COMMUNITY SAFETY AND WELL-BEING PLANNING:
The Municipalities of Bruce and Grey Counties

CSWBP Municipal Representatives
November 2019

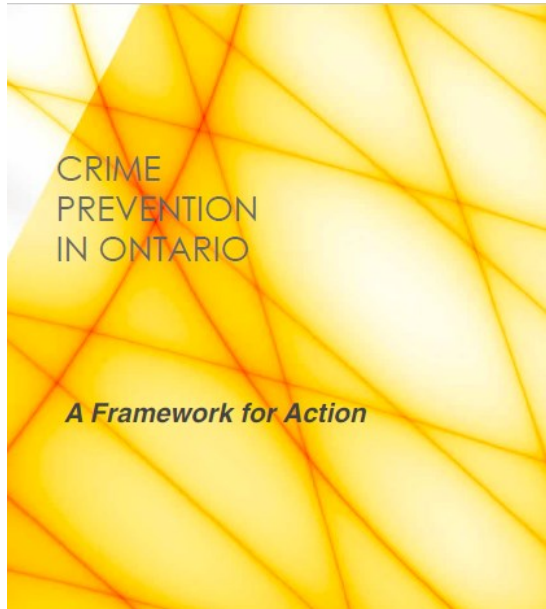Sarah Cowley, RN, MN, CHE (c)

Purpose

- To provide an overview of the new legislative requirements related to mandating community safety and well-being planning (CSWBP) under the current *Police Services Act.*

- To provide an overview of Ontario's modernized approach to CSWBP, including:
  - ➢ the CSWB Planning Framework; and
  - ➢ the CSWB planning process.

- To outline the steps the Municipalities of Bruce and Grey Counties are taking in their regional CSWBP process.

Presentation Overview

- Project Background and Context

- The CSWBP Framework

- Project Membership, Structure, Roles and Responsibilities

- Phases of Work and Timelines

- Performance Measurement

- Sustainability

PROJECT BACKGROUND AND CONTEXT:
## A Primer on Community Safety and Well-Being Planning (CSWBP) in Ontario

CSWBP Background

CRIME PREVENTION IN ONTARIO

A Framework for Action

COMMUNITY SAFETY AND WELL-BEING IN ONTARIO

A Snapshot of Local Voices

Booklet 2

COMMUNITY SAFETY AND WELL-BEING PLANNING FRAMEWORK

A Shared Commitment in Ontario

Booklet 3

* Sets the stage for the development of further crime prevention work.
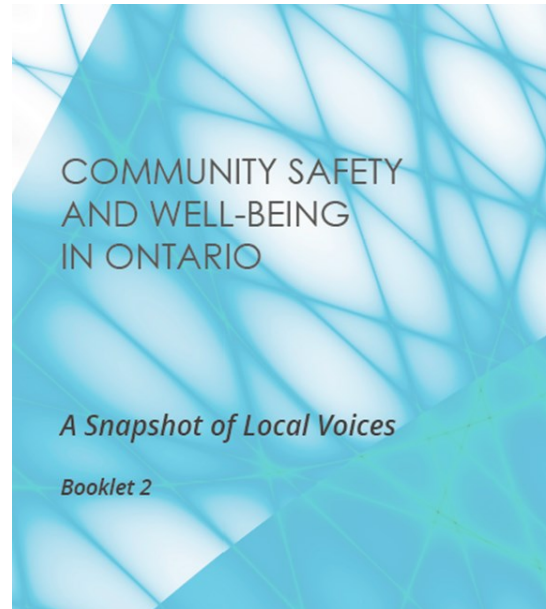
* Acts as an additional resource, highlighting locally-identified promising practices.
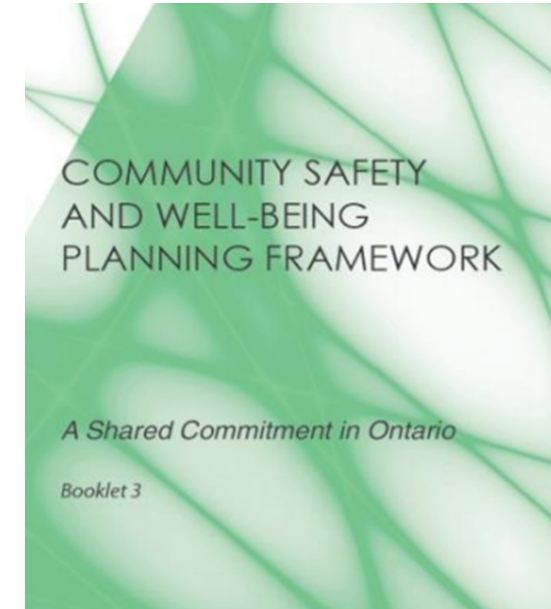
* Acts as a toolkit for communities starting the CSWBP process.

2012 2014 2017

Mandating CSWB Planning

- New legislative amendments outlined under Part XI, Section 143 of the current *Police Services Act* (1990) mandates every municipal council to prepare and adopt a CSWB plan.
  - ✓ First Nation band councils are encouraged to engage in CSWB planning but will not be required to do so by legislation.

- This new legislative requirement for CSWB planning came into force on January 1, 2019, and municipalities have two years from this date to prepare and adopt a plan (i.e., by January 1, 2021) [s. 143 (3)].

- Under the legislation [s. 4 (1)], the responsibility to prepare and adopt a CSWB plan applies to:
  - ✓ single-tier municipalities;
  - ✓ lower-tier municipalities in the County of Oxford and in counties; and
  - ✓ regional municipalities, other than the County of Oxford.

