

Appendix B

Community Safety and Well-Being Implementation Framework Sault Ste. Marie

The following tables translate the Community Safety and Well-Being priorities into actions, identified leadership roles, and agreed outcomes and indicators to support coordinated implementation. They provide a shared structure for advancing this work across sectors and for guiding action, accountability, and progress tracking.

While the priorities, focus areas, and leadership roles reflect agreed directions, implementation is expected to evolve over time. Specific activities, measures, and approaches may be refined through ongoing collaboration as conditions change, new information becomes available, and work already underway continues to mature.

This Implementation Framework is designed to operate alongside other adopted community plans, including the [Sault Ste. Marie Homelessness Strategy and Action Plan \(2026–2035\)](#). Actions related to housing stability and homelessness are aligned with that plan and are intended to reinforce, not duplicate, its priorities and implementation pathways.

Lead organizations identified in the framework represent agreed points of accountability for coordinating implementation within each priority area. Leads are expected to convene partners, support alignment, and advance actions in collaboration with identified partners, consistent with their mandates and capacity. Where organizations are already active in these areas, existing leadership structures, activities, outcomes, and indicators should be incorporated rather than duplicated.

Successful implementation also requires dedicated coordination capacity. While responsibility for specific actions rests with identified lead organizations, a Community Safety and Well-Being Coordinator is required to support cross-sector implementation by convening partners, aligning work across priorities, tracking progress, and sustaining momentum over time. This role functions as an enabling resource and does not replace or assume the responsibilities of lead or partner organizations.

Implementation Action Framework

Focus Areas, Leads, Key Partners, Outcomes, and Indicators

Priority 1 – Safer Shared Public Spaces

Focus Area	Actions / Tasks	Lead / Key Partners	Expected Outcomes	Indicators
Coordinated Presence in Shared Public Spaces	<ul style="list-style-type: none"> • Establish a shared schedule for cross-sector presence during peak times. • Align policing, outreach, and City teams on shared deployment times. • Develop and implement shared protocols for responding to visible distress and crisis situations. • Create clear pathways to connect people in distress, including individuals avoiding unsafe home environments due to intimate partner violence, to appropriate health, housing, and safety supports. 	<p>LEAD: City of SSM and Canadian Mental Health Association Sault Ste. Marie and District (Community outreach)</p> <p>Key Partners: SSM Police Service, DSSAB (EMS), Indigenous organizations, Intimate Partner Violence and gender-based violence service providers, Community agencies</p>	<ul style="list-style-type: none"> • More predictable and coordinated presence in public areas. • Clear, consistent responses to visible distress and crisis situations. • Earlier connection to supports, reducing escalation. • Increased sense of safety and predictability in shared spaces. 	<ul style="list-style-type: none"> • Coordinated presence hours per week. • Number of shared-protocol responses. • Individuals connected to supports instead of emergency services. • Safety perceptions in priority locations.
Community Standards in Shared Public Spaces	<ul style="list-style-type: none"> • Finalize and publish community standards for shared public spaces. • Train cross-sector teams on applying 	<p>Lead: City of SSM</p> <p>Key Partners: SSM Police Service, DSSAB,</p>	<ul style="list-style-type: none"> • Clear, shared expectations for behaviour and response. 	<ul style="list-style-type: none"> • Staff trained. • Complaints or inquiries related to standards. • Internal consistency reviews.

	<p>standards consistently and respectfully.</p> <ul style="list-style-type: none"> • Integrate standards into presence protocols and outreach scripts. • Develop a reporting and feedback process to monitor application of standards. 	<p>Communications, Indigenous partners</p>	<ul style="list-style-type: none"> • More consistent and respectful interactions. • Reduced tension in high-traffic locations. • Improved public understanding of expectations in shared spaces. 	<ul style="list-style-type: none"> • Public awareness levels.
<p>Culturally Safe Engagement & Indigenous Navigation</p>	<ul style="list-style-type: none"> • Embed Indigenous Navigators within coordinated presence and outreach teams. • Provide cultural-safety orientation for public-space responders. • Establish Indigenous-led pathways for accessing cultural supports. • Review engagement protocols quarterly with Indigenous partners. 	<p>Lead: Sault Ste. Marie Indigenous Friendship Centre</p> <p>Key Partners: Nogdawindamin Family and Community Services, CMHA (HART Hub), DSSAB (EMS), SSM Police Service, City of SSM</p>	<ul style="list-style-type: none"> • Increased cultural safety and trust. • More use of Indigenous-led pathways. • Reduced escalation involving Indigenous community members. • Stronger Indigenous leadership in safety work. 	<ul style="list-style-type: none"> • Indigenous-led engagements. • Staff trained in cultural safety. • Referrals through Indigenous pathways. • Indigenous Partner feedback on cultural safety.
<p>Justice Diversion & Early Stabilization</p>	<ul style="list-style-type: none"> • Align outreach, Police, and EMS protocols for non-criminal distress. • Develop criteria for diversion to health and social supports. • Ensure diversion and stabilization responses include safe, trauma-informed pathways for individuals experiencing intimate partner violence, aligned with 	<p>Lead: Mobile Crisis Rapid Response Team (Sault Area Hospital and SSM Police Service)</p> <p>Key Partners: DSSAB (EMS), Indigenous organizations, City of Sault Ste. Marie, Youth diversion services (e.g., John Howard Society of Sault Ste. Marie & District</p>	<ul style="list-style-type: none"> • Increased diversion of non-criminal crises. • Faster connection to supports. • Reduced pressure on emergency services. • Fewer repeat crisis calls. • Safer, more appropriate responses for people in crisis, including those affected 	<ul style="list-style-type: none"> • Diversion rates. • Repeat crisis calls. • Time from crisis encounter to stabilization. • EMS/Police non-criminal call data.

