



# Dufferin County

## Community Safety and Well-Being Plan (2021 - 2024)

---

May 13, 2021

# Contents

---

- 03** The Dufferin Context
- 04** Community Safety and Well-Being Planning In Ontario: An Overview
- 04** The Ontario Framework
- 06** Our Approach
- 10** Priority Area Summary
- 11** Dufferin's Community Safety and Well-Being Plan 2021-2024
- 12** Priority Areas
- 17** Moving Forward and a Call to Action
- 18** Acknowledgements

# A message from the Warden

---

On behalf of the County of Dufferin, I am pleased to present Dufferin's Community Safety and Well-Being (CSWB) Plan. This plan is about more than preventing crime in our community, it is about ensuring that Dufferin residents are safe, healthy, have access to services and have a sense of belonging both today and tomorrow.

No one municipality, organization, board or business can provide a safe and healthy community on its own. The CSWB Plan is an opportunity to highlight what Dufferin does best, collaboration. Many in our community are already doing the important work of contributing to Dufferin County's well-being and safety and improving the quality of life for its residents.

This CSWB Plan is evidence-based and highlights some of the work already in process in our community. It also pushes us to do more. I applaud the work of the many community partners across Dufferin County who came together to develop this Plan, while adapting and changing their approaches, as a result of the COVID pandemic.

I would like to thank all partners involved now and in the future. As always, the County is looking forward to working collaboratively, alongside the community to accomplish the goals outlined in this Plan and to make Dufferin County the best place to live.

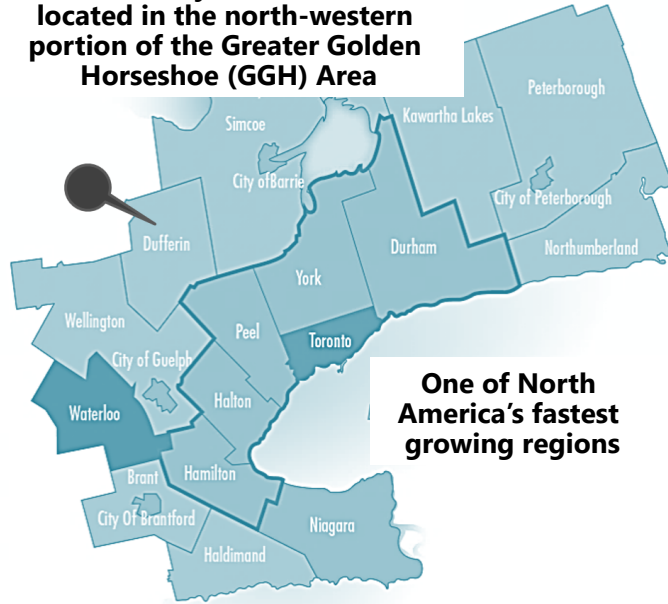
*Darren White*

Warden  
County of Dufferin



# The Dufferin Context

The County of Dufferin is located in the north-western portion of the Greater Golden Horseshoe (GGH) Area



Made up of **1,486** square kilometers and **8** towns and townships:

- Amaranth
- East Garafraxa
- Grand Valley
- Melancthon
- Mono
- Mulmur
- Orangeville
- Shelburne