- Municipalities have the discretion and flexibility to develop joint plans with surrounding municipalities or First Nation communities [s.143 (2)].

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Mandating CSWB Planning (cont'd)

Additional legislative requirements related to CSWB planning include:

- Establishing a multi-sectoral advisory committee, including representatives from, but not limited to [s. 145 (3)]:
  - ✓ LHINs or health/mental health services;
  - ✓ Educational services;
  - ✓ Community/social services (if there is such an entity);
  - ✓ Community/social services to children or youth (if there is such an entity);
  - ✓ Custodial services to children or youth (if there is such an entity);
  - ✓ Municipal council member or municipal employee;
  - ✓ The police service board or a detachment commander (or delegate);
  - ✓ The chief of police of a police service that provides policing in the area (or delegate).
    - o New addition under the *Comprehensive Ontario Police Service Act, 2019*

- Conducting consultations with the advisory committee, members of public, including youth, members of racialized groups and of First Nations, Métis and Inuit communities, as well as community organizations that represent these groups [s. 145 (6)].

- Contents of the plan [s. 146]:
  - ✓ Identifying priority risk factors (e.g. without limitation, systemic discrimination and other social factors that contribute to crime, victimization, addiction, drug overdose and suicide);
  - ✓ Identifying strategies to reduce the prioritized risk factors (e.g. new services, changing/coordinating existing services);
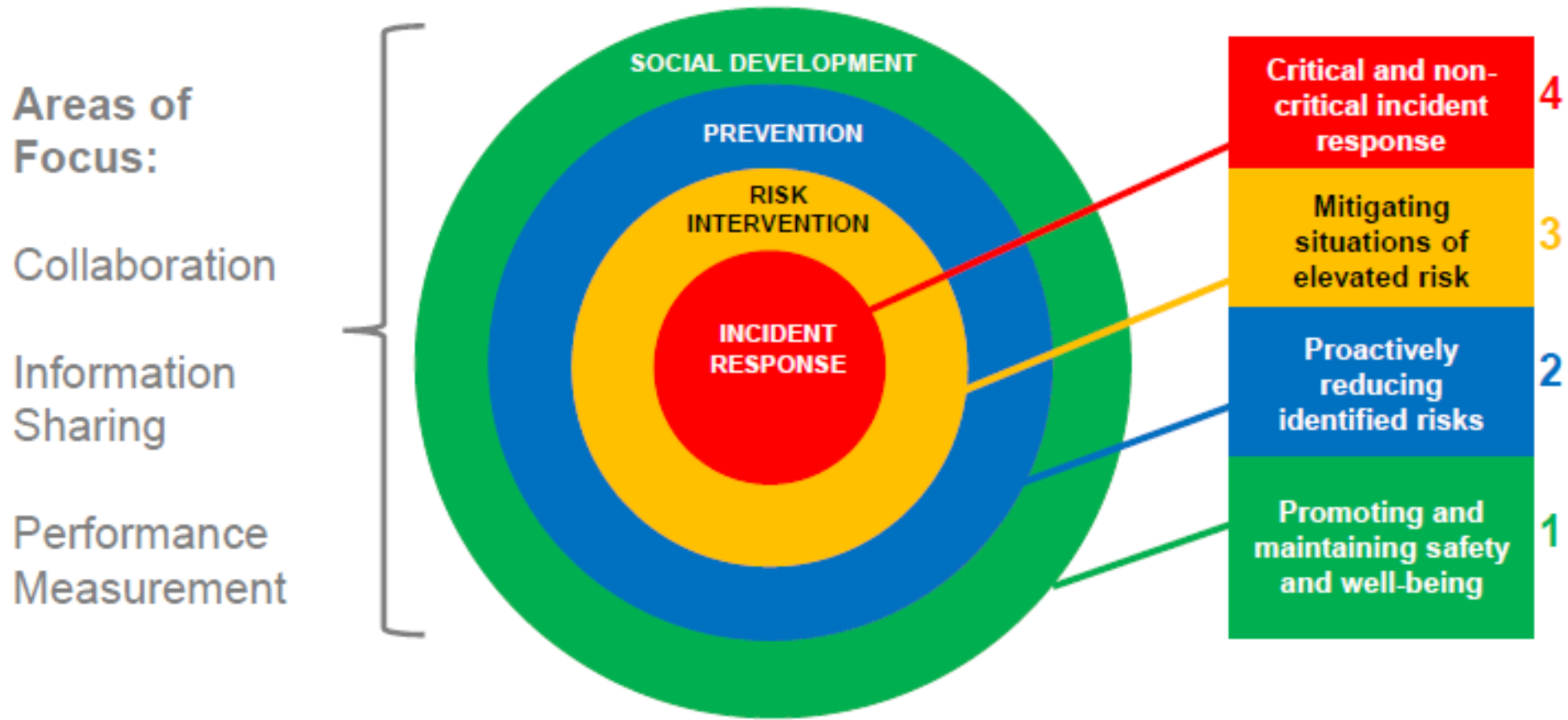 - ✓ Setting measurable outcomes.

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Mandating CSWB Planning (cont'd)

- Regulatory requirements related to CSWB planning include [s. 149 (2), O. Reg. 527/18]:

  - ✓ Publishing a completed CSWB plan within 30 days after adopting the plan in the following manner:
    - Online;
    - In print for review by anyone who requests it; and
    - In any other manner or form determined by the municipality.

