

LANARK COUNTY SITUATION TABLE PROJECT



ANNUAL REPORT

October 2016 to September 2017

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LANARK COUNTY SITUATION TABLE PROJECT

EXECUTIVE SUMMARY

Since it began in September 2015, the Lanark County Situation Table Project has been making strides towards community safety and well-being in Lanark County and Smiths Falls. Over the past year (October 2016 to September 2017), the project has continued with its main objectives of operating a situation table (risk intervention), as well as undertaking the process of developing a community plan for safety and well-being.

The situation table currently has 23 participating front-line, human-service agencies coming together to identify and intervene in situations when individuals or families are at an acutely elevated level of risk. The situation table meets twice monthly or on an ad hoc basis if necessary, and operates under strict privacy guidelines and protocols around the threshold of acutely elevated risk. It uses an online Risk-Driven Tracking Database provided by the Ministry of Community Safety and Correctional Services to record de-identified information, including age range, risk factors, study flags and agencies involved. A four-filter process is used to assess whether a situation meets the threshold for acutely elevated risk and, therefore, can proceed to wraparound intervention by relevant agencies.

In this reporting period, 64 discussions were held with 69% being concluded with risk lowered. Since inception to the end of September 2017, there have been 124 referrals with 67% concluded with risk lowered. Police (Lanark County OPP and Smiths Falls Police Service) continue to be the lead originating agency for referrals (64%), which is a provincial trend, but they do not tend to be as involved in interventions. Mental health, addictions and victim services agencies are involved with the majority of referrals at the intervention stage. The top risk categories from the referrals within the reporting period are criminal involvement, mental health and drugs. A breakdown of risk categories for age group and sex shows some variances, which could be explored as the sample size increases. Lanark County OPP has done some analysis of numbers of calls for service for individuals it has referred to the situation pre- and post-referral, which shows an overall downward trend in the number of calls. An analysis of the first five OPP referrals also highlighted a reduced number of officer hours dedicated to those individuals, as well as a change in the nature of some post-referral calls that warrants further study. Although it is difficult to measure, averted 9-1-1 calls/negative contacts because individuals are being connected to more appropriate services, such as mental health and addictions, will result in savings in police costs and increased efficiencies for first responders.

The process for the community plan for safety and well-being is well underway. A cross-sectoral steering committee has met several times. Following the development of terms of reference and a roadmap, an outline was developed and a first draft created based on consultation with focus groups and stakeholders, networking, research, a survey and discussions. The draft identifies issues and gaps in 11 priority areas with potential strategies outlined in each of the four sections of the community safety and well-being framework: social development, prevention, risk intervention and emergency response. Upon completion it will include timelines and teams.

This project has received a combination of provincial, municipal and in-kind contributions, including two Proceeds of Crime Front-Line Policing grants and the current Policing Effectiveness and Modernization Grant. This supports the part-time coordinator's salary, administration expenses/supplies, training, mileage and more.

The coordinator is a member of several local committees that play a key role in information sharing and networking and have been valuable in the community safety planning process and that have been involved with several innovative initiatives. There are also ongoing efforts to share information with municipalities and agencies about project activities. Thank you to the collaborative efforts of all partner agencies involved in various processes to benefit the community through this risk-intervention model.

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INTRODUCTION

When the Lanark County Situation Table Project began in September 2015, its main short-term objectives were to implement a situation table and start the process for a community plan for safety and well-being for Lanark County and Smiths Falls. The model grew from the philosophy that it is important to identify root causes of crime and social disorder and to find ways to prevent or mitigate them. Through its two main objectives, the Lanark County Situation Table Project has been working to accomplish this.

The purpose of this document is to provide community partners, police services boards/community policing advisory committees and local municipal councils with an overview of activities from October 2016 to September 2017. This report will provide background (including key terminology and an explanation of process), situation table results for the current reporting period and since inception, an overview of the community plan for safety and well-being process and progress, and information about grants and other activities.

This project has been made possible by grants from the Ministry of Community Safety and Correctional Services, contributions from local municipalities and police services boards/community policing advisory committees, and in-kind support. Thanks to the Lanark County OPP and the Perth Police Services Board for taking the lead in establishing this model for Lanark County, and to the many partner agencies and their representatives who have embraced it and who work tirelessly to help vulnerable people throughout Lanark County and Smiths Falls.

Background

The Lanark County Situation Table is based on a risk-intervention model that was inspired by efforts in Glasgow, Scotland and eventually made its way to Prince Albert, Saskatchewan, where officials sought an innovative way to combat a wave of violent crime. The Ontario Association of Police Services Boards was fortunate to hear presentations by early proponents of the model in 2013, when Karyn McCluskey of the Violence Reduction Unit in Scotland and Detective Chief Superintendent John Carnochan spoke of their experiences with its implementation in Scotland. McCluskey says “crime is a public health issue,” and suggests that when a population enjoys the social determinants of health (related to income and income distribution, education, unemployment and job security, employment and working conditions, early childhood development, food insecurity, housing, social exclusion, social safety network, health services, Aboriginal status, gender, race, disability) it can eliminate many of the roots causes of crime. When an individual has the tools to succeed, it leads to better outcomes.

The Perth Police Services Board saw the benefits of this model and incorporated the principles into its 2014-2016 Business Plan, as did the Lanark County OPP for the same cycle. In early 2015, Lanark County OPP Detachment Commander Insp. Derek Needham engaged leadership of several local agencies to determine interest in proceeding with a situation table in Lanark County. Lanark County OPP, the Perth Police Services Board (PSB) and Smiths Falls Police Service partnered to apply for funding through a Proceeds of Crime Front-Line Policing Grant (2015-2016) to launch the project. The grant was approved in August and a part-time coordinator (Stephanie Gray) was hired in September. Throughout the fall, the coordinator worked to establish formal procedures and documents, such as a charter, confidentiality agreements and referral forms. A training session for front-line representatives of the charter member agencies was conducted by the Community Safety Services sector of the Ministry of Community Safety and Correctional Services in November 2015, and the first situation table meeting was held on Dec. 9, 2015 with 14 agencies represented at the table.

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A second successful Proceeds of Crime Grant for 2016-2017 allowed for the continued coordination position and ongoing operation of the situation table, as well as work towards the development of a community plan for safety and well-being and initiatives to help increase awareness of services in the area. In 2017, the Town of Perth, through Lanark County OPP, was eligible for a new grant called the Policing Effectiveness and Modernization Grant. Perth Town Council authorized the Perth PSB to use this grant to apply for funds to sustain situation table operations and to continue with the community safety planning process. The application was successful.

Since its inception the situation table has grown to include 23 agencies. It meets twice per month and on an ad-hoc basis when needed, and has had, as of Sept. 30, 2017, 124 referrals.

Risk-Intervention Model

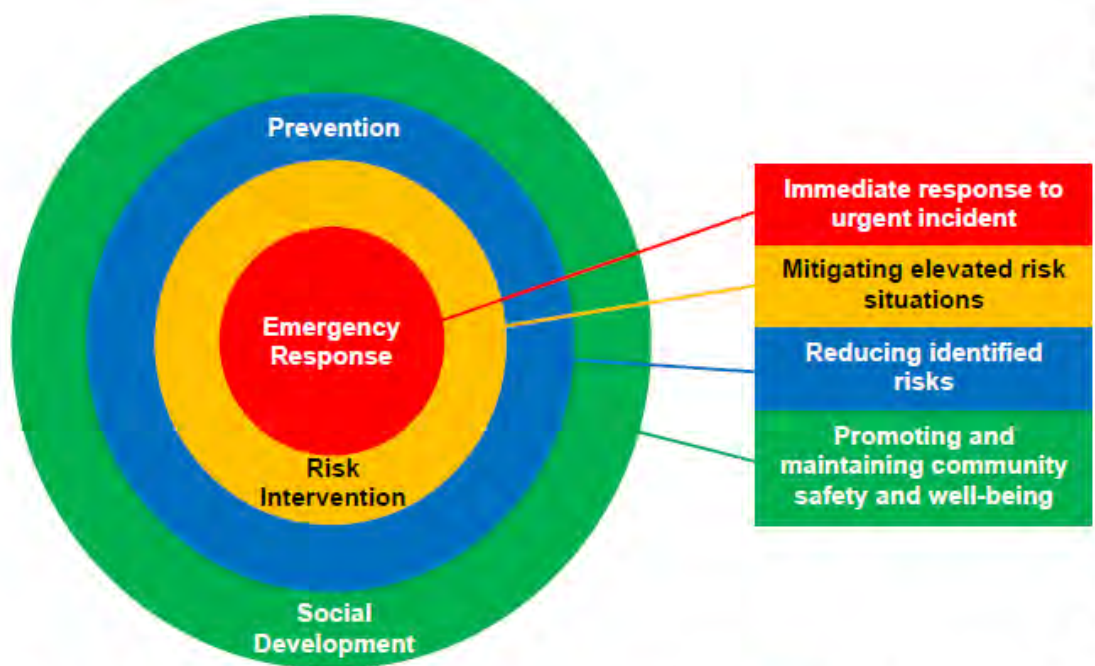


Figure 2: A Framework for Planning Community Safety and Well-being

The figure above demonstrates the philosophy behind the Lanark County Situation Table Project, which is, essentially, to work as a community to reduce crisis incidents requiring an emergency response, represented by the red zone. The ideal zone is the green zone, where social development and programs exist that represent the social determinants of health and give a population the tools it needs to succeed. These are protective factors that help promote community safety and well-being, such as financial security/employment, housing and good neighbourhoods, family supports, education, social network support, pro-social/positive behaviour, physical health and mental health. When risk factors are identified that require mitigation, the blue zone and prevention strategies enter the picture. If an individual is vulnerable, lacks protective factors and encounters numerous risks that place him or her at an acutely elevated risk of harm, this represents the yellow zone. This is where a risk-intervention tool such as the situation table comes into play and helps to mitigate risk so that an emergency response (red zone) is avoided.