	<p>existing community-based supports.</p> <ul style="list-style-type: none"> • Train responders on diversion and stabilization options. • Track and review diversion outcomes. 	<p>Extra-Judicial Measures; CMHA Algoma Youth Mental Health Court Support), Intimate Partner Violence and gender-based violence service providers</p>	<p>by intimate partner violence.</p>	
<p>Environmental Design & Public-Space Improvements</p>	<ul style="list-style-type: none"> • Identify priority locations for environmental improvements. • Implement lighting, sightline, maintenance, and cleanliness upgrades. • Coordinate ongoing maintenance informed by frontline input. • Evaluate impacts of environmental changes. 	<p>Lead: City of SSM (Parks, Public Works)</p> <p>Key Partners: SSM Police Service</p>	<ul style="list-style-type: none"> • Improved real and perceived safety. • Reduced environmental contributors to distress. • More welcoming and predictable public spaces. 	<ul style="list-style-type: none"> • Number of upgrades completed. • Maintenance metrics. • Staff observations. • Safety perception changes.

Priority 2 – Early Outreach & Support

Focus Area	Actions / Tasks	Lead / Key Partners	Expected Outcomes	Indicators
Earlier, More Consistent Outreach Response	<ul style="list-style-type: none"> • Establish shared outreach protocols across agencies for identifying, engaging, and following up with people in distress. • Create a coordinated outreach schedule across agencies so outreach is aligned and predictable. • Implement a warm-handoff process connecting people to health, harm-reduction, cultural, housing, and safety supports, including confidential pathways for individuals experiencing or at risk of intimate partner violence • Set up real-time communication between outreach and key partners during active shifts. 	<p>Lead: Canadian Mental Health Association Sault Ste. Marie and District (Community outreach)</p> <p>Key Partners: Indigenous organizations, Health partners, Intimate Partner Violence and gender-based violence service providers, Community agencies, DSSAB</p>	<ul style="list-style-type: none"> • More coordinated outreach presence across agencies. • Earlier engagement before situations escalate into crisis. • Reduced reliance on emergency and enforcement responses for non-criminal distress. • Better continuity of short-term support and connections to ongoing services. 	<ul style="list-style-type: none"> • Outreach contacts per week. • Warm handoffs completed. • Percentage of distress situations where outreach is the primary responder rather than EMS/Police. • Follow-up contacts completed.
Predictable & Expanded Outreach Coverage	<ul style="list-style-type: none"> • Expand outreach coverage during identified high-need times (evenings, weekends, and priority locations). 	<p>Lead: Canadian Mental Health Association Sault Ste. Marie and District (Community outreach)</p>	<ul style="list-style-type: none"> • More timely support during periods of highest need. • Reduced crises escalating due to 	<ul style="list-style-type: none"> • Percentage of peak-time coverage. • Outreach contacts during extended hours. • Number of youth-specific contacts.