**41**

Median age of the population in Dufferin County

Dufferin is predicted to have **85,000** residents by 2041

Dufferin County's population as of 2016 **61,735**

**65%** of the population reside in the three main urban centres

**Grand Valley**  
**8%**  
population change from 2011 - 2016

**Orangeville**  
**3%**  
population change from 2011 - 2016

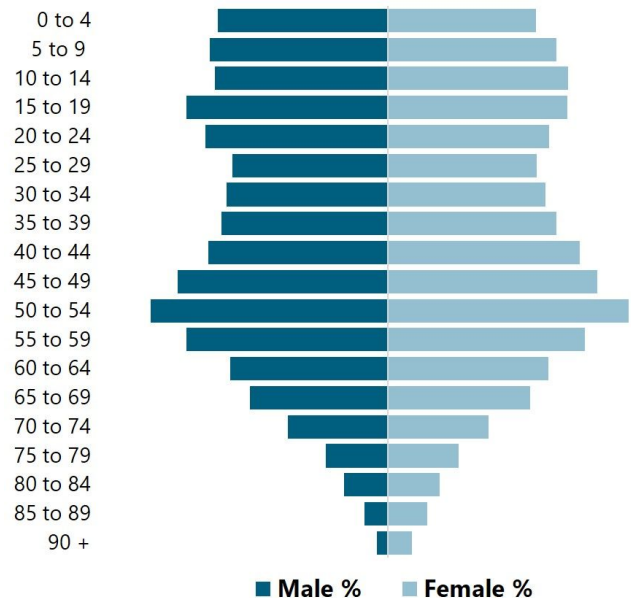
**Shelburne**  
**39%**  
population change from 2011 - 2016

**73%** population (15+) who travel outside of their municipality for work

**11%** of children age 5 and younger live in low income households

**8%** of the population belong to a visible minority group

Dufferin County Population Pyramid (2016)



Source: Statistics Canada, 2016 Census of Population.

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

---

In 2009, the work of community safety and well-being planning began in Ontario with a partnership between the Ministry of the Solicitor General and the Ontario Association of Chiefs of Police. Community safety and well-being is broader than the traditional definition of safety (i.e. crime) and moves the focus to also include social determinants of health, such as a sense of belonging, opportunities to participate, education, health care, food, housing, income, and social and cultural expression.

The *Comprehensive Ontario Police Services Act, 2019* mandates every municipal council to prepare and adopt a Community Safety and Well-Being (CSWB) Plan. Under the legislation, municipalities have the discretion and flexibility to develop joint plans with surrounding municipalities. The municipalities in Dufferin are working collaboratively to develop a shared Community Safety and Well-Being Plan for all of Dufferin County.