The process for the community plan for safety and well-being takes all of the zones into account. A steering committee is working with the coordinator to develop and implement strategies in each of the four zones to address priority areas

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related to the social determinants of health, particularly where gaps in the system have been identified. Lanark County and Smiths Falls already have tremendous assets upon which to build, and these are also identified.

The discussion section of this report includes an overview of the operations of the Lanark County Situation Table and statistics for the period from Oct. 1, 2016 to Sept. 30, 2017, details about the methodology and progress on the community plan for safety and well-being, and an overview of grants and other activities for the project.

DISCUSSION

This section will provide an overview of the mechanics of the situation table, along with results seen during the reporting period and since inception, including the effect it has had on calls for service. It will also outline the community safety planning process and progress, as well as provide information about grants and other activities that have taken place.

Lanark County Situation Table Operation

The situation table brings front-line, acute-care, human-service agencies together to provide wrap-around support for individuals who meet a defined threshold of “acutely elevated risk.” This means, essentially, they are at imminent risk of harming themselves or someone else. There are currently representatives from 23 local agencies working in a privacy-protective manner to rapidly connect these individuals to appropriate services. Coordination support is provided through the Perth Police Services Board with the stand-alone coordinator position. The situation table has been meeting twice monthly since December 9, 2015. It also meets on an ad hoc basis when necessary, and has done so three times since inception. Part of its work involves identifying vulnerable populations, tracking prevalent local risk factors in a de-identified format (no personal information is collected/retained by the situation table), and identifying systemic gaps.

The Lanark County Situation Table migrated from the Excel version of a Risk-Tracking Database provided by Ministry of Community Safety and Correctional Services (MCSCS) to a new online Risk-Driven Tracking Database (RTD) in November 2016. The database allows for nationally comparative data for analysis and uses Microsoft Dynamics CRM 2013. It allows the situation table to track referrals in a de-identified format using a case number, general information about gender and age range, risk factors, study flags and agencies involved (originating and assisting). There are 102 risk factors and 26 study flags included in the database. The risk factors encompass a wide range of categories, such as addictions (alcohol, drugs, gambling), mental health (suicide, self-harm), physical health, criminal involvement, criminal victimization, violence (emotional, physical, sexual), parenting, truancy, basic needs, housing, poverty, antisocial/negative behaviour, gangs, and more. The study flags include such topics as acquired brain injury, disabilities (cognitive, developmental), domestic violence, fire safety, hoarding, homelessness, human trafficking, homicidal ideation, social media, transportation, geographic isolation, and more. Three individuals are licensed to use the RTD for the Lanark County Situation Table (the coordinator and two OPP data analysts who are authorized as data recorders for the meetings) and received training from MCSCS personnel in conjunction with representatives from North Grenville’s situation table. The system includes reporting capabilities to help with trend analysis and community safety planning. Reports are specific to each situation table and the system adheres to strict privacy and security guidelines.

The following agencies are represented at the Situation Table as of September 2017:

- Adult Probation and Parole – Ministry of Community Safety and Correctional Services
- Catholic District School Board of Eastern Ontario
- Change Health Care

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- Cornerstone Landing Youth Services
- Family and Children’s Services of Lanark, Leeds and Grenville
- Home and Community Care-South East Lanark/Rideau-Tay Health Links
- Lanark County Interval House
- Lanark County Mental Health
- Lanark County Paramedic Services
- Lanark County Social Services (Ontario Works, Social Housing, Children’s Services and Developmental Services)
- Lanark County Victim Services
- Lanark, Leeds, Grenville Addiction and Mental Health
- Leeds, Grenville, Lanark District Health Unit
- Ministry of Children and Youth Services (Probation)
- Ontario Disability Support Program
- Open Doors for Lanark Children and Youth
- OPP – Lanark County
- Perth and Smiths Falls District Hospital
- RNJ Youth Services
- Smiths Falls Police Service
- Thrive
- Transitional Aged Youth Program
- Upper Canada District School Board

Representation at the situation table has been very stable, with numerous individuals consistently attending on behalf of their member agencies. When new members come to the table, one-on-one meetings with the coordinator are available, and online training modules supported by written materials are provided. Individuals can also receive advice and information from their colleagues if, for example, they are replacing someone from their agency who has been attending the table.

The agencies at the situation table represent a range of human-service sectors and typically have a mandate to provide case management. This may include, for example, counselling for mental health or addictions; support for basic needs, including financial, housing, disabilities or health-care; supports related to domestic violence and sexual assault, or programs directed by and through probation. School boards are represented for the early intervention capabilities they inherently have through their daily contact with students who may be at risk, as well as the support systems they have for students. Representatives from participating agencies identify situations involving individuals who are at an **acutely elevated risk** (see definition on next page) of harming themselves or others and refer them to the group for consideration.

The Lanark County Situation Table itself does not conduct case management. Rather, the agencies involved at the intervention stage take on that role as appropriate and with consent. In addition, self-referrals are not accepted; referrals are made through one of the participating agencies. Several agencies that are not full participating members at the situation table, but that may encounter individuals who could be referred, have been made aware of the referral process.

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Referrals are made by core participating agencies following a **four-filter process** (see below), which helps to determine whether the referral meets the threshold for acutely elevated risk (see below). It operates in accordance with guidelines provided by the Ministry of Community Safety and Correctional Services and the Information Privacy Commission of Ontario. If an individual meets the threshold of acutely elevated risk, relevant agencies coordinate a rapid intervention with appropriate supports in an effort to prevent a crisis.

Acutely Elevated Risk

The Lanark County Situation Table uses the following definition of acutely elevated risk:

“Acutely elevated risk” is a reference to any situation impinging on individuals, families, groups or places where circumstances indicate an extremely high probability of the occurrence of victimization from crime or social disorder. Left untended, such situations would likely result in serious harm or lead to the situation worsening to the point where a more formal and intrusive intervention is required, such as targeted enforcement and/or other emergency responses.

The “acute” nature of these situations is an indicator that threatening circumstances have accumulated to the point where a crisis is imminent, new circumstances have contributed to severely increased chances of victimization, and/or any effort to mitigate victimizations requires a multi-agency response.

Objective and standardized criteria for acutely elevated risk do not exist owing to the complexity and uniqueness of each situation. Therefore professionals sitting at the Lanark County Situation Table are required to rely on their combined experience and professional judgment to discriminate whether any given situation merits the designation “acutely elevated risk.”

Four Filter Process

The Lanark County Situation Table using the following procedure to assess referrals. This was developed based on best practices from other operating situation tables/risk-intervention models:

Filter One: Agency Screening Prior to Introduction to the Situation Table

- Agency screens a situation and determines the risk factors are beyond its scope/mandate to mitigate the elevated risk and all traditional inter-agency approaches have been excluded for consideration or exhausted.
- Each agency must organize its own screening process.
- As part of this determination, it should be reasonable for the disclosing agency to believe that the individual is at significant risk of serious bodily harm or poses a significant risk of serious bodily harm to others, that the disclosing agency is unable to reduce the risk without disclosing personal information or personal health information, and that disclosing the information to one or more specific agencies will reduce or eliminate the risk posed to, or by, the individual.

Filter Two: De-identified Discussion at the Situation Table

- Agency presents the situation to the Situation Table discussion in a de-identified format.
- A de-identified record is created in the Situation Table database at this point using an anonymous entry number for follow-through with agencies.

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- Members collectively decide if it meets the standard of acutely elevated risk factors across a range of service providers before any personal and confidential information is disclosed.
- If it does not meet the threshold, no personal and confidential information is disclosed and no further discussion takes place.
- If the consensus is that sharing information with the situation table is necessary to help prevent harm or inadequate care to an individual or the public, limited disclosure will be permitted.

Filter Three: Limited Identifiable Information Shared

- If the agencies conclude that the above threshold is met, limited identifying information will be shared, only to the extent necessary to help determine who should continue to be part of the discussion.
- At this point the Situation Table is able to determine which agencies will be required to participate in a full intervention-planning discussion outside of the full table.
- All responsibility for record keeping related to actual case management remains with each agency that has a role. The Situation Table will not generate nor maintain any individualized or identifiable records.

Filter Four: Full In-camera Discussion among Intervening Agencies Only

- Only identified agencies that have a direct role to play in an intervention will meet separately to discuss limited personal and confidential information that needs to be disclosed in order to inform the plan for addressing the acutely elevated risk factors.
- Discussion is still limited to only the information that is deemed necessary to assess the situation and to develop and implement an effective strategy to reduce or eliminate the risk, and each recipient agency should have the authority to collect the information.
- Sharing of information at this level proceeds within the allowances for care and for individual and community safety that apply to each profession.
- In all cases, obtaining consent to provide multi-sector services, and to permit any further sharing of personal and confidential information in support of such services, will be the first priority of the combined agencies responding to the situation.

Follow Up

At subsequent meetings of the situation table, the lead agency at filter four reports back to the group regarding the conclusion of the intervention, for example, whether risk was lowered because an individual was connected to services or whether it should remain at acutely elevated risk due and further intervention needs to occur.

The following section provides statistics from the referrals made between Oct. 1, 2016 and Sept. 30, 2017, as well as some data from the inception of the table in December 2015.

Lanark County Situation Table Statistics

Demographics

From Oct. 1, 2016 to Sept. 28, 2017, 64 discussions were held. Of the 54 that proceeded, 70% were logged as individuals, and 30% were families.

