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The Regional Municipality of Durham Report

To: The Committee of the Whole
From: Commissioner of Planning and Economic Development and Commissioner of Social Services
Report: #2021-COW-29
Date: November 10, 2021

Subject:

Durham Region Community Safety and Well-Being (CSWB) Plan - Final Submission

Recommendations:

That the Committee of the Whole recommends to Regional Council:

- A) That Council endorse Attachment 1 as the Region of Durham's Community Safety and Well-Being Plan;
 - B) That this report be submitted to the Solicitor General of Ontario as the Region's final submission of the CSWB Plan;
 - C) That the Regional CAO be authorized to appoint a new interim Manager to lead the creation of the CSWB Plan Secretariat and commence the recommended Year One Implementation Plan;
 - D) That the Regional Chair and Regional CAO continue to advocate for CSWB Plan implementation funding from all levels of government; and
 - E) That a copy of this report be sent to Durham MPs and MPPs, Area Municipalities, Durham Regional Police Service, and the CSWB Plan Steering Committee.
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Report:**1. Purpose**

- 1.1 The purpose of this report is to recommend that Regional Council endorse Durham's Community Safety and Well-Being (CSWB) Plan contained in Attachment 1.
- 1.2 Once endorsed by Regional Council, the CSWB Plan will be forwarded to the Solicitor General of Ontario in fulfilment of the Provincial final submission requirements.

2. Background

- 2.1 In January of 2019, legislative amendments to the Police Services Act mandated communities across the province develop a Community Safety and Well-Being (CSWB) Plan. The province describes community safety and well-being as a place where everyone feels safe, has a sense of belonging, where individuals and families can meet their needs for education, health care, food, housing, income, as well as social and cultural expression.
- 2.2 It is the responsibility of the Region of Durham to develop the CSWB Plan. The original legislated deadline for CSWB Plan completion was January 1, 2021. Shortly after the COVID-19 provincial emergency was declared, the CSWB Plan deadline was suspended by the Province and the Region's work on the project slowed considerably to manage the demands of the pandemic.
- 2.3 On December 24, 2020, the Province announced a new CSWB Plan deadline of July 1, 2021. Given the ongoing demands of the COVID-19 pandemic facing the Region and its CSWB Plan stakeholders, it was not possible to deliver a final Plan by the deadline. For this reason, the Region of Durham made an Interim submission by the provincial deadline (#2021-COW-11).
- 2.4 Regional staff remained focused on completing a plan that will capably serve the community while meeting legislative requirements, relying on the relationships that have been carefully cultivated. Following additional community engagement in 2021, the Region has completed its final CSWB Plan submission (Attachment 1).

3. CSWB Plan

- 3.1 The CSWB Plan creates a foundational human services plan and framework for the shared responsibility of community safety and well-being. It intentionally aligns existing plans and bodies of work for the purpose of avoiding duplication, sharing best practices, and realizing efficiencies.

3.2 The CSWB Plan acknowledges this work must extend beyond the system of policing to address complex social issues that often contribute to crime and poor health. The planning framework focuses on improving early interventions and preventative services, as the key to diversion from acute care, deep poverty, and punitive justice. This Plan offers meaningful direction in getting the right services, to the right people, at the right time, at the lowest cost (most efficient).

4. Previous Reports and Decisions

4.1 The preparation of the CSWB Plan reflects a concerted effort by a large group of individuals. The following reports document the process: [Report 2019-COW-15](#), [Report 2019-SS-17](#), [Report 2021-INFO-16](#), [Report 2021-COW-11](#), [Report 2021-INFO-79](#) and durham.ca/cswbplan.

5. Overview of the Durham Region Community Safety and Well-Being Plan

5.1 Priority Risk Factors – A key legislative requirement of the CSWB Plan is the identification of priority risk factors. Based on the analysis of data, feedback from stakeholders and community engagement, the CSWB Plan identifies the following priority risk factors:

- Mental Health
- Substance Use
- Homelessness and Basic Needs
- Criminal Involvement
- Victimization
- Social Isolation
- Experiences of Racism

5.2 Priority Risk Factor Action Items – The CSWB Plan contains action items for each of the priority risk factors. These action items were informed by community engagement in 2021 and will act as a starting point for consideration by the Steering Committee and working groups as they develop work plans and establish priorities during implementation.

5.3 Each priority risk factor will have a working group comprised of subject matter experts. These working groups will establish terms of reference, work plans and evaluation metrics.

5.4 Foundational Action Items – In addition to the action items that are specific to each risk factor, the CSWB Plan contains a number of action items that are critical to the success of the Plan’s implementation. The following action items are the result of feedback collected through the numerous engagement sessions held throughout the development of the Plan:

- a. **Create a CSWB Plan Secretariat:** The CSWB Plan requires secretariat support to provide key functions to lead, sustain, grow, coordinate, and operationalize the work of the CSWB Plan. To ensure an uninterrupted approach, this report recommends the CAO appoint a new interim manager to lead the development of the Secretariat and the Year One Implementation Plan. The creation of this Secretariat is essential for progress to be made on the action items.
- b. **Establish a Citizen Advisory Table:** A Citizen Advisory Table will ensure the CSWB Plan implementation is informed by the voices of residents with lived experience.
- c. **Launch the CSWB Plan Information Hub:** The Hub exceeds legislative requirements and was developed in response to community consultations. The Hub will contribute to demonstrating a level of community maturity that investors, talent, and funders require, and strengthens the relationship within the business community. The Hub will continue to grow with the support of the CSWB Plan Secretariat and includes the following:
 - Interactive map of community amenities and services in Durham
 - Custom searchable catalogue of Regional programs and strategies
 - A link to Durham 211
 - Custom data dashboard for performance measurement and information sharing, with connections to the Regional Strategic Plan
- d. **Year One Implementation Plan:** The Implementation Plan (included as part of Attachment 1) is a first step toward realizing the objectives laid out in the CSWB Plan, as identified by the community. It includes specific action items for year one following the creation of the Secretariat, availability of resources, and public health and social service priorities.

6. Continuous Reporting

6.1 Durham’s CSWB Plan establishes a collaborative framework for integrated service delivery, working with community partners to encourage an upstream approach. Starting in 2023, the CSWB Plan Secretariat will report to Council annually and post those

reports on the CSWB Plan Information Hub. Review of this Plan will be tied to the Region of Durham Strategic Plan and reviewed in 2024, creating alignment and efficient use of resources.

- 6.2 The function of the Citizen Advisory Table is to ensure that the voices of residents inform the continuous improvement process. This will serve as one of many checks and balances.
- 6.3 Each priority risk factor working group will develop terms of reference that include a continuous improvement process. A function of the Secretariat will be to ensure consistency and accountability across working groups.

7. Implementation

- 7.1 The CSWB Plan is a living document, designed to be responsive and flexible to community needs. It will be reviewed and updated throughout implementation, as the Steering Committee and working groups continue to receive feedback and recommendations from community partners and stakeholders.
- 7.2 The work of the CSWB Plan, specifically the action items, is supported through an implementation plan which will guide the work of the Secretariat and act as a measurable, outcome-based reporting tool. All stakeholders, led by the Region and DRPS, will continue to work together.

8. Financial Implications

- 8.1 The CSWB Plan is positioned to be a premier human services planning document for the Region of Durham and requires an investment consistent with our comparator Regions across the province. This is critical as communities begin to see the impacts of the wind down of provincial pandemic relief funding and programs, despite the continued need for these services.
- 8.2 Supporting the implementation of this Plan is critical to community development. Although all efforts will be made to advocate for additional funding, the Region has a responsibility to invest in and support this work. The CSWB Plan is built on a foundation of carefully cultivated relationships and a disruption at this phase would result in lost credibility and momentum with our community partners, stakeholders and residents.
- 8.3 The work of the Secretariat will focus on developing upstream solutions and a network for coordination across sectors. This investment will provide the necessary resources to

target the identified priority risk factors, which includes acute issues in downtown Oshawa and other communities.

