

Espanola & Area
Community Care Planning Leadership Network
Community Strategic Plan 2026-2029

Supporting the LaCloche Foothills
Community Safety & Well Being Plan



Land Acknowledgement

We respectfully acknowledge that the municipalities of the LaCloche Foothills Region are located in the Robinson-Huron Treaty of 1850, and that the lands on which these communities are located is the traditional territory of the Sagamok Anishnawbek, Whitefish River First Nation and Atikameksheng Anishnawbek. The footsteps of their ancestors have walked these lands for millennia, and we are grateful for their stewardship. While territorial acknowledgment is important, we recognize that this is only one small step towards reconciliation. Far more must be done to address the ongoing impacts of colonization, including systemic racism. May we all strive for respectful relationships as we search for collective healing, truth, reconciliation and, together, honor the ancestors, elders, knowledge keepers, the land and water, and all beings.



Executive Summary

The LaCloche Foothills Community Safety and Well-Being (CSWB) Plan 2025–2029 provides a strategic framework to improve safety, health, and quality of life for residents across the municipalities of Baldwin, Nairn and Hyman, Sables-Spanish Rivers, and Espanola. Developed collaboratively by the LaCloche Foothills Municipal Association (LFMA) and the LaCloche Community of Care Planning Network (CCPN), the plan builds upon the foundation of the region’s first CSWB Plan (2021–2025) and aligns closely with the priorities of the Sudbury/Espanola/Manitoulin/Elliot Lake (SEMEL) Ontario Health Team (OHT).

Purpose and Approach

This renewed CSWB Plan advances a shared vision of resilient, inclusive communities through cross-sector collaboration. Guided by principles of equity, inclusivity, evidence-informed decision making, sustainability, and community-centered solutions, the plan reflects both local realities and provincial directions. It emphasizes prevention, early intervention, and integrated health and social service planning, ensuring that municipal leadership, service providers, and residents work together toward common goals.

Priorities

Through engagement, data analysis, and partner collaboration, three core priorities have been reaffirmed for 2025–2029:

- 1. Mental Health and Substance Use (MH&SU)**
 - Address service gaps, long wait times, and geographic barriers.
 - Strengthen local and virtual services, crisis response coordination, and public awareness.
 - Focus on older adults’ mental health through in-home supports, community programs, caregiver supports, and transportation solutions.
- 2. Older Adult Well-Being and Aging in Place**
 - Reduce social isolation and barriers to care.
 - Expand home care, social inclusion programs, and accessible transportation.
 - Promote age-friendly housing and intergenerational supports.
- 3. Affordable and Supportive Housing**
 - Recognize housing as a determinant of health and community stability.
 - Build cross-sector solutions to increase housing options and align with health system priorities.
 - Advocate for resources to strengthen housing-health intersections.

Integration with Regional Planning

The CCPN/CSWB Plan is fully aligned with SEMEL OHT directions, reinforcing shared priorities in mental health, older adult care, and integrated service delivery. This alignment ensures efficiency, reduces duplication, and elevates local voices in regional planning. The plan also integrates with public health mandates and municipal responsibilities for housing, safety, and social supports.

Implementation and Governance

Implementation will follow a **Collective Impact model**, supported by CCPN as the backbone structure. Issue-specific working groups will set goals, outcomes, and performance indicators for each priority. Oversight and accountability will be shared through regular reporting to LFMA, CCPN, and SEMEL OHT. Community participation, while limited during consultations, will remain central to ongoing implementation through targeted outreach and flexible engagement opportunities.

Monitoring, Evaluation, and Learning

The CSWB Plan is a **living framework**, with annual reviews, shared measurement, and adaptive strategies. Evaluation will track both process and outcome measures, ensuring accountability and continuous improvement. Lessons learned will inform future adjustments, keeping the plan responsive to evolving community needs.

Conclusion

The LaCloche Foothills CCPN/CSWB Plan 2025–2029 provides a clear, collaborative roadmap for advancing community safety and well-being. By sustaining momentum from the first plan, strengthening partnerships, and aligning with regional health system priorities, the plan positions the LaCloche Foothills communities to build healthier, safer, and more connected communities.

LaCloche Foothills – Our Share Geography - Community Profiles

Baldwin

The Township of Baldwin is an area of legendary beauty and heritage that invites residents and visitors alike to share a vision for enterprise, for adventure and for progress. The Township of Baldwin is a bedroom community adjacent to the Town of Espanola. The hamlet is located on Highway 17, 3 km east of Highway 6 and 17. The population consists of 551 permanent residents along with a large number of seasonal residents.