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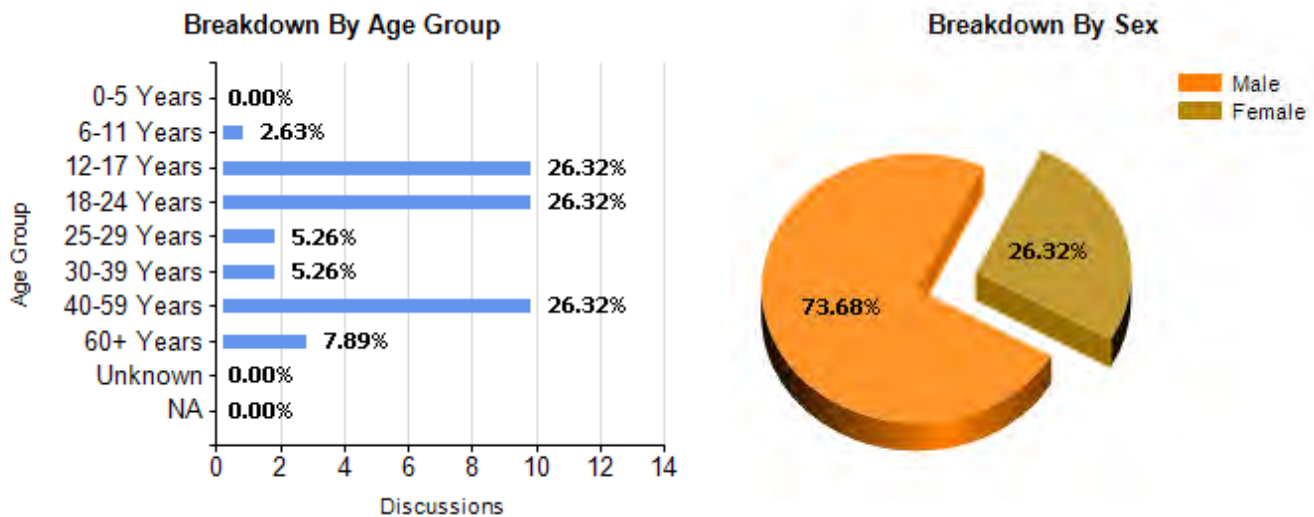


Figure 2 Demographics - Oct. 1, 2016-Sept. 28, 2017

NOTE: Data that appear in the “Breakdown by Age Group” and “Breakdown by Sex” graphs are only associated with discussions where Discussion Type is identified as “Person”.

The charts below represent the total from inception Dec. 9, 2015 to Sept. 28, 2017.

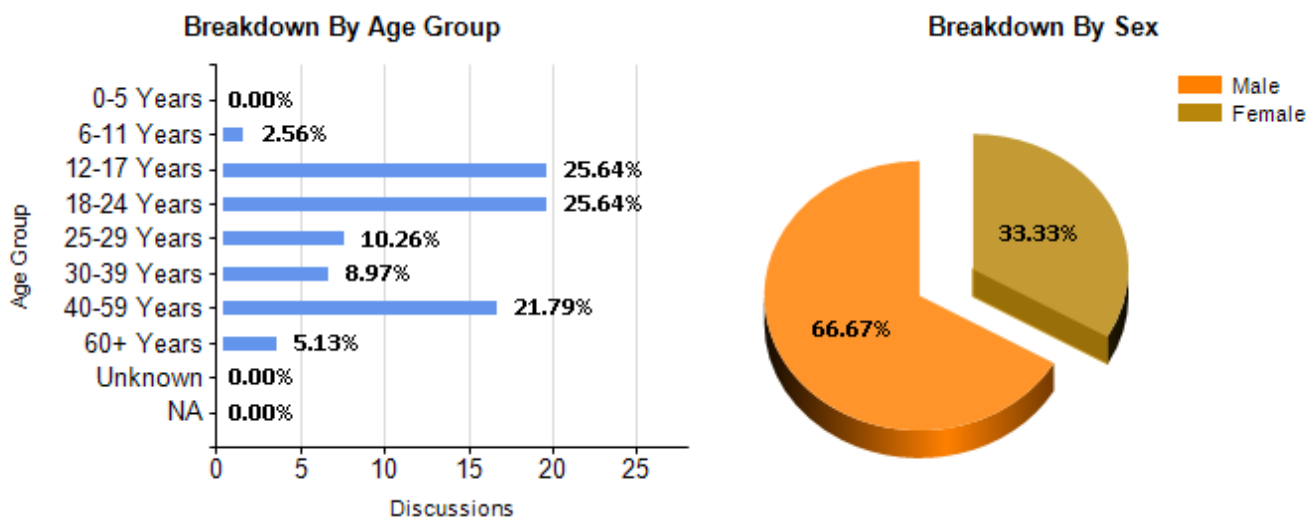


Figure 3 Demographics - Dec. 9, 2015-Sept. 28, 2017

Initially, referrals to the situation table were almost evenly split between males and females (55% to 45% respectively). The gap has since widened, possibly due to a higher number of males being involved with incidents with police. Of the 54 referrals that proceeded in the Oct. 1, 2016-Sept. 30, 2017 timeframe, 16 (or almost 30%) were family referrals. There were no referrals in other categories in that time period. A breakdown of the risk factors associated with males and females in different age categories is included later in this section.

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Conclusion Reasons

Of the 64 referrals made in this time period, 10 were rejected as shown in the chart below.

Conclusion Reason - Rejected	# of Discussions	Percentage
Situation not deemed to be one of acutely-elevated risk	4	40.00%
Already connected to appropriate personal supports with potential to mitigate the risk	2	20.00%
Already connected to appropriate services with potential to mitigate the risk	2	20.00%
Originator has not exhausted all options to address the issue	2	20.00%
Total	10	100.00%

Table 1 Rejections

The conclusions for all discussions, including the 54 referrals that proceeded, are shown below.

Conclusion Grouping	# of Discussions	Percentage
Overall risk lowered	44	68.75%
Rejected	10	15.63%
Other	7	10.94%
Still AER	3	4.69%
Total	64	100.00%

Table 2 Conclusions

Of the 44 referrals that had overall risk lowered, 37 were connected to services and four were connected to personal supports. Two were resolved through no action of the situation table and one was connected to services in another jurisdiction.

In the “other” category for conclusions, six individuals relocated and in one case new information revealed there was no acutely elevated risk. Of the three referrals that were concluded as “still at acutely elevated risk,” two were informed of services but had not yet connected and one was deemed “refused services/uncooperative.”

From inception to Sept. 30, 2017, there were 124 referrals to the situation table, with 83 (67%) concluded with overall risk lowered. A total of 25 were rejected. There have been 17 discussions re-opened when acutely elevated risk was identified again later. Sometimes persisting risk factors are involved or a new risk factor has been introduced. Reopenings can also be due to an individual not being located the first time, but connected to services after a second referral.

Agency Involvement

Police continue to lead in terms of being the originating agency for referrals, which is not unusual given the 24/7 nature of police response and their ability, through their records management process, to flag escalations in calls for service. For the period from Oct. 1, 2016 to Sept. 30, 2017, Lanark County OPP made 52% of the total referrals, with Smiths Falls Police Service making 13%, for a total of 65%. According to the *Ontario’s Risk-Driven Tracking Database 2016 Annual*

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Report produced by the Ministry of Community Safety and Correctional Services, in Ontario, the justice sector (which also includes probation, victim services and services related to domestic violence) was the originating agency in 59% of referrals in 2016, but led only 12% of the interventions and assisted in 60%. Locally, for the reporting period OPP, led only one intervention and assisted with six, while SFPS led one and assisted with nine. Once appropriate services are engaged, police involvement tends to drop significantly at the intervention stage unless there is a safety issue or certain police officers have established a good rapport with the individuals involved, which facilitates contact with appropriate service providers.

Agencies that are named as “lead” at Filter 4 become the point of contact for assisting agencies in the intervention and are the primary for reporting back to the situation table. For the reporting period, Lanark County Mental Health has been the lead agency 10 times, followed by Lanark County Victim Services (eight) and Lanark Leeds Grenville Addictions and Mental Health (seven). Those three agencies were engaged as assisting agencies in the majority of referrals as well.

The charts below show overall agency engagement for the reporting period and since inception (respectively) in the originating, lead and assisting categories.