- 8.4 The creation of the Secretariat will be included in the 2022 Regional Business Planning and Budget process. The request will include up to four staff, including: a manager, policy advisor, policy analyst, and program assistant. These positions will report to the Director of Diversity, Equity and Inclusion, in the Office of the Chief Administrative Officer. This positioning within the organization will allow the Secretariat to advance interdepartmental and cross-sectoral work as a demonstrated corporate priority. Appendix A provides an illustration of the proposed CSWB Plan implementation structure, including the role of the Secretariat.
- 8.5 Next steps will also involve continued coordination with DRPS to assess opportunities for involvement in the Secretariat and ongoing implementation.

9. Relationship to Strategic Plan

- 9.1 The Community Safety and Well-Being Plan is aligned with the following objectives found in the Region of Durham 2020 -2024 Strategic Plan:
- a. Under Goal 2: Community Vitality Objective: To foster an exceptional quality of life with services that contribute to strong neighbourhoods, vibrant and diverse communities, and influence our safety and well-being:
 - 2.1 Revitalize existing neighbourhoods and build complete communities that are walkable, well-connected, and have a mix of attainable housing;
 - 2.2 Enhance community safety and well-being;
 - 2.3 Influence the social determinants of health to improve outcomes for vulnerable populations;
 - 2.4 Support a high quality of life for all through human services delivery;
 - 2.5 Build a healthy, inclusive, age-friendly community where everyone feels a sense of belonging
 - b. Under Goal 3: Economic Prosperity Objective: To build a strong and resilient economy that maximizes opportunities for business and employment growth, innovation, and partnership:
 - 3.1 Position Durham Region as the location of choice for business;

- c. Under Goal 4: Social Investment Objective: To ensure a range of programs, services and supports are available and accessible to those in need, so that no individual is left behind:
- 4.1 Revitalize community housing and improve housing choice, affordability, and sustainability;
 - 4.2 Build awareness and community capacity to address poverty;
 - 4.3 Demonstrate leadership in poverty prevention;
 - 4.4 Expand access to existing life stabilization programs
- d. Under Goal 5: Service Excellence Objective: To provide exceptional value to Durham taxpayers through responsive, effective, and fiscally sustainable service delivery:
- 5.1 Optimize resources and partnerships to deliver exceptional quality services and value

10. Conclusion

10.1 The CSWB Plan is an important step toward the development of an integrated, multi-sectoral collaborative approach to community safety and well-being in Durham Region. This Plan will remain a living document, committed to evolving in response to the realities and challenges facing the community.

10.2 The CSWB Plan creates a formal framework to convene system and sector leaders to share, plan, and strategize together. This includes the involvement of persons with lived experience and the not-for-profit community, which is vital to community safety and well-being. This Plan offers meaningful direction in getting the right services, to the right people, at the right time.

11. Attachments

Attachment #1: Region of Durham's Community Safety and Well-Being Plan

Respectfully submitted,

Original signed by

Stella Danos-Papaconstantinou
Commissioner of Social Services

Original signed by

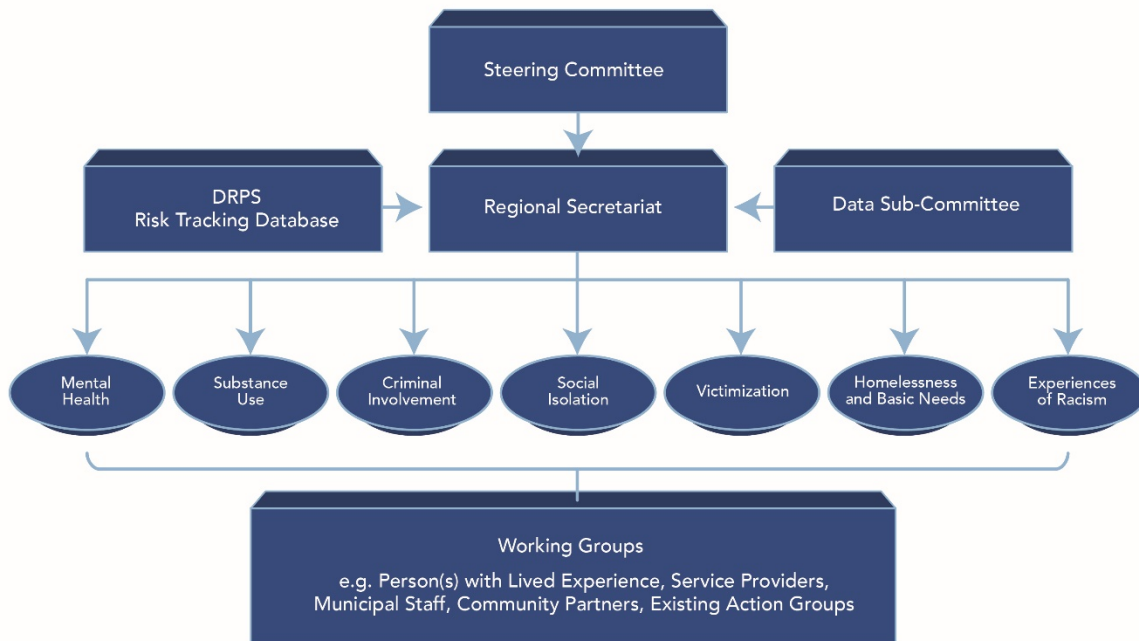
Brian Bridgeman, MCIP, RPP
Commissioner of Planning and
Economic Development

Recommended for Presentation to Committee

Original signed by

Elaine C. Baxter-Trahair
Chief Administrative Officer

Appendix A - Proposed CSWB Plan Implementation Structure (2022 and beyond)



Appendix A provides an illustration of the proposed CSWB Plan implementation structure, including the role of the Secretariat.

A Steering Committee of system leaders from across the Region will provide advice and guidance to the Secretariat. The Secretariat will act as the backbone to implementation. The Secretariat will receive information from the Steering Committee, Data Sub-Committee and DRPS Risk-Tracking Database.

Working groups for each of the priority risk factors will be established. They could consist of representatives from area municipalities, service providers, residents with lived experience, and local not-for-profits. The Secretariat will oversee the Working groups, including the development of Terms of Reference, action plans and evaluation metrics for each group.

Mental Health

Substance Use

**Criminal
Involvement**

**Social
Isolation**

Victimization

**Homelessness
and
Basic Needs**

**Experiences
of Racism**

**Community
Safety and
Well-Being
Plan**



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CSWB Plan Land Acknowledgment

The Region of Durham is located on land which has long served as a site of meeting and exchange among the Mississauga Peoples and is the traditional and treaty territory of the Mississaugas of Scugog Island First Nation. We honour, recognize, and respect this nation and all Indigenous Peoples as the traditional stewards of the lands and waters on which we have the privilege to live.

We must acknowledge the perpetuated discrimination, numerous health crises, and the uncovering of the remains of Indigenous children and unmarked graves at Residential schools across our country, that were highlighted during the development of Durham's Community Safety and Well-Being Plan. Indigenous worldviews demonstrate the importance of community members taking care of one another and building community through shared environment, tradition, and knowledge. We understand that Western colonization, including policies, practices, and discriminatory laws, has devalued traditional Indigenous communities and we recognize the long-standing impacts this has had on Indigenous peoples.

Locally, we are committed to engaging and nurturing the relationship with Indigenous community members through building trust, reciprocity, and respect. We are committed to joining in the healing by connecting the past to the present and the future.

