

Happy Valley-Goose Bay **Public Safety Review**

October 2024

Introduction:

As a result of concerns relating to public safety expressed by residents and municipal leaders in Happy Valley-Goose Bay, the Minister of Justice and Public Safety asked the Policing Transformation Working Group (PTWG) to undertake a public safety review for the area. The scope of the review included: a comprehensive review of existing policing public safety measures; targeted stakeholder engagement and consultation; analysis of crime data; community safety perceptions; and the effectiveness of current policing levels. Based on the work undertaken, this report outlines recommendations to the Minister of Justice and Public Safety on ways to improve public safety and wellbeing for Happy Valley-Goose Bay residents.

Overview and Context – Happy Valley-Goose Bay:

Happy Valley-Goose Bay is located in central Labrador and has an estimated population in the detachment area of 8,238 (2021). The town acts as a service hub for most of Labrador. Similar RCMP detachment population sizes include: Springdale (population – 8,185), Ferryland (population – 8,583), and Lewisporte (population – 8,483). Although these RCMP detachments have similar populations, the overall crime rate in 2023 for these detachments was much lower. The Town of Happy Valley-Goose Bay faces unique circumstances in that it is considered a rural and remote community but faces similar issues to urban locations, including homelessness and higher crime rates.

Happy Valley-Goose Bay is a town with a long history of multiculturalism with the presence of the 5 Wing Goose Bay (Canadian Forces Base) and subsequent military population from the United States, Germany, and the United Kingdom. The town remains a multicultural hub with an increasing immigrant population from countries such as Philippines, Ukraine, India and Nigeria. In addition, almost half of the town's population identify as Indigenous (Inuit and Innu).

According to the Government of Canada – Department of Justice, Indigenous people are disproportionately represented in the homeless population and in the justice system in Happy Valley-Goose Bay and throughout Canada. It is imperative to acknowledge the specific experiences of colonialism and residential schools, and the subsequent intergenerational trauma of Indigenous peoples. According to the Canadian Centre on Substance Use and Addiction, the

effects of residential schools on Indigenous people in Canada is associated with higher rates of depression and substance use, mental distress, and suicide, as well as increased rates of chronic and infectious diseases.

The criminalization of people with substance use disorders and other mental illnesses exacerbates the stigma and discrimination already experienced by Indigenous populations. Substance use disorder is a medical condition that can lead some to partake in behaviours that are criminal in nature to obtain resources to access substances. Individuals under the influence of substances are also more likely to engage in risky behaviour and place themselves in situations of increased vulnerability and/or increased criminal activity. Involvement in the criminal justice system can be prevented or lessened by providing timely access to appropriate treatment services, as this is not always available for groups who are traditionally underserved. When service providers, such as police, correctional staff, health care providers, and teachers, have an understanding of intergenerational trauma and the impact of adverse childhood experiences, they are better equipped to adequately deal with certain situations.

RCMP Happy Valley-Goose Bay Detachment:

The Happy Valley-Goose Bay detachment is currently comprised of 33 RCMP officers with various roles and responsibilities. There are 14 front-line first responders for the detachment with an additional four in supervisory roles (18 total), there are currently three front-line vacancies. Of the 33, there are 15 officers that provide Support Services to the detachment and the broader Labrador District which is comprised of 10 detachments: Happy Valley-Goose Bay, Sheshatshiu, Nain, Hopedale, Natuashish, Rigolet, Makkovik, Cartwright, Mary's Harbour, and Forteau. These Support Services units include Investigative services, Police Dog service, Forensic Identification, Crime Prevention, and a six-person Coastal Relief team. There are currently six vacancies in the Support Services section. Note a vacancy is considered a position without a fully operational member working in it, reasons for a vacant position could include a delay in filling a position, duty restrictions of an officer, or when an officer is on sick leave or parental leave.