- Additional regulations prescribing requirements related to monitoring, evaluating, reporting, and reviewing of the CSWB plan may be outlined at a later date.
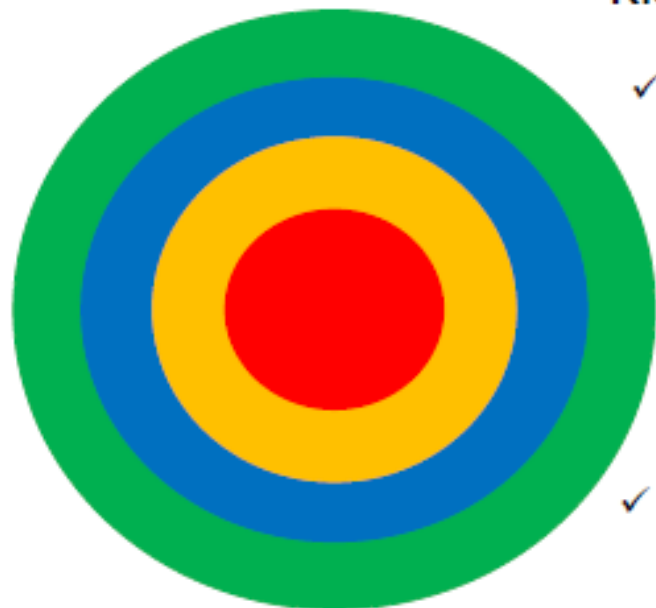
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THE COMMUNITY SAFETY WELL-BEING PLANNING FRAMEWORK

CSWB Planning Framework

Areas of Focus:

Collaboration

Information Sharing

Performance Measurement

SOCIAL DEVELOPMENT

PREVENTION

RISK INTERVENTION

INCIDENT RESPONSE

Critical and non-critical incident response — 4

Mitigating situations of elevated risk — 3

Proactively reducing identified risks — 2

Promoting and maintaining safety and well-being — 1
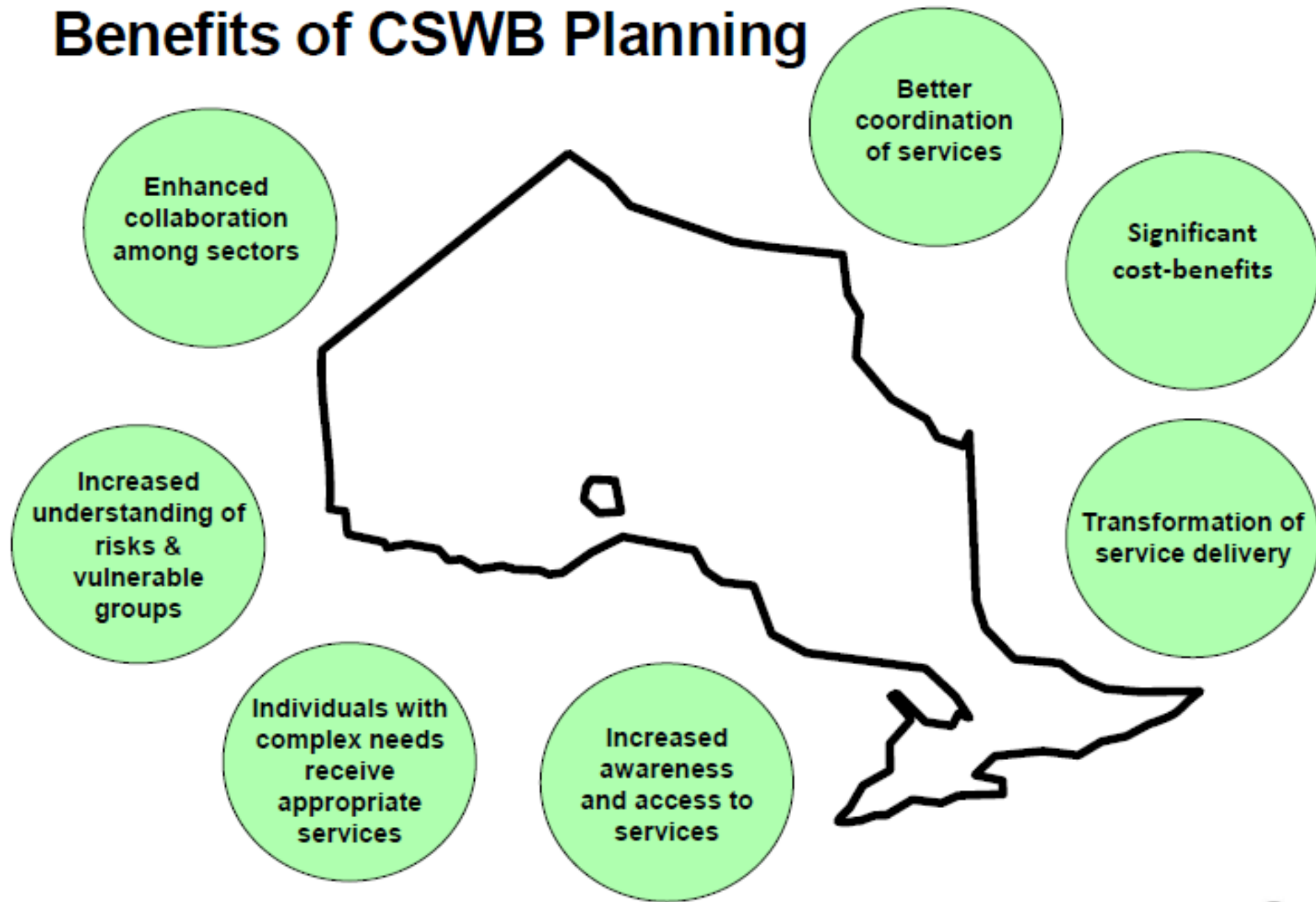
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Critical Success Factors

✓ **Strength-Based** - Leverage existing resources, programs and services in the community

