

To:	Warden Hicks and Members of Grey County Council
Committee Date:	July 11, 2019
Subject / Report No:	CAOR-CW-08-19
Title:	Community Safety and Well-Being Plan Development
Prepared by:	Kim Wingrove, CAO
Reviewed by:	
Lower Tier(s) Affected:	County-wide
Status:	Recommendation adopted by Committee of the Whole as presented as per Resolution <i>CW155-19</i> ; Endorsed by County Council on July 25, 2019 as per Resolution <i>CC56-19</i> .

Recommendation

1. That report **CAOR-CW-08-19 Community Safety and Well-Being Plan Development** be received; and
 2. That Council support the project plan as described herein; and
 3. That project funding in the amount of **\$55,000** be provided from Grey County one-time grant;
- OR**
3. That project funding, in the amount of **\$10,000** be provided from Grey County's one-time grant and that each participating member municipality contribute **\$5,000**.

Executive Summary

On January 1, 2019, new legislative amendments to the *Police Services Act, 1990* came into force which mandate every municipality to prepare and adopt a community safety and well-being plan by January 1, 2021. Municipalities are required to work in partnership with police services and other sectors, including health/mental health, education, community/social services and children/youth services as they undertake the planning process. In recognition of the numerous stakeholders providing services across Grey and Bruce Counties, this report outlines a collaborative process to develop a consistent community safety and wellbeing plan for the 17-member municipalities in Grey and Bruce Counties that each municipality will then be able to customize, formally adopt and implement.

Background and Discussion

Ontario is modernizing its approach to community safety and well-being by taking an integrated approach to service delivery and supporting collaboration across sectors to proactively address crime and complex social issues on a sustainable basis. Municipalities are being asked to play a leadership role in identifying local priority risks and implementing evidence-based programs and strategies to address these risks before they escalate to a situation of crisis.

Each local municipality will have received a letter from Minister of Community Safety and Correctional Services as well as Q&As and a guide book explaining the plan requirements. More information and resources can be found at

<https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSOPanningFramework.html>.

In March 2019, local municipalities were invited to a Healthy Communities Partnership Meeting at the Grey Bruce Public Health Unit for a presentation from Ministry of Solicitor General staff. Also profiled that day was the work that is already being accomplished locally (i.e. Situation Table and Safe Communities Committees).

Since that time, consideration has been given to the Counties taking a leadership role in the development of the plans with support from the Health Unit and their health promotion staff and Victims Services Bruce, Grey Perth.

Upon creation of an advisory committee that would include representatives from each member municipality, the prescribed members listed below and others, an approach for regional planning on Community Safety and Well-Being would be developed, including (although this is by no means the exhaustive work plan at this point):

- The development of a meaningful plan that speaks to regional systems/processes that are required elements of the plan (listed below);
- Includes a local community profiles/needs based on local (i.e. municipally specific) conditions;
- Avoids duplication of the efforts of the required stakeholders;
- Include the hiring of a project-based coordinator to facilitate the work (guided by an executive committee and the broader advisory committee); and,
- Ensure the connection to existing efforts ongoing in the community (i.e. Safe Communities Committees and the Situation Table, etc.).

As prescribed in legislation, an advisory committee, at a minimum, must include the following members: a person who represents the local health integration network; or an entity that provides physical or mental health services; a person who represents an entity that provides educational services; a person who represents an entity that provides community or social services in the municipality, if there is such an entity; a person who represents an entity that provides community or social services to children or youth in the municipality, if there is such an entity; a person who represents an entity that provides custodial services to children or youth in the municipality, if there is such an entity; an employee of the municipality or a member of municipal council; a representative of a police service board or, if there is no police service board, a detachment commander of the Ontario Provincial Police (or delegate). Many

of these organizations are regionally based (i.e. school boards, health, mental health, police and so on) and as such working together could avoid the duplication.

In the early discussions that the Counties and Public Health have had, it has been identified that there would be tremendous benefit from having a coordinator type role to project manage this work at the direction of the broader Community Safety & Well-Being Committee/Steering Committee. Bruce County has reserved up to \$10,000 of the unconditional, one-time funding from MAH in this regard as well as recommending a contribution of \$5,000 from each of their member municipalities. With a similar contribution from Grey and its member municipalities, enough resources will be available for a part time coordinator, travel and meeting expenses.

Collaboration, Information Sharing and Performance Measurement

For local plans to be successful in making communities safer and healthier, municipalities, First Nations and their partners need to refocus existing efforts and resources in a more strategic and impactful way to enhance collaboration, information sharing and performance measurement. In Grey and Bruce, this can be done by identifying the sectors, agencies and organizations that need to be involved, the information and data required, and outcomes to measure the impacts of the plan. Different forms of collaboration, information-sharing and performance measurement will be required in each of the planning areas (i.e., social development, prevention, risk intervention and incident response). Those involved in the plan should be thinking continuously about how their respective organizational strategic planning and budgeting activities could further support strategies in the plan.