Miigwech/ Nia:wen/ Marsi/ Thank you



Message from Regional Municipality of Durham CAO and CSWB Plan Steering Committee Chair, Elaine Baxter-Trahair

As the CAO of the Regional Municipality of Durham, it is my pleasure to introduce the Region's first Community Safety and Well-Being Plan.

Durham is one of the fastest growing communities in Ontario. This Plan will serve to connect local plans and strategies, communities, people, and efforts across jurisdictions and community partners. Safety and well-being are the cornerstones upon which healthy, vibrant, prosperous communities are built. The COVID-19 pandemic has taught us the critical importance of community health, the impacts of income disparity, and the importance of all sectors working together to achieve common goals.

Guided by the spirit of a traditional African proverb, "If you want to go fast, go alone. If you want to go far, go together", the strength of this plan rests with the depths of its partnerships, strong leaders, and vibrant communities.

Durham is served by resilient not-for-profits, service providers and businesses that have come together to look beyond the horizon and see the opportunities collaboration can bring to the people who call Durham home. I invite you to see yourself in this plan.



CSWB Plan Message from Regional Chair John Henry

On behalf of Durham Regional Council, I am proud to introduce our first Community Safety and Well-Being Plan.

This plan serves as a call to action for Durham Region—a call for our leaders to work together in harmony and to champion the initiatives that will drive true change in our communities. We strive to be a caring place where every person can live a life of dignity, and every community reaches its potential.

We remain focused on improving the life of people and businesses in Durham through everyday services, supporting public health and a clean environment, and working in partnership with the Durham Regional Police Service to create even safer communities.

This plan aims to improve more than just safety. It envisions a Durham where everyone feels not only safe, but also has a sense of belonging. A Durham where individuals and families' needs are met for education, health care, food, housing, income, as well as social and cultural expression. This plan envisions a Durham that is the best place in Ontario to live, work and raise a family.

I look forward to the work ahead, laid out in this plan, that will steer us toward this vision of a better Durham for all.

Message from Durham Regional Chief of Police, Todd Rollauer



On behalf of the dedicated members of the Durham Regional Police Service (DRPS), we commend Durham Regional Council for adopting the Community Safety and Well-Being (CSWB) Plan. Every day, our officers put their own safety at risk to make our community a safe place to live, work and play. And every day, they appreciate that they are not alone in their mission. Durham is richly endowed with many other highly capable partner agencies and organizations dedicated to addressing the underlying social challenges which all too often manifest in crime statistics; organizations with expertise in the priority risk factors identified in this plan.

As critical as law enforcement is to the welfare of our citizens, we have long realized that community safety requires a coordinated and sustained effort involving police and other first responders, social service agencies, healthcare professionals, educators and the many other community resources dedicated to keeping Durham residents healthy and safe. Our police service currently partners with many of these community organizations on projects and initiatives, including Durham Connect, DRPS Mental Health Response Unit, and De-Escalation Training.

We are constantly looking for ways to improve our community police services and the outcomes for all residents. We believe the CSWB Plan is an opportunity to create even better coordination, communication and collaboration among the police and all of our partner agencies. Only by working together will we succeed in our common mission to ensure Durham remains a safe, healthy and welcoming community for all residents.

Testimonials

Testimonial from Stakeholder

The Durham Community Safety and Well-Being Plan is a great opportunity to align service systems toward common priorities which will serve residents in more intentional and effective ways. Collaborations are key to successful communities and critical to achieving the objectives of the Community Safety and Well-Being Plan.

Paul McGary, MSW, RSW
Senior Director, Mental Health and Addictions - Pinewood Centre
Lakeridge Health

Testimonial from Community Leader

The non-profit and charitable sector contributes \$65 billion (B) to Ontario's GDP, more than the construction (\$50B), energy (\$15B) and agriculture (\$10B) sectors. We know our sector is critical to ensuring community health, prosperity, and vitality. Together, and in collaboration with our partners involved in the Durham Region Community Safety and Well-Being Plan, we can successfully achieve our common goals and values.

Vivian Curl
Executive Director, Durham Community Foundation

1. CSWB Plan Purpose

In January 2019, changes to the Police Services Act mandated communities across the province to develop Community Safety and Well-Being (CSWB) Plan. The province describes community safety and well-being as a place where everyone feels safe, has a sense of belonging, and where individuals and families can meet their needs for education, health care, food, housing, income, as well as social and cultural expression.

Following a thorough process of community engagement, the Region of Durham's CSWB Plan includes the following:

- Identification of priority risk factors¹
- Identification of programs, strategies, and bodies to address those priority risk factors
- Measurable outcomes to track the effectiveness of the CSWB Plan
- Presentation of action items and a short-term implementation plan

It should be noted at the outset that a Secretariat, to be created in 2022, will be established to guide the ongoing implementation of the CSWB Plan. Immediately following endorsement of this Plan by Regional Council, it will be forwarded to the Ministry of the Solicitor General.

2. Benefits of CSWB Plan

No one organization or sector can have total responsibility for community safety and well-being. Building robust community capacity to ensure residents have access to the right services at the right time is the responsibility of all sectors. The CSWB Plan provides an opportunity to intentionally align existing relationships, plans, and strategies at the regional, area municipal, and community level to make the best use of resources, avoid duplication, learn best practices, and facilitate effective cross-sectoral collaboration.

Residents, organizations, institutions, and municipal partners in the Region of Durham will benefit from the CSWB Plan. The CSWB Plan will serve as an umbrella document creating the opportunity for plans and strategies at the regional, municipal, and community levels to align. The CSWB Plan creates a formal framework to convene system and sector leaders to share, plan, and strategize together. This includes the involvement of persons with lived experience and the not-for-profit community, which is vital to community safety and well-being.

¹Risk factors: negative characteristics or conditions in individuals, families, communities or society that may increase social disorder, crime or fear of crime, or the likelihood of harms or victimization to persons or property.

3. CSWB Plan Framework

The CSWB Plan calls upon different sectors, institutions, and service delivery agents, to share in the collective responsibility of creating the type of community we want to live in.

The CSWB Plan acknowledges this work must extend beyond the system of policing to address complex social issues that often contribute to crime and poor health. Figure 1.1 demonstrates how the planning framework focuses on improving early interventions and upstream services, as the key to shifting away from acute care and punitive action. The intention is to offer residents the right services at the right time.

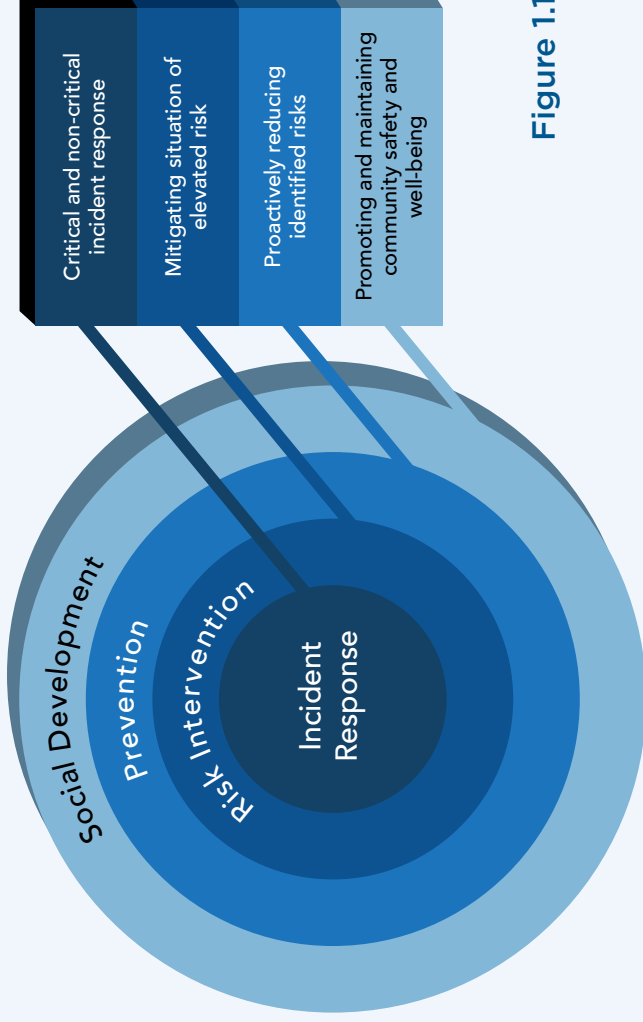


Figure 1.1

Figure 1.1 illustrates that by using community-based planning, such as a CSWB Plan, many of the crises and incidents that occur, could potentially be avoided or reduced, if collaborative social interventions addressed the originating issue. These rings show the interconnectedness of community challenges and the importance of addressing issues across all four levels in the service spectrum.