✓ **Risk-Focused** - Risk-based planning rather than incident-driven

✓ **Awareness & Understanding** - Ensuring all community members understand the benefits of, and their role in, CSWB planning

✓ **Highest Level Commitment** - Buy-in from individuals of influence (e.g., political leaders, decision makers) to champion the cause

✓ **Effective Partnerships** - Creating meaningful, integrated partnerships across multiple sectors

✓ **Evidence & Evaluation** - Using research and data to inform the planning process

✓ **Cultural Responsiveness** - Effectively interacting with, and responding to, the needs of diverse groups of people in the community

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Benefits of CSWB Planning

- Enhanced collaboration among sectors
- Better coordination of services
- Significant cost-benefits
- Increased understanding of risks & vulnerable groups
- Transformation of service delivery
- Individuals with complex needs receive appropriate services
- Increased awareness and access to services

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What people are saying about CSWBP

"I believe that community safety and well-being planning situates itself perfectly with many other strategic initiatives that the City is currently pursuing. It has allowed us to consider programs and activities that will produce synergistic impacts across various areas of strategic priority in our community such as poverty reduction, educational attainment and building stronger families. Planning for simultaneous wins is efficient public policy."
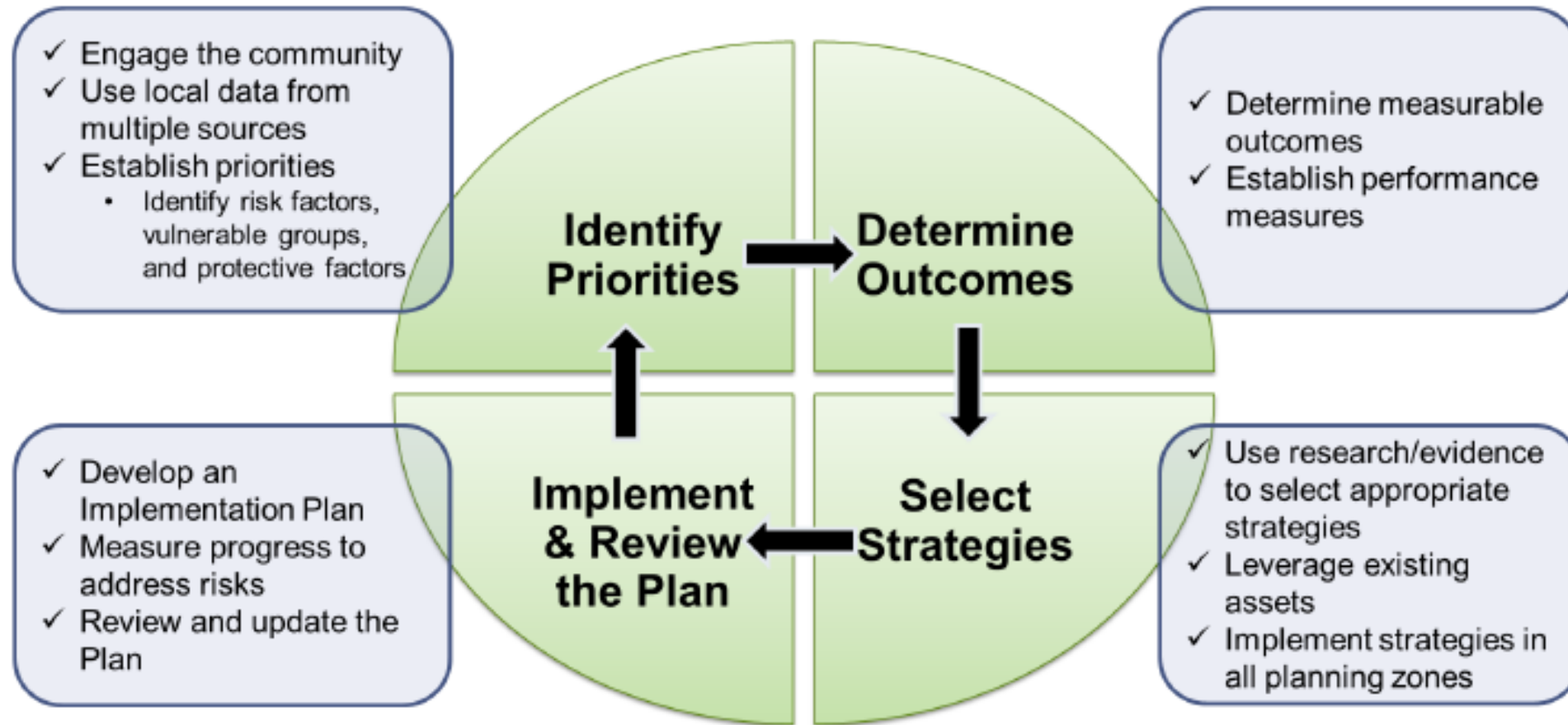~ Susan Evenden, City of Brantford

Community safety and well-being touches every resident and is important to all aspects of our community – from education to health to economic development. It is an area of community planning in which many community members are greatly interested and excited to be involved."
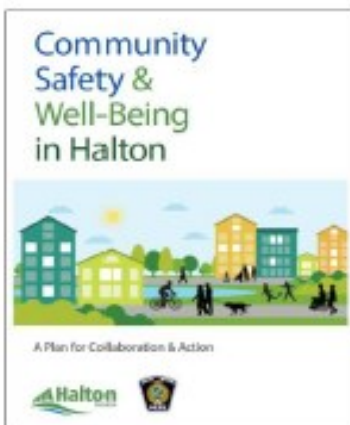~ Lianne Sauter, Town of Bancroft