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

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

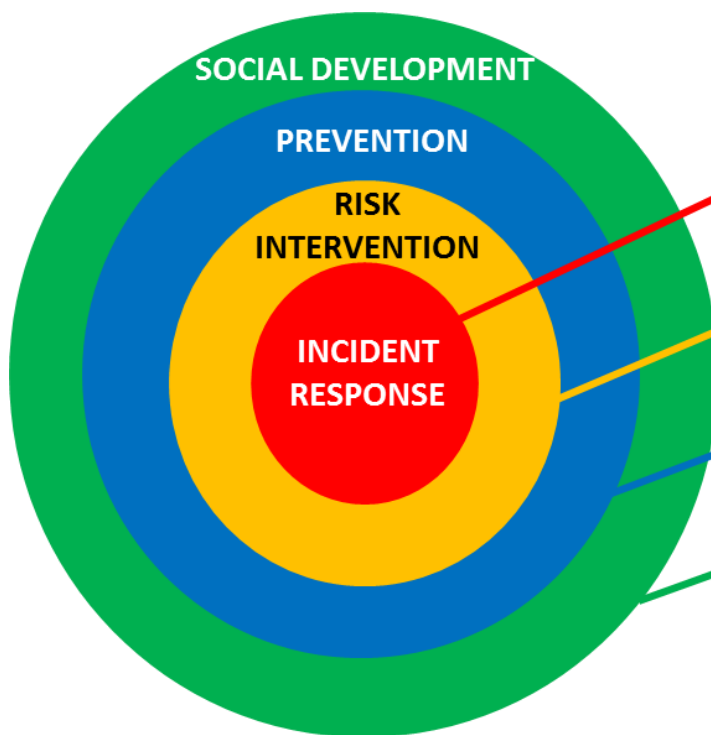
## The Ontario Framework

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

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

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

# The Ontario Framework (cont.)



## INCIDENT RESPONSE

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

## RISK INTERVENTION

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

## PREVENTION

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

## SOCIAL DEVELOPMENT

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

# The Ontario Framework (cont.)

---

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

- **Strength-Based** – recognize the work that’s already being done in the community and collaborating to do more and leverage local expertise
- **Risk-Focused** – focus on the risk, preventing something bad from happening rather than trying to fix it after the fact
- **Awareness and Understanding** – everyone understands their role in making the community a safe and healthy place to live
- **Highest Level Commitment** – to be successful, this initiative requires dedication and input from a wide range of sectors, agencies, organizations and groups
- **Effective Partnerships** – due to the complex nature of community safety and well-being, no single individual, agency or organization can fully own the planning process
- **Evidence and Evaluation** – part of the planning process must involve gathering information and evidence to provide a clear picture of what is happening in the community
- **Cultural Responsiveness** – being open to and respectful of cultural difference

Our approach to developing the Dufferin Community Safety and Well-Being Plan and the resulting four year plan is aligned with these critical success factors.

## Our Approach to Community Safety and Well-Being Planning

An Advisory Committee was established to guide the development of Dufferin’s Community Safety and Well-Being (CSWB) Plan. This committee was comprised of a broad cross-section of organizations, with representatives from the following groups:

- Alzheimer Society of Dufferin County
- Caledon\Dufferin Victim Services
- Canadian Mental Health Association Peel Dufferin (CMHA)
- Community Living Dufferin
- The County of Dufferin- Community Services Department
- The County of Dufferin - Paramedic Services
- DC MOVES<sup>1</sup>/DCEC<sup>2</sup>
- Dufferin Area Family Health Team
- Dufferin Child and Family Services (DCAFS)
- Dufferin Community Foundation
- Dufferin OPP
- Dufferin Situation Table
- Family Transition Place
- Headwaters Communities in Action (HCIA)
- Services and Housing In the Province (SHIP)
- White Owl Native Ancestry Association

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

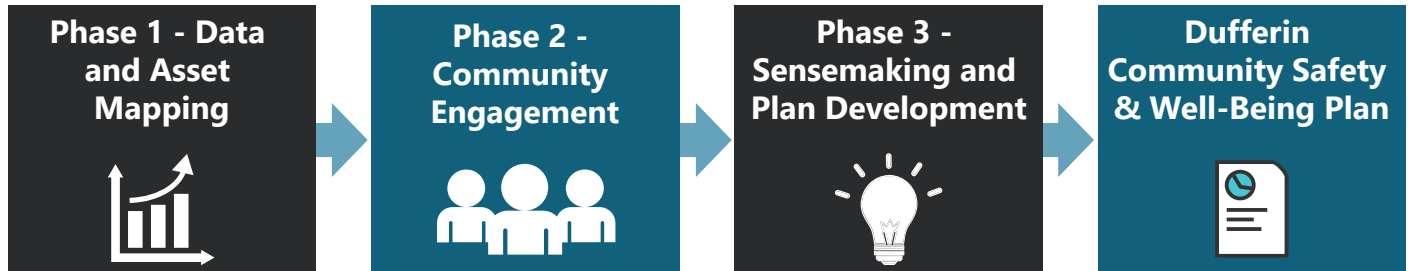
<sup>1</sup> DC MOVES - Dufferin County – Managing Organizing Validating Engagement Strategy

<sup>2</sup> DCEC - Dufferin County Equity Collaborative



# Our Approach (cont.)

The Advisory Committee met over the course of 2020 and early 2021 to facilitate three phases of the community safety and well-being planning process. These phases included:



## PHASE 1 - DATA AND ASSET MAPPING

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

### **Organizational Consultation**

In July and August of 2020, the Advisory Committee began the asset mapping process by conducting 20 interviews with community organizations. The purpose of the interviews was to:

- Build an inventory of services or initiatives that the organization delivers that fall into the four categories of community safety and well-being
- Identify key health and/or safety issues
- Identify any populations in Dufferin County that are particularly at risk of negative health or safety outcomes
- Identify the impact of COVID-19 on the community and vulnerable populations
- Identify any services/initiatives that should be made available in Dufferin County to address vulnerabilities

This asset mapping process allowed the Advisory Committee to identify current priorities and work being done in the community and to identify opportunities for future work.