The focus and efforts of the CSWB Plan rest primarily in the social development and prevention rings, promoting alignment and integration of services. This approach utilizes critical community services, such as emergency responders, in a more effective and intentional manner. It also provides system users with more information about what is available and more control over their options.

4. Impact of COVID-19

A CSWB Plan provides the framework for communities to collectively respond to emerging issues, allocate resources, and leverage best practices. COVID-19 revealed new vulnerabilities in the community and as a result, new partnerships and bodies of work were developed to address community need. Intelligence gathered from the pandemic helped inform the CSWB Plan, demonstrating the advantages of being able to swiftly pivot to react to an ever-evolving reality. The impacts of the pandemic are still being understood and will continue to be considered throughout the implementation of this Plan.

5. Durham Region: Community Overview

Durham Region is a great place to live, work, and build a life. As the eastern anchor to the Greater Toronto Area, Durham offers prime access to a consumer market of more than five million people. The broader region provides a wide range of programs and services to a growing, and increasingly diverse community of residents, businesses, and visitors.

Today, the region is home to over 700,000 people. As shown in Figure 1.2, Durham is comprised of eight area municipalities and by the year 2051, the population is forecast to increase to 1.3 million people, with over 460,000 jobs. As Durham continues to grow, the importance of maintaining high levels of safety and well-being is a top priority.

Durham Region is performing well against many indicators of safety and well-being. However, we know there are areas for improvement, requiring targeted, collaborative, and intentional solutions.

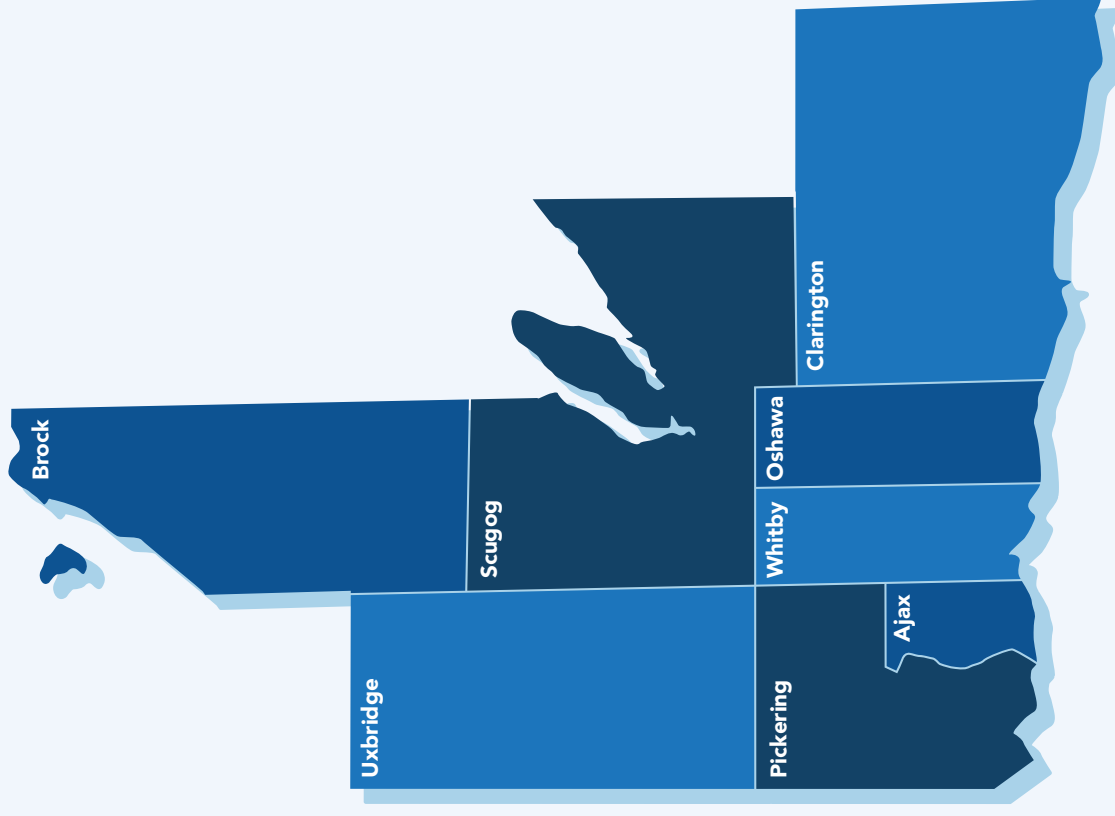
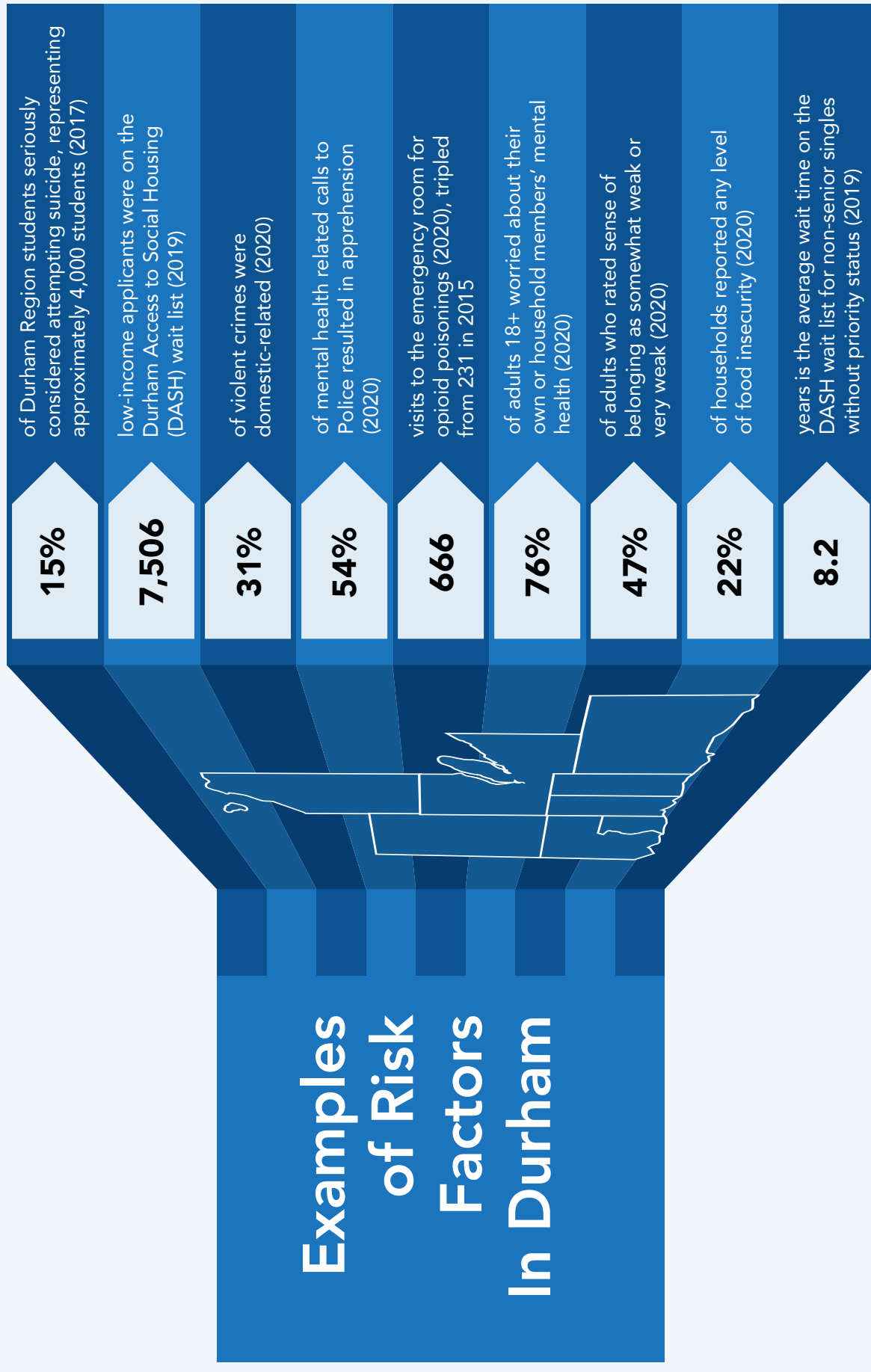