"It is only because of our strong partnerships and relationships, coupled with our ongoing commitment to our Community Safety and Well-Being plan that we are confident we will be successful in keeping Halton at the forefront of policing and as a leader in public safety." ~ Chief Stephen Tanner, Halton Regional Police
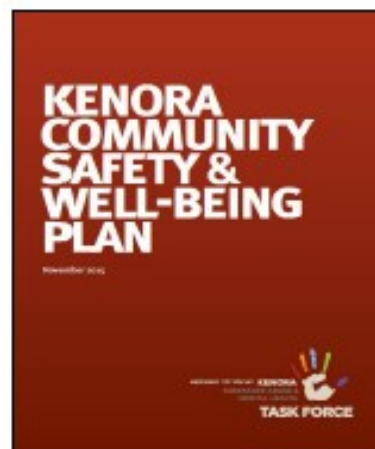
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How to Plan

✓ Engage the community
✓ Use local data from multiple sources
✓ Establish priorities
  • Identify risk factors, vulnerable groups, and protective factors

✓ Determine measurable outcomes
✓ Establish performance measures

Identify Priorities → **Determine Outcomes**

Implement & Review the Plan ← **Select Strategies**

✓ Develop an Implementation Plan
✓ Measure progress to address risks
✓ Review and update the Plan

✓ Use research/evidence to select appropriate strategies
✓ Leverage existing assets
✓ Implement strategies in all planning zones
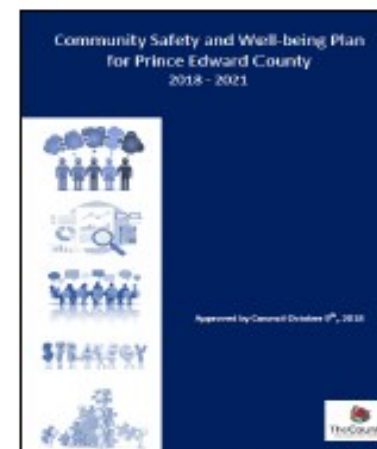
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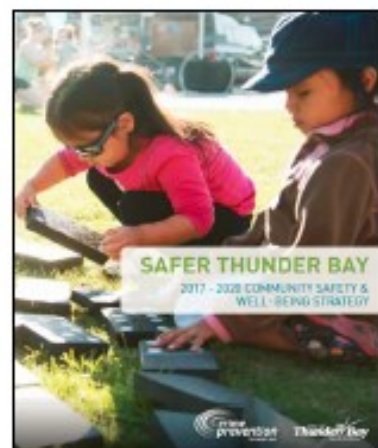**Ontario**

Communities that have gone before us...

Halton Region

Kenora
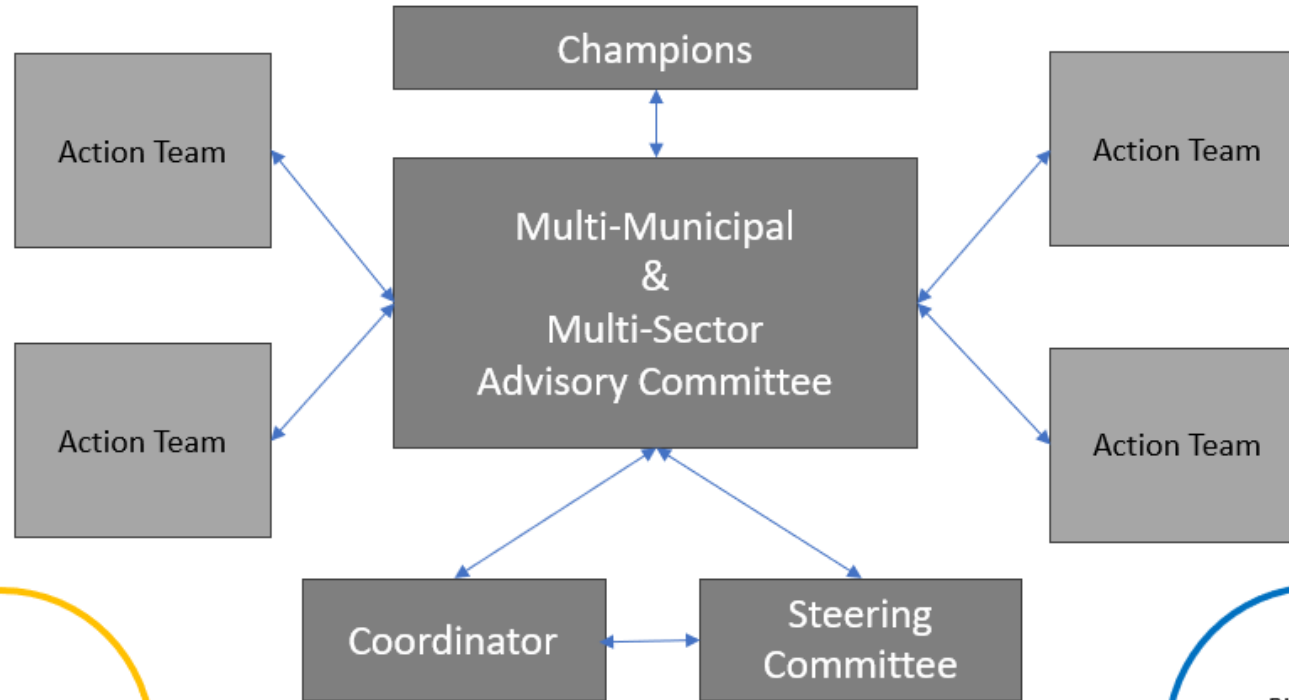
Prince Edward County

Thunder Bay

Bancroft

* Halton CSWBP process offers many lessons that will be used to inform the Bruce and Grey process.

