

Report to Community and Protective Services Committee

To: Chair and Members
Community and Protective Services Committee

From: Cheryl Smith, Deputy City Manager, Neighbourhood and
Community-Wide Services

Subject: Community Safety and Well-Being Plan

Date: August 31, 2021

Recommendation

That, on the recommendation of the Deputy City Manager, Neighbourhood and Community-Wide Services, the following actions be taken with respect to the City of London Community Safety and Well-Being Plan:

- a) the Community Safety and Well-Being Plan attached as Appendix A **BE ADOPTED** in accordance with the Police Services Act, R.S.O. 1990, c. P.15, Section 143 (1);
- b) the above-noted Plan **BE SUBMITTED** to the Ontario Ministry of the Solicitor General; and,
- c) the remainder of the report titled “Community Safety and Well-being Plan” dated August 31, 2021, **BE RECEIVED** for information.

Executive Summary

This report presents London’s Community Safety and Well-Being (CSWB) Plan, developed in response to a provincial legislative requirement that all Ontario municipalities develop and adopt Community Safety and Well-Being Plans. This report provides an overview of the development process, key components of the CSWB Plan, and next steps.

Linkage to the Corporate Strategic Plan

The Community Safety and Well-Being Plan is aligned with the following strategic areas of focus in the City of London Strategic Plan 2019 – 2023:

- Strengthening our Community, under the outcome Londoners have access to the services and supports that promote well-being, health, and safety in their neighbourhoods and across the city; and,
- Creating a Safe London for Women and Girls, under the outcome London has enhanced the potential for women and girls to live safe lives.

Analysis

1.0 Background Information

1.1 Previous Reports Related to this Matter

- N/A

2.0 Discussion and Considerations

2.1 Background and Purpose

The purpose of the CSWB Plan is to support a collective approach to community safety and well-being where everyone feels safe, has a sense of belonging, and can meet their needs for education, health care, food, housing, income, and social and cultural expression. To meet Provincial requirements the CSWB Plan must:

- identify risk factors in the municipality, including, without limitation, systemic discrimination and other social factors that contribute to crime, victimization, addiction, drug overdose and suicide, and any other prescribed risk factors;
- identify which risk factors the municipality will treat as a priority to reduce;

- identify strategies to reduce the prioritized risk factors, including providing new services, changing existing services, improving the integration of existing services or coordinating existing services in a different way; and,
- set out measurable outcomes that the strategies are intended to produce.

The City of London was designated to lead the development of London's CSWB Plan under the guidance of an Advisory Committee which brought together perspectives from various sectors that influence safety and well-being in London. The role of the CSWB Advisory Committee is to provide strategic advice and direction on the development and implementation of the CSWB Plan. This report acknowledges the substantial time and effort contributed by past and present members. Below is a list of the current members of the CSWB Advisory Committee:

- Cheryl Smith – City of London
- Chris Churney – London Police Services
- Dave O'Brien – City of London
- Dennis Wright – Thames Valley District School Board
- Jesse Helmer – London Police Services Board
- Kevin Dickins – City of London
- Lynn Logan – Western University
- Mary Lou Albanese – Middlesex London Health Unit
- Rebecca McKee – Ontario Health (West)
- Stephanie Circelli – London District Catholic School Board
- Susan Schiedel – Children's Aid Society
- Tara Thomas – City of London
- William Berg – London Policy Services

The purpose of this report is to outline the process taken to develop the proposed CSWB Plan, highlight key components of the CSWB Plan, and discuss next steps.

2.2 Process to Develop the CSWB Plan

When determining how to approach the development of the CSWB Plan, the CSWB Advisory Committee established the following planning principles:

- align with current work and avoid duplication;
- be responsive and listen to the community;
- work differently together;
- address complex issues; and,
- not a static plan.

These principles were established to respect the work that is already taking place to make London a safer and healthier city and to focus on ways to work differently together. Flexibility was recognized as key to being responsive to the changing needs of the community, while at the same time identifying proven strategies, outcomes, and metrics to address complex community safety and well-being issues.

The planning principles guided the development of the CSWB Plan through four phases:

- Phase 1- Identify the Risk Factors;
- Phase 2- Engage the Community;
- Phase 3- Analyze the Data; and,
- Phase 4- Develop the CSWB Plan.

Phase 1 – Identify Risk Factors

From July 26, 2019 to August 26, 2019, stakeholder organizations participated in an online survey to identify and prioritize risk factors related to community safety and well-being in London. Participants shared information about approaches, services, and programs that exist to address top priorities, as well as gaps in these areas. Information collected through this process was used to design the community engagement process.

Phase 2 – Engage the Community

Two community engagement processes were undertaken to identify and confirm what safety and well-being issues were most important to Londoners. From January 13, 2020 to February 14, 2020, respondents engaged through open houses, pop-up events, online surveys, and community conversations. In total, 1,975 respondents shared their thoughts about what a safe and healthy city means to them. When asked what requires the most attention to improve safety and well-being in London, the top five priorities identified by respondents were:

- Mental health;
- Housing;
- Substance use;
- Crime and victimization; and,
- Employment.

Between March 8, 2021 and March 19, 2021, a second round of community consultation was held to confirm and validate what was heard through the first engagement process. A survey was conducted that could be completed online or by phone. This was the only engagement method used due to provincial COVID-19 restrictions. In total, 95 respondents confirmed the five priorities identified in the first round of engagement and identified two additional priorities:

- A Safe London for Women and Girls; and,
- Anti-Racism and Anti-Oppression.

