to identified community challenges, are open to learning, new ways of understanding and thinking about challenges to create a community attitude that sees everyone as having a role to play in building a community that we can all feel safe and included.”



“Entrepreneurial endeavors are supported by the Municipality in a way that allows our community to flourish and grow.”



“Creating a welcoming environment where all residents and visitors feel free to go about daily activities and receive the support they require to live a healthy lifestyle in the community in which they have chosen to reside.”



“The ability to offer all community members equal services regardless of ethnicity, race, or background. It means everyone feels safe to be successful and express themselves. It means the elimination of discrimination, access to housing for all, and the ability to find meaningful work. When people feel as though they are meaningful, they strive - their well-being increases and the level of safety in a community increases as well. When everyone has a part to play, they play their part!”

Factors Impacting Community Safety and Well-Being in Sioux Lookout

COVID-19 Pandemic

The global COVID-19 pandemic and the provincial state of emergency declared in March 2020 has created a unique environment and new challenges that we collectively face as a community. Nationally, it has resulted in waves of widespread closures, job or wage losses, increased anxiety and uncertainty and drastic changes in how we live our daily lives. While the impact of in closures and job losses the Sioux Lookout community may have been less that felt in other parts of the Province, we continue to find ourselves navigating this unprecedented situation, there will potentially be significant long-term impacts not yet understood that will have impacts on community well-being.



Mental Health and Well-Being

Mental health is important at every stage of life, from childhood and adolescence through adulthood as it affects how we think, feel, and act. It influences how we handle stress, relate to others and make choices. In the CSWB Resident Survey, 83% of participants described their mental health as Excellent (19%), Very Good (27%) or Good (37%). While only 4% of survey participants described their mental health as Poor, it can be expected that the online survey is likely under-representative of the most at-risk or vulnerable population who may suffer from mental health issues. Addiction and mental health (often co-related) issues are prevalent in the community. Emergency Department visits for mental health and additions at the Sioux Lookout Meno Ya Win Health Centre have reached levels 10 times greater than provincial rates.³ Addiction and mental health issues can be a cause or consequence of other issues such as; episodic, situational or chronic homelessness, violent crime and domestic abuse, and loss of culture and intergenerational trauma.



Furthermore, there is a high incidence of youth mental health challenges in the community. The former Sioux Lookout Local Health Hub (part of the Northern Integrated District Network under the North West Local Integration Health Network) had the highest youth hospitalization rates from self-harm, mental health and behavioural disorders, at ~2.7 times the provincial rate.⁴ Most mental health and addictions programs target adults and there are few resources or data that are tailored to youth. As a smaller northern community, there are fewer drop-in centres or recreational activities in Sioux

Lookout to stimulate and engage youth from all backgrounds. Positive programming for youth helps promotes health and well-being, builds confidence, and can help maintain mental health while reducing the risk for substance use.

Employment

Employment is one of the most fundamental factors influencing health and quality of life outcomes, where paid

work is the primary tool for the distribution of economic wealth in society. Sioux Lookout's Municipality has a higher median (\$49,803) and average income (\$53,512) compared to provincial figures.⁵ Still, as much as 41% of the Sioux Lookout workforce was found to make less than \$30,000 in 2015, well below provincial and national averages.⁶

The top industries in the Municipality of Sioux Lookout are health care, education, social services, transportation and warehousing, public administration, and tourism. Over the last decade several hundred million in capital projects have been completed including the new hospital (Sioux Lookout Meno Ya Win Health Centre), the Heritage Railway Station, continued downtown revitalization initiatives, the MNR Fire Management Centre, the airport expansion and the court facility.



As the Hub of the North, Sioux Lookout connects over 30,000 people to hospital and related health care, social and education services. The resultant demand creates a local "service" economy in Sioux Lookout, resulting in a greater demand for professional job roles with higher educational requirements than the average northern municipality of its size. Just as most rural communities struggle with recruitment and retention of in-demand professionals, this challenge has routinely left vacancies for job postings needed to reach full-service levels. In the CSWB Resident Survey, 87% of participants agreed that they have been able to find employment in Sioux Lookout and 77% agreed that Sioux Lookout has the employment opportunities that they are inter-

ested in. 78% of survey participants agreed that their level of education or training has given them the qualifications for the jobs they want. However, the survey participant profile was overly representative of those with higher levels of education and under-representative of those without any level of education (i.e. did not finish high school) or those with a high school diploma as their highest level of education, so those who have experienced educational barriers when seeking employment may not have been fully represented in the survey.

Sioux Lookout is aware of the shortage of economic development opportunities and a legacy of economic exclusion in First Nation reserves that continues to manifest in high unemployment and poverty in those communities. Closely tied to these communities by fluid population movement back and forth, Sioux Lookout sees a steady population of vulnerable individuals who come to Sioux Lookout for services, or to stay, contributing to Sioux Lookout's episodic, situational, and chronic homeless population.

Education

Education plays an important role in determining the health status of an individual, creating pathways to employment and greater income levels. This can also affect health by influencing social and psychological factors like greater perceived personal control.⁷ Currently, 15% of Sioux Lookout residents have no certificate, diploma or degree which is more than the provincial average (10%).⁸ In the CSWB Resident Survey, 70% of participants agreed that they have been able to pursue the level of education or training they want, however, only 36% agreed that the educational or training opportunities they want have been available in or remotely from Sioux Lookout.⁹ There are satellite campuses of Confederation College and Seven Generations Education Institute located in Sioux Lookout,



however many students have chosen to leave the Sioux Lookout region to receive post-secondary education.

Most of the Indigenous youth who grew up on-reserve in the Sioux Lookout region must live away from their home community to attend high school. Approximately 65% of the student and youth population in Sioux Lookout are Indigenous¹⁰ and approximately a third of public school students are from northern First Nation communities. There is also Pelican Falls First Nations High School with 182 Indigenous boarding students. For those who choose to stay in their home community to finish their high school education or are on the waiting list to be matched with a boarding home, WAHSA Distance Education Centre allows students to complete their secondary education remotely.

Housing

Housing is undeniably the number one concern raised by Sioux Lookout residents. The population in Sioux Lookout is exploding. In the last 25 years, the population has grown 62%.¹¹ In the CSWB survey, strategies for increasing available and affordable housing was the number one ranked priority with 270 votes and a 25% greater ranked score than the second-highest ranked priority; strategies for increasing mental health services. There is strong evidence corroborating housing's relationship to health, one of the best-researched social determinants of health. Housing stability, quality, safety, and affordability all affect an individual's health.