PROJECT MEMBERSHIP, STRUCTURE, ROLES AND RESPONSIBILITIES

COMMUNITY SAFETY
AND WELL-BEING PLANNING

Governance Structure for the Municipalities of Bruce and Grey

Plan is reviewed

Strategies are assessed and evaluated

Plan is finalized and released publicly

Strategies are identified/ enhanced and implemented

Gaps in service are identified for priority risks

Community assets are mapped

Champions

Action Team

Multi-Municipal & Multi-Sector Advisory Committee

Action Team

Action Team

Action Team

Coordinator

Steering Committee

*Consultant Hired Sept 2019-Oct 2020

Commitment from local governance

Obtained multi-sectoral buy-in

Communications materials prepared

Community is engaged

Risks are identified and prioritized

Local research is conducted to support identification of risks

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The Champions

Champions are public figures who express their commitment to community safety and well-being planning and rally support from the public and community agencies/ organizations.

- They have the ability to motivate and mobilize others to participate, often because of their level of authority, responsibility or influence in the community – the more champions, the better!

- Some communities have started out with champions who self-identified from the outset, while others needed to engage them to educate the public and serve as a face for the plan.

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The Coordinator

The coordinator should be from an area that has knowledge over community safety and well-being, such as social services or health. As the coordinator is responsible for the coordination of the plan, this should be someone who has working relationships with community members and agencies/ organizations and is passionate about the community safety and well-being planning process.

Key Tasks Include:

- Recruiting the appropriate agencies/ organizations and individuals to become members of the Advisory Committee

- Planning and coordinating Advisory Committee meetings, preparing documents (i.e. Terms of Reference, logic model, the plan)

- Planning community engagement sessions

- Ensuring the Advisory Committee decisions are acted upon

- Receiving and responding to requests for information about the plan

- Ensuring the plan is made publicly available

The Steering Committee

The Steering Committee is responsible for facilitating the work of the Advisory Committee, and for overseeing the work of the Coordinator.

Key Tasks Include:

• Supporting the Advisory Committee in making informed strategic decisions, thereby expediting collaborative decision making and action.

• Providing direction to the Coordinator, including: reviewing and monitoring the work plan; prioritizing the work and resources of the Coordinator; providing logistical and operational support; and providing input and context related to work plan implementation.

• Linking the work of the CSWBP Project to other community projects and initiatives

• Reviewing and approving key documents before distribution to the Advisory Committee and/or community.

The Steering Committee Members

- Lynda Bumstead, Grey Bruce Health Unit

- Anne Elliot, Victim Services Bruce Grey Perth

- Barb Fedy, Grey County

- Christine McDonald, Bruce County

- Krista Miller, South Bruce OPP

The Advisory Committee

The Advisory Committee should be reflective of the communities and include multi-sectoral representation. To ensure commitment, Terms of Reference should be developed.

Members should have:

- Knowledge/ information about the risks and vulnerable populations in the communities.

- Lived experience with risk factors or part of a vulnerable group.

- Understanding of protective factors needed to address those risks.

- Experience developing effective partnerships in the community.

- Experience with ensuring equity, inclusion and accessibility in their initiatives.

- A proven track record advocating for the interests of vulnerable populations.

- The authority to make decisions on behalf of their respective agencies/ organizations, or will be empowered to do so for the purposes of developing a plan.

Advisory Committee Representation

Advisory Committees should, at a minimum, consist of the following:

- ❑ An employee of the municipality or First Nations community.

- ❑ A person who represents the education sector.

- ❑ A person who represents the health/ mental health sector.

- ❑ A person who represents the community/ social services sector.

- ❑ A person who represents the children/ youth services sector.

- ❑ A person who represents an entity that provides custodial services to children/ youth.

- ❑ A person who represents the police service board or a Detachment Commander.

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Advisory Committee Responsibilities

❑ Leading community engagement sessions to inform the development of the plan (supported by the Coordinator).

❑ Determining the priorities for the plan, including references to risk factors, vulnerable populations and protective factors.

❑ Ensuring outcomes are established and responsibilities for measurement are in place, and approving performance measure by which the plan will be evaluated, as well as the schedule and processes used to implement them.

❑ Ensuring each section/ activity under the plan, for each priority risk, is achievable.

Advisory Committee Responsibilities (continued)

❑ Ensuring the right agencies/ organizations and participants are designated for each activity.

❑ Owning, evaluating and monitoring the plan.

❑ Aligning implementation and evaluation of the plan with the municipal planning cycle and other relevant sector specific planning and budgeting activities to ensure alignment of partner resources and strategies.

❑ Setting a future date for reviewing achievements and developing the next version of the plan.

❑ Thinking about ways in which the underlying structures and systems currently in place can be improved upon to better enable service delivery.

Advisory Committee Key Tasks

❑ Developing and undertaking a broad community engagement strategy to build on the members' awareness of local risks, vulnerable groups and protective factors.

❑ Developing and maintaining a dynamic data set, and ensuring its ongoing accuracy as new sources of information become available.

❑ Determining the priority risk(s) that the plan will focus on based on available data, evidence, community engagement feedback and capacity; after priority risks have been identified, all actions going forward should be designed to reduce these risks, or at least to protect the vulnerable groups from the risks.

❑ Based on community capacity, developing an implementation plan or selecting, recruiting and instructing a small number of key individuals to do so to address the selected priority risk(s) identified in the plan.

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Action Teams

Action teams can be determined in various ways, including:

a) A Team can be assigned or created to focus on one identified priority risk across a given geography; or

b) A Team can be assigned or created to focus on all risks identified within a given geography.

