



WINDSOR-ESSEX REGIONAL
**COMMUNITY SAFETY
& WELL-BEING PLAN**

Interim Process Report

May 2021

Background

In 2019, the Provincial government amended the Police Services Act to mandate every municipality to prepare and adopt a Community Safety and Well-Being Plan. At their meeting of July 8, 2019, City Council considered this initiative and directed that the Commissioner of Community Development and Health Services undertake a Community Safety and Well Being Plan.

After discussions amongst the regional Chief Administrative Officers proposing a regional CSWB Plan, Report S198/2019 was brought to City Council requesting authorization to engage the County of Essex and its municipalities to develop a Regional Community Safety and Well-Being Plan (RCSWB).

Administration was directed to develop a regional Community Safety and Well-Being Plan and bring such plan forward to Windsor City Council and Essex County Council in sufficient time to be considered for approval prior to the Provincial government's deadline of January 1, 2021. The Province established this deadline prior to the COVID-19 pandemic. Due to the pandemic, the project was paused on March 18, 2020, with core team members redeployed to manage COVID-related emergencies within their respective organizations.

During this pause, the Province passed the Coronavirus (COVID-19) Support and Protection Act, 2020, which granted an extension to the CSWB deadline past January 1, 2021, to an undetermined date. At the meeting of City Council on May 4, 2020, correspondence from the Office of the Solicitor General was received informing Council of the change in deadline, and that it would be working with the Association of Municipalities of Ontario (AMO) and the City of Toronto to determine a new submission date. The correspondence was noted and filed.

The CSWB project officially resumed on June 1, 2020. A project update was provided to City and County Councils describing key actions taken during the project pause, including the completion and submission of letters to AMO and Ontario Municipal Social Services Association (OMSSA) advocating for an amended deadline of January 1, 2022. Elected officials from a number of municipalities across Ontario were also advocating for the January 2022 deadline.

In November 2020, City and County Councils received a further project update, which included revised timelines and methodologies due to the pandemic. Key actions taken since the June 2020 update were highlighted including the completion of a current state data report and interactive asset map for the entire region. The Project Manager also noted ongoing discussions with AMO and OMSSA representatives, and participation in a Province-wide CSWB working group to assess the status of other municipalities, as well as the provincial deadline. Participants from across the Province presumed a deadline of December 31, 2021, as no one at the OMSSA discussion table had any indication of an alternate deadline being considered by the Province.

On December 24, 2020, the Ministry of the Solicitor General issued correspondence to Ontario municipalities indicating that the new CSWB Plan submission deadline is July 1, 2021.

On February 1, 2021, City Council directed Administration to forward a letter to the Solicitor General advising that whereas the new CSWB submission deadline of July 1, 2021, significantly constrains the ability to engage in fulsome and meaningful community consultation, the City of Windsor will prepare an interim report for submission by July 1, 2021, along with a final report by December 31, 2021. City Council further requested that the Solicitor General review the imposed deadline. Essex County Council likewise adopted a similar resolution.

In accordance with the direction given by Windsor City Council and Essex County Council, the following interim report provides a process update for the Windsor Essex Regional Community Safety and Well-Being plan.

Community Safety and Well Being (CSWB) Plan Summary

CSWB planning is an integrated approach to service delivery planning by working with representatives from a range of sectors, agencies and organizations to proactively develop evidence-based strategies to address local priorities related to crime and complex social issues.

The CSWB Planning Framework (Framework) is strengths-based and focused on leveraging existing strategies and developing new approaches that promote and maintain community safety and well-being. The Framework emphasizes the use of evidence-based prevention and risk mitigation strategies to proactively reduce identified risks and instances that require an incident response.

The Windsor Essex Approach

The City of Windsor is a single tier municipality, while the County of Essex represents seven local municipalities. The City and County share in delivering a multitude of services, and many CSWB partners also serve both city and county residents.

The Windsor Essex Regional Community Safety and Well-Being Plan utilizes a joint City-County approach. Through this approach, the Plan will endeavour to establish regional priorities and mechanisms for collaboration while including appendices specific to each municipality. The appendices will contain community profiles, identified local priority risks and protective factors, and analyses of data collected from community consultations.

Ultimately, the goal of WE RCSWB planning is to achieve a community where everyone feels safe, has a sense of belonging, access to services and opportunities, and has their needs met across Windsor and Essex County. To accomplish this goal, the project team has engaged committees and organizations that work alongside diverse and historically underrepresented communities as well as a wide range of multi-sectoral partners from across the region that includes senior municipal staff, local police services, healthcare and mental healthcare providers, education leaders, community/social services providers, and children and youth services providers.