	<ul style="list-style-type: none"> • Increase outreach presence in locations identified through data and frontline input as having frequent visible distress or crisis-driven behaviour. • Implement youth-specific outreach in locations where youth regularly gather. • Review outreach coverage data regularly and adjust schedules to reduce gaps. 	<p>Key Partners: Youth agencies, DSSAB, relevant community and/or private sector representatives</p>	<p>delayed or absent outreach.</p> <ul style="list-style-type: none"> • Improved ability to reach people when risk is highest. 	
<p>Indigenous-Led Outreach & Cultural Navigation</p>	<ul style="list-style-type: none"> • Expand Indigenous Navigator roles within outreach responses. • Strengthen culturally grounded pathways that connect people to Indigenous-led supports. • Apply Indigenous-led engagement standards across outreach teams. • Review outreach practices with Indigenous partners on a regular basis. 	<p>Lead: Indigenous organizations</p> <p>Key Partners: Canadian Mental Health Association Sault Ste. Marie and District (Community outreach)</p>	<ul style="list-style-type: none"> • Increased cultural safety and trust in outreach interactions. • More people connected through Indigenous-led pathways. • Reduced escalation linked to unsafe or inconsistent engagement. • Stronger Indigenous leadership in early outreach work. 	<ul style="list-style-type: none"> • Indigenous-led contacts. • Referrals to Indigenous pathways. • Feedback from Indigenous partners on engagement practices.
<p>Crisis Diversion & Non-Criminal Response Integration</p>	<ul style="list-style-type: none"> • Align Police, EMS, and outreach protocols for responding to non-criminal distress. • Establish clear diversion criteria and stabilization pathways 	<p>Lead: Mobile Crisis Rapid Response Team (SSM Police Service and Sault Area Hospital)</p> <p>Key Partners: DSSAB (EMS), CMHA, IFC</p>	<ul style="list-style-type: none"> • Reduced strain on emergency services from non-criminal crises. • Increased diversion of non-criminal crises away from enforcement. 	<ul style="list-style-type: none"> • Percentage of eligible calls diverted. • Repeat crisis call trends. • Time from initial contact to stabilization.

	<p>for non-criminal crises, including situations involving intimate partner violence where safety-focused, non-criminal responses are appropriate.</p> <ul style="list-style-type: none"> • Provide training on using diversion and stabilization pathways as alternatives to enforcement for non-criminal distress. • Track diversion outcomes and refine protocols based on what is working. 		<ul style="list-style-type: none"> • Faster connection to appropriate health or stabilization supports. • Better coordination during crisis response. 	<ul style="list-style-type: none"> • EMS/Police non-criminal call data.
<p>Youth-Focused Outreach & Prevention (IPM / Planet Youth)</p>	<ul style="list-style-type: none"> • Provide outreach in schools, parks, community hubs, and other regular youth gathering spaces. • Align youth outreach with Icelandic Prevention Model principles (structured time, parental engagement, reduced risk exposure). • Use Planet Youth data to target gaps in youth protective factors and inform outreach priorities. • Strengthen youth access to positive, 	<p>Lead: Algoma Family Services & Algoma Public Health</p> <p>Key Partners: School Boards, Youth agencies</p>	<ul style="list-style-type: none"> • Stronger protective factors for youth. • Increased youth belonging and connection to positive adults and peers. • Reduced exposure to high-risk environments and activities. 	<ul style="list-style-type: none"> • Youth outreach contacts. • Participation in structured-time activities. • Trends in key Planet Youth indicators over time.

	supervised, structured activities through community partners.			
--	---------------------------------------------------------------	--	--	--

Priority 3 – Housing Stability & Reduced Homelessness

Proposed Actions/ Leads & Key Partners/ Outcomes/ Indicators

Focus Area	Actions / Tasks	Lead / Key Partners	Expected Outcomes	Indicators
Housing Loss Prevention & Early Intervention	<ul style="list-style-type: none"> • Strengthen diversion and prevention approaches that help people avoid entering homelessness wherever possible. • Work with housing providers to identify early signs of housing instability and coordinate support before eviction occurs. • Provide access to financial supports, mediation, and problem-solving to stabilize housing situations, including rapid, confidential responses for individuals and families leaving housing due to intimate partner violence or unsafe living conditions. • Improve coordination with institutions to reduce discharges into homelessness. 	<p>Lead: DSSAB</p> <p>Key Partners: Housing and homelessness response providers, Intimate Partner Violence and gender-based violence service providers, Community agencies</p>	<ul style="list-style-type: none"> • Reduced inflow into homelessness. • Earlier support for people at risk of losing housing. • Fewer evictions leading directly to homelessness. • Stronger cross-system prevention coordination. 	<ul style="list-style-type: none"> • Number of successful housing preventions. • Diversion outcomes. • Eviction trends among partner providers. • Percentage of institutional discharges linked to coordinated supports.
Stabilization Supports for Housing Retention	<ul style="list-style-type: none"> • Strengthen short-term stabilization supports for people transitioning out of shelters, encampments, or crisis settings. 	<p>Lead: DSSAB</p> <p>Key Partners: CMHA, Harm-reduction providers, Indigenous organizations, Intimate</p>	<ul style="list-style-type: none"> • Higher rates of housing retention. • Reduced cycling between housing, shelters, and crisis responses. 	<ul style="list-style-type: none"> • Housing retention at 3, 6, and 12 months. • Number of stabilization supports delivered. • Repeat shelter use trends.