The following are the key steps in the Project Plan, as provided by the Province:

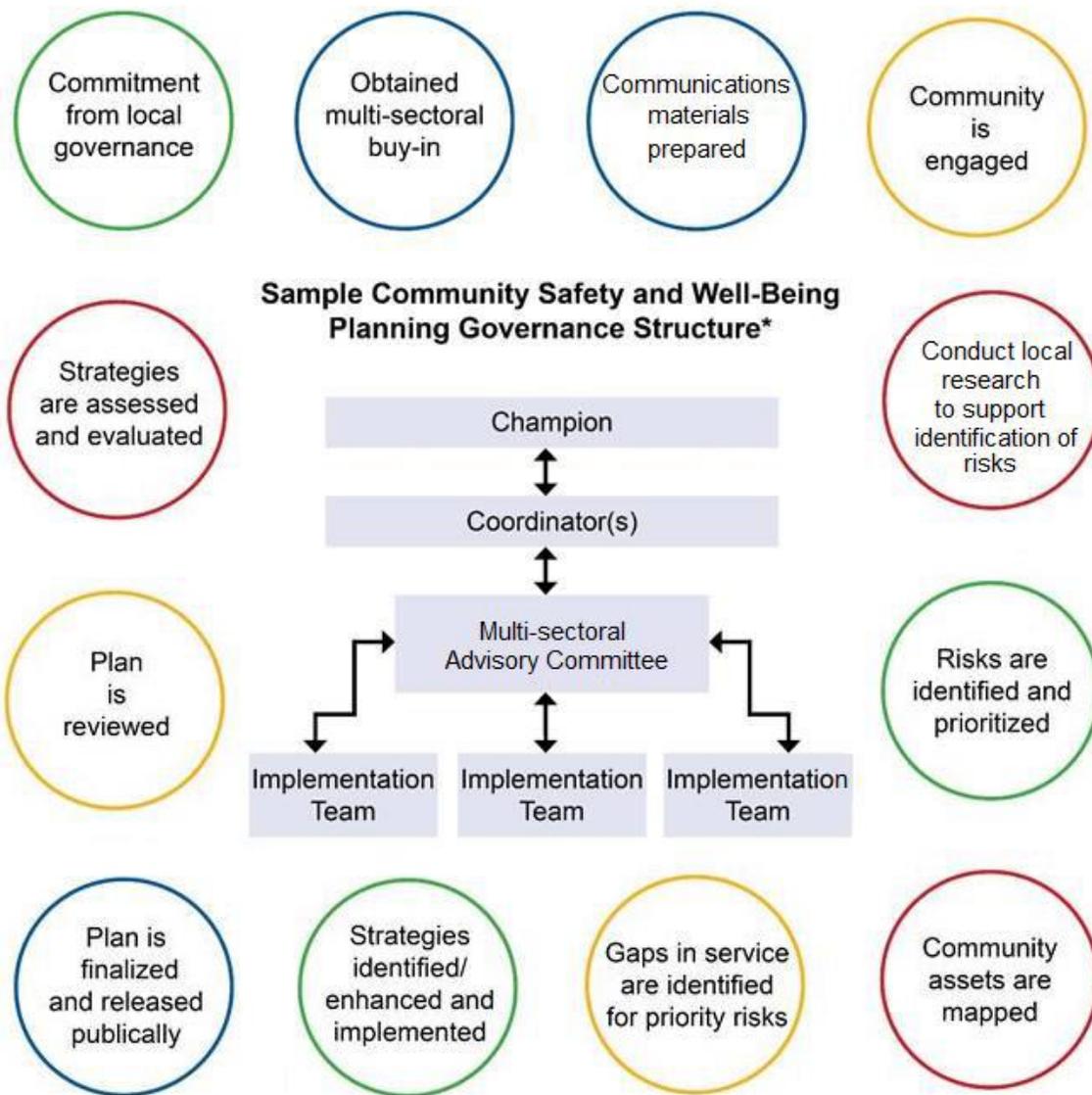
- Obtaining Collaborative Commitment;
- Creating Buy-In;
- Focusing on Risk;
- Assessing and Leveraging Community Strengths;
- Evidence and Evaluation; and
- Putting the Plan into Action.

1. Obtaining Collaborative Commitment

Demonstrated commitment from local governance, whether it is the municipality or Band Council, can have a significant impact on multi-sector buy-in, and is most effective if completed at the beginning of the planning process. This type of commitment can be demonstrated in various ways:

- through a council resolution,
- attending meetings,
- creating a coordinator position,
- realigning resources, and/or
- creating awareness among staff.