To support plan development, a series of environmental scans were completed to review local assets and initiatives, as well as available data on CSWB risk and protective factors. With the support of project partners, these scans resulted in the creation of an interactive asset map consisting of over 1,200 data points and the creation and contextualization of a comprehensive current state data report. The Data Report reviewed publicly available data from across seven risk and protective factor categories, including Crime and Victimization, Education, Financial Security, Mental Health and Substance Use, Physical Health, Housing and Neighbourhoods, and Vulnerable Populations. The report also included early COVID-19 data. Overall, the report reviewed 62 indicators from quantitative and qualitative measures.

RCSWB Planning Process and Project Teams

The project team structure for the Windsor Essex Regional Community Safety and Well-Being Plan consists of:

- (a) The Regional Systems Leadership Table,
- (b) The Enhanced Sector Network,
- (c) An Internal Core Team (Team),
- (d) Consultants for the County portion of the plan, and;
- (e) A Data Team.

In alignment with the Provincial CSWB planning framework, the Regional CSWB Systems Leadership Table (RSLT) involves partners from multiple sectors, including: health and mental health, education, community and social services, community and social services for youth, custodial services for youth, municipalities, police and public safety, and business. The RSLT is chaired by the City of Windsor's Community Development and Health Services Commissioner, the Chief Administrative Officer for the County of Essex, and the Chief of Windsor Police Services. Currently, the RSLT consists of 27 partners, including two County CAO representative positions. For a list of member agencies, please see **Appendix A**.

As a consultative body, the RSLT plays several key roles. The RSLT provides strategic input on the Plan's direction and framework, supports the identification and prioritization of localized risk factors, assists the Team in accessing sector information and data, and facilitates connections with sector partners.

In order to leverage existing strategies and better inform the CSWB governance on community risks and protective factors, the Enhanced Sector Network (ESN) was created. The ESN engages committees and organizations that work alongside individuals from eight historically underrepresented communities. Those communities include: Indigenous Peoples, Racialized Persons, Youth, Newcomers, Seniors, 2SLGBTQ+ communities, Accessibility communities and broader community groups. The goal of the ESN is to ensure diverse voices and priorities are woven throughout the planning process. For a list of ESN member committees and organizations, please see **Appendix B**.

Supporting the RSLT and ESN is the Team consisting of the Project Manager, senior management from the City of Windsor's Community Development and Health Services Department, County of Essex and Windsor Police Services. The Team plans and facilitates meetings, community engagement sessions, and sector network consultations. The Team is responsible for implementing RSLT action items, managing project timelines, and updating City and County municipalities. To ensure all municipalities are kept informed of the CSWB process, the Team has made itself available as a standing item for the Regional CAO Table and, prior to the pandemic, began plans to present to all municipal councils.

To ensure fulsome community consultation in county municipalities and provide support on region-wide data analytics, a Request for Proposal (RFP) was released to seek a consultant to assist with the plan. As a result of the RFP process, consulting firm *StrategyCorp* was chosen as the successful applicant and awarded the contract. StrategyCorp has been working collaboratively with the Project Manager and project teams to create a consultation methodology jointly, facilitate public consultation sessions and focus groups, analyze consultation data and provide evaluation support.

Ultimately, the CSWB project entails the review of data from across multiple sectors and disciplines. To ensure the context and implications of the sector and organizational data is interpreted correctly, data analysts and stewards from RSLT member organizations have been brought together to create a Data Team. The Data Team's primary role is to advise on how to best access and understand sector data. The Data Team will also assist the Project Manager and Consultant in navigating available publicly facing data sources or organizational data in the most efficient way.

Public Consultation and Engagement Strategy

Due to pandemic restrictions, the Team redesigned the traditional in-person engagement strategy into a comprehensive virtual engagement strategy. The strategy includes five pillars to ensure that a) all municipal councils in the region are familiar with the planning process and can provide their input, b) that residents have an opportunity to provide input through multiple channels, and c) that groups from historically underrepresented communities are heard throughout the planning process. The five pillars include:

1. **Municipal Council Presentations** | October 7, 2020 – December 8, 2020
2. **Enhanced Sector Network Engagement** | January 11, 2021 – February 10, 2021
3. **Online and Print Public Surveys** | February 10, 2021 – March 15, 2021
4. **Virtual Public Meetings** | February 23, 2021 – March 11, 2021
5. **Virtual Meetings with the Chief Administrative Officers (CAOs) and Elected Officials of participating municipalities** | Planned for June 2021

The strategy utilized Zoom web conferencing to hold engagement sessions with municipal and community partners as well as the general public.