### **Inventory of Dufferin Planning Tables**

An inventory of existing planning tables in Dufferin was also conducted. A total of 33 planning tables were identified. This inventory highlighted:

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



# Our Approach (cont.)

## PHASE 1 - DATA AND ASSET MAPPING (CONT.)

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

### Local Data

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

## PHASE 2 - COMMUNITY ENGAGEMENT

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

### Community Consultation

To share information about the development of the Dufferin Community Safety and Well-Being Plan a website was created, <https://joinindufferin.com/cswbp-consultation>. This website was developed in order to share information about the community safety and well-being planning process with residents, and to ensure residents were given the opportunity to participate in the plan's creation.

Residents were asked to provide input into the Community Safety and Well-Being Plan through the use of a survey. Both online and hard copy surveys were made available. The survey was open from November 9 to December 21, 2020. A total of 471 responses were received from residents across Dufferin's geographic areas.

The survey focused on perceptions of community safety and well-being and priorities to include in the Dufferin plan.



*We want to hear from you!*

Dufferin's  
**COMMUNITY SAFETY & WELL-BEING SURVEY**

COMPLETE THE SURVEY FOR A CHANCE TO WIN 1 OF 10 \$25 PRESIDENT'S CHOICE GIFT CARDS

SCAN THE CODE OR VISIT  
<https://www.surveymonkey.com/r/DufferinCSWB>



# Our Approach (cont.)

## PHASE 2 - COMMUNITY ENGAGEMENT (cont.)

In addition to the online survey, an engagement session was held with youth in Shelburne. The purpose of the engagement session was to learn from youth living in Dufferin about their experiences and perceived risks to health and safety. Five youth participated in this engagement session.

### Community Organization Consultation

In October of 2020, community organizations were invited to participate in an online survey. This survey asked community organizations to identify service statistics they collect that can inform the development of the Community Safety and Well-Being Plan, local research that has been conducted that can inform the development of the Community Safety and Well-Being Plan, and priorities they would like to see reflected in the Community Safety and Well-Being Plan. Twenty organizations representing ten different sectors responded to the online survey. The sectors that responded to the survey include:

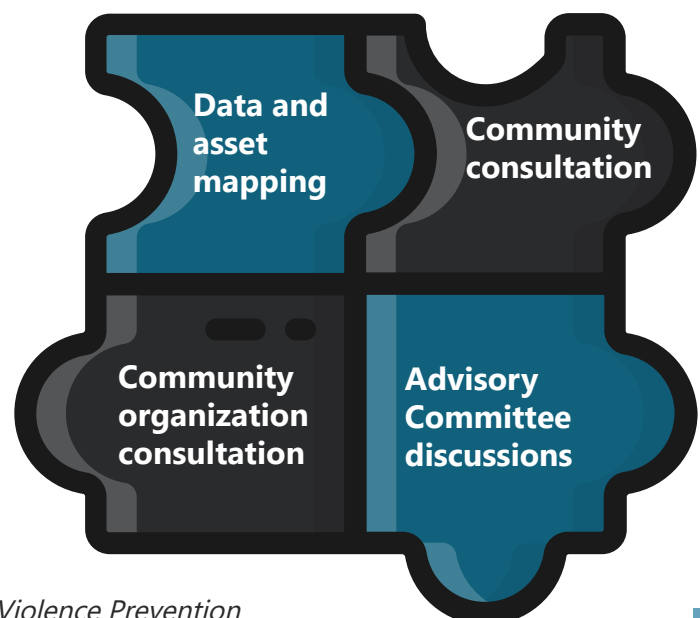
- Community Associations
- Food Security
- Government
- Health
- Housing and Homelessness
- Persons with Disabilities
- Protective Services
- Seniors
- Violence against Women
- Youth

## PHASE 3 - SENSEMAKING AND PLAN DEVELOPMENT

During phase three of the community safety and well-being process, the Advisory Committee reviewed all of the data and information that had been collected over the planning process and identified areas of focus for the Dufferin Community Safety and Well-Being Plan.