Espanola

The Town of Espanola is located just outside of the Greater Sudbury Region, along the Spanish River. The town is situated on Highway 6, just south of the Trans-Canada Highway (Hwy. 17). Espanola is a vibrant town offering several amenities, an active and tight knit community, and a rich history. Community surroundings offer endless outdoor experiences to our citizens and visitors from all over the world.

Nairn and Hyman

Incorporated in 1896, the Township of Nairn and Hyman is a small rural community located just west of the City of Greater Sudbury, Ontario. The municipality is bordered on the north by the unorganized Township of Totten, northeast by the City of Greater Sudbury, northwest by the Township of Baldwin and south by the unorganized Township of Foster. The area offers a wide range of recreational activities including fishing, boating, swimming, hunting, camping and several kilometers of scenic off-road trails.

Sables-Spanish Rivers

The Township of Sables-Spanish Rivers is located in the District of Sudbury, approximately 70 kilometers west of the Greater City of Sudbury. The Township was established in 1998 when the towns of Massey and Webbwood amalgamated with the Township of the Spanish River and the unorganized townships of Shakespeare, Gough, McKinnon, and Tennyson. Today the Township of Sables-Spanish Rivers consists of three main communities: Massey, Webbwood and Walford, and large rural and agricultural sector, totaling approximately 3,000 residents.

Our natural environment has much to offer visitors in all seasons. The Great Lakes Waterfront Trail, the Mouth Park, Chutes Provincial Park, and various public boat launches provide scenic views of the Sauble River.

Nairn and Hyman

Incorporated in 1896, the Township of Nairn and Hyman is a small rural community located just west of the city of Greater Sudbury, Ontario. The municipality is bordered on the north by the unorganized Township of Totten, northeast by the City of Greater Sudbury, northwest by the Township of Baldwin and south by the unorganized

Township of Foster. The area offers a wide range of recreational activities including fishing, boating, swimming, hunting, camping and several kilometers of scenic off-road trails.

Introduction

The LaCloche Foothills Community Safety and Well-Being (CSWB) Plan is built on a solid foundation of collaboration between municipalities, service providers, and community partners. Recognizing that community safety and well-being cannot be achieved by any single sector or municipality alone, the LaCloche Foothills region has established a joint governance approach inclusive of both the LaCloche Foothills Municipal Association (LFMA) and **the** LaCloche Community of Care Planning Leadership Network (CCPN).

The LaCloche Foothills Municipal Association represents the following member municipalities:

- Township of Baldwin
- Township of Nairn and Hyman
- Township of Sables-Spanish Rivers
- Town of Espanola

In parallel, the LaCloche Community of Care Planning Leadership Network brings together health, social service, education, justice, and community partners from across the region. Together, these two leadership bodies ensure that planning is both municipally anchored and informed by the service system and community expertise.

This collaborative governance structure ensures:

- **Shared oversight and accountability** between municipal leadership and community service partners.
- **Alignment of priorities** across local government, service providers, and residents.
- **Inclusive planning**, where diverse perspectives contribute to solutions that reflect the needs of the region.
- **Sustainable implementation**, with LFMA providing municipal support and CCPN coordinating service-level planning and delivery.

Through this partnership, the municipalities and community partners of the LaCloche Foothills are committed to advancing a regional approach that is cohesive, inclusive, and responsive to the identified priorities of affordable housing, mental health and addictions, and seniors' well-being.

The LaCloche Foothills Community Safety and Well-Being (CSWB) Plan provides a high-level strategic framework to guide collaborative action that strengthens the health, safety, and well-being of residents. Rooted in the principles of collective impact and

community partnership, the plan reflects both the unique needs of the LaCloche Foothills communities and the broader priorities of the Sudbury/Espanola/Manitoulin Elliot Lake (SEMEL) Ontario Health Team (OHT) while reaffirming the region's commitment to creating safe, inclusive and thriving communities.

By aligning with SEMEL OHT priorities, the CSWB Plan ensures that efforts to improve access to care, address the social determinants of health, and support vulnerable populations are integrated with regional health system planning. This alignment promotes efficiency, reduces duplication, and strengthens local voices in shaping health and social services.