There is a shortage of affordable and available housing across the Municipality. This has been a long-term challenge faced by the community, existing for decades. Only 31% of CSWB community survey participants agree that they have access to affordable housing options in Sioux Lookout, and 93% agreed that access to affordable housing is a challenge in the Municipality. The percentage of renters in Sioux Lookout (38%) is greater than the provincial average (30%).¹² It is reported that 17% of Sioux Lookout spend 30% or more of household total income on shelter costs, exceeding the healthy household rent burden benchmark.¹³ The median monthly shelter costs for rented dwellings in Sioux Lookout exceeds the provincial median by 8%.¹⁴



Emergency shelter usage in Sioux Lookout has continued to grow, with demand consistently exceeding the limited capacity of the shelters. There is the co-ed Out of the Cold Emergency Shelter in addition to the First Step Women's Shelter that is exclusively for female victims of domestic violence and their children. In 2019, the Out of the Cold Emergency Shelter had a total of 5,888 guest nights between 768 unique individuals.¹⁵ Typically, reasons for shelter use include: being in town for medical services, recent release from jail or the justice system, missed transportation, fleeing violence, having been kicked out of 'home', or having no place to go/no home.¹⁶

There are limited for transitional and supportive housing units in Sioux Lookout. Currently, there is the 20-unit Supportive Housing Complex for high needs individuals, in addition to the Sioux Towers and Patricia Plaza which provides supportive living for seniors, whereas there is no transitional housing in Sioux Lookout. Supportive housing helps provide housing for adults living with physical or mental health disabilities or issues, or terminal/chronic illnesses so they can enjoy living with more independence, care, and increased quality of life. Transitional housing helps divert individuals from shelters or from staying on the streets, providing essential short-term housing for individuals. This especially supports victims of domestic abuse and/or sexual violence. Limited housing resources for

discharge planning from regional correctional facilities and out of town detox programs are also creating difficult conditions for individuals returning to Sioux Lookout from these facilities. It is difficult for individuals to heal from unsafe environments when they can't secure new accommodations or have continuity of services in Sioux Lookout.

The 20 long-term care beds at the William "Bill" George Extended Care Unit, operated by the Sioux Lookout Meno Ya Win Health Centre, amounts to roughly one bed for every 1,500 people in the region, well below the provincial average. A limited number of long-term care beds places strain on hospital services. This causes individuals who need long-term care occupying alternative level of care hospital beds in the interim, and in the long-term it forces people to go elsewhere such as Kenora or Fort Frances. This is a significant distance away from the resident's home community and oftentimes isolates them from their family, language and culture. The development of new long-term care beds is a lengthy process. There are plans for the development of additional 76 beds currently in progress. These additional beds will improve the ratio to one bed for every 312 people.

Commercial real estate is also at a premium and in limited supply in Sioux Lookout. This creates challenges for businesses, organizations and community groups looking to secure facility space to expand or deliver programming.

Crime and Safety

Addressing concerns about crime and safety was voiced by many Sioux Lookout residents when asked what is needed to improve community safety and well-being in Sioux Lookout. In the CSWB Community Survey, 34% of participants shared that they felt unsafe in the community in general, with 73% feeling unsafe walking alone downtown after dark.

Alcohol and drug abuse are catalysts for many incidences including violent altercations, intimidations and other disturbances which impact community well-being and safety. The level of violent crime in the region is approximately 4.5 times the provincial rate.¹⁷ This is felt by Sioux Lookout residents as 46% of surveyed participants think that Sioux Lookout has higher rates of crime than other communities in Ontario (41% about the same; 13% lower).¹⁸ In all, 66% of survey participants felt that their perceptions of safety and crime affect where they go and when; either significantly (12%), quite a bit (18%) or somewhat (33%). It is worth noting that significant gains are being made as rates of violent crime has gone down 35% between 2017-2020.¹⁹

Many offenders in the justice system are people suffering from mental health and addictions issues, and are often homeless. Adult and Youth Detention Centers are located outside of Sioux Lookout which requires significant travel back and forth and a resultant disconnect between families and communities.

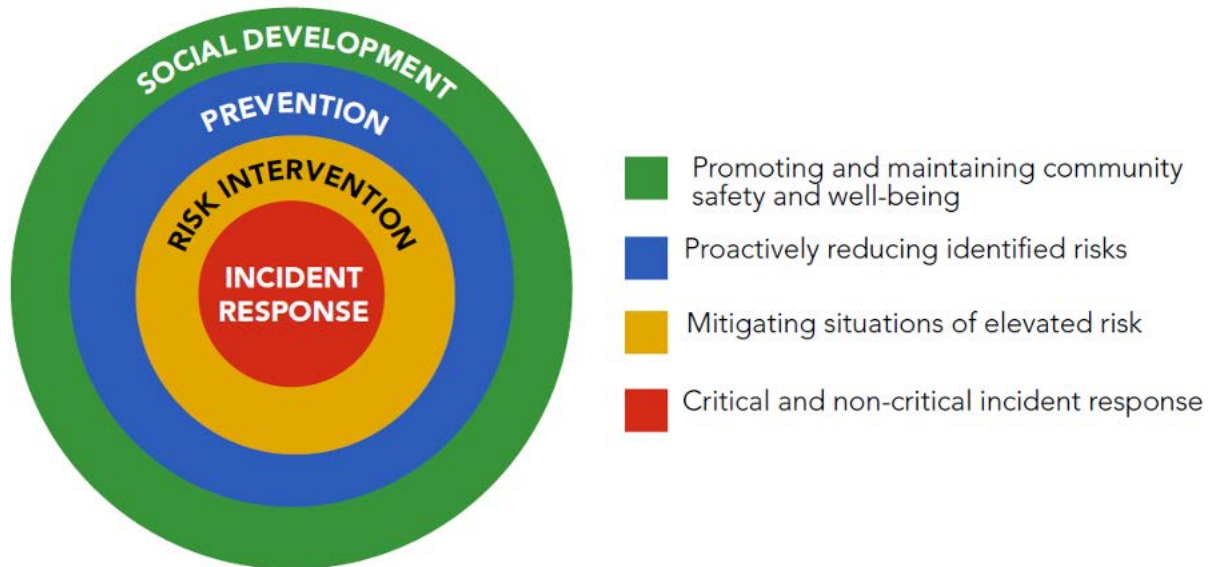
The Sioux Lookout OPP Detachment experiences higher than average officer turnover due to the frequency of requested transfers south.²⁰ This results in the routine placement of new officers who do not have a longstanding familiarity with the history and context of the Sioux Lookout region. This presents a continued need for local contextual training and education and a challenge when trying to establish long-term community relationships with officers.

The urban planning of Sioux Lookout also presents a unique safety challenge for the community. The presence of the Trans Canada rail line through the downtown area creates community safety risks, as a busy national rail line runs directly through the main business center of the community.



Provincial Community Safety and Well-Being Planning Framework

The Ministry of the Solicitor General outlines a planning framework to support municipalities in developing a comprehensive approach to mitigate harm and promote safety and well-being. The framework outlines four levels of intervention:



Social development: Addresses underlying causes of social issues through upstream approaches that promote and maintain individual and community wellness.



Prevention: Applies proactive strategies to known and identified risks that are likely to result in harm to individuals or communities if left unmitigated.



Risk intervention: Identifies and responds to situations of acutely elevated risk and mobilizes immediate interventions before an emergency or crisis-driven response is required.



Incident response: Requires intervention by first responders such as police, paramedics, and other emergency-driven services.

Sioux Lookout's CSWB Plan consists of strategies and actions that fall within the four levels of intervention while focusing our collective efforts on social development and prevention. Ultimately, the goal is to reduce the need for incident response by addressing underlying issues.

Plan Guiding Principles

Anti-racism

A history of systemic marginalization of Indigenous peoples has manifested as continued inequitable outcomes at the community level. Indigenous residents experience a higher incidence of morbidity and mortality, lower levels of educational attainment, and fewer economic opportunities.²¹ These experiences require sustained proactive action and focus, which places Indigenous residents at risk of competing priorities and burnout when advocating for themselves. When talking about inequitable outcomes, it is important to recognize that Indigenous peoples in Canada are not another equity-seeking group, as they are the original inhabitants of this land and are in fact sovereign peoples.