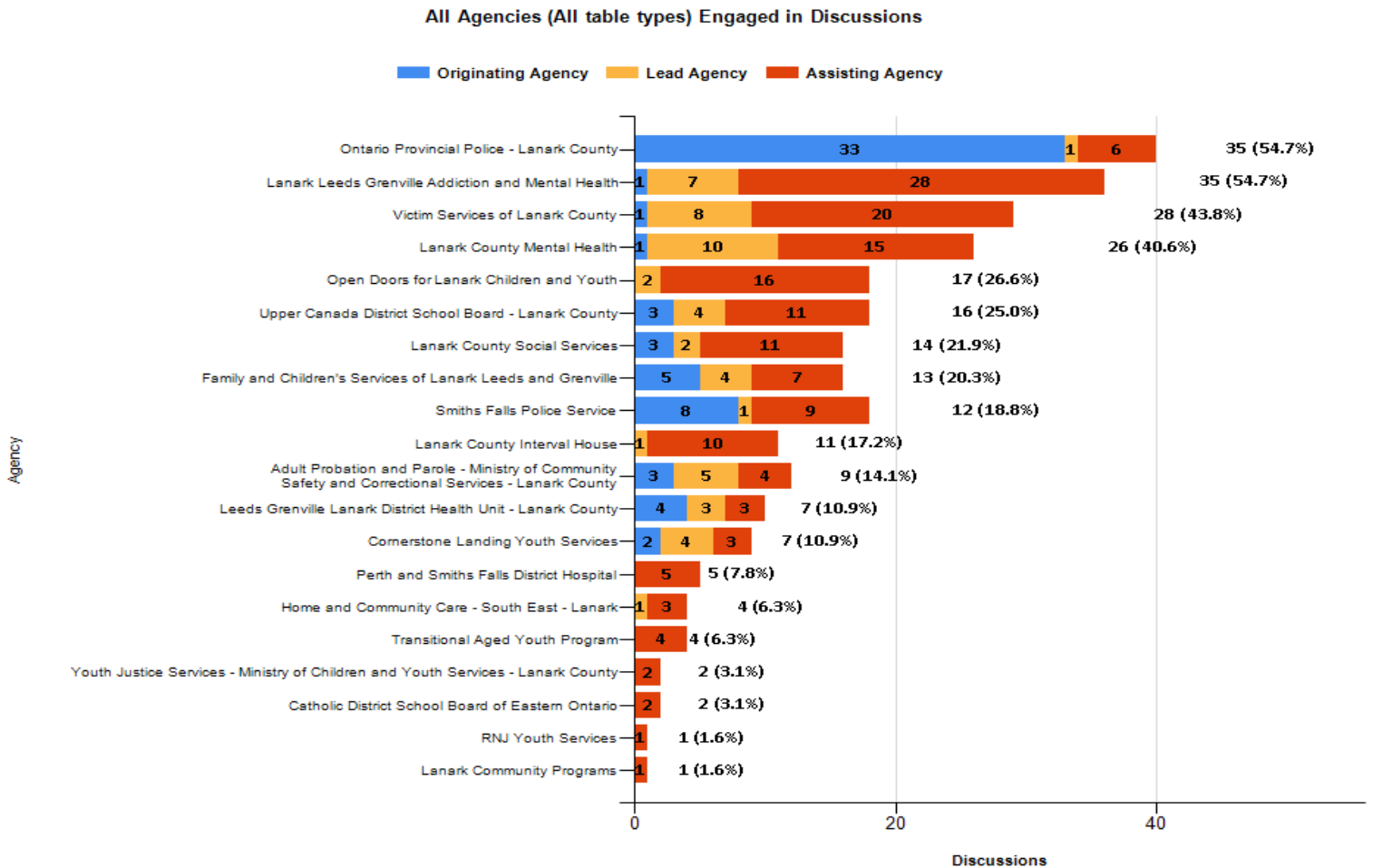


Figure 4 Agency Engagement, Oct. 1, 2016-Sept. 30, 2017

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All Agencies (All table types) Engaged in Discussions

■ Originating Agency ■ Lead Agency ■ Assisting Agency

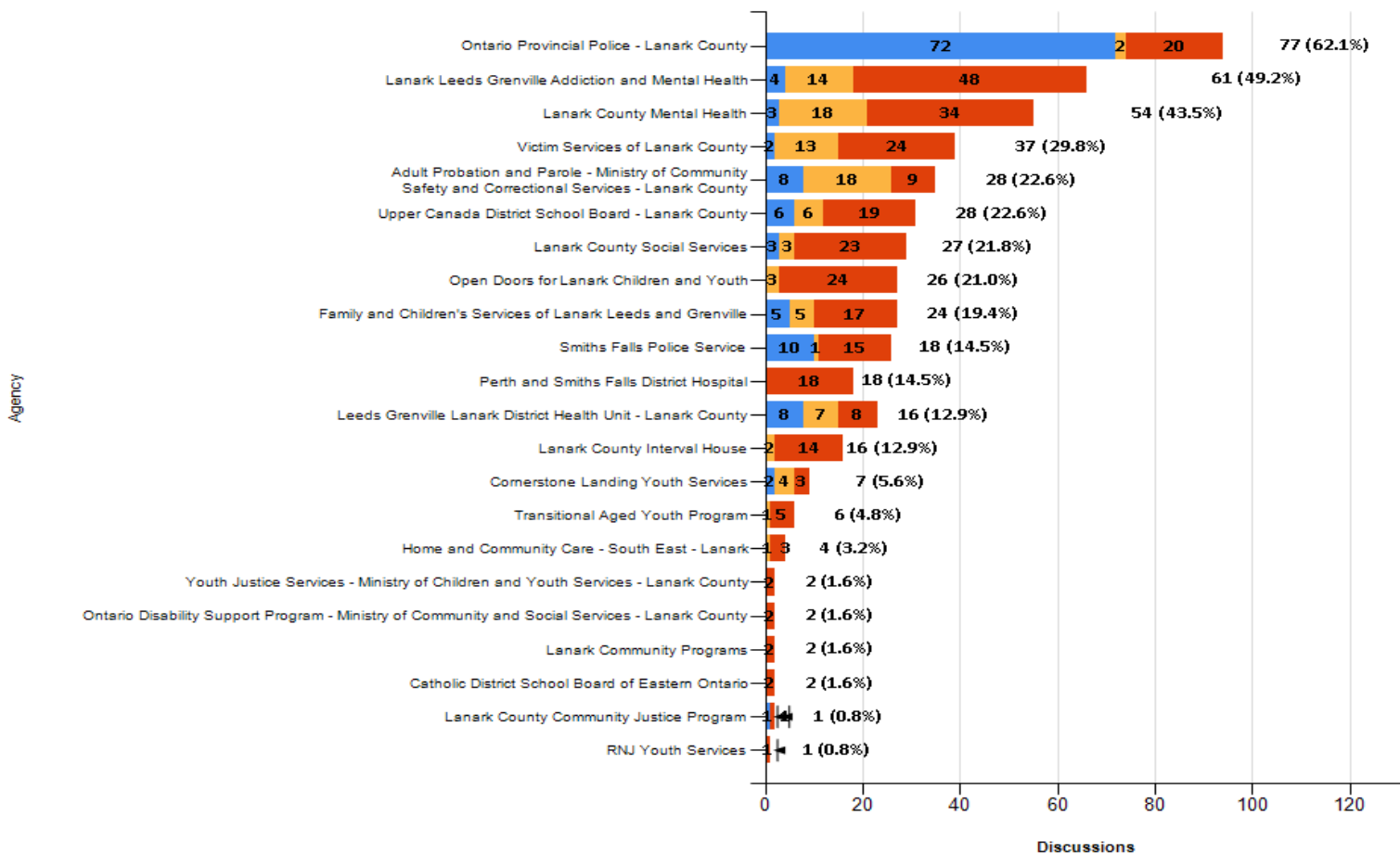


Figure 5 Agency Engagement, Dec. 9, 2015-Sept. 28, 2017

Consistently, mental health and addictions agencies, along with victim services, have been involved with the majority of referrals at the intervention stage. This is not surprising given the high prevalence of mental health and addiction issues presenting as risk factors, which is demonstrated later in this section. Almost all agencies have been involved in a referral or intervention. Since inception, two agencies that are not participating agencies have been involved with presenting a referral at the table and participating in an intervention.