In 2023, the Happy Valley-Goose Bay detachment was ranked second in the province in the reported number of **Criminal Code Incidents**, which represented 8.45 per cent of the province's overall total. St. John's ranked first in the number of reported Criminal Code incidents followed by Happy Valley-Goose Bay and Sheshatshiu. **Criminal Code Incidents** refer to when an incident is reported to the police and investigated to determine the validity of the report. For overall **Crime Rate** for the province, Happy Valley-Goose Bay detachment ranked the third highest in overall, with detachments in Sheshatshiu and Nain ranked first and second highest respectfully. The **Crime Rate** describes the number of crimes reported to law enforcement agencies for every 100,000 persons within a population. A **Crime Rate** is calculated by dividing the number of actual crimes by the total population. See **Annex A** for the Total Criminal Code Crime Rate for the police detachments in Newfoundland and Labrador, the table is a ranking of highest to lowest crime rate reported by police detachments.

According to the RCMP, the top 10 occurrence types of calls for service to police for Happy Valley-Goose Bay are as follows:

1. Mischief – obstruction of property
2. Disturbing the peace/causing a disturbance
3. **Mental Health Act** calls *
4. **Liquor Act** offences *
5. Assault
6. False alarms *
7. Wellbeing checks *
8. Assisting general public *
9. Failure to comply with order
10. Suspicious person/vehicle/property *

* While these calls for service currently require a police response, these six occurrence types are not Criminal Code offenses and therefore they would not result in an arrest or proceedings through the Justice system.

The RCMP in Labrador have historically used their own resources to support prisoner transport. Recently, Correctional Officers have taken on the responsibility for the facilitation and escort of remanded and sentenced inmates from Northern Labrador, resulting in increased visibility of police officers, including increased street patrols. Any recommendations on RCMP resources in this report do not anticipate that the RCMP will have a role in prisoner transport.

Consultation Findings:

Extensive consultations were undertaken to better understand the nature and scope of the public safety concerns that have been expressed in Happy Valley–Goose Bay. Since late August 2024, the PTWG held 38 meetings with 85 individuals or groups to seek their views on public safety. In addition, as a result of a public call for submissions, two written submissions and emails from six residents or former residents were received. Many people discussed their experiences from their professional capacity as well as their experience as a person who resides in the community. Further, many stakeholders provided frontline services to people who are marginalized or under serviced in the community.

Meetings were held with a diverse cross-section of stakeholders, including the Labrador North Chamber of Commerce and business owners in Happy Valley-Goose Bay; the Mayor and town councilors; Nunatsiavut Government officials; Innu Roundtable Secretariat officials, service providers (Child Protection Services, Education, Income Support, Libra House, Mokami Status of Womens Council, NL Health Services Mental Health and Addictions, and Salvation Army); senior leaders and staff with Adult Probation, Corrections, Crown Attorneys, Health and Community Services, Labrador Affairs, Newfoundland and Labrador Housing Corporation, Office of the High Sheriff, Provincial Court and Supreme Court; and RCMP in St. John's Headquarters and Happy Valley-Goose Bay detachment. A full list of groups consulted can be found in **Annex B**. The PTWG also completed several ride-along sessions with the RCMP in the town.

There were diverse perspectives expressed on the issue of public safety in Happy Valley-Goose Bay. Some stated the town has become unsafe due to the increased number of people who are living in trails in the community. Others stated that Happy Valley-Goose Bay is a safe community to live and raise a family. This opinion was expressed by people who had grown up in the town and by others who moved to Happy Valley-Goose Bay for work and decided to stay.

Some members of the community expressed concerns about the increased number of people living in the trails and reports of people who are intoxicated in public settings and engaging in activities, such as “aggressive panhandling”, walking in front of moving traffic, stealing from local businesses, and breaking into homes. Several business owners expressed frustration with the police response in Happy Valley-Goose Bay and the limited consequences from the justice system. Residents of Happy Valley-Goose Bay, who provided feedback via email, stated similar concerns and commented on the unsafe conditions in the town when people from the coast move in during the summer months and the need for more police to patrol certain areas.

Several people described Happy Valley-Goose Bay as an unsafe community for people who are Indigenous and expressed safety and health concerns for those living in the trails. Most people emphasized the detrimental impact of social media use among some people in Happy Valley-Goose Bay with examples of overt racism, as well as stigma, discrimination, and lack of compassion towards Indigenous people with substance use disorders, mental illness, and homelessness. Some discussed the apparent demand for the criminalization of substance use disorder and mental illness by people in the town. There were comments that due to systemic discrimination and historical trauma, there is mistrust in the overall public system and positions of power in the town, including mistrust of police, social workers and health care providers. Many discussed the impact of alcohol use leading to crime, and the illegal drug use in Labrador, including opioid and stimulant (cocaine and crack cocaine) use, and the resulting criminal activities.