An Advisory Committee of representatives from Municipalities and Service Delivery Partners should be struck, in order to support creation and implementation of the plan at the local (municipal) level. Below is an example of this:



***Note: governance structures may look different in each community**

2. Creating Buy-In

It is recommended that the Advisory Committee be brought together in September 2019 for an inaugural meeting to discuss roles and responsibilities, further refine the project processes, and get their feedback on risk identification. Consideration will need to be given to how best to account for the engagement of service delivery partners who are outside of Grey Bruce boundaries. Designing a communication plan, including visual identity and creating marketing and/or promotional material may also help to obtain multi-sectoral buy-in and allow community members to identify with the plans.

3. Focusing on Risk

Engaging community members and service providers to document risks is the first step in creating the Community Safety and Well-Being Plan. The range of risks identified will be dependent on the sources of information, and it is important to engage parties through various methods, such as:

- one-on-one interviews with multi-sectoral service providers,
- focus sessions with vulnerable groups, and/or
- surveys with public drop boxes.

Risk identification and prioritization is the next task that should be done by looking at various sources of data and combining it with feedback from the community.

4. Assessing and Leveraging Community Strengths

Before partners involved in the development of a plan can map out where they want to go, and how they will get there, they need to have a clear understanding of their starting point. It is important that community members do not see community safety and well-being planning as just another planning exercise or creation of a body. It is about identifying local priority risks and examining current strategies through a holistic lens to determine if the right sectors, agencies and organizations are involved or if there are overlaps or gaps in service or programming.

It is recommended that Grey and Bruce map existing bodies/committees and strategies (creating an asset map) against the identified risks to determine what risks are currently being addressed and how. They must then identify any risks that have not yet been addressed, noting where new strategies need to be delineated. Grey and Bruce may discover that there are gaps in service delivery and should do their best to fill these gaps through, for example, the realignment of existing resources. As every community is different in terms of need and resources, it is recognized that risks and assets should be noted for Grey and Bruce Counties as a whole region, and then each municipality – within their own plan – should determine if there are specific risks in their catchment that require a targeted approach.

Some communities, such as some First Nations communities, may experience difficulties identifying existing strategies due to a lack of resources. It may be of value for some communities to collaborate with neighbouring municipalities and/or First Nations communities to create joint action plans (informing their community safety and well-being plans). For example, where capacity and resources are limited, or many services are delivered across jurisdictions, communities can leverage the assets and strengths of neighbouring communities to create a joint plan that will address the needs of the area.

5. Evidence and Evaluation

Once risks are prioritized, if gaps in service or programming are found in any or all areas of the plan, research should be done to determine the most appropriate evidence-based response to be put into place to address that risk, while considering local capacity and resources. Some may find after risk prioritization that they already have evidence-based strategies in place that directly respond to identified risks that will be addressed in their plan.

At the planning stage, it is important to identify the intended outcomes of those activities to measure performance and progress towards addressing identified risks through the development of a logic model and performance measurement framework. Some outcomes will be evident immediately after activities are implemented and some will take more time to achieve. Whether planning for promoting and maintaining community safety and well-being through social development, working to reduce identified risks, or mitigating elevated risk situations or incident responses, it is equally important for planning partners to set and measure their efforts against predetermined outcomes.

6. Putting the Plan into Action

It is important to ensure that strategies put into place in each area of the plan for each priority are achievable based on local capacity and resources. To achieve success, the right individuals, agencies and organizations need to be involved, outcomes benchmarked, and responsibilities for measurement identified. Developing an implementation plan will help municipalities, First Nations and their partners stay organized by outlining who is doing what and when, in each planning area, who is reporting to whom, and the timing of progress and final reports.

After creation/implementation of the plan has been achieved, the date of the next safety and well-being planning cycle should align with the other relevant planning cycles (e.g., municipal cycle) and budgeting activities to ensure alignment of partner resources and strategies. Once the plan is documented and agreed upon by multi-sector partners, it is then time to put it into action with regular monitoring, evaluation and updates to achieve community safety and well-being.

Legal and Legislated Requirements

Under the *Police Services Act* (effective January 1, 2019), municipalities are required to develop and adopt community safety and well-being plans working 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.

Financial and Resource Implications

The total project budget is \$105,000. This includes the cost of the part time project coordinator over 13 months plus travel and meeting expenses. Grey and Bruce Counties are proposed to contribute \$10,000 each and each participating municipality in Grey and Bruce would contribute \$5,000 to the project. Grey County could support its \$55,000 share from the one-time mitigation funding provided by the province earlier this year

Relevant Consultation

- Internal-
- External- Bruce County Human Services, Grey Bruce Health Unit, CAOs of member municipalities

Appendices and Attachments

[Halton Region Community Safety and Wellbeing Plan](#)