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Top Originating Agency

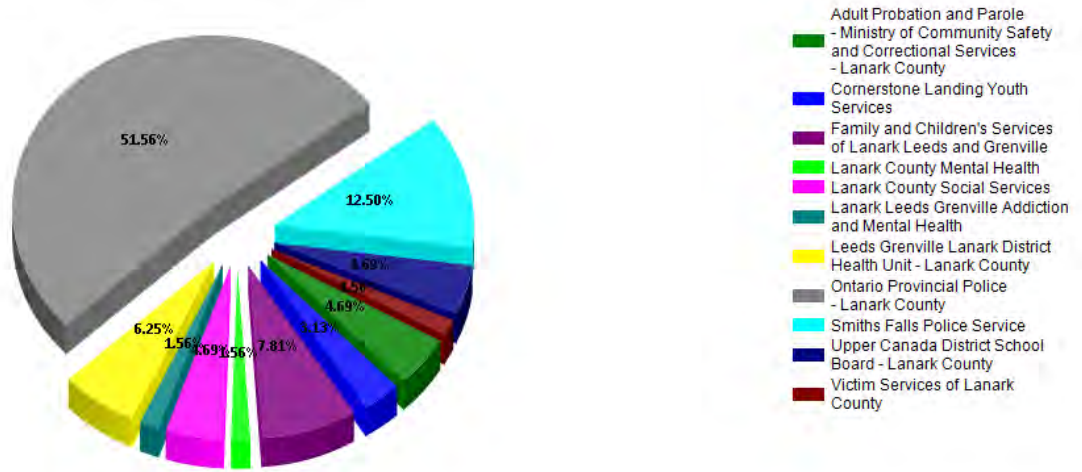


Figure 6 Originating Agencies, Oct. 1, 2016-Sept. 30, 2017

Top Lead Agency

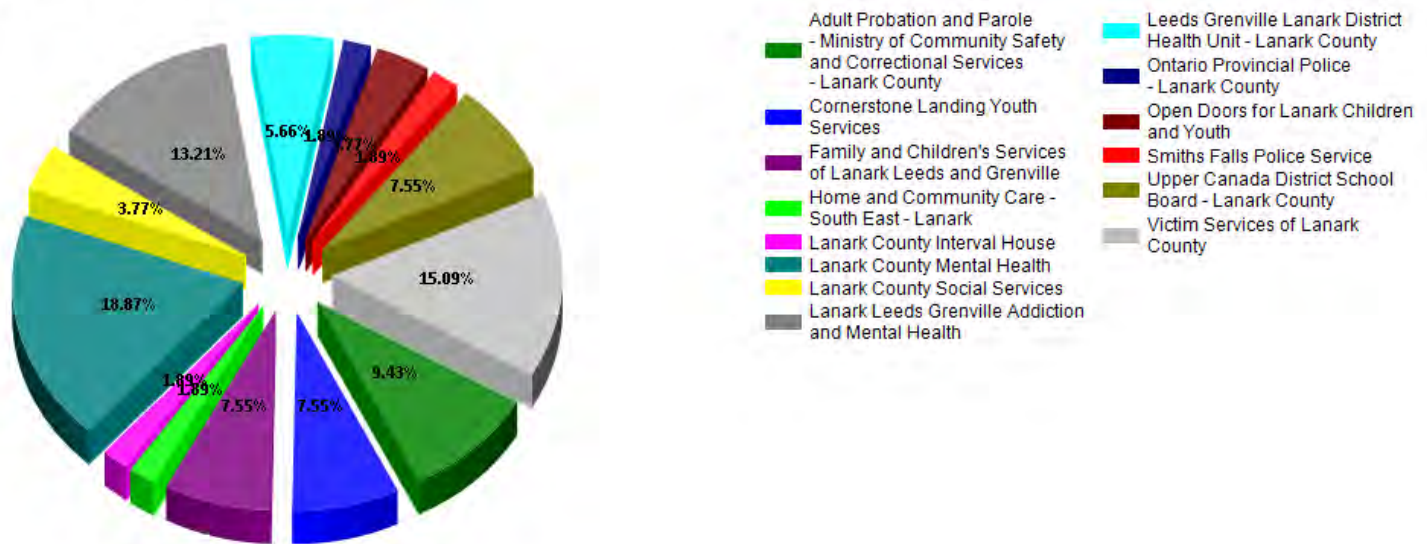


Figure 7 Lead Agencies, Oct. 1, 2016-Sept. 30, 2017

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Top Assisting Agency

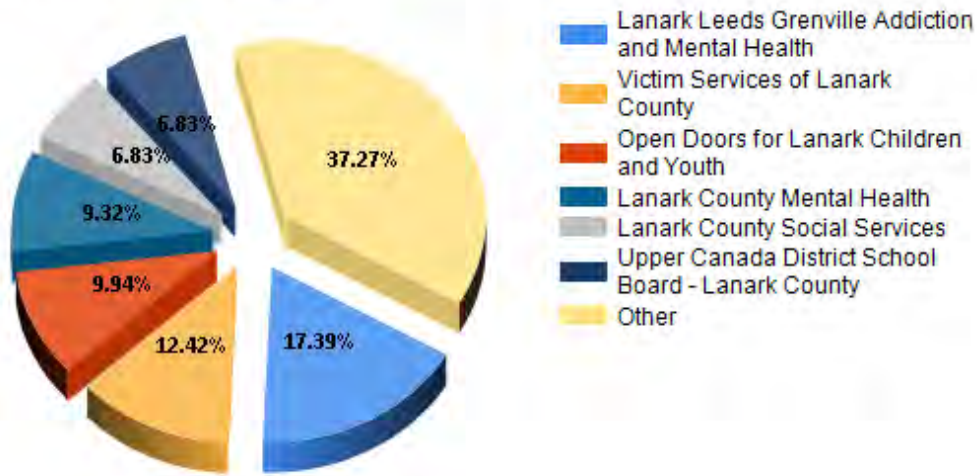


Figure 8 Assisting Agencies, Oct. 1, 2016-Sept. 30, 2017

Agencies by Sector

Originating Sectors - Primary

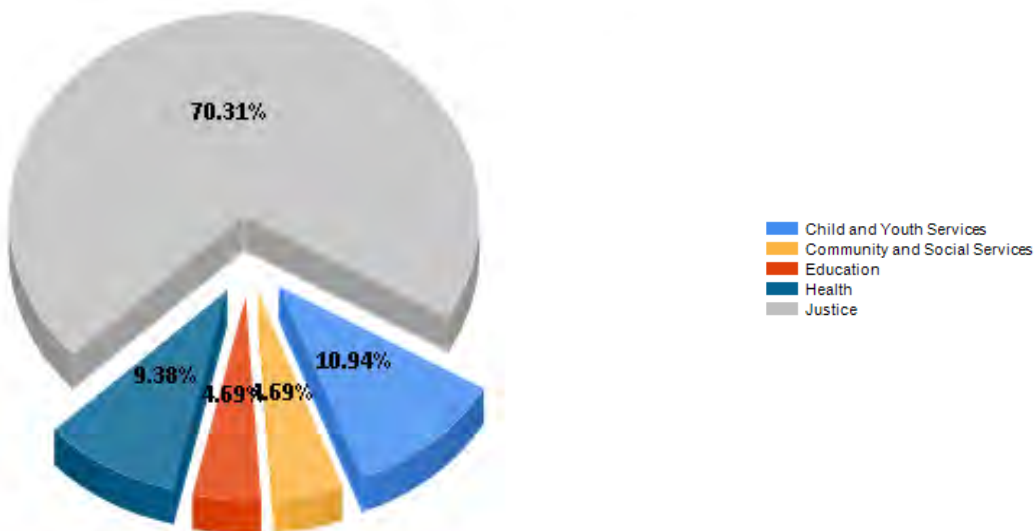


Figure 9 Agency by Sector, Oct. 1, 2016-Sept. 30, 2017

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The following chart shows the participating agencies and the primary sector category to which they belong.

PRIMARY SECTOR	AGENCIES
Child and Youth Services	<ul style="list-style-type: none"> • Cornerstone Landing Youth Services • Family and Children’s Services of Lanark Leeds and Grenville • RNJ Youth Services • Transitional Aged Youth Program • Youth Justice Services – Ministry of Children and Youth Services – Lanark County
Community and Social Services	<ul style="list-style-type: none"> • Lanark Community Programs • Lanark County Social Services (Ontario Works, Social Housing, Children’s Services, Developmental Services) • Ontario Disability Support Program – Ministry of Community and Social Services – Lanark County
Education	<ul style="list-style-type: none"> • Catholic District School Board of Eastern Ontario • Upper Canada District School Board
Health	<ul style="list-style-type: none"> • Change Health Care Inc. • Home and Community Care – South East – Lanark • Lanark County Mental Health • Lanark County Paramedic Service • Lanark Leeds Grenville Addiction and Mental Health • Leeds Grenville Lanark District Health Unit • Open Doors for Lanark Children and Youth • Perth and Smiths Falls District Hospital • Thrive – Kingston Community Health Centre
Justice	<ul style="list-style-type: none"> • Adult Probation and Parole – Ministry of Community Safety and Correctional Services – Lanark County • Lanark County Interval House • Ontario Provincial Police – Lanark County • Smiths Falls Police Service • Victim Services of Lanark County
Housing	

Table 3 Primary Sector Agencies

Risk Factors

The Risk-driven Tracking Database (RTD) system places risk information into different groupings. The Ministry of Community Safety and Correctional Services defines risk factors as “negative characteristics and/or conditions present in individuals, families and communities that may increase the presence of crime or fear of crime in a community.” There are 102 risk factors included in the RTD. These fit into 26 categories along with 13 Community Safety and Well-being high-level priorities, which allows for different types of analysis. The charts below show top risk categories for the reporting period and since inception, respectively.

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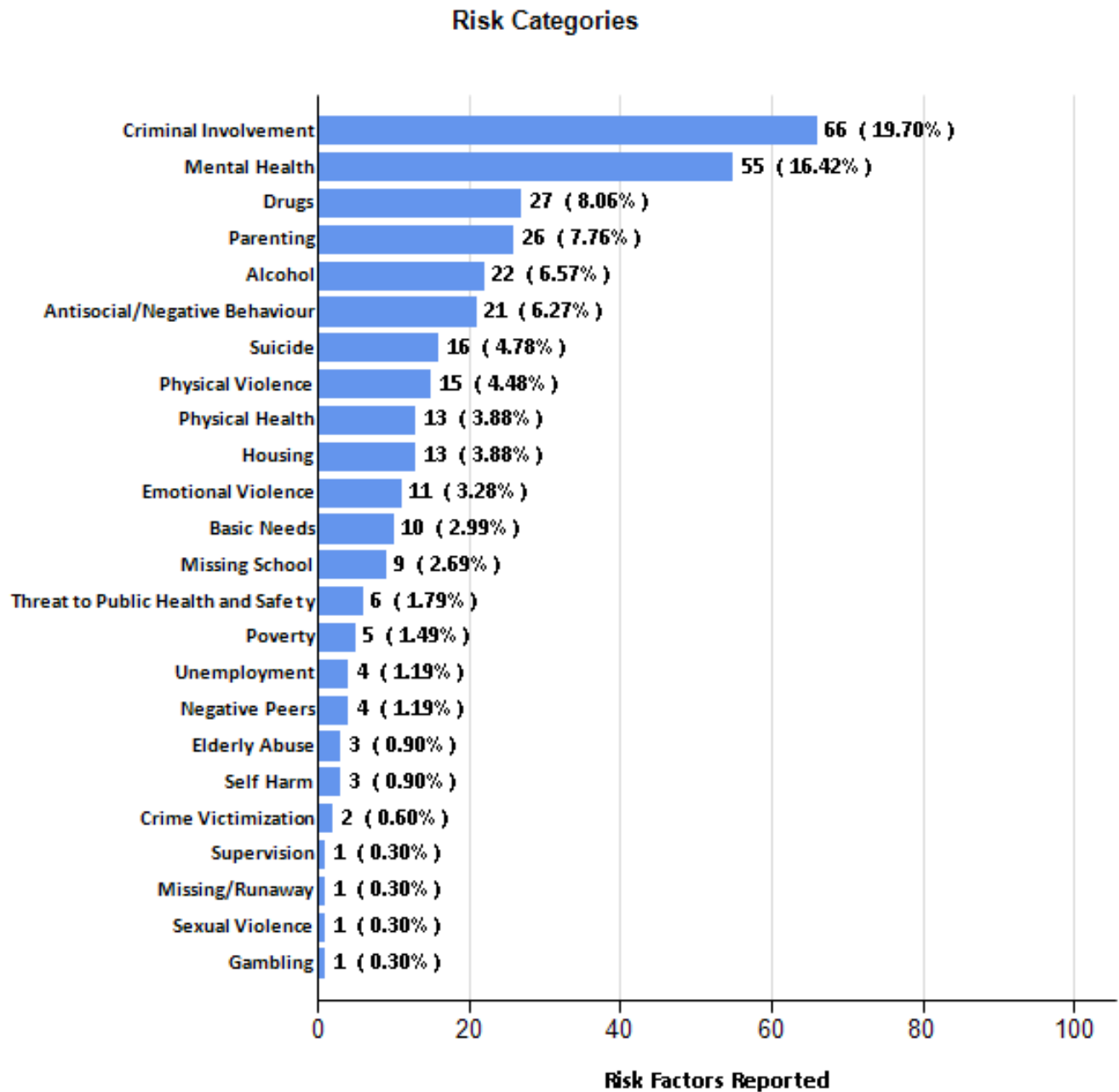