In the CSWB Community Survey, 90% of participants agreed that there are racist attitudes and/or behaviours present in Sioux Lookout. While the survey profile has its limitations as is not a fully community-wide poll, the level of awareness of this issue and the ability to speak to this says a lot about the motivation of the sample of the community to address racism and its inherent impacts. Awareness is a huge step in addressing racism and shows a commitment from the community towards an acknowledgment of the issue, which is a necessary step towards empowering those that are oppressed through racism.

Applying an equity lens

Applying an equity lens is a consistent theme throughout the CSWB Plan. Equity refers to fair, just and respectful treatment that recognizes and acknowledges the need to treat people differently depending on their needs and circumstances. It involves the removal of barriers to address historic and current disadvantages for under-represented and marginalized groups. Marginalized populations face inequities in access and outcomes due to systemic barriers and historic disadvantage. This hinders their ability to feel safe and live to their full potential. As part of an equity lens, there will be consideration of anti-racist, anti-oppressive and culturally safe approaches to the work.

Social determinants of health

The conditions in which people are born, grow, work, live and age influence their overall health and well-being. These conditions, known as the social determinants of health, include social and economic factors that can positively or negatively influence health outcomes.²² The social determinants of health can include income, employment and working conditions, education and literacy, childhood experiences, physical environments, social supports and coping skills, healthy behaviours, access to health services, genetic dispositions, gender, culture, and race/racism. Recognizing that factors outside the control of individuals can influence their well-being impacts the types of preventive and upstream measures that are needed to influence population health.



Collective Impact

A strategy of collective impact is important for the Plan to be successful. This form of collaboration brings people together in a structured way towards a common agenda and plan of action to address a complex social problem.²³ The collective impact approach is characterized by five core elements that facilitate effective cross-sector collaboration and the resulting population-level impacts. The underlying elements of collective impact for the Plan include:

- **Common agenda:** All participants share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem through agreed-upon actions.
- **Shared measurement:** All participants agree on how to measure and report on progress, with a shortlist of common indicators identified to drive learning and improvement.
- **Mutually reinforcing activities:** A diverse set of stakeholders, typically across sectors, coordinate a set of differentiated and mutually reinforcing activities.
- **Continuous communication:** All players are engaged in frequent, structured communication to build trust, assure mutual objectives and create common motivation.

Partnerships are critical to addressing the community risk issues. Many community challenges cut across multiple sectors and government ministries, therefore coordination and activities by several community agencies will be needed to achieve the Plan's goals. The CSWB Plan strategies will enhance partnerships within the community and increase inter-agency partnership. The support of agencies' senior leadership is critical, to empower staff to prioritize partnerships and sustain and build momentum for cross-agency initiatives when faced with competing job priorities.



Identifying the Priority Areas of Focus

Community safety and well-being plans are broad and multi-faceted. They encompass many areas and intersect with many sectors. A combination of research, a review of existing data and community reports, and input from system leaders and community stakeholders was used to identify where to focus collaborative efforts for the Sioux Lookout CSWB Plan.

The challenges present in Sioux Lookout are interrelated and can create a positive feedback loop of negative consequences. This was explored with the CSWB Advisory Committee, as the relationship between various conditions, causes, core problems and effects/consequences were explored. This helped affirm that the issues facing Sioux Lookout were interconnected and that multiple priority areas of focus would be necessary to best address the factors that have the greatest impact on the community.

Through this process, six priority areas of focus were selected:

- I. Appropriate and affordable housing
- II. Mental wellness
- III. Substance misuse and addictions
- IV. Crisis Services' capacity for incident response and de-escalation
- V. Employee recruitment and retention
- VI. Community cohesiveness and vibrancy

Priority Areas of Focus

I. Appropriate and Affordable Housing

Appropriate housing is defined as accommodations that match the needs of the occupant(s), in that it is safe, adequately maintained, accessible and suitable in size.²⁴ For instance, Social Housing Accommodation Regulations consider housing as overcrowded if more than two people must share a bedroom, and if an individual over 18 must share a bedroom with another member of the household.

In Canada, housing is defined as affordable if it costs less than 30% of a household's before-tax income. Many people think the term "affordable housing" refers only to rental housing that is subsidized by the government. In reality, it's a very broad term that can include housing provided by the private, public and non-profit sectors. It also includes all forms of housing tenure: rental, ownership and co-operative ownership, as well as temporary and permanent housing.

There is an imperative need for strategies that address appropriate and affordable housing shortages experienced in Sioux Lookout throughout the housing spectrum.

The Housing Spectrum



Source: Canada Mortgage and Housing Corporation

In June 2018 the Municipality and community partners organized the Northern Housing Summit, bringing public and private organizations and contractors to Sioux Lookout. The Summit has been credited with facilitating an honest presentation of the building experience in the north to vendors and partners. While the Summit was a resource-intensive initiative, the importance of sustaining and replicating this educational awareness will be important to sustain other activities.

In 2018, the Kenora District Services Board executed its first Homelessness Enumeration. Baseline data is vital to understanding the challenges of homelessness and the extent of homelessness in the District. Three-hundred-ninety-three individuals were found to be homeless in the District of Kenora, 66 of which were from Sioux Lookout²⁵ - this is 17% of the District's homeless count, whereas Sioux Lookout is only about 8% of the District's population. Additionally, this places Sioux Lookout's homeless at about 1.18%, which is one of the highest rates of homelessness in the Province.

Sioux Lookout's Out of the Cold Emergency Shelter is under-resourced to meet the growing demands of shelter usage. In 2019 the shelter usage peaked at 768 unique individuals which in comparison is equivalent to about 20% of Sioux Lookout's population.²⁶ In 2010 there was 3,500 person night stays, which increased to 5,000 person night stays a year today, which is already limited by the shelter's capacity and otherwise could have risen higher.²⁷ Furthermore, conditions do not meet basic needs for privacy or gender separation. There is no provision for youth. The capacity to deal with mental health and addictions issues and medical care needs are limited. Due to lack of space, resources, staff, and inability to provide the noted separations, many people are being denied the basic human right of shelter.²⁸

In 2018, the Kenora District Services Board opened the 20-unit Supportive Housing Complex to assist individuals who struggle with complex challenges in maintaining their housing and culture. These individuals otherwise can be caught in a perpetual cycle of trauma, which results in unsustainable pressure on emergency, health, social and judicial services. For instance, the provision of mental health and addition services is not part of the provincial funding model for emergency shelters, and since the opening of the Supportive Housing Complex, the Out of the Cold Emergency Shelter has experienced some relief in the reduction of chronic unhoused individuals with mental health or addictions challenges. Additionally, in a comparison conducted between the four months before versus after moving in, the 20 residents of the Supportive Housing Complex collectively required 188 fewer calls for services a decrease of 56%.²⁹ This decrease in the calls for service can be annualized to an estimated cost savings of approximately \$190,000 per year.³⁰



II. Mental Wellness

Mental health and wellness related services and supports in rural and northern Ontario communities are less comprehensive, available and accessible than in urban areas. The health status of a population is commonly seen to be inversely related to the remoteness of its location.³¹ Additionally, the colonial legacy of the Federal Government further impacts the larger demand for mental health services as Indigenous peoples can trace their experiences poor mental health and addictions to trauma caused by colonialism, forced relocation from traditional lands, removal of children, residential schools and the erosion of land-based economies.