Many people discussed the need for improved collaboration and communication between the RCMP and service providers. Further, many discussed the benefits of providing orientation to RCMP members on the unique context of the town of Happy Valley-Goose Bay, including an understanding of the Indigenous peoples of Labrador and the negative impacts of colonization, residential schools, and intergenerational trauma, specifically the increased risk for mental illness, substance use disorders, and suicide. People also commented on the need for leadership from town leaders to help de-escalate and temper negative perspectives about public safety.

Justice Continuum:

Police officers are an important part of the integrated and connected justice system. There is a risk that adding additional resources in any part of the justice continuum could have implications for and cause challenges to others in the continuum, particularly the court system. Below are observations or key comments raised regarding other parts of the broader justice continuum.

Communication:

There were concerns expressed about the lack of communication across partners in the justice continuum. Some of those concerns could be addressed by investments in digital technology, while others may be addressed by the formation of “situation tables” as referenced later in the recommendations section of this report.

Information Technology Deficits:

There are gaps in integrated technology and information management systems across the justice continuum. Information systems and the technology used in one area do not align with or easily transfer necessary information to other parts of the system. Technology currently being used is antiquated making it difficult to update or modify. Investments in areas such as police, courts, corrections, probation, victim services and crown prosecutions would lead to modernization of the justice and public safety system, and ensure that services are delivered efficiently, in a way that meets the needs of citizens and enhances access to justice. An example of a gap is that probation officers are not formally notified when offenders are coming under their jurisdiction.

Recruitment and Retention:

Concerns were expressed about the challenge of filling relevant justice positions within the Happy Valley-Goose Bay area. Steps to offer and incentivize lawyers to practice in the area and efforts by correctional services to provide training in the area have shown positive results. But challenges remain, for example, Victim Services, which provides an important service in the justice continuum has had long-standing vacancies in Labrador which impact their case load in Happy Valley-Goose Bay. Further consideration should be given to how best to support filling justice positions in the area.

Correctional Services and Office of the High Sheriff:

Both organizations stated that, with additional resources and pay incentives, they could take on expanded roles or additional duties to support the justice system. As both groups attract a different skill set than police officers, further analysis is required on how they could be utilized to improve efficiencies in the system, including prisoner transport. Correctional services also identified that they could expand the use of classification officers and restorative justice partnerships to better prepare inmates to leave the correctional system.

Crown Attorneys:

The workload for crown attorneys in Happy Valley-Goose Bay is higher than the provincial average, which can slow down the overall justice system impacting the system efficiency and effectiveness. Increase in crime leads to the need for more criminal prosecution matters. Investments in this area would allow for more efficient and expedited prosecution of more criminal matters.

Provincial Court and Supreme Court:

Both organizations acknowledged challenges accessing skilled translation services to ensure there are fewer delays in court proceedings. Further work could be undertaken to ensure a qualified and available pool of interpreters who are appropriately compensated. Courts also face recruitment and retention issues that impact court operations, particularly for positions related to court administration. There are also opportunities to expand the use of specialty courts, Gladue reports and the use of restorative justice principles to provide culturally appropriate services in Happy Valley-Goose Bay.

Broader Social and Community Issues:

It was evident during the consultations that the issues in Happy Valley-Goose Bay are complex and any increase in police resources will not fully address the broader challenges and social issues that exist in the community. To positively affect change in the area, health and social supports are required to address the existing mental health, addictions and homelessness issues. Improving education and understanding about the impacts of colonialism and subsequent

intergenerational trauma, mental illness and substance use disorders, can help dispel myths and misconceptions prevalent in the community.

There are a number of initiatives that have already been put in place or announced for the region. See **Annex C** for the list of Mental Health and Addictions services in Happy Valley-Goose Bay. The following programs and services should continue to be pursued:

- Proceed with the Integrated Health, Housing and Supportive Services Hub, being led by the Newfoundland and Labrador Housing Corporation, with support from the Action Team of community stakeholder organizations. The facility will include emergency shelter beds, transitional and supportive housing, as well as a range of programs and services including: Indigenous and cultural supports; health, clinical and treatment services; along with other various support spaces. To learn more about the new Hub, please visit: [NLHC | Happy Valley – Goose Bay Hub \(hvgbhub.ca\)](https://www.nlhc.ca/Happy-Valley-Goose-Bay-Hub).
- Continue to work closely with existing organizations dealing with mental health and addictions treatment and recovery services needed for Happy Valley-Goose Bay, which may include an addictions inpatient treatment centre and withdrawal management (detox) services.