For example, a large community/ geography with six priority risks may benefit from implementation teams to ensure each risk is addressed. Alternatively, they may establish fewer teams that focus on more than one priority risk.

Action Team Membership

Members should be selected based on their knowledge of the risk factor(s) and vulnerable groups associated with the priority, and have access to relevant information and data. They may also have lived experience with risk factors or be part of a vulnerable group in the community.

Members should have:

- In-depth knowledge and experience addressing the priority risks and which protective factors and strategies are needed to address those risks.

- A proven track record advocating for the interests of vulnerable populations related to the risk.

- The ability to identify the intended outcomes or benefits that strategies will have in relation to the priority risk(s) and suggest data that could be used to measure achievement of these outcomes.

- Experience developing effective stakeholder relations/ partnerships in the community.

- Experience ensuring equity, inclusion and accessibility in their initiatives.

Action Team Responsibilities

❑ Identify strategies, establish outcomes and performance measures for all four planning areas related to the priority risk, including promoting and maintaining community safety and well-being, reducing identified risks, mitigating elevated risk situations and immediate response to urgent incidents.

❑ Engage community members from each of the vulnerable populations relevant to the priority risk to inform the development of the strategies in each area.

❑ Establish an implementation plan for the strategies in each area which clearly identifies roles, responsibilities, timelines, reporting relationships and requirements.

❑ Monitor the actions identified in the implementation plan, whether it is the creation, expansion and/or coordination of programs, training, services, campaigns, etc.
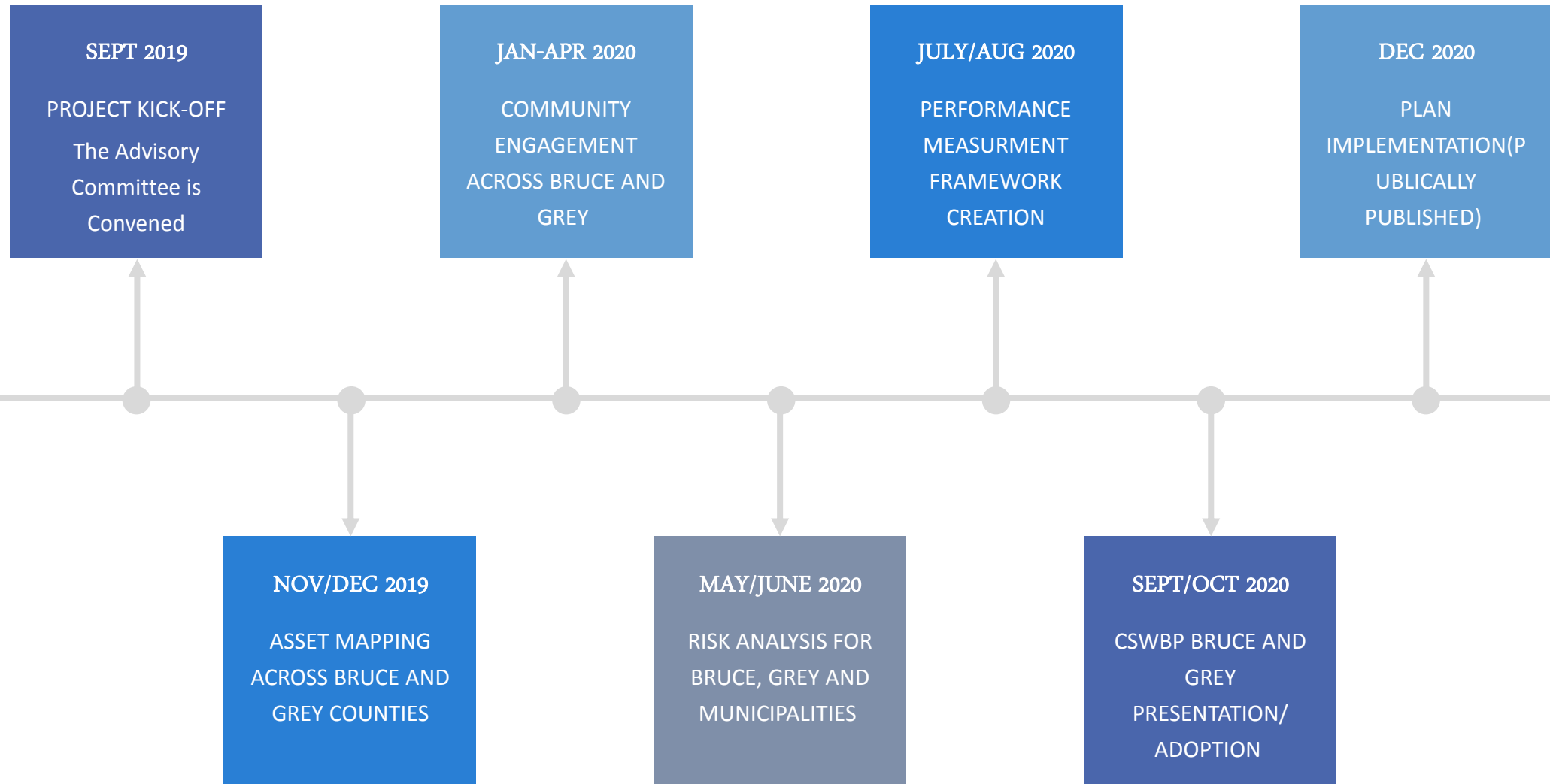
❑ Report back to the Advisory Committee.