Youth in Sioux Lookout are particularly challenged by their mental health. The Sioux North High School reports that 23% of its students have anxiety disorders.³² At one point there was about 12 known youth living in Sioux Lookout who had dropped out of school, were unemployed, frequented the streets and had problems with substance abuse.³³ The OPP reported 194 youth incarcerations, and 172 charges in 2015.³⁴

Between 2017-2020, the Keewatin Patricia District School Board implemented the Saakihitiwaac Tipenchikaywin (A Loving Family) project that targeted at-risk youth, with a focus on at-risk and Indigenous youth. The project provided proactive and preventative programs as well as alternative learning therapies that include a strong cultural component and link to their communities with the goal of impacting high school graduation rates of youth at risk for leaving school. By building capacity to develop problem solving skills and address trauma through these modalities, youth, many of whom are Indigenous, were assisted to graduate.



III. Substance Misuse and Addictions

An addictions treatment centre would allow people the opportunity to secure treatment within the community when they are ready for it. Currently, people do not have access to treatment due to long waitlists and/or the inability to travel long distances to the treatment centre locations that exist in the region. People need to be close to their families and support systems in a culturally appropriate setting.

Heavy drinking is 40% higher in the Kenora District than Ontario as a whole (25.5% vs. 18.2%),³⁵ however, there are currently no detox beds in Sioux Lookout. In 2018 there were over 5,500 in-custody (overnights) in the OPP Detachment detention cells (an average of 12.5 people per night or the equivalent of 1 night per resident).³⁶ This has trended up steadily – whereas in 2013 the number was 3,906. It is estimated that 4,200 of those stays are directly related to mental health and addictions/drugs and alcohol. The health system currently has no capacity or facility to handle this in Sioux Lookout. Emergency Department visits at our hospital continue to rise – over the past 10 years from 13,000 to approximately 24,000 in 2018.³⁷ Police officers are forced to make choices – leave intoxicated/ incapacitated people on the street, call an ambulance, or take them into custody. There are discussions to repurpose the current Long Term Care beds into a detox facility once the new LTC operational funding is approved, however, this opportunity will take some time to be realized.

IV. Crisis Services' Capacity for Incident Response and De-escalation

Over the past decade, police have increasingly been called to situations involving individuals who are facing mental health crisis, addictions, homelessness and other complex social issues. Although police and emergency response are often the first points of contact in these situations, they are a temporary fix and do not address the need for long-term supports in our community. Providing specialized service for those with trauma or who are experiencing mental health crises is not included in the skillset of all frontline workers. To help improve Emergency response workers' ability to better serve vulnerable residents of Sioux Lookout, there are training opportunities like Bimaadiziwin³⁸ at the Sioux Lookout Meno Ya Win Health Centre or Shkaabe Makwa's Project ECHO³⁹ delivered virtually by the Centre of Mental Health and Additions.

A focus on prevention and getting people access to the supports they need in the community before they end up in crisis is necessary. A rich body of evidence also demonstrates that investing upstream in social, health and community infrastructure and preventive services can ultimately improve health and social outcomes and prevent crime. In 2020, Sioux Lookout's OPP Detachment concluded a Mobile Crisis Unit pilot project in partnership with the Sioux Lookout Meno Ya Win Health Centre. The pilot had Crisis Support Nurses respond alongside OPP officers and over 11 months in 2019 responded to 496 encounters diverting 449 hospital visits.⁴⁰ With the conclusion of the pilot, the initiative is continuing through a collaborative project between the Northwestern Health Unit (NWHU), Sioux Lookout OPP, Sioux Lookout First Nations Health Authority (SLFNHA) and Canadian Mental Health Association, Kenora Branch (CMHA) in the formation of a Crisis Response and Harm Reduction Mobile Outreach Team.

V. Employee Recruitment and Retention

Education is critical to enhancing local talent and creating a pipeline of residents who can fill job openings. If Sioux Lookout residents can see the local demand for skilled professionals as career opportunities for themselves, and the pathways for them to pursue the appropriate education and training are fostered, then the need to recruit and retain employees from outside of the Sioux Lookout region may be able to be alleviated in the future.



In October 2019, the Sioux Lookout Area Aboriginal Management Board (SLAAMB) organized their first Career Fair, hosted at the Sioux North High School. The event involved 600 regional students from Sioux North High School, Dryden High School, Pelican Falls First Nations School, and Sioux Mountain Public School, who had the opportunity to learn from and ask questions to 37 different companies and organizations in attendance.

Many youth from fly-in communities enter high school in Sioux Lookout behind their grade level, needing additional catch up help. In 2012-2013, only half of Indigenous youth graduated from high school compared to 75% for others.⁴¹ To address the chronic shortage of livable housing for Indigenous students in Sioux Lookout, the Independent First Nations Alliance (IFNA), a northern Tribal Council servicing five First Nations communities, constructed two dwelling units, starting the Home Away program with the completion of their construction in September 2019. The Home Away program has resulted in students thriving in the new home environment created in these dwellings. The students are not only being given academic opportunities, but also extracurricular ones such as snowmobiling, boating, beading, sewing, snowshoeing, and even an onsite hockey rink. The nurturing environment created through this system has allowed the students to thrive academically as well. Currently, students staying in these dwellings have earned 98.9% of their credits for the first semester and many have grades at or above the Provincial standard.⁴² This represents a dramatic improvement in achievement for these students from previous years. As a result, IFNA is currently in the planning stages to add two additional units.

VI. Community Cohesiveness and Vibrancy

Sioux Lookout and its surrounding area have a long and rich history due to its natural waterways, making it a natural confluence for travellers first by canoe and later by railway. Indigenous artwork and language can be found across the community. Annual community celebrations such as the Blueberry Festival bring the community together.

However, there are vocal concerns from community residents about the cohesiveness and vibrancy of the community. Many residents feel uncomfortable or unsafe (42% during the day and 73% after dark)⁴³ when visiting the downtown area. There is interest from the community in increasing community interactions, fostering a stronger entrepreneurial market to allow for a wider variety of goods and services that are accessible to a greater range of residents, and the improvement of private and public properties in a manner that reflects a caring and thriving community. The Municipality of Sioux Lookout continues to make efforts to address these challenges as in 2010 there was a commissioned Sioux Lookout and Hudson Downtown Revitalization Study. The Municipality currently has a Community Improvement Plan.

Role of the Municipality and Partners

For the plan's activities the Municipality's role will predominately be 1 of 3 functions:

1. Advocacy
 - a. Municipal endorsements
 - b. Supporting initiatives
 - c. Lobbying for initiatives
2. Convening
 - a. Meeting with stakeholder groups
 - b. Brokering partnerships and committees
3. Monitoring
 - a. Data collection and reporting
 - b. Reviewing outcomes
 - c. Amplifying findings

In the implementation of the Plan the Municipality will enact activities aligned with these functions, working with community partners utilizing the four elements of collective impact: common agenda, shared measurement, mutually reinforcing activities and continuous communication.

Priority Areas of Focus



I. Appropriate and Affordable Housing

Vulnerable/Target Groups:

The overall housing shortage in Sioux Lookout is impacting individuals and families of all ages, demographics and social backgrounds, however, the impacts are especially felt by vulnerable populations such as those facing poverty, mental health or addiction issues. Any strategy will need to look at increasing housing in the community broadly as well as housing for “hard to house” populations.

Goal Outcomes:

- Outline of how severe the housing shortage is and who is most impacted.
- Increase the availability of appropriate and affordable housing at all levels of economic attainment.