Figure 1.2

To fully understand the main issues facing the region, several key indicators and data sets were assessed to identify priority risk factors. Figure 1.3 displays some of these data points.



6. Priority Risk Factors

Based on the analysis of data, feedback from stakeholders, and community engagement outlined in Section 8 of the Plan, Figure 1.4 outlines the identified priority risk factors:

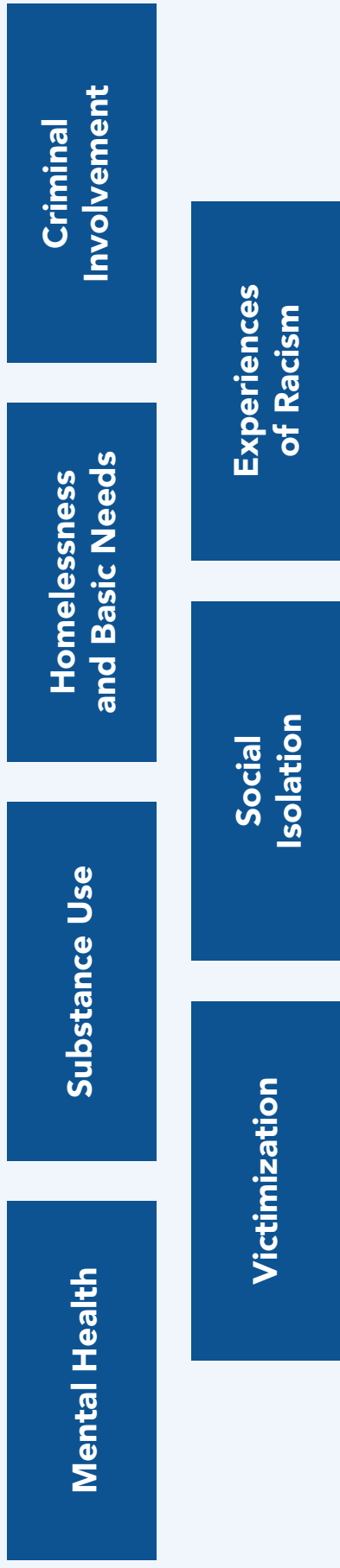


Figure 1.4

The following provides more information about each priority risk factor:

Mental Health

Mental health was immediately identified as a priority through the community engagement process and supported by Regional data. Three-quarters of Durham Region adults are worried about their own or a household members' mental health and the percentage of people who rate their mental health as fair or poor has been increasing. The percentage of adults 18+ in Durham Region who reported their mental health as excellent or very good decreased from 71% in 2013 to 62% in 2019.

Aside from a temporary decrease in 2017, the proportion of mental health-related calls that resulted in a mental health apprehension has been on the rise since 2016. Recently, 2019 and 2020 saw the highest proportion of mental health-related calls that resulted in a mental health apprehension.

Themes emerged around lengthy waitlist times, barriers to service and complicated referral processes. The negative impact of the pandemic on mental health was reflected through feedback from the community during open house sessions and the public survey.

Substance Use (e.g., cannabis, opioids, alcohol)

Substance use data highlighted how demands for support services are on the rise. Local data showed emergency department visits for opioid poisonings tripled from 2015 to 2020 and opioid deaths more than tripled in the same time period.

Geography plays a key role in access to services for substance use specific programs and access to rehabilitation programs is not meeting the current demands of the community. It was also noted that people can struggle with concurrent disorders, both substance use and mental health concerns occurring at the same time, and therefore, the importance of understanding the interrelatedness of these priorities was identified. For these reasons, it is important for services to be geographically distributed based on population and community needs.

Homelessness & Basic Needs (e.g., no stable housing, inability to meet basic needs, food insecurity)

The demand for housing is exceeding local supply, which is having an impact on the demands for homelessness services in the community. In 2019, the data showed that of the 7,506 low-income applicants on the Durham Access to Social Housing (DASH) wait list; 44.8% were families, the average wait time was 8.2 years for a single non-senior person without priority status, and despite being the largest cohort on the DASH wait list, only 10 non-senior applicants were housed without priority status in 2019 (six singles and four families). All of these applicants were housed through programs not tied to legislated wait list rules or with alternative housing providers that have a mandate to house people who are homeless or hard to house.

The data also shows that just over half of the individuals experiencing homelessness have visited the emergency department an average of three times, 17% had, on average, four interactions with police, and 16% reported periods of incarceration.

Themes regarding the demand for housing outweighing the local supply, how lack of housing impacts service delivery for individuals requiring multiple services, and the interconnectedness of homelessness and other community resources were emphasised throughout engagement sessions. Participants also shared valuable insights on the effects of the pandemic on homelessness and poverty, specifically food insecurity and the impact on mental health.

Criminal Involvement (e.g., gangs, use of guns, other illegal activities)

Criminal involvement as a priority risk factor includes, gangs, use of guns and other illegal activities. Durham Regional Police took a record 114 illegal guns off the streets in 2020, a 50 per cent increase in three years. Sixteen of those “crime guns ²” were discovered and seized during routine traffic stops.

Engagement participants shared observations of an increase in incidents involving tagging, vandalism, graffiti, and exploitation throughout the pandemic.

Victimization (e.g., control and use of threats or violence to exploit another for financial gain, abuse or neglect from a family member or intimate partner)

Victimization as a priority risk factor includes, sexual and/or physical assault, domestic violence, human trafficking, and robbery. In 2020, the percentage of violent crime that was domestic-related was at its highest since 2016, at 31%. The proportion of repeat victims of all violent incidents has been on the increase since 2017, and 2020 represented the highest year.

Human Trafficking (HT) is the fastest growing crime in Canada. Of all human trafficking in Canada, 66% occurs in Ontario and it is a growing problem in Durham Region. DRPS’ human trafficking unit has reported a year-over-year increase in human trafficking investigations since 2018. In 2020, the HT unit conducted 137 investigations.

Participants in the engagement sessions pointed out new forms of harassment are happening online and there is an increase in human trafficking. Participants also highlighted the increasing mental health and social isolation experienced by domestic violence survivors as they are restricted to spending more time at home as a result of lockdown measures. This has also been referred to as the “Shadow Pandemic ³”.

² A “crime gun” is any firearm that is unlawfully obtained, possessed or used in a crime, has an obliterated serial number, or has been otherwise modified to be a firearm.