The issue of restricting alcohol sales or making it harder to purchase alcohol has been raised as a possible consideration in the area. While high availability of alcohol is directly related to increased alcohol consumption and harms, there is the possibility of unintended consequences caused by restrictions on alcohol availability, including impacts on the health of individuals with alcohol use disorder, increased thefts, and other crime. Measures to reduce the physical availability of alcohol are included in the Provincial Alcohol Action Plan (2022-27), including reviewing pricing, outlet density, and marketing and advertising restrictions (<https://www.gov.nl.ca/hcs/files/ProvincialAlcoholActionPlan.pdf>).

Recommendations:

The Provincial Government has previously acknowledged that the issues identified and experienced in Happy Valley-Goose Bay are often deeply rooted in intergenerational trauma and mental health and addictions. To address these issues and the related public safety concerns, it was also recognized that police alone will not resolve these issues. Municipal leaders have a pivotal role in providing leadership such as communicating accurate information to citizens. There has been a growing perception among some community members that the situation may be more severe than it actually is, fueled in part by heightened emotions and the spread of misinformation.

Below are recommendations to the Minister of Justice and Public Safety for consideration to improve public safety in Happy Valley-Goose Bay. The recommendations are based on the key stakeholder and community consultations, and a targeted jurisdictional review. Comprehensive reports were also considered, including: **Mass Casualty Commission Report (2023)**, **Hear Our Voices Missing and Murdered Indigenous Women and Girls Policy Recommendations of the First Women of Newfoundland and Labrador (2021)**, **Building Trust, Restoring Confidence (2022)** and **Seeds of Change: Community Perspectives on Gender-Based Violence, Advocacy, and Action in Newfoundland and Labrador (2024)**.

1. Increase the RCMP complement in the Happy Valley-Goose Bay by five front-line officers (1 - Corporal and 4 - Constables). This would improve proactive policing and better assist the RCMP response to the unique circumstances in the detachment area.
2. Request that the RCMP and the Department of Justice and Public Safety work closely with the Department of Health and Community Services and Newfoundland and Labrador Health Services to enhance community response by the Mobile Crisis Response Team. This may include improving communications, clarifying dispatch protocols, and involving outreach workers. Through an integrated approach, organizations would provide supports to persons who are marginalized and often underserved, allowing police officers to focus on core policing functions.
3. The Department of Justice and Public Safety to provide financial support to the Town of Happy Valley-Goose Bay for guidance to develop a Community Safety Plan in partnership with key community stakeholders. The plan should develop goals that address crime

prevention, enhancing community wellbeing and combatting racism in the community. Further details on Community Safety Plans can be found in **Annex D**.

4. Request that the RCMP, as part of the provincial rollout of body worn cameras, make the Happy Valley-Goose Bay detachment a priority area. Police body worn cameras can significantly enhance public safety and police accountability by providing an objective record of interactions between officers and civilians. Body worn cameras can be critical in investigations, offering evidence to resolve disputes or complaints. This not only builds trust between police and the community but also aids in addressing systemic issues and enhancing accountability. The rollout of body worn cameras and the impact on the broader justice system will bring increased pressures on the strained and outdated information technology systems, further investments may be required.
5. Request that the RCMP establish formalized communication protocols with key community partners. This would include regular Indigenous cultural sensitivity training and orientation for police officers, standard operating protocols (including emergency protocols) that are reviewed and updated at regular intervals. The communication protocols would include the development of a letter of expectations that outlines the needs and priorities of the community as it relates to policing. The Indigenous Liaison position within the RCMP could be an asset in formalizing these relationships.
6. The Department of Justice and Public Safety to lead the development of a pilot project for Happy Valley-Goose Bay to establish a safe community “situation table” like the Bridge model in Prince Edward Island, which gathers front-line workers from public safety, health, and social services to identify individuals and rapidly connect them to services and support they need before they experience a negative or traumatic event. This would help enhance collaboration among multiple service providers and address issues pertaining to their community, such as mental health and addictions, homelessness, poverty, and crime. Further details on Situations Tables can be found in **Annex E**.