Key Activities can include:

- a. Convene stakeholders for community and regional housing planning and partnerships.
- b. Financial support and housing subsidies are identified for families.
- c. Educate potential vendors on the unique building environment of Sioux Lookout.
- d. Lobby public and private sectors to engage in measures to improve the housing stock in Sioux Lookout.
- e. Advocate that Market Priced housing alone will not be sufficient to meet the needs of the community and that significant investments in subsidized housing will need to be made.
- f. Advocate to provincial and federal governments and the private sector for continued and increased investment in housing across the continuum – shelters, transitional housing, supportive housing, subsidized housing and market housing.

II. Mental Wellness

Vulnerable/Target Groups:

While mental illness impacts individuals of any age, the youth in Sioux Lookout are at especially high risk due to the added pressures of relocation (for school and economic reasons), increased poverty, discrimination, cultural barriers and lack of extracurricular activity. Isolation and boredom and the resulting impacts on mental health can often progress to addiction and lifelong struggles. Many of the issues facing Sioux Lookout are interdependent and it is important to look at how impacting one area, such as housing, will create stability and support for those dealing with mental health issues.

Goal Outcomes:

- Vulnerable populations (such as youth and adults who move from northern communities) are identified and supported while living in Sioux Lookout.
- Youth and families feel welcomed and supported living in Sioux Lookout.
- Mental Health services are available and accessible to youth.

Key Activities can include:

- a. Recreational facilities and events are available to youth in the community.
- b. Social supports are incorporated into the fabric of the community (inclusiveness, community gatherings, welcoming events).
- c. Mental Health services are provided to youth in an environment they are comfortable in.

III. Substance Misuse and Addictions

Vulnerable/Target Groups:

Individuals with experiences of addictions and substance abuse, including those at-risk, in crisis, in recovery and supporting those in lifestyles of sobriety.

Goal Outcomes:

- Increase the opportunities for Sioux Lookout residents to receive addictions services in their community, in person or virtually.
- Greater diversity of addiction services to cater to different demographics such as youth, adults and Indigenous residents.
- An enhanced complement of mental health and addiction services in the community to provide capacity for wrap-around crisis and recovery resources.

Key Activities can include:

- a. Environmental Scan for mental health and addictions services specific to youth.
- b. Planning in place for services across the continuum – prevention, early intervention, intervention, treatment, and aftercare services.
- c. Convene community service providers and stakeholders for the collective implementation of a mental health and addictions service strategy.
- d. Advocate provincial and federal governments and the private sector for continued and increased investment in wrap-around crisis and recovery services.

IV. Crisis Services' Capacity for Incident Response and De-escalation

Vulnerable/Target Groups:

Emergency First Responders (law enforcement, Emergency Medical Technicians, Crisis Response, Emergency Care); individuals who experience episodes of crisis, especially those with mental illnesses or addictions or other marginalized populations such as Indigenous peoples.

Goal Outcomes:

- Front line workers have resources to aid in mental health and addiction incidents.
- Increase the awareness/compassion and skilled policing in the area of mental health, addictions and cultural inclusivity.
- Emergency services have crisis worker supports and alternatives to the detention system to de-escalate incidents involving those in crisis.

Key Activities can include:

- a. Endorse and support local emergency responders in receiving additional training on Anishinaabe Culture and Culturally Safe Training.
- b. Support, endorse and amplify the reporting of outcomes of the Harm Reduction Mobile Outreach Team .
- c. Continue to build on the relationship between community and police with more police involvement in community groups and forums.
- d. Continue to support Makwa Clan initiatives.

V. Employee recruitment and retention

Vulnerable/Target Groups:

In-demand skilled workers; youth; and adult learners

Goal Outcomes:

- Articulate and measure the community's skilled human resource needs.
- Increase the opportunities available for youth and young adults to pursue further education opportunities.
- Increase the supports and resources for those with mental health challenges to acquire and retain employment.
- Support local youth and adult learners to acquire skills/education to fill sought local positions to provide the level of services to meet community needs.

Key Activities can include:

- a. Monitor community skilled human resource gaps by collecting the status of stagnant job vacancies from local employers.
- b. Implement "Building our Own" initiative to grow and develop local youth.
- c. Welcome young professionals to the community and endorse local chapters of professional associations.
- d. Meet with regional school boards, post-secondary educational institutes and employment agencies to promote career pathways for Sioux Lookout youth and adult learners.
- e. Lobby employers to engage in measures to provide Sioux Lookout residents access to education and job training for in-demand jobs.
- f. Support employers on recruitment, retainment and incentive packages for employment opportunities.

VI. Community cohesiveness and vibrancy

Vulnerable/Target Groups:

Impacts individuals and families of all ages; Indigenous peoples; visible minorities and low-income households.

Goal Outcomes:

- Increase the number of opportunities for residents of Sioux Lookout to celebrate the rich cultural and natural wonders of the community.
- Increase the engagement of community and surrounding region in cultural and natural amenities of Sioux Lookout.
- Celebrate Sioux Lookout as a place of rich cultural heritage.

Key Activities can include:

- a. Update the Municipal Cultural Plan
- b. Expand on outdoor experiences such as parks, trails, beaches, and cultural activities.
- c. Support the continued and increased expansion of recreational programming, festivals, community gathering places and celebrations of Sioux Lookout heritage and diversity.
- d. Support, promote and enhance the celebration of Indigenous culture and community through community feasts, gatherings, welcoming northern students and pow wows.
- e. Support collaboration with the Friendship centre and activities of inclusiveness.
- f. Proactively address racism and discrimination in the community;
 - Local history taught to educate adults and kids,
 - Include Elders and Knowledge Keepers in community planning initiatives,
 - Promote partnerships with schools and cultural agencies,
 - Welcoming services for children - trade show approach, community feasts,
 - Inclusivity of Youth and the LGBTQ2S+ community.
- g. Lobby public and private sectors to invest and sponsor Sioux Lookout recreation, entrepreneurship and beautification.

Implementing the Plan

For the CSWB Plan's implementation, appropriate and achievable inputs and outputs will need to be affirmed by community stakeholders. These stakeholders must then join the Municipality in the commitment to implement them. Inputs comprise of financial, human, material and information resources dedicated to the initiative/program (e.g., grant funding, dedicated human and capital resources, agreed partnership, etc.). Outputs are direct products or services resulting from the implementation of the plan's activities (e.g., multisector collaboration, clients connected to service, development of a plan, completion of a program, etc.).

The Municipality of Sioux Lookout has been and continues to be very proactive in the lobbying to senior provincial leaders to assist in address long standing community challenges expanded upon in the CSWB Plan. While community buy-in, coordination and collaboration are important to make gains on the Plan's goals, targeted financial resource commitments from senior levels of government will need necessary to see the Plan's goals to fruition.

Performance Measurement Framework

A Performance Measurement Framework (PMF) is important so that community progress can be tracked and evaluated against the CSWB plan. A PMF should correspond with the strategic priorities, as follows:

1. From the plan's strategies, list the identified outcomes, as well as the outputs once they are determined. It is important to measure both outputs and outcomes – output indicators show that planning partners are doing the activities they set out to do, and outcome indicators show that their activities and outputs are having the desired impact or benefit on the community or target group.
2. Develop key performance indicators;
 - a. Quantitative indicators – these are numeric or statistical measures that are often expressed in terms of unit of analysis (the number of, the frequency of, the percentage of, the ratio of, the variance with, etc.).
 - b. Qualitative indicators – qualitative indicators are judgment or perception measures. For example, this could include the level of satisfaction from program participants and other such feedback.
3. Record the baseline data; information captured initially to establish the starting level of information against which to measure the achievement of the outputs or outcomes.
4. Forecast the achievable targets; the “goal” used as a point of reference against which planning partners will measure and compare their actual results against.
5. Research available and current data sources; third party organizations that collect and provide data for distribution. Sources of information may include project staff, other agencies, organizations, participants and their families, members of the public and the media.
6. List the data collection methods; where, how and when planning partners will collect the information to document their indicators (i.e., survey, focus group).
7. Indicate data collection frequency; how often the performance information will be collected.
8. Identify who has responsibility; the person or persons who are responsible for providing and/or gathering the performance information and data.