Municipal and Sector Engagement

Municipal Council Presentations: Between the months of October and December 2020, presentations were made to municipal and County councils across the region. The presentations provided elected officials from each municipality with a summary of the project's background, methodology and current status. Additionally, a question and answer period was afforded to all municipal councils. A total of ten presentations were completed, including each lower tier County municipality, Essex County Council, City of Windsor's Community Services and Parks Standing Committee and City Council.

Sector Engagement: The project team has strived to provide sector leadership, frontline workers and special population experts with opportunities to provide input in the planning process as well as plan priorities. In this spirit, sector engagement started with fruitful pilot community conversations that ultimately led to the development of the current Enhanced Sector Network.

- **Pilot Community Conversations:** In December 2019 and January 2020, six pilot community conversations were held that engaged over 100 people. The pilot conversations formed the basis of the ESN and supported the development of the CSWB project goals. The following

committees and organizations were engaged for the pilot: the Windsor Essex Local Immigration Partnership (WE LIP); We Care for Youth Committee (WCY); the Seniors Advisory Committee (SAC); Downtown Windsor Safety and Security Roundtable. (DWSSRT); the Ford City Safety Committee (FCSC); and the Enforcement and Justice Pillar of the Windsor Essex Community Opioid and Substance Strategy (WECOSS – E&J).

- **Enhanced Sector Network:** Over the months of January and February 2021, 18 committees and over 50 community organizations were engaged to contextualize local community safety and well-being data. In total, 96 frontline and special population experts, all of whom work alongside historically underrepresented communities, participated in the first of two meetings. Currently, ESN members are being engaged in prioritization and recommendation setting activities.

Public Consultations

To ensure public consultations were a success, communications departments from the County of Essex, Windsor Police Service, LaSalle Police Service and each local Municipality were brought together and developed a regional communications plan to promote local virtual public meetings and the survey. The plan included the promotion through traditional media (Windsor Star, CTV News, AM800 etc.), social media (Facebook, Twitter, podcasts etc.), and local newspapers (Essex Free Press, Harrow News, River Town Times, Essex Local etc.).

Online and Print Surveys: In an attempt to remove language-related barriers to participation, the survey was accessible in English, French, Spanish and Arabic. The survey had a 33-day window and was available between February 10 and March 15, 2021.

To address additional barriers to participation, 200 printed surveys were provided to the *Windsor Essex Community Housing Corporation*, the *Community Partnership* and the *Homelessness and Housing Help Hub (H4)*. In total, the survey garnered over 1,500 respondents and **840 fully completed surveys**. For a breakdown of survey distribution by Municipality, please refer to Table 1.

Table 1. Survey Distribution by Municipality

Municipality	Total
City of Windsor	361
Municipality of Lakeshore	82
Municipality of Leamington	64
Town of Amherstburg	74
Town of Essex	50
Town of Kingsville	43
Town of LaSalle	112
Town of Tecumseh	54
Grand Total	840

Virtual Public Meetings: Nine virtual public meetings, one for each municipality in the region and two for the City of Windsor, were held in February and March 2021. As part of the consultation process, these meetings provided residents with an opportunity to share their community safety and well-being priorities and concerns. The meetings were intentionally held using Zoom in the evenings and on weekends to encourage greater participation outside of traditional business hours. Information was shared about the project, data about the municipality was presented, and smaller breakout focus groups took place to encourage more meaningful discussion. To address potential barriers to participation, each virtual public meeting included live closed captioning for people who are deaf or hard of hearing, as well as translated captioning in French, Spanish and Arabic. Additionally, a tele-conference session was held for seniors from across Windsor-Essex through the *Seniors Centre Without Walls* initiative, a Life After Fifty program. **In total, 199 residents registered to participate across all aforementioned meetings, with over 140 attending.** For a breakdown, of resident participation in the virtual public engagements, please refer to Table 2.

Table 2. Virtual Public Consultation Attendance by Municipality

Virtual Public Consultations	Registered	Attendees	Participation Rate
City of Windsor Consultation 1	41	28	68.29%
City of Windsor Consultation 2	27	15	55.56%
Municipality of Lakeshore	24	16	66.67%
Municipality of Leamington	16	10	62.50%
Town of Amherstburg	16	15	93.75%
Town of Essex	18	14	77.78%
Town of Kingsville	19	16	84.21%
Town of LaSalle	17	11	64.71%
Town of Tecumseh	17	14	82.35%
Senior Citizens Without Walls – Region Wide Teleconference	--	4	--
Grand Totals	199	143	71.28%

Status and Next Steps

The project is currently within its **Analysis and Prioritization phase** having completed public engagement activities in four of the five aforementioned pillars. The following activities are currently being undertaken.