³ Increase in violence toward women and girls during the COVID-19 pandemic.

Social Isolation (e.g., living alone without support or too far away from services)

Social isolation as a priority risk factor includes, hoarding, loneliness, elder abuse, sense of belonging, and live-in support gaps. In late 2020, only 53% of adults 18+ rated their sense of belonging to the local community as strong or very strong in an online survey compared with over 80% in 2018 and 2019 in telephone surveys.

Throughout the engagement sessions outlined in Section 8, there was consensus that rates of social isolation have increased since the pandemic across all demographics and age groups. Participants also emphasized that the pandemic has elevated the collective understanding of social isolation and how it relates to the other areas of priority. It was further stated that social isolation is about people who are disconnected from their support network, which impacts their sense of well-being.

Experiences of Racism (e.g., identify barriers of anti-racist practice)

The CSWB Plan consultation process amplified the community's commitment to deliberate and intentional work designed to address racism, specifically anti-Black and anti-Indigenous racism. This work will focus on identifying barriers and other anti-racist practices. This work will be linked with the efforts already underway at the Region of Durham and will be a priority of the CSWB Plan Implementation Plan. This will ensure the most effective use of resources, providing consistent messaging and leveraging best practices across the province.

7. Durham's Approach to Plan Development

The CSWB Plan follows a data driven model, built on community engagement. This Plan required a unique level of inclusiveness, to bring together a broad range of intelligence, skills, expertise, experiences, and institutional knowledge from all sectors. Figure 1.5 was developed to illustrate the approach to developing the CSWB Plan. The process began by analyzing Regional and DRPS data and followed an extensive engagement process, including oversight from the Steering Committee, to develop a Durham specific plan.

To assist in the identification of local priority risk factors, a comprehensive data review was undertaken using several data sources which included:

- Provincial Risk-Driven Tracking Database
- Statistics Canada
- Health Department data including Durham Region Health Neighborhoods
- Durham Regional Police Services data
- Paramedic Services data
- Social Services and Housing data
- Feedback through two public surveys and three open houses
- Service provider/stakeholder roundtable
- Guidance and feedback from the Steering Committee, area municipal working group and internal working groups

An Illustration of Durham's Approach to Plan Development

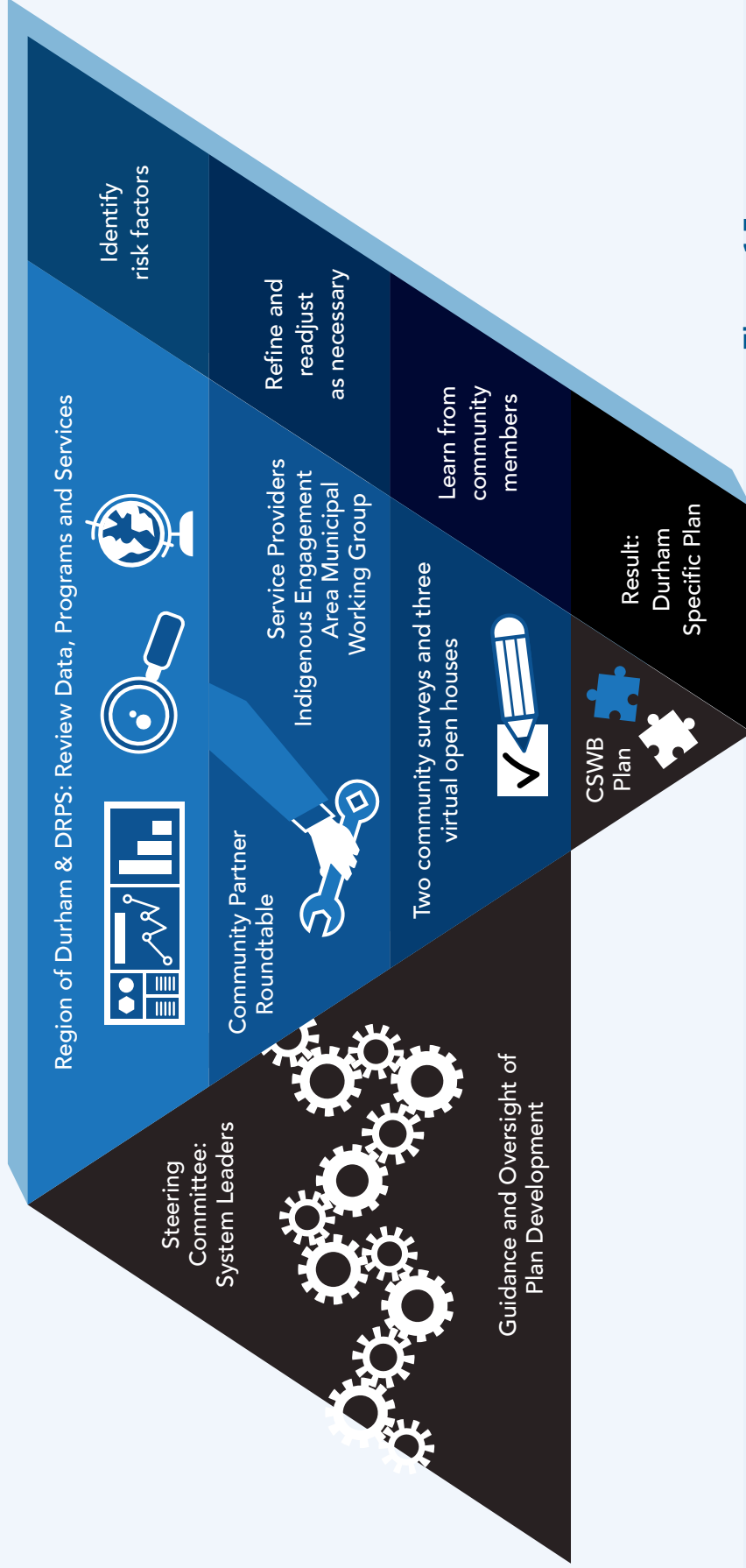


Figure 1.5

The following teams worked collectively to ensure the data findings aligned with the professional judgement and experience of senior level staff and system leaders. The following outlines the responsibilities of these groups:

- **Internal Working Group and Data Sub-Committee:** An internal Regional working group and data sub-committee met regularly to analyze data, plan, coordinate, and develop public engagement activities. These groups had senior Regional staff representation from the CAO's Office, DRPS, Planning and Economic Development, Social Services, Health, Paramedic Services and Corporate Communications. This group acted as a conduit for the transfer of information from the Working Groups to the Steering Committee. Please see Appendix B for a detailed list of working group and data sub-committee members.
- **Steering Committee:** The Steering Committee, chaired by Elaine Baxter-Trahair, Regional CAO, is comprised of system leaders who manage diverse systems across the Region including health, mental health and addictions systems, justice, education, child protection and more. Please see Appendix B for a detailed list of Steering Committee members. During implementation, the Steering Committee will evolve to reflect the priorities identified in this Plan.
- **Area Municipal Working Group:** An area municipal working group was established to ensure an integrated approach to identifying and addressing local priorities. This group is comprised of area municipal CAOs or delegates. Please see Appendix B for a detailed list of area municipal working group members.

8. Community Engagement

Leadership has remained committed to developing a stakeholder-driven CSWB Plan to serve as a foundational human services planning document integrating and aligning the work of Durham's stakeholders. It is imperative for service providers, stakeholders and residents to see themselves in this Plan.