	<ul style="list-style-type: none"> • Increase access to mental-health, substance-use, and harm-reduction supports following housing placement, including trauma-informed supports for survivors of intimate partner violence. • Ensure coordinated follow-up for individuals who cycle between housing, shelters, and crisis responses. • Improve communication between housing, health, and social-support providers during early housing stabilization. 	Partner Violence and gender-based violence service providers	<ul style="list-style-type: none"> • Improved stability for people with complex needs. • Better coordinated support during the transition period. 	<ul style="list-style-type: none"> • Follow-up engagement rates.
Culturally Safe Housing Pathways (Indigenous Led)	<ul style="list-style-type: none"> • Strengthen Indigenous-led housing supports and pathways, including culturally grounded, confidential housing options for Indigenous women and families experiencing intimate partner violence. • Provide culturally grounded approaches to assessment, engagement, and stabilization. • Apply Indigenous definitions of homelessness in 	<p>Lead: Indigenous organizations involved in housing and homelessness sector</p> <p>Key Partners: DSSAB Housing, Ontario Aboriginal Housing Services (OAHS)</p>	<ul style="list-style-type: none"> • Better housing outcomes for Indigenous residents. • Greater cultural safety within housing services. • Housing approaches that reflect Indigenous experiences and definitions of homelessness. • More people connected to culturally appropriate supports. 	<ul style="list-style-type: none"> • Number of Indigenous-led housing supports delivered. • Housing outcomes for Indigenous residents. • Partner-reported cultural-safety improvements. • Referrals to Indigenous housing pathways.

	<p>planning, prioritization, and service delivery.</p> <ul style="list-style-type: none"> • Improve collaboration with Indigenous housing providers and service partners. 			
Clear Pathways Out of Homelessness	<ul style="list-style-type: none"> • Strengthen pathways from encampments, shelters, and provisional settings into stable housing. • Ensure shelters apply consistent, housing-focused practices in daily operations. • Implement coordinated transition supports for people moving from crisis settings into housing. • Improve navigation so people understand available housing options and how to access them. 	<p>Lead: DSSAB</p> <p>Key Partners: Shelter operators, Community outreach providers, Housing providers</p>	<ul style="list-style-type: none"> • Faster transitions from crisis settings into housing. • Reduced time spent in encampments, shelters, or provisional situations. • Increased clarity and predictability in the housing pathway. • Fewer people falling through system gaps. 	<ul style="list-style-type: none"> • Time from identification to housing placement. • Shelter exits to housing. • Encampment-to-housing transitions. • Number of people successfully connected to housing pathways.
Supportive Housing Expansion & System Capacity Building	<ul style="list-style-type: none"> • Advocate for and support the development of additional supportive and deeply affordable housing units. • Align local planning, provincial engagement, and funding opportunities to advance supportive-housing projects. • Strengthen coordination between 	<p>Lead: DSSAB</p> <p>Key Partners: City of Sault Ste. Marie, Provincial partners, Housing and health providers</p>	<ul style="list-style-type: none"> • Increased supply of supportive housing options. • Reduced chronic and repeated homelessness. • More people with complex needs maintaining long-term housing stability. • Improved system capacity to respond to housing and support needs. 	<ul style="list-style-type: none"> • Number of supportive-housing units approved or added. • Chronic homelessness trends. • Housing-stability outcomes for supportive-housing residents. • Cross-sector coordination measures.

	<p>housing, health, and social services for residents in supportive housing.</p> <ul style="list-style-type: none">• Identify service models that ensure long-term stability for people with complex needs.			
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	--	--