All of the pieces of the collected information were reviewed and five areas of focus were identified for the Dufferin Community Safety and Well-Being Plan:

1. Mental Health and Well-Being
2. Housing and Homelessness
3. Substance Use and Addiction
4. Discrimination, Marginalization and Racism
5. Community Safety and Violence\* Prevention



\* Gender-based Violence and Family and Domestic Violence Prevention

# Priority Area Summary

**Mental Health and Well-Being**

**Housing and Homelessness**

**Substance Use and Addiction**

**Discrimination, Marginalization  
and Racism**

**Community Safety and Violence\*  
Prevention**

*\* Gender-based Violence and Family and Domestic Violence Prevention*

# Dufferin's Community Safety and Well-Being Plan 2021-2024

Dufferin's initial Community Safety and Well-Being Plan is a four year plan which will be reviewed annually. There are many elements which create safety and well-being in a community. To ensure this plan is achievable and strategic in focus, the Advisory Committee used local data and information from the organization and community consultation process to identify five priority areas for this first plan.

The following five priority areas of focus have been identified for action in Dufferin's Community Safety and Well-Being Plan:

1. Mental Health and Well-Being
2. Housing and Homelessness
3. Substance Use and Addiction
4. Discrimination, Marginalization and Racism
5. Community Safety and Violence\* Prevention

A structure has been established to lead the implementation of strategies and actions in each of these five areas. This structure will leverage the use of existing planning tables in Dufferin County and ensure that there is an integrated response which leverages resources and recognizes the inter-relationships amongst these five priority areas.

A Lead Table has been identified for each of the priority areas. The existing Community Safety and Well-Being Advisory Committee will convert into a new Integration Table, which will ensure a proactive, balanced and collaborative response across these five priority areas.



\* Gender-based Violence and Family and Domestic Violence Prevention

# Mental Health and Well-Being

**83%**

of individuals reported their overall mental health is good, very good or excellent (2020)

## Who will lead this priority area?

The Lead Table is the Hills of Headwaters Ontario Health Team Mental Health and Addictions Work Group.

## What did we hear about mental health and well-being?

- Decrease in Dufferin residents reporting a strong or somewhat strong sense of belonging to their community
- Increase in students who report low levels of self-esteem
- Increase in suicide, self-harm, and self-injury rates among students
- Lack of access to mental health care, services and supports
- Lack of awareness of available resources
- Low community awareness of mental health and well-being
- Need for further collaboration/integration amongst community supports
- Stigma about mental health - there is the potential of knowing the person providing services as Dufferin is a small community
- Social isolation is an issue for some people

## What will be the focus in this area?

1. Expand access to mental health services and supports
2. Improve care

## How will we know if our work has made a difference?

Outcomes/Results of the work	Performance Measures
<ul style="list-style-type: none"> <li>• Enhanced overall mental health</li> </ul>	<ul style="list-style-type: none"> <li>• % of individuals reporting their overall mental health is good, very good or excellent</li> <li>• Total # of calls to EMS for behaviour/psychiatric reasons</li> <li>• % of students who report thoughts of suicide by geography and grade</li> </ul>
<ul style="list-style-type: none"> <li>• Increased sense of belonging</li> </ul>	<ul style="list-style-type: none"> <li>• % of individuals describing their feeling of belonging to their local community as strong or very strong</li> </ul>
<ul style="list-style-type: none"> <li>• Decreased levels of stress</li> </ul>	<ul style="list-style-type: none"> <li>• % of individuals reporting high and overwhelming levels of stress</li> </ul>
<ul style="list-style-type: none"> <li>• Decreased numbers of mental health emergency department visits</li> </ul>	<ul style="list-style-type: none"> <li>• Number of mental health emergency department visits</li> </ul>

# Housing and Homelessness

**48%**

of individuals agreeing or strongly agreeing they have access to affordable housing options (2020)

## Who will lead this priority area?

The Lead Table is the Dufferin County Equity Collaborative (DCEC) Housing & Homelessness Pillar.