Annex A:

Newfoundland and Labrador Total Criminal Code Crime Rate

Police Detachment	Police Detachment Population ² 2022	Total Criminal Code Crime Rate, All Violations ¹				
		2019	2020	2021	2022	2023
Sheshatshiu	2,134	103,192.00	138,072.52	159,322.03	108,758.78	100,186.48
Nain	1,094	66,724.14	90,809.44	95,906.90	85,377.74	86,800.33
Happy Valley-Goose Bay	8,238	29,704.36	32,744.31	41,446.67	44,471.15	43,058.06
Bell Island	2,427	10,970.28	11,983.66	12,945.59	17,266.85	17,734.66
Bay St. George	18,609	8,004.08	9,130.27	10,502.16	9,825.68	11,202.13
Gander	13,674	7,722.03	8,403.56	9,296.06	9,090.38	9,635.43
Harbour Grace	17,055	7,363.68	6,720.84	6,335.30	8,686.16	9,531.69
Newfoundland and Labrador	525,972	6633.84	6697.87	7224.09	7445.5	7862.35
Bonavista	7,030	6,249.18	5,587.57	6,582.86	7,293.67	7,180.34
Grand Falls-Windsor	24,789	7,511.03	6,876.47	6,902.20	6,800.48	7,122.48
Placentia	4,736	5,647.84	4,046.12	3,891.46	4,414.87	6,780.37
St. John's	213,402	5,745.76	5,272.27	5,329.61	6,305.68	6,766.60
Holyrood	7,349	5,731.23	6,375.41	6,223.05	6,901.84	6,740.80
Marystown	18,640	4,449.90	5,400.52	5,846.87	5,828.99	6,539.21
Corner Brook RNC	19,152	5,928.54	5,721.29	6,786.72	7,265.90	6,524.99
Deer Lake	12,578	4,343.06	4,934.58	5,597.88	5,394.47	6,292.30
Bay Roberts	17,720	5,821.92	5,982.76	6,453.61	5,663.45	6,287.79
Clarenville	17,648	5,196.90	5,002.28	6,016.95	5,833.15	5,713.03
Glovertown	7,408	4,699.54	5,508.20	6,305.35	4,842.97	5,557.03
Corner Brook RCMP	10,235	4,012.63	3,901.04	3,882.20	4,593.35	5,382.26
Channel-Port aux Basques	7,873	4,243.69	4,291.04	5,348.24	4,117.65	5,219.44
Ferryland	8,583	3,466.73	3,373.29	3,470.31	3,796.69	4,928.65
Lewisporte	8,483	3,890.91	3,990.55	3,502.36	3,320.73	4,656.92
Whitbourne	7,917	5,132.77	4,074.92	4,115.95	4,192.28	4,621.29
Carmanville	4,759	3,533.93	3,568.50	4,435.65	3,222.45	4,585.43
New-Wes-Valley	4,201	2,031.55	2,433.20	3,348.65	3,478.84	4,546.46
St. Anthony	3,638	2,350.54	1,986.58	3,457.17	3,607.84	4,485.49
Rocky Harbour	3,827	4,042.45	4,567.37	4,062.98	4,298.29	4,422.93
Bay d'Espoir	2,968	2,875.40	3,783.96	3,768.12	3,967.48	4,355.00
Springdale	8,185	3,507.68	4,587.50	3,712.62	4,017.18	4,272.85
Harbour Breton	3,551	2,536.82	3,439.67	4,536.54	4,014.81	3,993.06
Roddickton	1,906	4,916.37	3,300.16	4,514.79	5,891.72	3,916.31
Port Saunders	2,865	3,339.07	5,601.66	3,962.78	3,500.18	3,902.61
Twillingate	5,329	3,826.71	3,790.25	3,729.13	4,051.01	3,901.79
Mary's Harbour	1,401	3,300.08	2,839.60	3,166.02	4,195.80	3,054.03
Fogo	2,157	2,956.12	2,354.57	2,312.67	3,262.96	2,796.53
Baie Verte	5,147	2,816.90	2,002.65	2,621.65	2,192.82	2,717.60
Forteau	1,596	1,313.43	2,561.05	2,186.76	1,965.46	2,664.30
Labrador City	10,361	3,336.97	2,581.02	2,197.17	2,329.78	2,466.47
Burgeo	1,755	1,450.83	1,884.70	2,131.24	795	1,154.73
Flower's Cove	2,478	1,479.75	798.72	1,551.31	1,129.94	949.63
Natuashish	1,011	Suppressed to meet the confidentiality requirements of the <i>Statistics Act</i>				
Hopedale	611					
Makkovik	595					
Cartwright	520					
Rigolet	338					