Priority 4 – Children and Youth Belonging, Prevention & Structured-Time

Proposed Actions/ Leads & Key Partners/ Outcomes/ Indicators

Focus Area	Actions / Tasks	Lead / Key Partners	Expected Outcomes	Indicators
Children and Youth Belonging & Connection	<ul style="list-style-type: none"> • Strengthen programs and environments where youth feel safe, welcome, and supported. • Increase opportunities for youth to build positive relationships with adults and peers. • Expand access to safe, welcoming spaces where youth can connect outside of high-risk environments. • Engage youth to help shape programs and activities that reflect their needs and interests. 	<p>Lead: Algoma Family Services</p> <p>Key Partners: City of SSM (recreation and culture teams), Schools Boards, Indigenous organizations, Youth agencies, YMCA of SSM</p>	<ul style="list-style-type: none"> • Increased youth sense of belonging and safety. • More supportive relationships with adults and peers. • Reduced exposure to environments associated with higher risk. • Youth programs that reflect lived experiences and local needs. 	<ul style="list-style-type: none"> • Youth-reported belonging and safety indicators. • Participation in belonging-focused programs. • Feedback from youth engagement activities. • Trends in Planet Youth social-connection measures.
Prevention Through Positive, Structured-Time Opportunities (IPM-Aligned)	<ul style="list-style-type: none"> • Expand access to affordable, structured, supervised activities across recreation, arts, sports, and cultural programs. • Reduce barriers to participation (transportation, cost, scheduling). • Align program development with Icelandic Prevention Model principles focused on strengthening protective 	<p>Lead: City of SSM</p> <p>Key Partners: Youth agencies, School Boards, Recreation providers, Algoma Public Health</p>	<ul style="list-style-type: none"> • Higher youth participation in positive structured-time activities. • Strengthened protective factors identified through Planet Youth data. • Reduced time spent in unsupervised or high-risk settings. • Improved youth connection to family and community. 	<ul style="list-style-type: none"> • Participation levels in structured-time activities. • Planet Youth protective-factor trends. • Barriers-to-participation measures (cost, transport usage). • Attendance during structured-time programming.

	<p>factors and reducing risk exposure.</p> <ul style="list-style-type: none"> • Work with community partners to expand positive structured-time options where gaps exist. 			
Youth Mental Health & Early Support Pathways	<ul style="list-style-type: none"> • Strengthen early identification and support for youth showing signs of stress, disconnection, or risk behaviour. • Increase access to low-barrier mental-health and wellbeing supports across school and community settings. • Improve coordination between schools, youth agencies, and health partners for warm handoffs and follow-up. • Strengthen communication between youth-serving organizations to support earlier identification and follow-up. 	<p>Lead: Algoma Family Services</p> <p>Key Partners: Algoma Public Health, School Boards, CMHA, Youth agencies, Youth agencies, Indigenous organizations</p>	<ul style="list-style-type: none"> • Earlier identification of youth in need of support. • More predictable access to mental-health and wellbeing services. • Fewer youth crises requiring emergency response. • Increased collaboration across youth-serving systems. 	<ul style="list-style-type: none"> • Youth referrals to early-support pathways. • Mental-health service engagement trends. • Number of youth requiring crisis response from emergency services. • Coordination metrics across school and community partners.
Culturally Safe Youth Supports & Indigenous Youth Pathways	<ul style="list-style-type: none"> • Strengthen culturally grounded programs and Indigenous-led youth supports. • Improve access to safe, culturally welcoming spaces for Indigenous youth. • Increase collaboration between schools, 	<p>Lead: Indigenous organizations</p> <p>Key Partners: School Boards, Youth agencies, DSSAB, Sault Career Centre</p>	<ul style="list-style-type: none"> • Stronger cultural identity, safety, and connection for Indigenous youth. • Increased participation in culturally grounded programs. • Reduced isolation and disconnection among Indigenous youth. 	<ul style="list-style-type: none"> • Participation in Indigenous-led programs. • Youth engagement feedback. • Cultural-safety indicators. • Indigenous partner evaluation of program alignment.

	<p>Indigenous organizations, and youth programs.</p> <ul style="list-style-type: none"> • Use Indigenous perspectives to inform program design and youth engagement. 		<ul style="list-style-type: none"> • Culturally informed system responses. 	
<p>Youth Spaces, Accessibility & Safe Environments</p>	<ul style="list-style-type: none"> • Increase the availability of youth-friendly spaces that are safe, supervised, and easy to access. • Expand transportation and scheduling supports to improve access to youth activities and programs. • Improve the physical and social environments of youth spaces to reflect safety, inclusiveness, and belonging. • Support youth-serving partners to strengthen consistent approaches that promote youth safety and wellbeing. 	<p>Lead: City of SSM</p> <p>Key Partners: School Boards, Indigenous organizations, Youth agencies, Recreation providers</p>	<ul style="list-style-type: none"> • More accessible and safe places for youth to gather. • Increased participation in programs that promote safety and wellbeing. • Fewer youth relying on unsupervised or unsafe environments. • Youth-serving spaces that reflect consistent safety standards. 	<ul style="list-style-type: none"> • Youth-space utilization rates. • Transportation-support usage. • Youth feedback on safety and accessibility. • Program attendance and facility metrics.