## What did we hear about housing and homelessness?

- The most pressing housing issue is a lack of affordable housing
- There is an issue with a lack of availability of rental housing
- 45% of tenant households spend more than 30% or more of their income on shelter costs
- 21% of owner households spend 30% or more of their income on shelter costs
- Groups that have a particularly hard time finding affordable/adequate housing are youth, seniors, and single parents
- 44 individuals were counted as experiencing homelessness (2018)
- There is also invisible or hidden homelessness in Dufferin

## How will we know if our work has made a difference?

1. Address housing affordability, availability and equity
2. Prevent housing instability and homelessness
3. Maintain, and where possible, improve housing
4. Meet a range of complex community needs

## What will be the focus in this area?

Outcomes/Results of the work	Performance Measures
<ul style="list-style-type: none"> <li>• Increased access to affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>• % of individuals agreeing or strongly agreeing they have access to affordable housing options</li> <li>• % of households in Core Housing Need</li> <li>• % of households spending 30% or more of income on shelter costs</li> <li>• % of renter households that can afford the average apartment rent in Dufferin</li> <li>• Average market rent and average resale price of home</li> <li>• % of households that can afford the average resale home price in Dufferin</li> <li>• # of households applying each year for community housing</li> </ul>
<ul style="list-style-type: none"> <li>• Decreased number of homeless individuals</li> </ul>	<ul style="list-style-type: none"> <li>• # of homeless individuals</li> </ul>
<ul style="list-style-type: none"> <li>• Decreased number of individuals returning to homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Homelessness recidivism rate</li> </ul>



# Substance Use and Addiction

**50%**

the Impaired/Exceed charge type increased 50%, from 2015 (56) to 2019 (84)

## Who will lead this priority area?

The Lead Table is the Dufferin Caledon Drug Strategy Committee (Ontario Health Team Addictions Work Group).

## What did we hear about substance use and addiction?

- Increase in youth who report prescription drug use without a prescription
- Heavy drinking is an issue with youth
- Increase in impaired/exceed charge type
- Increase in number of EMS calls regarding alcohol intoxication
- Increase in number of EMS calls regarding drug/alcohol overdose
- Increase in number of calls regarding opioid overdose
- Lack of awareness of community resources

## What will be the focus in this area?

1. Reduce the harms related to substance use and/or addictive behaviours
2. Expand access to substance use and addiction services and supports
3. Improve care

## What will be the focus in this area?

Outcomes/Results of the work	Performance Measures
<ul style="list-style-type: none"> <li>• Reduced harm related to substance use and/or addictive behaviours</li> </ul>	<ul style="list-style-type: none"> <li>• # of ED visits related to opioid use</li> <li>• # of EMS calls related to substance use and addictions</li> <li>• # of overdoses</li> <li>• OPP top five charges data and impaired driving offences</li> <li>• # of individuals newly dispensed an opioid for pain (Rate per 1,000)</li> <li>• # of Dufferin County Opioid-related deaths (other substance(s) may also be involved)</li> <li>• % of Dufferin youth who report prescription drug use without a prescription in the last year</li> <li>• % of individuals who report heavy drinking</li> </ul>



# Discrimination, Marginalization and Racism

**16%**

of individuals (in 2020) felt uncomfortable in their community because of their physical appearance, mental health or other health condition

## Who will lead this priority area?

The Lead Table is the County of Dufferin Diversity, Equity and Inclusion Community Advisory Committee.