Figure 10 Risk Categories, Oct. 1, 2016-Sept. 30, 2017

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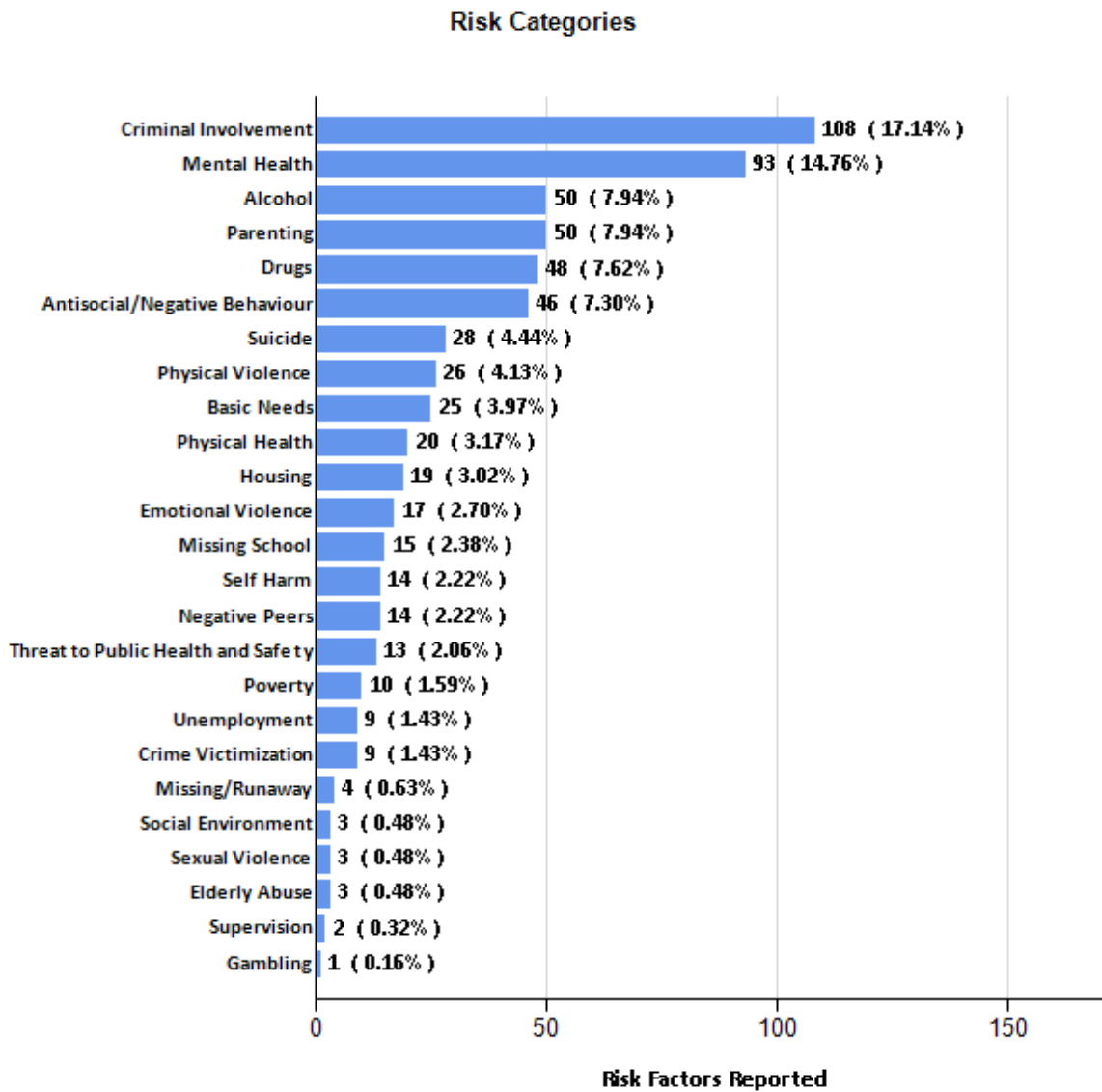


Figure 11 Risk Categories, Dec. 9, 2015-Sept. 28, 2017

Risk Factors and Demographics

The next graphs show the top Community Safety and Well-Being High Level Risk Priorities and the top risk category types for all ages and sexes for the Oct. 1, 2016-Sept. 30, 2017 reporting period:

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Top CSWB High Level Risk Priorities - Type: All Age: All Sex: All

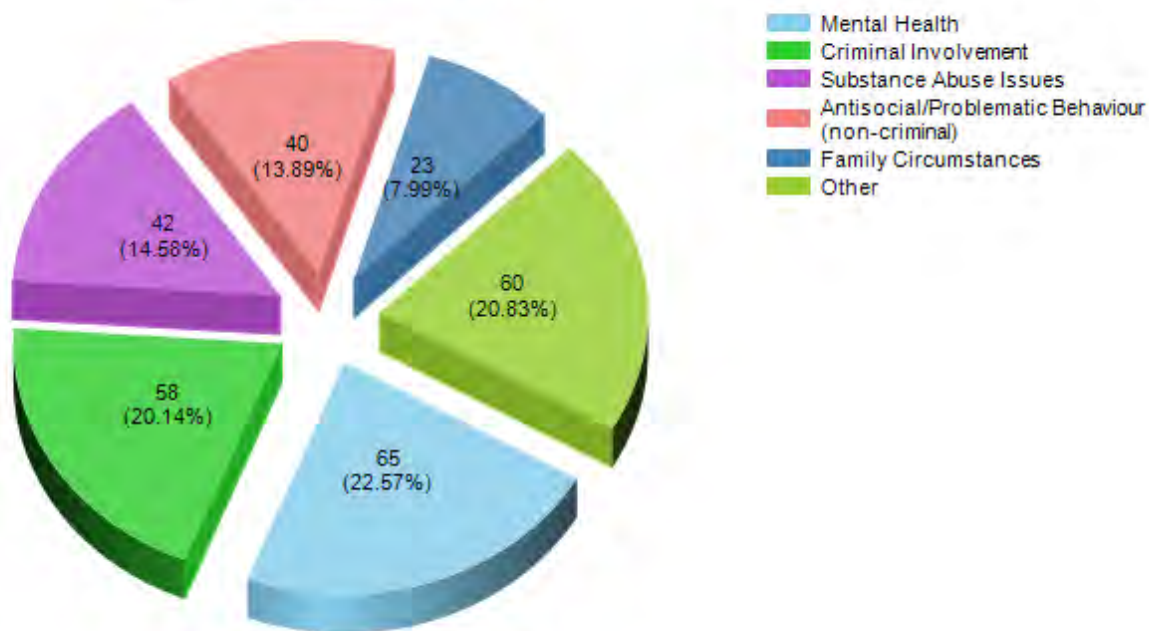


Figure 12 CSWB Risk Priorities & Demographics: Oct. 1, 2016-Sept. 30, 2017

Top Risk Category - Type: All Age: All Sex: All

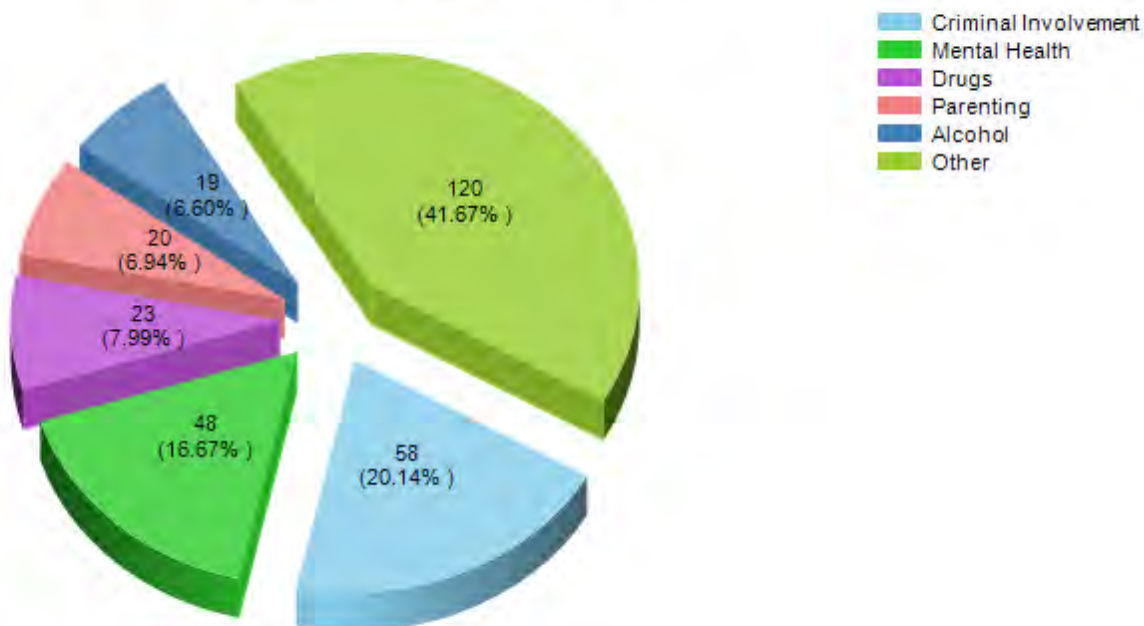


Figure 13 Risk Categories & Demographics: Oct. 1, 2016-Sept. 30, 2017

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In both instances, mental health and criminal involvement figure prominently as top risks. For females overall (10 referrals), mental health was the top risk priority and category (34% and 22% respectively), whereas for males it was criminal involvement (24% in each). For males overall (27 referrals), mental health ranked second, followed by substance abuse-related risks. For females, antisocial/problematic behaviour and criminal involvement followed mental health, with substance-related risks factoring lower in ranking.

In this reporting period, the age groups with the most referrals included 12-17 years and 18-24 years, each at 26%, followed by 40-59 at 22%. More than half of the referrals (52%) were young people between ages 12 and 24.