1. Statistics Canada. Table 35-10-0178-01 Incident-based crime statistics, by detailed violations, police services in the Atlantic provinces

2. Statistics Canada. Tables 17-10-0135-01 and 17-10-0139-01

Annex B:

List of Consultations by Policing Transformation Working Group

Indigenous Governments and Organizations

- Nunatsiavut Government
- Labrador Friendship Centre
- Innu Roundtable Table Secretariat

Community Organizations

- Libra House
- Mokami Status of Women Council
- Salvation Army

Business Owners and Associations

- Four Business Owners
- Labrador North Chamber of Commerce

Government Departments and Agencies

- Health and Community Services
- Justice and Public Safety – Corrections
- Justice and Public Safety – Office of the High Sheriff
- Justice and Public Safety – Crown Attorneys
- Justice and Public Safety – Adult Probation
- Justice and Public Safety – Provincial Court

- Justice and Public Safety – Supreme Court
- Justice and Public Safety – Victim Services
- Justice and Public Safety – Labrador Correctional Centre
- Education
- Labrador Affairs
- Indigenous Affairs and Reconciliation
- Children, Seniors, and Social Development – Income Support and Child Protection Services
- Newfoundland and Labrador Health Services: Labrador Grenfell Zone- Mental Health and Addictions Division
- Newfoundland and Labrador Housing Corporation
- Legal Aid

Royal Canadian Mounted Police

- B-Division Headquarters
- Happy Valley-Goose Bay Detachment

Elected Officials

- Happy Valley-Goose Bay Town Council and Mayor
- MHA Perry Trimper

Annex C:

Existing Community Supports and Services

Newfoundland and Labrador Health Services Mental Health and Addictions Services available in Happy Valley-Goose Bay:

- The Acute Care Mental Health Unit opened in late 2023 in the Labrador Health Centre in Happy Valley-Goose Bay. This six-bed unit provides private rooms for people to receive mental health services and a group therapy room that can be used for indigenous ceremonies.
- Mobile Crisis Response Team (MCRT) in Happy Valley-Goose Bay works with the RCMP
- Mental Health and Addictions Doorways clinics provide drop-in counselling services.
- Regional Opioid Dependence Treatment Hub provides rapid access to medical-assisted treatment for people with an opioid use disorder, peer support, counselling, access to primary health care, and links to other services.
- Flexible Assertive Community Treatment (FACT) teams provide treatment for individuals 18 years of age and older who are experiencing serious mental illness. The teams offer individuals hands-on assistance with daily living activities and provide continuous long-term support. FACT teams are often called hospitals without walls because they provide treatment such as medication administration when individuals are unwell and unable to do this themselves.
- Comprehensive Dialectical Behaviour Therapy (DBT) is an evidence-based form of cognitive behaviour therapy treatment program for people with emotional dysregulation, personality disorders, substance use disorder, and other mental illnesses.

- Labrador-Grenfell Zone provides psychiatry services including tele-psychiatry for both adult and pediatric populations.