An PMF for the Plan has been started with the goal outcomes, indicators, data sources and reporting frequencies. The establishment of baseline data and future targets can be added in future evaluation iterations.

CSWB Plan Strategies

Goal Outcomes	Indicators	Data Sources	Frequency
Outline of how severe the housing shortage is & who is most impacted.	Number of homelessness and housing waitlist volumes are decreasing.	StatsCan KDSB	Annually
Increase the availability of appropriate & affordable housing at all levels of economic attainment.	Number of newly available housing at each economic housing level.	StatsCan KDSB	Annually
Vulnerable populations (such as youth and adults who move from northern communities) are identified & supported while living in Sioux Lookout.	New attendance numbers at community events and newcomer events.	Attendance numbers at cultural and natural events.	Annually
Youth & families feel welcomed & supported living in Sioux Lookout.	Attendance numbers at community events is increasing.	Attendance numbers at cultural and natural events.	Annually
Mental Health services are available & accessible to youth.	Number of mental health services available targeting youth. Utilization rate of youth-oriented mental health services.	KPDSB KCDSB NNEC SLFNHA SLMHC NWHU	Annually
Increase the opportunities for Sioux Lookout residents to receive addictions services in their community, in person or virtually.	Number of MH&A services available across the continuum of prevention/intervention/treatment and aftercare.	SLMHC SLFNHA NWHU	Annually
Greater diversity of addiction services to cater to different demographics such as youth, adults & Indigenous residents.	Number of MH&A services available across the continuum of prevention/intervention/treatment and aftercare.	SLMHC SLFNHA NWHU	Annually
An enhanced complement of mental health & addiction services in the community to provide capacity for wrap-around crisis & recovery resources.	Number of wrap-around crisis and recovery resources.	SLMHC SLFNHA NWHU	Annually
Front line workers have resources to aid in mental health & addiction incidents.	Number of incarcerations for mental health and crisis incidents is decreasing. Number of crisis calls utilizing MH&A services are increasing.	OPP SLMHC NWHU	Annually
Increase the awareness/ compassion & skilled policing in the area of mental health, addictions & cultural inclusivity.	Number of OPP officers who receive additional training on Anishinaabe Culture and Culturally Safe Training is increasing.	OPP	Annually
Emergency services have crisis worker supports & alternatives to the detention system to de-escalate incidents involving those in crisis.	Number of encounters for the Crisis Response and Harm Reduction Mobile Outreach Team. Number of MH&A emergency room admissions are decreasing.	OPP SLFNHA NWHU	Annually

Goal Outcomes	Indicators	Data Sources	Frequency
Articulate & measure the community's skilled human resource needs.	Scan of local industry needs and vacancies completed	Local employers including government.	Annually
Increase the opportunities available for youth & young adults to pursue further education opportunities.	Number of new opportunities available for youth to pursue post-secondary credentials	Regional colleges, universities, career colleges, online options.	Annually
Increase the supports & resources for those with mental health challenges to acquire & retain employment.	Number of initiatives available for employment support for those with mental health challenges is increasing.	Community service agency reports, employment Canada offices.	Annually
Support local youth & adult learners to acquire skills/ education to fill sought local positions to provide the level of services to meet community needs.	Number of new supports created for potential learners (e.g., technology, financial, literacy/numeracy support etc.).	KPDSB KCDSB NNEC KDSB SLAAMB Confederation College Sioux Hudson Employment Services Sioux Hudson Literacy Council Sioux Lookout Chamber of Commerce	Annually
Increase the number of opportunities for residents of Sioux Lookout to celebrate the rich cultural & natural wonders of the community.	Number of new cultural opportunities available to the community. Number of new natural opportunities available to the community.	Parks and recreation service offerings.	Annually
Increase the engagement of community & surrounding region in cultural & natural amenities of Sioux Lookout.	Number of individuals participating in recreational and cultural programming.	Attendance numbers at cultural and natural events.	Annually
Celebrate Sioux Lookout as a place of rich cultural heritage.	Increased participation in community events. Improved feedback on community events.	Attendance rates at community events. Community surveys.	Annually

Community Survey

The Survey had 325 fully completed responses and a total of 493 user interactions. This cumulated to a participation rate >5% than that of the total population which is a strong sampling.

The survey consisted of 10 pages, and a total of 52 total questions collecting information regarding:

- Education
- Employment
- Housing
- Recreation and Culture
- Mental Health
- Substance Use
- Community Safety and Perceptions of Ci
- Equity in the Community
- Community Well-Being
- Demographic Information

When looking at the survey participant profile in relation to Sioux Lookout's actual community profile there were the following observations:

- Age: No participants under 18 – When accounting for the absence of this age demographic, the survey participant profile was otherwise fairly representative of Sioux Lookout's age distribution.
- Education: The survey participant profile was overly representative of those with higher levels of education and under-representative of those without any level of education (i.e. did not finish high school) or those with a high school diploma as their highest level of education, so those who have experienced educational barriers when seeking employment may not have been fully represented in the survey.
- Income: The survey participant profile was fairly representative of the true distribution of household incomes.
- Gender Identity: The survey participant profile saw more participation by those who identified as female.
- Ethnic diversity: 61% of the survey participants identified as Caucasian, with participation from individuals who identified as First Nation, Metis and visible minorities.

Data Tables and Figures

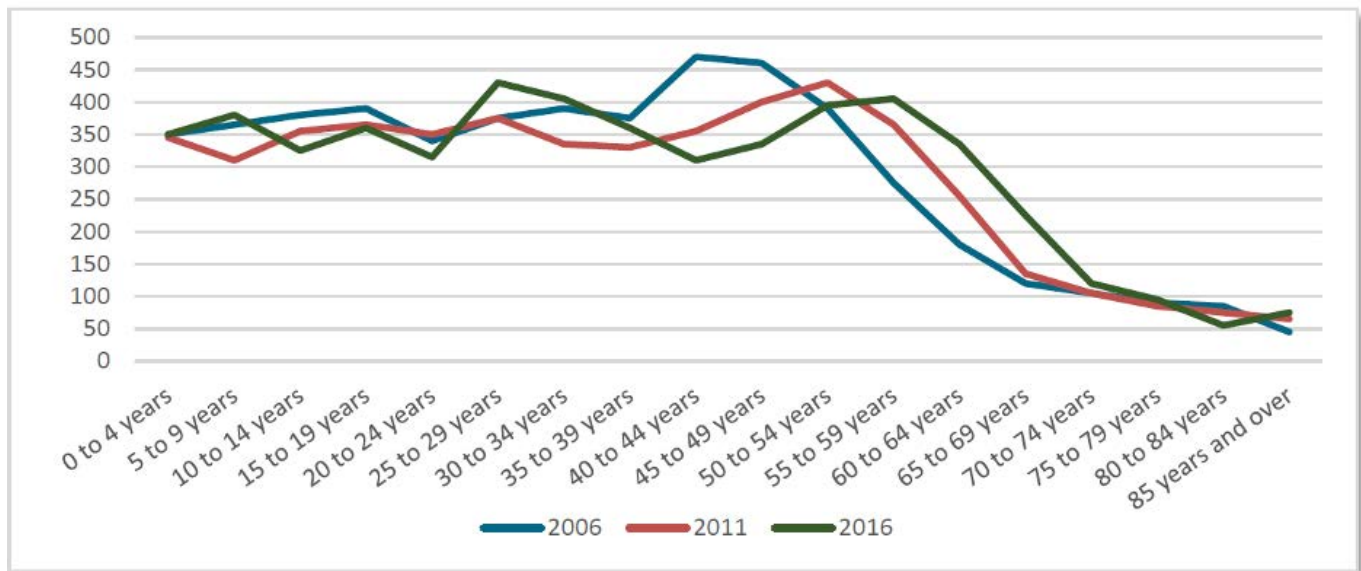
Table 1: Census Population Over Time and Projected Growth