In order to look at a larger sample and to attempt to show prevalent risk factor variances between males and females, the next tables compare the top three CSWB High-Level Risk Priorities for males and females in each age group since the inception of the situation table until the end of September 2017, as well as the top five risk categories for each. The total number of discussions in each age group is shown, but this is not broken down by sex. For this period, the majority of discussions (66.7%) were held for males. It should be noted that the risk priorities and risk categories encompass a number of sub-categories. For example, the “Mental Health” risk variable can include diagnosed mental health problem, suspected mental health problem, self-reported mental health problem, witnessed traumatic event, mental health problem in the home, grief, and not following prescribed treatment. As such, one person could have more than one mental health risk factors. No females younger than age 12 had been referred to the situation table as of Sept. 30, 2017.

Over time with a larger sample, it may be possible to determine trends related to age group and gender and the types of risks encountered in an effort to pinpoint strategies to mitigate those risks at an earlier point through community safety planning.

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CSWB HIGH-LEVEL RISK PRIORITIES (TOP 3)							
AGE GROUP	# of Disc.	MALE	# of risk factors reported	%	FEMALE	# of risk factors reported	%
0-5	0	n/a			n/a		
6-11	2	Antisocial/problematic behaviour – non criminal	5	50	n/a	0	0
		Criminal involvement	2	20		0	0
		Mental Health	2	20		0	0
12-17	20	Criminal involvement	17	20.5	Mental health	13	23.2
		Mental Health	16	18	Antisocial/problematic behaviour – not criminal	8	14.3
		Antisocial/problematic behaviour – not criminal	14	16.9	Family circumstances	6	10.7
18-24	20	Substance abuse issues	22	20.8	Mental health	11	29
		Mental health	20	18.9	Criminal involvement	7	18.4
		Antisocial/problematic behaviour – not criminal	16	15.1	Substance abuse issues	6	15.8
25-29	8	Criminal involvement	8	28.6	Criminal involvement	7	30.4
		Mental health	8	28.6	Mental health	5	21.7
		Substance abuse issues	5	17.9	Substance abuse issues	5	21.7
30-39	7	Antisocial/problematic behaviour – non criminal	4	26.7	Substance abuse issues	4	22.2
		Criminal involvement	3	20	Antisocial/problematic behaviour – not criminal	3	16.7
		Mental health	3	20	Mental health	3	16.7
40-59	17	Antisocial/problematic behaviour – not criminal	16	24.2	Mental health	8	33.3
		Substance abuse issues	15	22.7	Antisocial/problematic behaviour – not criminal	4	16.7
		Criminal involvement	14	21.2	Physical health	3	12.5
60+	4	Mental health	4	80	Mental health	4	30.8
		Antisocial/problematic behaviour – not criminal	1	20	Antisocial/problematic behaviour – not criminal	2	15.4
					Criminal involvement	2	15.4

Table 4 CSWB Comparison - Male/Female

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TOP RISK CATEGORY (TOP 5)							
AGE GROUP	# of Disc. M/F	MALE	# of risk factors reported	%	FEMALE	# of risk factors reported	%
0-5	0	n/a			n/a		
6-11	2	Antisocial/negative behaviour	2	20	n/a	0	0
		Criminal involvement	2	20		0	0
		Mental Health	2	20		0	0
		Physical violence	1	10		0	0
		Threat to public health and safety					
12-17	20	Criminal involvement	17	20.5	Mental health	9	16.1
		Drugs	10	12.1	Parenting	6	10.7
		Mental health	10	12.1	Suicide	4	7.1
		Parenting	8	9.6	Antisocial/negative behaviour	4	7.1
		Housing	4	4.8	Criminal involvement	4	7.1
18-24	20	Criminal involvement	16	15.1	Criminal involvement	7	18.4
		Mental health	15	14.2	Mental health	6	15.8
		Drugs	11	10.4	Parenting	4	10.5
		Alcohol	11	10.4	Drugs	3	7.9
		Antisocial/negative behaviour	10	9.4	Alcohol	3	7.9
25-29	8	Criminal involvement	8	28.6	Criminal involvement	7	30.4
		Mental health	4	14.3	Drugs	4	17.4
		Drugs	3	10.7	Mental health	3	13
		Self-harm	3	10.7	Antisocial/negative behaviour	2	8.7
		Alcohol	2	7.1	Suicide	2	8.7
30-39	7	Criminal involvement	3	20	Alcohol	3	16.7
		Mental health	3	20	Basic needs	2	11.1
		Alcohol	2	13.3	Criminal involvement	2	11.1
		Antisocial/negative behaviour	2	13.3	Parenting	2	11.1
		Basic needs	1	6.7	Physical violence	2	11.1
40-59	17	Criminal involvement	14	21.2	Mental health	5	20.1
		Alcohol	13	19.7	Physical health	3	12.5
		Mental health	12	18.2	Alcohol	2	8.3
		Antisocial/negative behaviour	8	12.1	Antisocial/negative behaviour	2	8.3
		Threat to public health and safety	4	6.1	Criminal involvement	2	8.3
60+	4	Mental health	2	40	Criminal involvement	2	15.4
		Self-harm	1	20	Mental health	2	15.4
		Suicide	1	20	Physical health	1	7.7
		Basic needs	1	20	Self-harm	1	7.7
					Suicide	1	7.7

Table 5 Risk Category Comparison - Male/Female
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OPP Pre- and Post-Referral Data

In an effort to evaluate the effectiveness of the situation table on calls for service, Lanark County OPP began an initiative to track the number of calls for service pre-referral and post-referral by the OPP. This applies only to individuals referred to the situation table by the OPP. From inception to the end of September 2017, OPP had made a total of 72 referrals, with 55 proceeding to the intervention stage.

The timeframe for the number of police contacts for each individual is over a lifetime (which may also represent a short duration of activity), and includes calls for service from other police services. In general, for individuals whose referral proceeded to the intervention stage, a drop in the number of calls is seen; in some cases the drop is dramatic and lasting (e.g. seen in individuals who were referred early on in the situation table's inception). In some cases the number of calls for service continues to rise. This may signal an individual who was not deemed to be at acutely elevated risk at the time of referral and, as such, it did not proceed to an intervention. Some individuals continue to experience issues and have been referred more than once (from inception to the end of September 2017 there were a total of 17 re-openings, nine of which came from the OPP). Overall, the number of total calls for service between December 9, 2015 and Aug. 9, 2017 dropped from 2,692 to 963 for the individuals referred to the situation table.

A more complete analysis with specific parameters was completed by the detachment analyst for the first five OPP referrals to the situation table (December 2015). It showed a combined reduction of 174 officer hours dedicated to those individuals in the 14 months following the referral. The total hours in the 14 months preceding the referral was 381, with a drop to 207. The analysis also noted that for these five individuals in the 14 months pre-referral they had been accused, apprehended, arrested or charged 44 times. Post-referral this number dropped to 16, which is a 63.6% reduction in these categories. Although it needs further analysis, the post-referral contacts for those individuals appear to show a shift in the nature of the contact with police from those categories to "complainant," which may suggest a trend towards contacting police prior to reaching a point of acutely elevated risk. Further analysis of these trends is occurring. Some of the outcomes articulated as part of the current Policing Effectiveness and Modernization Grant for the project include a continued reduction in the number of hours officers spend in contact with persons who have been referred to the situation table, as well as an increase in the percentage of situations successfully connected to appropriate services with risk lowered. Although not included in this study, there would also be a related reduction in court officer and associated staff hours. With a 63.6% reduction in "negative contacts," there would be a substantial reduction in associated administrative time.

Although it is difficult to measure something that does not occur, i.e. a 9-1-1 call averted, reduced calls for service for individuals who are connected to more appropriate services, such as mental health and addictions, will result in savings in police costs and will increase efficiencies for first responders.

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Community Plan for Safety and Well-being

The community plan for safety and well-being is one of the strategies undertaken by the Lanark County Situation Table Project, which has the overall goal of bringing multiple human-service sectors together to collectively identify systemic

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issues and risk factors that are prevalent locally and to provide a network of support for vulnerable populations in the community in order to prevent crisis situations. The community safety planning process began in earnest in September 2016 and aims to culminate with a plan that is risk-driven and that evolves as social needs change.

In the autumn of 2016, a Community Safety Planning Steering Committee was established with a mandate to “provide strategic advice and direction in the compilation of the Community Plan for Safety and Well-being for Lanark County and the Town of Smiths Falls.” The plan will ultimately have mechanism for finalization and periodic review and, upon completion, will be widely circulated to municipalities, police services boards and community policing advisory committees, and agencies for endorsement and support.