## What did we hear about discrimination, marginalization and racism?

- Some individuals (11%) feel uncomfortable in their neighbourhood due to their ethnicity, culture, race, skin colour, language, accent, gender, sexual orientation or religion
- Some individuals (16%) feel uncomfortable in their community because of their physical appearance, mental health or other health condition

## What will be the focus in this area?

The County of Dufferin Diversity, Equity and Inclusion Community Advisory Committee is a newly formed committee and has not yet established a work plan. In addition, Shelburne has an Anti-Black Racism, Anti-Racism and Discrimination Task Force. We will work with these new tables to determine community goals and strategies.

## How will we know if our work has made a difference?

Outcomes/Results of the work	Performance Measures
<ul style="list-style-type: none"> <li>• A more inclusive community</li> </ul>	<ul style="list-style-type: none"> <li>• % of individuals reporting they feel uncomfortable or out of place in their neighbourhood because of their ethnicity, culture, race, skin colour, language, accent, gender, sexual orientation or religion</li> <li>• % of individuals reporting they feel uncomfortable or out of place in their community because of their physical appearance, mental health or other health conditions</li> </ul>
<ul style="list-style-type: none"> <li>• Increased sense of belonging</li> </ul>	<ul style="list-style-type: none"> <li>• % of individuals describing their feeling of belonging to their local community as strong or very strong</li> </ul>
<ul style="list-style-type: none"> <li>• Increased, equitable access to health care for all</li> </ul>	<ul style="list-style-type: none"> <li>• To be determined</li> </ul>
<ul style="list-style-type: none"> <li>• Increased awareness about discrimination, racism and marginalization</li> </ul>	<ul style="list-style-type: none"> <li>• # of workplaces with internal anti-racism, anti-discrimination policies, plans, etc.</li> </ul>

# Community Safety and Violence\* Prevention

82%

of residents are satisfied or very satisfied with their personal safety in their community (2020)

## Who will lead this priority area?

The Lead Table will be a newly established table, comprised of representatives from a cross-section of agencies and organizations.

## What did we hear about community safety and violence prevention?

- Dufferin residents feel less safe in the areas of distracted driving, driving under the influence, aggressive driving and speeding, walking alone on trails and on unpaved sideroads
- More than 50% of residents feel that crime has increased in their community over the last three years
- More than 50% of residents feel that Dufferin has lower rates of crime than other communities in Ontario

## What will be the focus in this area?

This priority area will focus on crime, mobility safety, and the prevention of domestic and family violence. The new Lead Table will determine community goals and strategies.

## How will we know if our work has made a difference?

Outcomes/Results of the work	Performance Measures
<ul style="list-style-type: none"> <li>• Increased feelings of personal safety</li> </ul>	<ul style="list-style-type: none"> <li>• % of individuals reporting they are satisfied or very satisfied with their personal safety in their community</li> </ul>
<ul style="list-style-type: none"> <li>• Increased feelings of mobility safety</li> </ul>	<ul style="list-style-type: none"> <li>• % of individuals reporting they feel safe or very safe in the following areas:               <ul style="list-style-type: none"> <li>◦ Quality of pedestrian infrastructure, like sidewalks and crosswalks</li> <li>◦ Quality of roadway design, like intersections</li> <li>◦ Quality of cycling infrastructure, like bike lanes and paths</li> <li>◦ Distracted driving</li> <li>◦ Driving under the influence/impaired driving</li> <li>◦ Aggressive driving</li> <li>◦ Speeding</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Increased feelings of community safety</li> </ul>	<ul style="list-style-type: none"> <li>• % of individuals reporting they feel safe or very safe in the following areas:               <ul style="list-style-type: none"> <li>◦ When they are in their own home after dark</li> <li>◦ Walking alone after dark</li> <li>◦ Walking alone in a downtown area after dark</li> <li>◦ Walking alone on trails</li> <li>◦ Walking alone on unpaved sideroads</li> </ul> </li> </ul>