Region	2006	2011	2016	2019*	2024*	2029*
Sioux Lookout	5,183	5,037	5,272	5,648	5,968	6,359
% Change from Previous Census	-2.9%	-2.8%	4.7%	/	5.7%	6.5%
Ontario	12,160,282	12,851,821	13,448,494	14,402,859	15,082,674	15,794,576
% Change from Previous Census	6.6%	5.7%	4.6%	7.1%	4.7%	4.7%

Source: Statistics Canada 2006, 2011, 2016. McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

* Census data only accounts for those who answered the census, while Manifold data is an estimate of the entire population. Because of the difference in methodology, they are not directly comparable.

Figure 1: Age Profile of the Census Population Over Time, 2006-2016



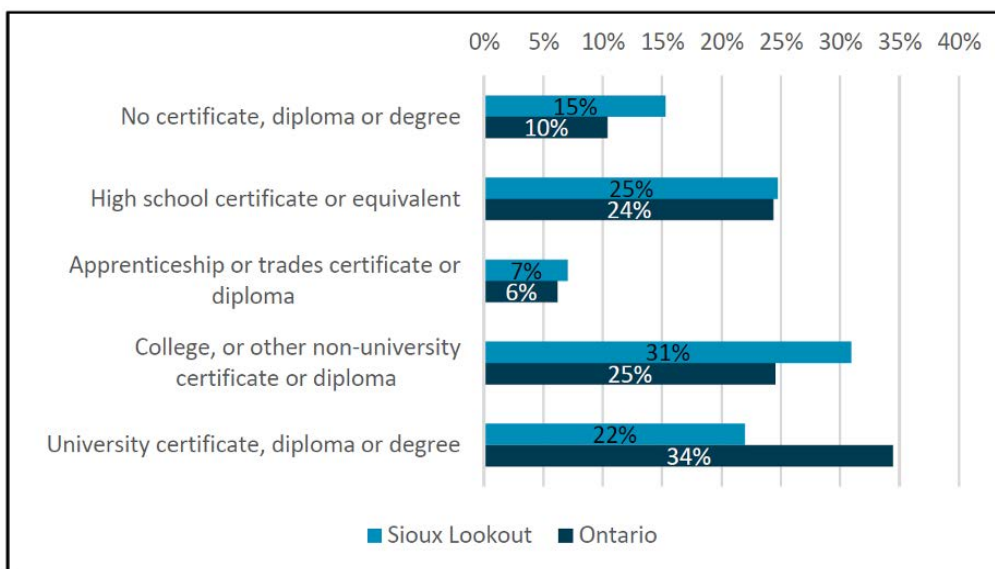
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2017.

Table 2: Age Profile of the Estimated Population, 2019

Characteristics	Sioux Lookout	Sioux Lookout (%)	Ontario (%)
Total Population	5,648	100.0%	100.0%
0 to 4 years	344	6.1%	5.0%
5 to 9 years	396	7.0%	5.6%
10 to 14 years	400	7.1%	5.9%
15 to 19 years	361	6.4%	5.7%
20 to 24 years	370	6.6%	6.3%
25 to 29 years	391	6.9%	6.7%
30 to 34 years	437	7.7%	6.5%
35 to 39 years	407	7.2%	6.5%
40 to 44 years	358	6.3%	6.4%
55 to 49 years	346	6.1%	6.7%
50 to 54 years	374	6.6%	7.2%
55 to 59 years	435	7.7%	7.8%
60 to 64 years	413	7.3%	7.0%
65 to 69 years	242	4.3%	5.1%
70 to 74 years	154	2.7%	4.2%
75 to 79 years	86	1.5%	3.0%
80 to 84 years	57	1.0%	2.1%
85 years and over	74	1.3%	2.3%

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2019.

Figure 2: Educational Attainment, Age Group 25-64, 2019



Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2019.

Table 3: Total Individual Income Levels, 2019

Characteristics	Sioux Lookout	Sioux Lookout (%)	Ontario (%)
Total population 15 years+	4,507	100.0	100.0
Without income	133	3.0	4.4
With income	4,374	97.0	95.6
Under \$5,000	437	9.7	13.7
\$5,000 to \$9,999	546	12.1	16.4
\$10,000 to \$14,999	495	11.0	13.0
\$15,000 to \$19,999	502	11.1	10.5
\$20,000 to \$29,999	524	11.6	9.3
\$30,000 to \$39,999	483	10.7	7.4
\$40,000 to \$49,999	431	9.6	5.8
\$50,000 to \$59,999	272	6.0	4.5
\$60,000 to \$79,999	187	4.1	3.5
\$80,000 to \$99,999	135	3.0	3.0
\$100,000 and over	361	8.0	8.4
\$100,000 to \$124,999	265	5.9	5.1
\$125,000 and over	96	2.1	3.3
	Sioux Lookout	Ontario	
Median total income \$	\$49,803	\$36,975	
Average total income \$	\$53,512	\$52,511	

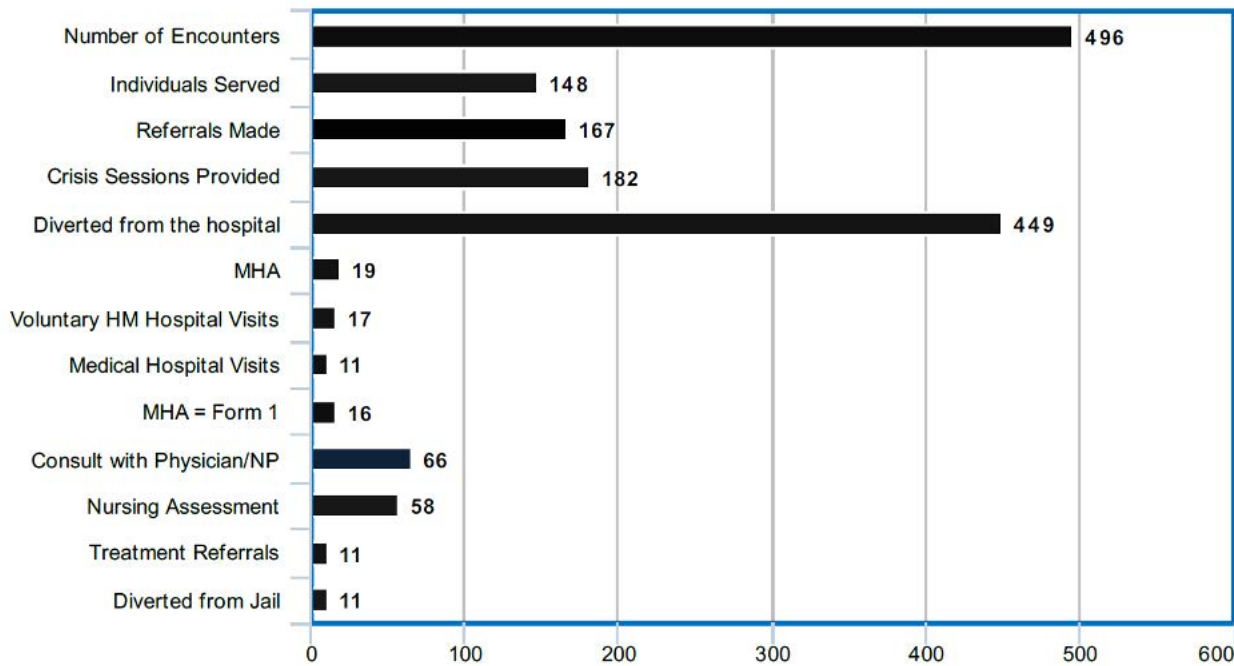
Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2019 (2018 incomes).