Different methods were used to raise awareness of the Plan, to ensure the greatest number of stakeholders understood its importance and were invited to participate in its development. These methods included:

- Regular reporting to Regional Council (Reports: [2019-COW-15](#); [2019-SS-17](#); [2021-INFO-16](#); [2021-COW-11](#); [2021-INFO-79](#))
- Project website (durham.ca/cswbplan)
- Social media campaign
- Print material distribution
- Leveraging existing events and partnerships
- Television interview - Seniors Talk with DRPS (Rogerstv)
- Newspaper interview – Uxbridge Times

In addition to this multi-media project promotion, many engagement formats were utilized. The following outlines the major engagement milestones throughout the development of the CSWB Plan.

Community Partner Roundtable (November 2019):

- Community partners, all dedicated to the delivery of programs and services that focus directly on community safety and well-being were convened. Almost 100 stakeholders contributed to this full day workshop.
- Staff from the Ministry of the Solicitor General provided a summary of the legislative context.
- Attendees had an opportunity to receive information and give feedback about the six areas of elevated risk and collectively develop action plans to address these areas.

First Public Survey (February - March 2020, Pre-pandemic):

- The purpose of the survey was to validate findings and learn from those who live and work in Durham Region about challenges and opportunities related to community safety and well-being.
- The survey received 403 responses and most participants agreed with the priority risk factors identified in the data.

Second Public Survey (May - June 2021):

- The second survey was an intentional opportunity to ensure the impacts of COVID-19 were reflected in the identification of priority risk factors. It also collected potential action items to inform the Implementation Plan.
- The survey received 379 responses and most participants agreed with the previously identified priority risk factors.

Community Virtual Open Houses (June 2021):

- The goals and objectives of the open houses mirrored those of the second public survey (above).
- Three virtual open house sessions were hosted, each targeting a different population group: equity groups, or those working on equity issues, the public, and service providers.
- The open houses had a total of 57 participants, representing over 35 organizations.

9. CSWB Plan - Foundational Action Items

The CSWB Plan is an important step toward the development of an integrated, multi-sectoral collaborative approach to community safety and well-being in Durham Region. This Plan will remain a living document, committed to evolving in response to the realities and challenges facing the community. Additionally, the CSWB Plan will be reviewed on a regular basis in alignment with the Region's Strategic Plan.

The following action items are the result of feedback collected through the numerous engagement sessions held throughout the development of the plan.

1. Create a CSWB Plan Secretariat

The CSWB Plan will require secretariat support to provide key functions to lead, sustain, grow, coordinate, and operationalize the work of the CSWB Plan. The key functions will include engaging stakeholders, identifying collaborative partnership opportunities within all sectors, building the Implementation Plan, and assisting in future plan development. This Secretariat, to be created in 2022, will be the key to the successful implementation of the Plan.

2. Establish a Citizen Advisory Table

Successful community plans rely on input from a variety of sources. The CSWB Plan will benefit from the voices of residents with lived experience through a Citizen Advisory Table. This diverse group of residents will ensure continuous improvement and create a mechanism to respond to emerging issues.

3. Launch the CSWB Plan Information Hub

The CSWB Plan is an opportunity to demonstrate and grow the type of institutional maturity that attracts investment, where businesses, residents, service providers and innovators can find local data, new partnerships and existing bodies of work that will help to inform their planning and service delivery. This tool will result in a level of community maturity that investors, talent, and funders require, and it will continue to strengthen relationships within the business community.

As shown in Figure 1.6, the first iteration of the Information Hub (Hub) will include the Community Safety and Well-Being Plan, a physical asset map (Health Neighbourhoods), a searchable program and strategy catalogue, a link to Durham 211 and a new data dashboard. The Hub will continue to grow with the support of the CSWB Plan Secretariat. Work is underway between the Region and local post-secondary institutions to map the networks of social organizations across the region. This work will build on existing databases of service providers to better understand how groups are working together, the respective partners and mandates of each organization.

The information on the Hub will serve as a resource to the broader community and result in the easy identification of work underway, creating opportunities for partnerships, opportunities for efficiencies and avoiding duplication in services and programs.

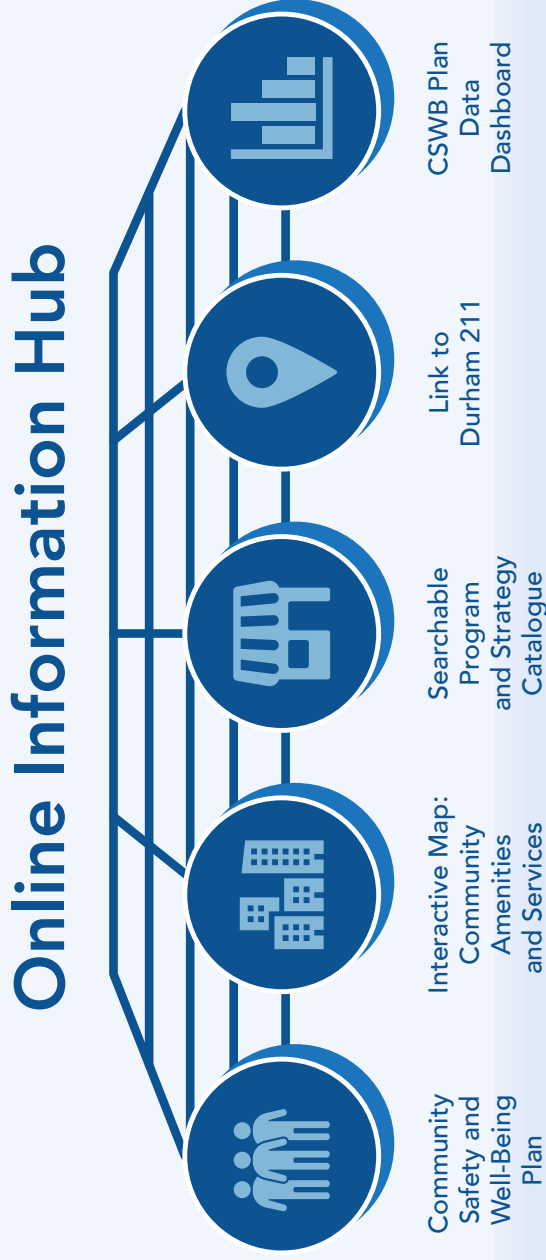


Figure 1.6

4. Advance Existing Programs, Strategies and Bodies

A list of regional programs and strategies has been identified that relate to the priority risk factors (Appendix C). A searchable catalogue will be available on the CSWB Plan Information Hub, to be used as a resource to the community and a driver of economic development by way of capacity building.

With the support of the Secretariat, this catalogue will continue to grow to include a wider, community-based, inventory of programs and strategies. This support will help inform future planning by the broader community, future funding opportunities and partnerships as they relate to the outcomes of the priority risk factors.

5. Establish Performance Indicators

Having accurate and timely data, widely available to our community members and service providers is critical to informed policy and planning development. These data points will comprise the data dashboard which will be housed on the CSWB Plan Information Hub. This data will be available to community partners looking to grow services and meet needs in Durham Region, demonstrating to funders, through data and partnerships, that Durham has the capacity to manage further investments.

Through the work of the CSWB Plan, the following data points have been identified to act as trackable performance indicators:

- Mental health-related calls to the police
- Police mental health calls resulting in apprehensions
- Self-rated mental health (excellent or very good)
- Self-harm emergency department visits in youth aged 10 to 24
- Paramedic calls related to suspected opioid overdoses
- Infants born with neonatal abstinence syndrome
- Emergency department visits for opioid poisoning
- Deaths due to opioid poisoning
- People actively experiencing homelessness
- People experiencing homelessness who moved into housing
- Total people housed
- Percent of households with food insecurity
- Sense of belonging (strong or very strong)
- Seniors living alone (65+)
- Youth diversion rate
- Crime severity index
- Property crime rate
- Violent crime rate
- Percent of violent crime that is domestic-related
- Percent of repeat victims of violent incidents

6. Actions Related to Individual Priority Risk Factors

The following outlines the top three recommended action items for each of the priority risk factors. These action items were informed by the second community survey in 2021 and provide a starting point for consideration by the Steering Committee and working groups during implementation. Future work will be approached with the recognition that historic and systemic disparities exist within our structures and systems. There are no timelines associated with these action items as it will be job of the Secretariat in collaboration with the working groups to establish a plan to address these issues.