\* Gender-based Violence and Family and Domestic Violence Prevention

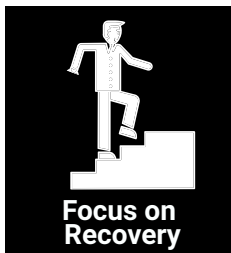
# Moving Forward and a Call to Action

## Moving Forward

Dufferin's plan sets out a collaborative approach to improve community safety and well-being. As agencies work together to follow the plan, we recognize that this is a constantly moving process. This work does not operate in a vacuum. The pandemic is ongoing and is impacting the work we do. The work and the plan will evolve over time. We will move back and forth between different stages as we progress. Moving forward we must:



- Keep community safety and well-being as a priority
- Promote and maintain community safety and well-being on an ongoing basis
- Respond to emergency needs - currently this takes precedence
- Focus on risk intervention and how to deliver services/programming despite challenges
- Know that prevention will become more evident as we see the positive effects of decisions and actions
- Keep the "big picture" in mind as the focus shifts from management to recovery in:
  - Mental Health and Well-Being
  - Housing and Homelessness
  - Substance Use and Addiction
  - Discrimination, Marginalization and Racism
  - Community Safety and Violence\* Prevention



- Recognize some needs and services will have changed
- Acknowledge that engagement and consultation will take place at different times
- Explore new ways of delivering services, seek opportunities
- Shift and realign services/programming
- Change the impossible to the possible

## Call to Action

We open the invitation to others to join the effort to improve the safety and well-being of the residents of Dufferin County. How you can be part of the action:

- Share this plan with your contacts
- Spread the word about community safety and well-being
- Answer future surveys
- Visit and take part in *Join In Dufferin*

**Join In Dufferin:**   
<https://joinindufferin.com>

\* Gender-based Violence and Family and Domestic Violence Prevention

# Acknowledgements

It takes many people and community partners to create and maintain community safety and well-being. Dufferin's first Community Safety and Well-Being Plan has been built on a strong foundation of data, local information and community partnerships. We have leveraged existing planning tables to maximize their great work and to help us continue to move the needle on community safety and well-being in Dufferin. Let us continue together with our collaborative approach to create a vibrant, equitable, inclusive, safe and healthy community.

We gratefully acknowledge the efforts of all individuals, local agencies and service providers involved in the development of the Dufferin Community Safety and Well-Being Plan. We appreciate and want to thank all of you. In particular we would like to recognize those individuals who participated on the Community Safety and Well-Being Advisory Committee:

- Anna McGregor, Dufferin County
- Cindy Larocque, Services and Housing In the Province (SHIP)
- Corinne Nielsen, Dufferin County
- David McLagan, Dufferin OPP
- Dorothy Davis, Caledon\Dufferin Victim Services
- Elaine Capes, DC MOVES
- Elaine Griffin, Alzheimer Society of Dufferin County
- Gary Staples, Dufferin Paramedic Services
- Gordon Gallagher, Dufferin Community Foundation
- Heidi Vanderhorst, Dufferin Area Family Health Team (DAFHT)
- Jennifer Moore, Dufferin Child and Family Services (DCAFS)
- Jennifer Payne, Headwaters Communities in Action (HCIA)
- Julie Vanderwerf, Dufferin County
- Kent Moore, Shelburne Police
- Norah Kennedy, Family Transition Place
- Robert Bingham, Community Living Dufferin
- Shannon Pride, White Owl Native Ancestry Association
- Cst. Terri-Ann Pencarinha, Dufferin OPP
- Tim Smith, Dufferin Peel CMHA
- Wendy Taylor-Brett, Home and Community Support Services Central West/Chair Dufferin Situation Table

We would also like to acknowledge our municipal partners:



GRAND VALLEY



TOWN OF  
**MONO**



TOWNSHIP OF  
**MULMUR**



**Orangeville**



A People Place, A Change of Pace  
**SHELBURNE**  
ONTARIO, CANADA