Table 4: Sioux Lookout Dwelling Characteristics, 2017. Source: 2019 Community Profile

Characteristics	Sioux Lookout	Ontario
Rented	38%	30%
Median monthly shelter costs for rented dwellings	\$1,147	\$1,059
Average monthly shelter costs for rented dwellings	\$1,100	\$1,166
Spending 30% or more of household total income on shelter costs	17%	28%
Median household income	\$96,762	\$81,820
Average household income	\$107,358	\$106,649

Source: McSweeney & Associates from Manifold Data Mining Inc. SuperDemographics 2019 (2018 incomes).

Figure 3: OPP Mobile Crisis Unit Service Statistics: February 1, 2019 – December 31, 2019.



Source: Sioux Lookout OPP Detachment

Table 5: Annual Violent Crime Incident Rates per 100,000 Population

Jurisdiction	2014	2015	2016	2017	2018	Average
Sioux Lookout	3,289.21	2,495.33	4,213.40	4,839.76	3,916.47	3,750.83
Ontario	789.4	793	805.89	853.98	898.66	828.19

Source: Statistics Canada. Table 35-10-0180-01 Incident-based crime statistics, by detailed violations, police services in Ontario

Table 6: Mental Health and Addiction Emergency Department Visits per 100,000 Population

Sioux Lookout Meno Ya Win Health Centre, 2014	6,386
Sioux Lookout Meno Ya Win Health Centre, 2012	4,114
Northwest Local Health Integration Network, 2012	929
Ontario, 2012	374

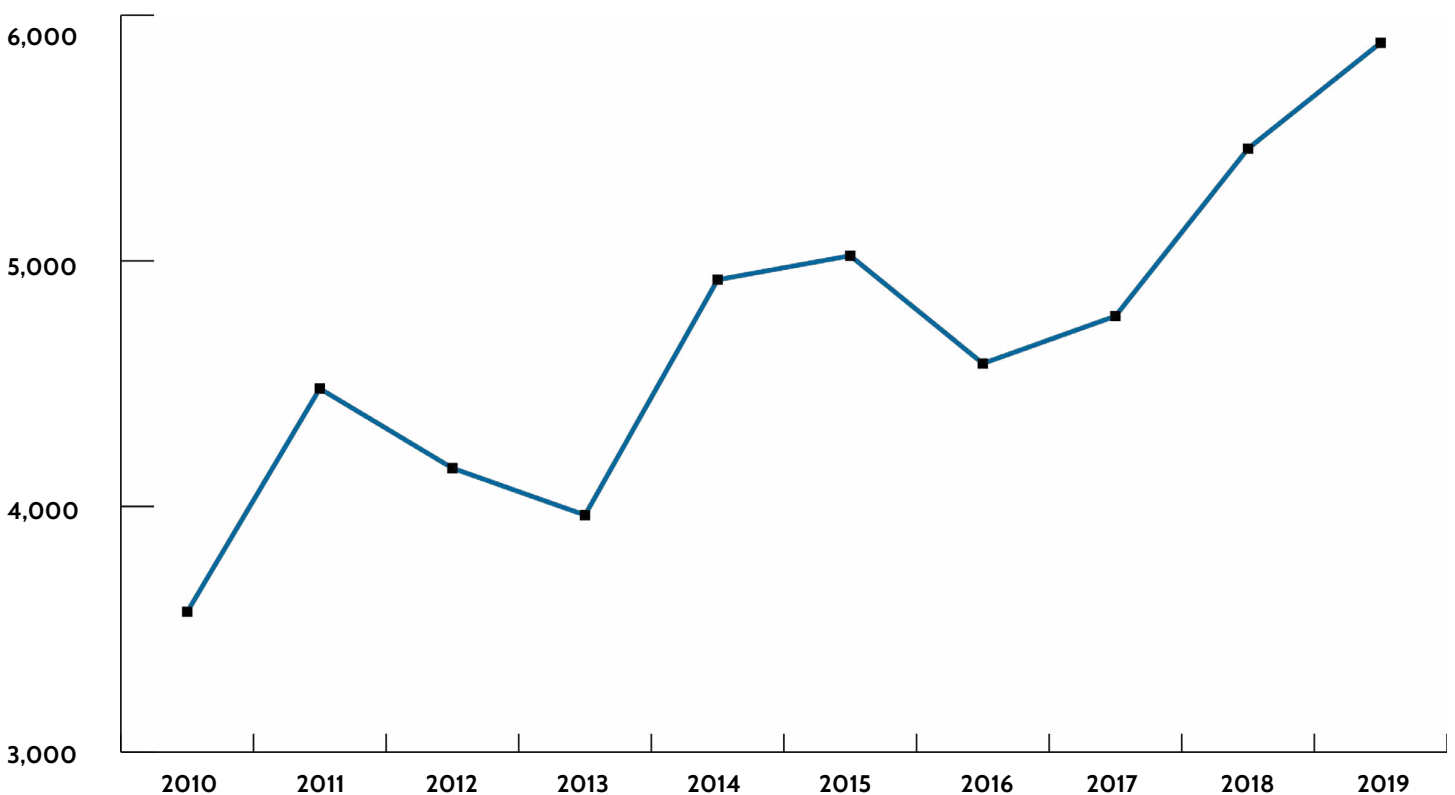
Source: SLMHC. https://www.slmhc.on.ca/assets/files/ED_use_and_MHA.pdf

Table 7: Out of the Cold Emergency Shelter 10-Year Utilization

Measure	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
Total Guest Nights	5888	5457	4775	4582	5021	4923	3965	4156	4480	3571
Unique Individuals	768	708	597	585	568	594	651	573	583	465
Did Not Stay Overnight	143	98	63	73	85	76	89	55	36	29
Stayed One Night Only	285	279	276	262	230	265	288	241	252	201
Stayed 2-10 Nights	231	221	184	172	172	165	175	212	212	175
Stayed 11-30 Nights	61	67	43	39	39	55	43	44	53	32
Stayed 31-100 Nights	37	33	19	32	35	23	18	12	17	24
Stayed 101-200 Nights	10	8	7	4	4	7	5	6	6	1
Stayed Over 200 Nights	1	1	1	3	3	3	3	0	3	3

Source: Values provided by Out of the Cold Program

Figure 4: Out of the Cold Emergency Shelter 10-Year Trendlines



Source: Values provided by Out of the Cold Program

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