To provide focused attention on pressing community challenges, two supplementary plans will be developed. These will address the key priorities of Affordable Housing/Mental Health Programs and services and Seniors' Well-Being, offering targeted strategies and measurable actions to improve outcomes. Together, the high-level CSWB strategic framework and the supplementary plans create a comprehensive approach to building healthier, safer, and more connected communities in the LaCloche Foothills.

The plan will be implemented and monitored by the Community of Care Planning Leadership Network (CCPN) in partnership with the SEMEL OHT). This will ensure coherence between local and regional health and social service priorities. Endorsed by the LaCloche Foothills Municipal Association, this collaborative CCPN/CSWB Plan is both a regional and local roadmap for lasting change.

Background and Context

In 2019, the Province of Ontario passed the **Safer Ontario Act**, mandating that all municipalities prepare and adopt a Community Safety and Well-Being (CSWB) Plan. In response, the municipalities of the LaCloche Foothills region came together in 2021 to develop their first CSWB Plan for the period 2021–2025. The plan was shaped through collaboration among municipal councils, service providers, Indigenous partners, and residents, and set a shared vision for safer and healthier communities.

The 2021–2025 plan identified four key priorities for the region: **affordable housing, mental health, and addictions, supports for seniors, and overall access to programs and services**. Over the past four years, the plan has strengthened partnerships, raised awareness of the social determinants of health, and aligned local work with broader initiatives such as Ontario Health Team planning. Working groups and partners advanced initiatives to improve housing options, enhance seniors' supports, and expand access to mental health services.

While meaningful progress has been made, challenges remain. Affordable housing is still limited, mental health and addictions needs are increasing, and seniors face

barriers to aging safely in place. To comply with the provincial mandate and to continue addressing these urgent local priorities, it is essential to build on the foundation of the first plan. A renewed CSWB Plan for 2025–2030 will sustain momentum, strengthen partnerships, and ensure the LaCloche Foothills communities are prepared to meet ongoing and emerging needs.

Our Collaborative Planning Approach

CCPN adopted a collaborative and inclusive approach to planning for Community Safety and Well-Being (CSWB). Recognizing that the priorities of safety and well-being extend beyond any one organization or sector, CCPN worked to bring together municipalities, health and social service providers, and community partners to design solutions.

The planning process emphasized that CSWB is not a one-time exercise but a living framework that requires continuous collaboration. CCPN committed to ongoing monitoring, evaluation, and adaptation of the plan with active partner and public participation.

Use of Guiding Principles in CCPN/CSWB Planning

CCPN has structured its approach to Community Safety and Well-Being (CSWB) planning around a set of **guiding principles**. These principles will ensure that decisions are consistent, inclusive, and reflective of the needs and values of the communities served. Specifically, the guiding principles are noted as follows:

Collaboration and Inclusivity

- Planning has and will be based on partnership across sectors, including municipalities, health and social services, and community organizations.
- Guiding principles emphasized inclusive participation, ensuring that voices from all relevant stakeholders, including residents and priority populations, are heard, and considered.

Evidence-Informed Decision Making

- Decisions will be guided by reliable data, community input, and lived experience.
- This principle ensures that priorities are based on both quantitative indicators and qualitative insights, creating a balanced understanding of community needs.

Equity and Accessibility

Including Indigenous populations in the Community Safety and Well-Being (CSWB) Plan is essential to ensuring that the plan reflects the diverse needs, strengths, and

perspectives of all community members. Indigenous communities bring unique knowledge, traditions, and experiences that contribute to more inclusive and culturally responsive approaches to safety and well-being. Meaningful engagement also helps to address systemic barriers, build trust, and foster partnerships that support reconciliation and equitable outcomes for present and future generations.

- Planning has and will prioritize equitable access to services, recognizing the unique challenges faced by seniors, people with mental health or addictions needs, and those in remote or underserved areas.
- Guiding principles will emphasize the removal of barriers and the inclusion of marginalized voices in shaping solutions.

Sustainability and Adaptability

- The plans will be designed to be flexible and responsive to evolving community needs.
- Guiding principles stress the importance of sustainable initiatives that can be monitored, evaluated, and adjusted over time.

Community-Centered Approach

- CCPN will focus on solutions that reflect local priorities and context, ensuring that actions are meaningful and relevant to residents.
- The guiding principles reinforce shared ownership of both the planning process and the outcomes.