The survey was promoted through City of London communication channels and circulated to stakeholders including the Community Safety and Crime Prevention (CSCP) Advisory Committee. On April 22, 2021, an update on the CSWB Plan development and engagement process was shared with the Community Safety and Crime Prevention Advisory Committee and feedback was received.

Phase 3 – Analyze the Data

A gap analysis was conducted to compare what was heard through the CSWB Plan engagement and what was currently being accomplished in London through existing community plans, strategies, and initiatives. The gap analysis identified that London has a number of robust, active plans addressing the priorities identified through the community engagement process. The results of the gap analysis led to consideration of how to build on what was already happening in the community.

Phase 4 – Develop the CSWB Plan

The final phase was the development of the CSWB Plan. This was completed collaboratively by the CSWB Advisory Committee with input from plan holders.

2.3 Community Safety and Well-Being Plan Highlights

The CSWB Plan, attached as Appendix A, acknowledges the feedback from the community and leverages rather than duplicates what is already happening in London. The key components that make up the CSWB Plan include:

- Vision;
- Guiding Principles;
- Integrated System Priorities;
- Issue-Based Priorities; and,
- Emerging Issue Priorities.

Each of these components is discussed below.

Vision:

“London is a healthy, safe, equitable city for all.”

Guiding Principles

The principles that will guide the implementation of the CSWB Plan, inform how decisions are made, and influence actions include:

- Equity, Diversity, Inclusion;
- Evidence-Informed;
- Collaboration;
- Outcome-Driven; and,
- Continuous Improvement.

Integrated System Priorities focus on how existing plans work together to create a coordinated system of aligned efforts that increase the overall community impact. To function as intended, integrated systems require the following:

- Knowledge Mobilization;
- Coordinated Planning;
- Collective Action;
- Evaluation; and,
- Leadership.

Issue-Based Priorities focus on the top risks that were identified by the community as most important to create a safe and well community; these include:

Priority 1: Healthy and Resilient People Risks:

Risks:

- Anti-racism and Anti-oppression
- Mental Health
- Substance Use

Priority 2: Safe and Vibrant Neighbourhoods

Risks:

- A Safe London for women and girls
- Crime
- Housing

Priority 3: Thriving and Inclusive Economy

Risks:

- Employment

These three priorities represent how the CSWB Plan will approach the issue-based risks identified by the community. For each risk, examples of existing community plans have been identified as contributing to this work. However, there are many other current and future plans that may connect to the CSWB Plan as it continues to evolve.

Emerging Issue Priorities

The emerging issues model outlines how new and evolving issues will be identified and addressed through the CSWB Plan. The process includes:

- Issue Identification;
- Issue Assessment;
- Issue Referral;
- Action Planning;
- Action Mobilization; and,
- Assess Impact.

For the purposes of the CSWB Plan, an emerging issue is a newly identified or prioritized risk factor that has a significant impact on community safety and well-being. Identification of emerging issues is a collective effort that includes the CSWB Advisory Committee, plan holders, researchers, practitioners, individuals with lived/living experience, and community stakeholders.

At present, one emerging issue has been identified in the CSWB Plan, Islamophobia in London. Following an incomprehensible act of violence against members of the Muslim community on June 6, 2021, the existence of Islamophobia was acknowledged by Municipal Council and the London community through an Emergent Motion. The Community Diversity and Inclusion Strategy and the Muslim Community have been identified to collaboratively find ways to end Islamophobia in London and to remember and honour the victims of the Islamophobia attack. Please see pg. 23 in Appendix A [attached](#) for more details.

These Integrated Systems, Issue Based, and Emerging Issue priorities work together to address community safety and well-being issues in an integrated manner, grounded in the ideas and opinions of the community, subject matter experts, and other stakeholders. The CSWB Plan will help to make sure that London is prepared to address the changing needs of the community in an innovative and collaborative way.

3.0 Financial Impact/Considerations

There are no financial impacts or considerations associated with this report. The development and implementation of the CSWB Plan is budgeted within the existing operating budget.

4.0 Next Steps

Pending Council's adoption, the CSWB Plan will be submitted to the Ontario Ministry of the Solicitor General and posted to the City of London website.

The next step is to develop an implementation approach for the CSWB Plan. It is anticipated that this work will continue to be guided by the CSWB Advisory Committee in partnership with plan holders and other key stakeholders.

The CSWB Advisory Committee has started discussing the Committee's role and membership to make sure it is well-positioned to deliver on the CSWB Plan, and ever-changing community needs. While the current CSWB Advisory Committee membership meets requirements under the Police Services Act, R.S.O. 1990, c. P.15, the Legislation provides for the addition of other prescribed persons. The CSWB Advisory Committee is committed to reviewing its membership based on the CSWB Plan's guiding principle of equity, diversity, and inclusion; and to best align to current and future issue-based priorities.

Conclusion

The CSWB Plan provides a mechanism for working together differently to improve the safety and well-being of Londoners. By acknowledging the work already underway in London, encouraging community partners to work differently together, and addressing emerging issues, the CSWB Plan provides a strategic framework for integrated planning, outcome measurement, and strategic alignment. The CSWB Plan provides principles to support operationalization and allows for flexibility to respond to changing needs.

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Recommended by: Cheryl Smith, Deputy City Manager, Neighbourhood and Community-Wide Services

c. Community Safety and Well-Being Advisory Committee