Representation on the steering committee consists of a range of sectors in an effort to capture the most prevalent risks and vulnerable populations. Current membership is as follows:

SECTOR	ORGANIZATION	REPRESENTATIVE
Justice	Lanark County OPP	Insp. Derek Needham
	Smiths Falls Police Service	D/Ch. Rick Labelle
	Probation and Parole	Vacancy – to be confirmed
Community Organizations	United Way	Fraser Scantlebury
	Youth Centres	Jeff Kohl
Health Care	Health Unit	Claire Farella
	Lanark County Mental Health	Diana McDonnell
	LLG Addictions and Mental Health	Shawn Souder
	Rideau-Tay Health Links	Maureen McIntyre
Social Services (including Housing)	Lanark County Social Services	Julie Golding
Victim Services	Lanark County Victim Services	Sonya Jodoin
	Lanark County Interval House	Erin Lee
Education	UCDSB	Rob Currier
Culture	Indigenous	Larry McDermott

Table 6 Steering Committee Members and Sectors

To date, three steering committee meetings have been held. The first, in December 2016, established the terms of reference for the group and a plan for moving forward. In January 2017, a detailed outline, including issues identified as of that date, for the plan was developed based on the following:

- Feedback from a Lanark County Situation Table survey of agencies in Lanark County and Smiths Falls that was conducted in Spring 2016 (detailed in previous Annual Report)
- Statistics from the Lanark County Situation Table on risk factors and study flags
- General feedback from agency representatives at the situation table regarding service/system gaps they encounter in their work

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- Information gathered through committees (e.g. Beyond the Forums, Community Issues Committee of Lanark Planning Council (and full council), Youth Collective Impact group), and other networking
- Discussion at Steering Committee meetings

After discussing the outline, it was agreed that small group and individual consultations with stakeholders should occur to review identified issues, gather detailed information and develop potential strategies. The coordinator undertook the consultations, which included the following:

- Crown Attorney and Victim Witness Assistance Program Manager
- Lanark County Mental Health staff and Executive Director
- OPP Insp. Needham and Erin Lee, Executive Director of Lanark County Interval House re: domestic violence
- Lanark County Victim Services
- Health Links and Health Unit
- Larry McDermott, Plenty Canada re: Indigenous issues
- Lanark County Development Services Service Providers group
- Lanark County Adult Probation and Parole
- Domestic Violence survivors focus group
- Lanark County Social Services (Ontario Works, Housing, Developmental Services)
- Justice Peter Wright (drug court, domestic violence)
- John Howard Society
- Open Doors for Lanark Children and Youth and Transitional Aged Youth
- Lanark Leeds and Grenville Addictions and Mental Health
- Family and Children's Services
- MPP Randy Hillier
- D/Chief Rick Labelle, Smiths Falls Police Service
- Kara Symbolic and Taylor Peters, Vital Signs
- D/Chief Travis Mellema, Lanark County Paramedic Service

Based on the consultations and research of existing plans, strategies, reports and articles, 11 priority areas were identified (Mental Health, Addictions, Poverty, Housing, Transportation, Health & Well-being, Domestic Violence, Youth and Families, Seniors, Justice, Culture & Diversity). Each priority area included background information and a list of identified issues, along with potential strategies in each of the four risk-intervention zones to help combat them (social development, prevention, risk intervention and emergency response). It also identifies assets that currently exist. A first draft of the community safety plan was presented to the steering committee in September 2017 and, at the time of writing of this report, is being reviewed by the representatives along with other stakeholders involved in the consultation process. A second draft will be developed for review before the end of the year, with team leaders and timelines developed for the strategies upon completion.

The ultimate goal is to plan for social development, prevention and mitigation (green and blue zones) and aim for sustainable, long-term positive effects on reducing risks. When that is not possible, the plan can aim to focus on a mitigating intervention (yellow zone).

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Grants and Activities

As previously mentioned, the Lanark County Situation Table Project has been funded by a combination of provincial grants and municipal and in-kind contributions.

Proceeds of Crime Grant: The Lanark County Situation Table Project was initially funded by a Proceeds of Crime Front-Line Policing Grant in 2015-2016 (\$59,962) through the Ministry of Community Safety and Correctional Services. The purpose was to launch the situation table itself, undertake necessary training for partners, seek sustainability and take the initial steps toward the development of a community plan for safety and well-being. A second Proceeds of Crime grant funded Phase II of the project (\$59,935), which was to continue the work of the situation table and the community safety plan in 2016-2017. These grants covered the salary of the part-time coordinator position, as well as start-up costs, administration expenses/supplies, communications expenses, training/consultants, mileage, advertising related to 211 promotion, etc. A third Proceeds of Crime grant submitted to support specific initiatives related to vulnerable populations and risk factors identified in the early stages of the community safety planning processes was not successful.

Policing Effectiveness and Modernization Grant: For 2017-2018, the Ministry announced it would be starting the process of repurposing funds that had been allocated to different grants, including the Toronto Anti-Violence Intervention Strategy, Provincial Anti-Violence Intervention Strategy, Community Policing Partnerships and Safer Communities – 1,000 Officers Partnership programs. As those grants are phased out, municipalities that had been receiving or eligible for them had the option of applying for a new one called the Policing Effectiveness and Modernization Grant, which had an emphasis on community partnerships/collaboration in community safety and well-being. The Town of Perth had been in receipt of the Community Policing Partnerships grant and, based on a recommendation from the Perth Police Services Board, Council authorized an application for the PEM Grant to sustain the situation table and continue with community safety planning. The Board received \$60,000 for 2017-2018 to fund the coordinator position, cover project expenses and provide specific training for officers and agencies. It is hoped this new grant will offer consistent funding for the project. This level of funding is sufficient at this time, but supplemental funding may be needed in future and can be assessed over time.

Municipal and In-Kind Contributions: In 2016 and 2017, several local municipalities generously contributed funds to support situation table operations. These funds were intended to be seed and/or bridge funding between grants as the coordinator worked to secure additional funds. Perth (through the Police Services Board budget), Tay Valley, Montague, Mississippi Mills, Drummond/North Elmsley and Lanark Highlands made contributions. These funds are held in reserve to be used if needed. Carleton Place offered in-kind space for meetings if needed. In addition, Lanark County provides meeting space and IT support as an in-kind contribution, the Town of Perth provides in-kind contract administrative support and Lanark County provides in-kind office space for the coordinator.

Activities: In addition to the regular situation table operations and activities related to the community safety planning process, the coordinator is involved with various committees that have played a key role in information sharing and networking for the community safety planning process:

- Lanark County Planning Council for Children, Youth and Families: This group consists of representatives from a wide range of agencies providing services to children, youth and families. It helps to provide service integration, advocacy, planning and evaluation, information sharing, education and professional development.

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- **Community Issues Committee:** This is a committee that tackles specific issues brought forward through the Lanark County Planning Council. Some examples of activities of this committee have included increasing awareness of Indigenous issues, supporting anti-oppression/anti-racism training, outreach concerning Indigenous youth in care and advocacy around rural school closures.
- **Community of Practice and OPP Teleconferences:** These are two teleconference groups that focus on situation tables and are made up of practitioners in the field in Ontario to share best practices, resources, issue resolution, etc.
- **Beyond the Forums Working Group:** This group was formed following a series of Rural Forums on Domestic Violence following a string of murders in eastern Ontario. It has a wide range of representation, including survivor advocates, municipal politicians, police services, agencies and MPP Randy Hillier and aims to put an end to domestic violence. It has spearheaded the “See It, Name It, Change It” education campaign and is working on various initiatives to improve system navigation for victims of domestic violence.
- **Youth Collective Impact (Lanark Consortium):** This group has formed to use a collective impact approach to reduce youth homelessness in Lanark County and Smiths Falls and consists of numerous partner agencies.
- **Community Navigator Steering Committee:** This committee helps to provide direction for the new Community Navigator position that is part of the Lanark County Food Bank. The service aims to provide information about local resources available to individuals who are trying to navigate complex social services. It also flags gaps in services.

Highlights: The following list consists of activities and presentations the coordinator has participated in over the reporting period from Oct. 1, 2016 to Sept. 30, 2017:

- “A Way Home” – a forum to end youth homelessness (Perth), October 2016
- Municipal Drug Strategy Networking Days (held several times annually)
- Presentations re: Lanark County Situation Table Project – Tay Valley Township, Association of Lanark County Police Services Boards, Lanark County Social Services General Staff Meeting, Perth Town Council, Lanark County Committee of the Whole, East Region HQ Mental Health Session (CSOs), Montague Township Council, Carleton Place Council, Algonquin College Police Foundations students, Hawkesbury (Situation Table organization), East Region OPP Mental Health Session
- Worked with an Algonquin College co-op student from October 2016 to February 2017
- Attended “Measuring Collaborative Risk-Driven Intervention” Conference in Toronto, January 2017
- Asset Planning Workshop – Almonte, March 2017
- Human Trafficking presentation by Simone Bell, March 2017
- Assisted Community Safety Services with situation table training in Renfrew, April 2017
- Launch of See It, Name It, Change It campaign – May 2017
- Anti-Oppression/Anti-Racism Training – June 2017
- Attended Association of Municipalities Conference in Ottawa to lead Lanark County delegation with Community Safety and Correctional Services Minister Marie-France Lalonde regarding situation tables and sustainability, August 2017

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CONCLUSION

The Lanark County Situation Table Project, thanks to the incredible collaborative efforts of all the partner agencies involved at both the situation table itself and the Community Safety Planning Steering Committee, continues to offer real immediate and long-term benefits to the entire community. Since it began in December 2015 up to the end of September 2017, 124 individuals and families have been referred to the situation table, with 83 (67%) of those discussions resulting in a connection to services and risk lowered. Agency involvement at the table has been strong and consistent, with 23 currently participating. Lanark County OPP statistics show the number of calls for service for individuals they have referred to the situation table tends to decline post referral, and this trend continues to be analysed.

The situation table has been able to identify prevalent local risk factors and vulnerable populations which, together with consultation and research, is being leveraged into the community safety planning process. The steering committee, made up of representatives from a range of sectors, has been working to identify strategies to combat gaps in the system, root causes of social disorder and a variety of issues afflicting the community. Ultimately a living document with timelines and team leaders will be created from this process, with a view to long-term monitoring of evolving risks and developing appropriate strategies to mitigate them.

The coordinator continues efforts to keep the community informed of activities and routinely networks with groups active in social services in Lanark County and Smiths Falls. This has also led to training opportunities that have benefited many local agencies.

Thank you to the many partners and participants who have helped to propel the Lanark County Situation Table Project forward in an effort to make life better for the citizens of Lanark County and the Town of Smiths Falls, and to the Ministry of Community Safety and Correctional Services for its ongoing support of this valuable risk-intervention model.

I wanted to let you know the positive impact that the recent Situation Table had on one of our students. The quick response of the team has led to the student returning to his school co-op placement. The partners involved are also working on connecting him with more appropriate living arrangements. When I met with him last week, with the community partner and classroom teacher, you could tell that he felt supported and will do his best to graduate from school this year. No one gave up on him. I can't thank you and the members of the Situation Table enough for supporting this student and the dedication to the follow-up steps required to change the trajectory of this young man.

Table 7 Message to OPP Insp. Needham from Local School Official