Engagement and Data Gathering

The LaCloche Community of Care Planning Network (CCPN) recognizes that meaningful Community Safety and Well-Being (CSWB) planning requires both evidence-based information and community-informed perspectives. To ensure the plan is rooted in local realities, a multi-pronged approach to data gathering and engagement was used:

- Community consultations
- Focus groups with service providers and residents
- Local and regional data analysis (e.g., housing waitlists, ER visits, overdose rates)
- OHT and CCPN planning sessions
- Municipal and Indigenous leadership engagement

As the plan moves into implementation, continuous feedback loops will ensure priorities remain relevant and responsive to changing communities.

Strategic Alignment

The CCPN/CSWB Plan aligns with:

- **OHT SEMEL** focus areas: older adults, mental health and addictions, integrated care
- **Public Health** priorities: healthy aging, chronic disease prevention, substance use
- **Municipal mandates** around housing, public safety, and social supports

Community Participation: Observations and Application

Initial engagement in the CCPN/CSWB planning process included partner consultations and targeted community input, though overall public participation was limited. Contributing factors included awareness gaps, competing priorities, consultation fatigue, and rural barriers such as distance and internet access. Despite these challenges, no significant concerns or objections were raised during the consultation period, suggesting that residents are comfortable with the current plan's priorities and direction.

Lessons learned from this process will guide ongoing planning and priority-setting. Future engagement will continue to focus on targeted outreach, flexible participation options, and inclusion of underrepresented groups such as seniors, youth, and Indigenous residents. Partner networks will remain essential in fostering trust, encouraging input, and ensuring that emerging needs are identified.

By applying these lessons, the CCPN/CSWB planning process can maintain alignment with community expectations while remaining responsive and adaptive. This approach ensures that the plan reflects both the perspectives of those who actively engaged and the broader community's implicit support for its priorities and strategies.

Local Priorities

Alignment of CCPN/CSWB Priorities with SEMEL OHT Priorities

The LaCloche Community of Care Planning Network (CCPN) and the LaCloche Foothills Community Safety and Well-Being (CSWB) Plan have established local priorities that are directly aligned with the strategic direction of the Sudbury/Espanola/Manitoulin/Elliot Lake Ontario Health Team (SEMEL OHT). Both initiatives are grounded in a shared commitment to improving community health and well-being, reducing inequities, and ensuring that services are accessible, coordinated, and responsive to local needs.

Mental Health and Substance Use (MH&SU)

Access to mental health and substance use services has been identified as a priority within the CCPN/CSWB Plan, reflecting local concerns around service gaps, wait times, and limited availability of specialized supports. SEMEL OHT has likewise positioned

MH&A as a core system priority for integration and redesign. The alignment between CCPN/CSWB and SEMEL OHT enables coordinated planning, joint advocacy, and the creation of consistent care pathways that improve access and quality of services across the region.

Older Adults and Aging in Place

Supporting older adults to remain healthy, independent, and connected to their communities is a priority in the CCPN/CSWB Plan. The SEMEL OHT has identified seniors care and aging at home as a strategic priority in alignment with provincial directions. Working together, the CCPN/CSWB and SEMEL OHT can enhance home care, strengthen caregiver supports, and reduce unnecessary reliance on emergency and acute care, while ensuring seniors have access to the services they need to age with dignity in their communities.

Affordable and Supportive Housing

The CCPN/CSWB Plan identifies housing as a critical determinant of health, with safe, affordable, and supportive housing being essential to individual and community well-being. While the CCPN Service Providers and SEMEL OHT do not directly provide housing services, it recognizes housing as a key factor influencing health outcomes and service utilization. By maintaining alignment, the CCPN/CSWB and SEMEL OHT can jointly address the intersection between housing stability and health, advocate for resources, and build cross-sector solutions that respond to both social and health needs.

The LaCloche Foothills region is supported by important housing initiatives currently underway in all municipalities and the Manitoulin-Sudbury District Services Board (DSB). Specifically, the municipalities are advancing local planning and development efforts aimed at increasing the availability of diverse and affordable housing options, including zoning updates, support for residential intensification, and collaboration with community partners to encourage new builds. Complementing this work, the Manitoulin-Sudbury DSB is leading broader regional strategies that address housing affordability, emergency shelter needs, homelessness prevention, and the development of supportive housing across its service area. Together, these efforts strengthen the foundation for long-term community well-being by expanding safe, stable, and sustainable housing opportunities for residents throughout the LaCloche Foothills.