- Finalization of public consultation data analysis;
- Enhanced Sector Network and Regional CSWB Systems Leadership Table prioritization activities;
- Virtual Meetings with the CAOs and elected officials of participating municipalities;
- Performance and outcome measurement planning; and
- Development of final report

While recognizing that the deadline to complete Community Safety and Well-Being Plans was established as July 1, 2021, the Windsor City Council and Essex County Council directed the project team to continue with the extensive engagement plan to ensure a fulsome report. This interim report is provided to the Solicitor General to advise on progress to date. Upon completion of the final report, the report will be submitted to Municipal and County Councils for adoption. The Windsor and Essex County Regional Community Safety and Well-Being Plan will be submitted to the Ministry of the Solicitor General by December 31, 2021.

APPENDIX A: Regional CSWB Systems Leadership Table

Co-Chairs

- Jelena Payne, Commissioner of Community Development and Health Services, City of Windsor
- Chief Pamela Mizuno, Chief of Police, Windsor Police Services
- Mary Birch, Director of Council and Community Services, County of Essex

Membership (By Sector)

Local Government

- City of Windsor
- County of Essex
- Municipal CAO Representation

Chief of Police/ Detachment Commanders/ Law Enforcement

- LaSalle Police
- Ontario Provincial Police
- Windsor Police Service

Public Safety

- County Fire Chiefs Representative
- Essex Windsor EMS
- Southwest Detention Centre
- Windsor Fire and Rescue Services

Health and Mental Health

- Canadian Mental Health Association Windsor-Essex County
- Erie Shores Healthcare
- Erie St. Clair Local Health Integration Network
- Hôtel-Dieu Grace Health Care
- Windsor Essex Community Health Centre
- Windsor Essex County Health Unit

Education

- Csc Providence
- Greater Essex County District School Board
- St. Clair College
- University of Windsor
- Windsor Essex Catholic District School Board

Custodial Services for Children and Youth

- Windsor Essex Children's Aid Society
- Youth Justice Division

Community and Social Services

- Can-Am Indian Friendship Centre
- Family Services Windsor Essex
- South Essex Community Council

Business

- Windsor Essex Regional Chamber of Commerce
- Workforce Windsor Essex

APPENDIX B: Enhanced Sector Network Group Membership

ESN Group	Membership
Newcomers	Windsor Essex Local Immigration Partnership (Includes 13 organizations including MCC, NCCE, Matthew House, WEST, W5, etc.)
Youth	Centre Communautaire Francophone Windsor Essex Kent
	Mayor's Youth Leadership Team (MYLT) <i>Includes all Youth Representation</i>
	Pathway to Potential
	ProsperUs
	We Care for Youth Committee (Includes Safety Village/ Neighbourhood Watch, LAW- WEFIGHT, HDGH RCC)
	Windsor Essex County Children and Youth Planning Committee (Includes Drouillard Place, Housing and Children's Services, Children's First)
Accessibility Communities	Assisted Living Southwestern Ontario (ALSO)
	Beyond Disability Network
	Community Living Essex County
	Community Living Windsor (Includes family and individual representation)
	Essex County Accessibility Advisory Committee
	Windsor Accessibility Advisory Committee

ESN Group	Membership
Broader Community Groups	Windsor Essex Community Opioid and Substance Strategy
	Downtown Windsor Safety and Security Roundtable
	Interfaith Communities
	Housing and Homelessness Advisory Committee
	Windsor BIA Advisory Committee
Indigenous Communities (Currently seeking additional representation)	Can Am Urban Homes
	Caldwell Nation
	Elder Representation
	Regional Indigenous Health Planning Committee
	Walpole Island
Racialized Persons	Black Council of Windsor-Essex
	Diversity and Inclusion Task Force
	Diversity Committee
	South Asian Centre of Windsor
	Windsor Black Lives Matter Roundtable Panel
2SLGBTQ+	Positive Pathways
	Trans Wellness Ontario
	Windsor Pride Fest
	Windsor Pride Community
Seniors	Alzheimer's Society
	Club D'age D'or (Golden Age Club)
	Life After Fifty
	Seniors Advisory Committee
	Windsor Compassionate Care Community