PHASES OF WORK AND TIMELINE

CSWBP Phases of Work

1. <u>Start-Up</u>: Creation of the Steering Committee, Advisory Committee and/or Implementation Teams; Creation of Terms of Reference

2. <u>Asset Mapping</u>: Reviewing Existing Bodies; Analyzing Social Networks; Creating an Inventory of Strategies

3. <u>Engagement</u>: Development of Communication Materials; Organizing Community Engagement

4. <u>Risk Analysis</u>: Summary of Community Engagement Sessions; Identifying Risks; Priority Risk Analysis

5. <u>Performance Measurement</u>: Logic Model Creation; Inputs, Activities, Outputs, Outcomes Identified

6. <u>CSWBP Creation, Presentation & Adoption</u>: Advisory Committee to Recommend the Plan to Municipalities for Adoption

CSWBP FOR BRUCE AND GREY: TIMELINE

SEPT 2019

PROJECT KICK-OFF

The Advisory Committee is Convened

JAN-APR 2020

COMMUNITY ENGAGEMENT ACROSS BRUCE AND GREY

JULY/AUG 2020

PERFORMANCE MEASURMENT FRAMEWORK CREATION

DEC 2020

PLAN IMPLEMENTATION(PUBLICALLY PUBLISHED)

NOV/DEC 2019

ASSET MAPPING ACROSS BRUCE AND GREY COUNTIES

MAY/JUNE 2020

RISK ANALYSIS FOR BRUCE, GREY AND MUNICIPALITIES

SEPT/OCT 2020

CSWBP BRUCE AND GREY PRESENTATION/ ADOPTION

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OBJECTIVES AND PERFORMANCE MANAGEMENT

Where do we begin?

Before we are able to set clear objectives and create a performance management framework, we need to begin with understanding our current state, which includes:

• identifying the work already being done in our communities,

• learning of or validating the risks that exist, and then

• implementing strategies to mitigate those risks.

The CSWBP process involves the following…

Asset Mapping

Before we are able to map out where we want to go together, and how we will get there, we need to have a clear understanding of our starting point. Early in the project, we will engage in asset mapping to:

- Identify where there is already work underway in our communities to address specific issues and to avoid duplication;

- Identify existing strengths and resources;

- Determine where there may be gaps in services or required resources; and

- Capture opportunities.

Mapping community assets involves reviewing existing bodies (i.e. groups, committees, boards), analyzing social networks, and/or creating an inventory of strategies.

Engagement

- In the development of local plans, we will conduct community engagement sessions to ensure a collaborative approach is taken that informs the community safety and well-being planning process.

- We may want to create promotional and educational materials in order to gain public support for – and encourage participation in – the plan.

- We will want to collect information from our communities to contribute to the plan (i.e. identifying and/or validating risks).

"Develop an engagement strategy that is manageable and achievable given the resources available – you won't be able to engage every single possible partner, so focus on a good variety of community organizations, agencies and individuals and look for patterns."
~ Lianne Sauter, Town of Bancroft

Engagement Approach

- Engagement will involve a variety of:
  - Open Town Hall Meetings
  - Targeted Focus Groups by Sector
  - One-to-One Interviews with Key People or Agencies/ Organizations
  - Email Comments/Information-Sharing
  - Survey Distribution (Hard Copy with Drop Boxes and/or Online)
  - Specialty Populations (those identified to be at high risk for safety/ well-being issues, including Indigenous groups, seniors and youth) require thoughtful planning related to engagement

Analyzing Community Risks

- <u>Summary of Community Engagement Sessions</u> – Planning partners may begin by writing a summary of community engagement sessions, in order to show the diverse perspectives that have fed into their plan, and to assess whether any individuals/groups are missing.

- <u>Identified Risks</u> – Planning partners will then need to capture the risks that have been identified by those engaged, demonstrating how widely the community is impacted, and the range of partners needed to address the risk.

- <u>Priority Risk Analysis</u> – Risks that were referenced by many people/ groups should be considered for inclusion in the priority risks that will be addressed by the plan; the number of risks will vary based on the size of the community and the resources available for ongoing work associated with the plan.

Performance Measurement

- In the development of the plan, it is necessary to identify and understand the key risks and problems in the community and then to explore what can be done to address them.

- In order to choose the best strategies, we will need to seek out evidence of what works, leveraging the strengths of existing programs, services or agencies/ organizations in the community and beyond to implement activities that are proven to achieve results and improve the lives of those living in our communities.

- With this in mind, we will need to develop a performance measurement framework that is focused on the intended outcomes of those strategies/ activities; this will include inputs, activities, outputs, immediate outcomes, intermediate outcomes, and long-term outcomes; corresponding indicators will then need to be mapped out, and sustainable data collection methods identified.

SUSTAINABILITY

Sustainability for the Bruce and Grey CSWBP

- As previously mentioned, additional regulations prescribing requirements related to monitoring, evaluating, reporting, and reviewing of the CSWB plan may be outlined at a later date.

- The Advisory Committee will begin determining the needs for sustainability in the Spring of 2020, and the Coordinator will be connecting with other communities (like Halton Region) to assist in identifying required resources for ongoing monitoring and evaluation of the plan.

THANK YOU!

The Steering Committee greatly appreciates your participation and/or, and looks forward to collaborating with your Municipality to the benefit of our communities and the residents who live here.

Should you have any questions throughout the course of this project, please don't hesitate to ask your Advisory Committee representative, or contact any of the Steering Committee members:

- Lynda Bumstead   l.bumstead@publichealthgreybruce.on.ca

- Anne Elliot   director@victim-services.com

- Barb Fedy   barb.fedy@grey.ca

- Christine MacDonald   cmacdonald@brucecounty.on.ca

- Krista Miller   krista.miller@opp.ca