Indigenous Governments and Community-Based Services:

- Various outreach services to the community offered through various groups.
- Addictions Treatment Centres in Natuashish and Sheshatshiu. The Healing Lodge in Natuashish is operated by the Mushuau Innu First Nation (MIFN). The Charles J Andrew Centre, a youth and family treatment centre for Indigenous people in Sheshatshiu, operates under a Board of Directors with members from Sheshatshiu Innu First Nation (SIFN), MIFN, Nunatsiavut Government, and The Atlantic Policy Congress of First Nations Chiefs. The SIFN opened a residential addictions treatment program in February 2024 at the former Christian Youth Camp located between Happy Valley-Goose Bay and Sheshatshiu.
- SIFN and MIFN provide mental health services to Labrador Innu living on-Reserve in Sheshatshiu and Natuashish. SIFN provides mental health crisis management, family treatment and mental wellness, counselling, and FASD services. MIFN also provides mental health and addictions services.
- Nunatsiavut Government Department of Health and Social Development provides mental health and addictions services in the five Labrador Inuit communities on the north coast of Labrador: Nain, Hopedale, Postville, Makkovik, and Rigolet, as well as to beneficiaries living in various other communities in Labrador and elsewhere. Services include Mental Health Social Workers, Community Mental Wellness Worker Mobile Trauma and Addictions team, Harm Reduction Specialist and Child Mental Health Specialists.
- Under the Life Promotion Suicide Prevention Action Plan with the Department of Health and Community Services, financial support is provided to Indigenous Governments to provide land-based programming.

Annex D: Community Safety Plans

According to the Canadian Municipal Network on Crime Prevention, community safety planning involves a multi-sectoral approach, emphasizing the importance of upstream, preventative approaches. They are a comprehensive approach to preventing crime and improving community safety and residents' sense of safety and wellbeing. Community Safety Plans identify community safety issues and risk factors, and include action items with measurable outcome measures. The plans are often developed by municipal governments in partnership with community stakeholders, including police, Indigenous organizations, government departments and agencies, and community service organizations. Community Safety Plans may include efforts to address several pillars, including community safety, vitality, democratic engagement, education, accessibility, living standards, leisure and culture, healthy populations, and environment.

Community Safety Plans have been developed in many Canadian municipalities, such as Kelowna, Thunder Bay, Halifax and St. John's, they address key stages of communication and collaboration with local stakeholders; information gathering and assessments of key risks, safety concerns, root causes, and available resources; plan development with stakeholders; implementation; and monitoring and evaluation.

Further details can be found at:

- <https://safercities.ca/>
- <https://www.kelowna.ca/city-services/safety-emergency-services/community-safety-plan>
- <https://www.thunderbay.ca/en/city-hall/resources/Documents/ThunderBayDrugStrategy/CSWB-Plan-2021---2025---accessible.pdf>
- https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/Public_Safety_Strategy.pdf
- <https://www.stjohns.ca/en/living-in-st-johns/resources/Documents/Safety-Documents/Building-Safer-Communities-Strategy-2024.pdf>

Annex E: Situation Tables

Situation Tables are regularly scheduled forums for multiple service providers to address complex social issues for people who are deemed to be at an elevated risk of harm. Table membership includes service providers such as police, child protection, health care, education, housing, violence prevention, probation, community support organizations, and Indigenous organizations.

The situation table provides a forum that eliminates silos and barriers for access, as agencies deemed suited to respond will meet and develop a plan to contact the person at risk. The tables can reduce demand on emergency and police resources. The person is not required to accept the assistance offered as this is a voluntary program.

The Prince Edward Island Bridge situation table has been in place since 2016 and meets twice weekly. The schedule has been successful in ensuring people receive a prompt response. The regularly scheduled meetings also allow for relationship building among the service providers. An information sharing agreement for all member organizations at the situation table has been developed, as well as a memorandum of understanding with the RCMP. The basic operating principle of a situation table is only sharing the minimum amount of information that is necessary between agencies. Information is only shared if it is relevant, and it is only shared between the agencies involved in each situation.

In PEI, Indigenous organizations have been involved in the table over the years. The Bridge Manager and Coordinator are employees of their Department of Justice and Public Safety and there is a Secretariat which oversees the operations and receives quarterly reports. The Bridge has helped identify gaps in services and systemic issues that impact services.

The first situation table in Canada was established in 2011 in Saskatchewan and there are currently 14 tables serving 15 communities in the province. Situation tables are widely used across Ontario as a part of the mandated Community Safety and Wellness Plans for all municipalities under the Police Services Act. In 2012, Alberta's Same Cree Nation established the "Hub model" in partnership with the RCMP. British Columbia also has situation tables located across the province.

- [Further information on Situation Tables can be found at:](#)
- <https://www.saskatchewan.ca/residents/family-and-social-support/hub-tables>
- <https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario/appendix-information-sharing>
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