Aligning CCPN/CSWB priorities with SEMEL OHT priorities ensures a shared vision for system improvement, reduces duplication, and strengthens advocacy on behalf of smaller and rural communities. It allows for more efficient use of resources, supports the development of seamless care pathways across health and social sectors, and positions the region to achieve both local and provincial health system objectives. Most importantly, this alignment ensures that planning is responsive to the unique needs of

the LaCloche Foothills communities while contributing to broader regional and provincial goals for improved health and well-being. Supplementary plans for each above noted priority will be developed and appended to this overall plan when completed.

Implementation Approach

Collective Impact Framework

The Community of Care Planning Network, CCPN, is committed to a *collective impact* approach in planning by bringing together municipalities, service providers, and community partners around a shared vision for safety and well-being. This commitment is reflected in common goals, coordinated action, and continuous learning. By aligning resources, reducing duplication, and building on community strengths, the CCPN ensures that planning is inclusive, collaborative, and focused on achieving measurable, long-term improvements in housing, mental health access, and supports for seniors.

Collective Impact



Adapted from Kania and Kramer

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Working Groups

Issue-specific working groups will lead the development of implementation plans for each priority area, setting:

- Goals and outcomes
- Key activities and timelines
- Local performance indicators
- Roles and responsibilities

Governance

- **Lead Table:** CCPN Leadership Committee provides backbone support and oversight

- **Reporting:** Regular updates to the LaCloche Foothills Municipal Association and OHT SEMEL
- **Community Accountability:** Ongoing engagement and transparency

Monitoring, Evaluation & Learning

The CCPN/CSWB Plan is designed as a living document that evolves in response to community needs, emerging evidence, and the changing service environment. Evaluation and learning are critical to ensuring that the Plan remains relevant, effective, and accountable to the communities it serves.

Evaluation will focus on tracking both process and outcome measures. Process measures will monitor the extent to which partners are working collaboratively, engaging stakeholders, and implementing identified actions. Outcome measures will assess the impact of these efforts on community priorities, such as improved access to mental health and addictions services, enhanced supports for seniors, and increased availability of affordable and supportive housing. Where possible, existing data sources will be leveraged, and new community-level indicators will be developed in partnership with stakeholders.

Learning is embedded throughout the implementation of the Plan. Regular opportunities will be created for partners to reflect on progress, identify challenges, and share promising practices. Annual reviews will allow for adjustments to priorities and strategies based on evidence, feedback, and local experience. This continuous learning cycle ensures that the Plan is not static, but instead adapts to address gaps, respond to emerging issues, and strengthen community resilience.

Evaluation and learning will ensure that the Plan demonstrates accountability to municipal partners, service providers, and community members. By capturing both successes and lessons learned, the Plan will build a stronger foundation for long-term system improvement and sustained community well-being.

Summary

The LaCloche Foothills Community Safety and Well-Being (CSWB) Plan, developed through the LaCloche Community of Care Planning Network (CCPN), provides a coordinated approach to addressing the most pressing needs of local communities. Guided by provincial legislation and grounded in collaborative planning, the Plan reflects the shared vision of municipalities, service providers, and community partners working together to improve safety, health, and quality of life.

The Plan emphasizes collaboration across sectors, recognizing that health, safety, and social well-being are interconnected. It outlines strategies for service coordination,

shared advocacy, and collective action to close gaps, reduce duplication, and strengthen local capacity.

By aligning with the priorities of the Sudbury/ Espanola/ Manitoulin/Elliot Lake Ontario Health Team (SEMEL OHT) and provincial health system directions, the CCPN/CSWB Plan positions LaCloche Foothills communities to advance both local and regional goals. It is a living framework, designed to evolve through ongoing evaluation and learning, and committed to building resilient, healthy, and inclusive communities.

The development of the LaCloche Foothills Community Safety and Well-Being (CSWB) Plan has been made possible through the strong leadership and commitment of local municipalities and the LaCloche Community of Care Leadership Network (CCPN). Municipal leaders from across the LaCloche region have played a vital role in championing a shared vision for safer, healthier communities, demonstrating their dedication to collaborative planning and meaningful action. Their guidance, along with the leadership and coordination provided by CCPN, has ensured that the CSWB Plan reflects local priorities, leverages community strengths, and lays the foundation for lasting, community-driven solutions.



Appendices:

- 1) Community of Care Planning Network Leadership Council – Terms of Reference