Mental Health

1. Improve supports and services to foster positive mental health
2. Increase awareness about the programs and services available in Durham Region
3. Develop community hubs that deliver programs and services in one place

Substance Use

1. Streamline and improve programs and services to make them more accessible for people experiencing addiction
2. Increase awareness about the programs and services available in Durham Region
3. Involve people with lived experience in developing programs and services

Homelessness & Basic Needs

1. Provide supportive housing options for those who cannot live independently
2. Increase and improve coordinated, outcome-based supports and services to address homelessness

3. Create more affordable housing options

Criminal Involvement

1. Develop and improve preventive programs and services (e.g., hubs) to address the root causes of violence and crime
2. Develop programs for income support and skill development for young people
3. Develop holistic, systemic, and comprehensive approaches to address crime

Victimization

1. Develop and improve preventive programs and services to address the root causes of violence and crime
2. Develop holistic, systemic, and comprehensive approaches to address victimization
3. Increase awareness about the programs and services available in Durham Region

Social Isolation

1. Provide programs that connect people with the community
2. Increase awareness about the programs and services available in Durham Region
3. Increase awareness of volunteer opportunities

Experiences of Racism

1. Enhance representation of diverse population groups and their perspectives in developing policies and delivering programs and services
2. Apply an equity lens to the design and delivery of all programs and services
3. Involve people with lived experience in designing and improving programs, supports and services

10. Continuous Improvement and Reporting

Durham's Community Safety and Well-Being Plan establishes a collaborative framework for integrated service delivery, working with community partners to encourage an upstream approach. Starting in 2023, the CSWB Plan Secretariat and working groups will report to Council annually and post those reports on the CSWB Plan Information Hub.

This Plan will be tied to the Region of Durham Strategic Plan and reviewed in 2024, creating alignment and efficient use of resources.

11. Next Steps & Implementation

As the Region of Durham continues to grow and mature, the Community Safety and Well-Being Plan will do the same. The CSWB Plan is a living document, designed to be responsive and flexible to community needs. It will be reviewed and updated throughout implementation as the Steering Committee and working groups continue to receive feedback and recommendations from community partners and stakeholders.

The work of the CSWB Plan, specifically the action items, will be supported through an implementation plan which will guide the work of the Secretariat and act as a measurable, outcome-based reporting tool. All stakeholders, led by the Region and DRPS, will continue to work together. The Secretariat will receive data from a number of sources, including the Risk-Tracking Database, to ensure local data informs local planning.

Figure 1.7 illustrates the CSWB Plan implementation structure. Working Groups will drive implementation and will be organized by priority risk factor. Please see Appendix A for Durham's CSWB Plan Year One Implementation Plan. This Plan offers meaningful direction in getting the right services, to the right people, at the right time.

CSWB Plan Implementation Structure (2022 and beyond)

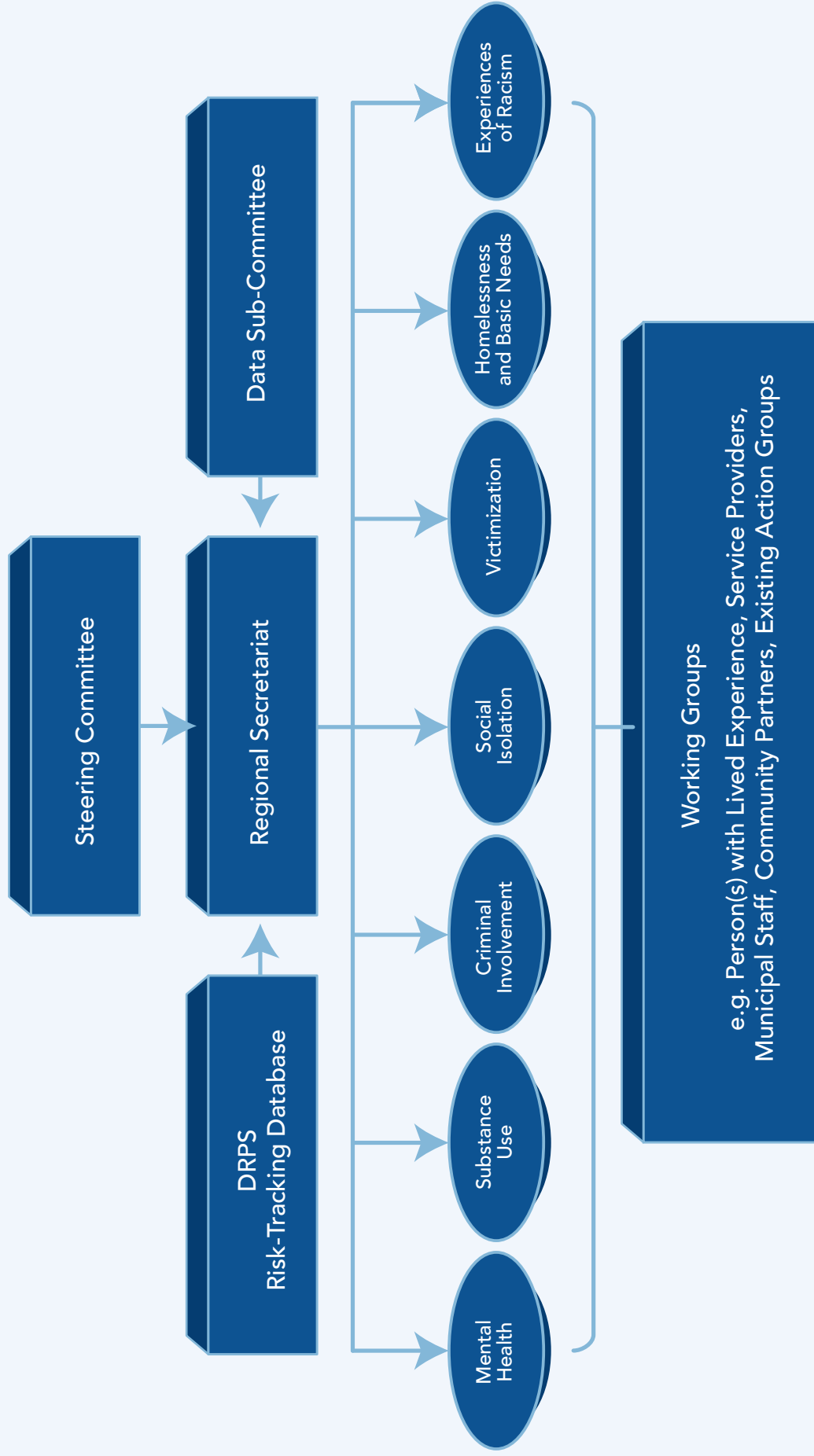


Figure 1.7

Appendix A: Durham Community Safety and Well-Being (CSWB) Plan Implementation Plan:

The Regional Municipality of Durham Community Safety and Well-Being Plan was adopted by Council on (hold for date). This document is a first step toward realizing the objectives laid out in the Plan as identified by the community. The Implementation Plan, like the CSWB Plan, is a living document and is designed to be flexible and respond to community needs as they arise.

The Implementation Plan is subject to review on a regular basis with the CSWB Plan. The CSWB Plan is set to be reviewed in tandem with the Corporate Strategic Plan for the Regional Municipality of Durham.

While the work of the CSWB Plan is the collective responsibility of the broader community, making sure it happens is the responsibility of the Secretariat. Working groups will be assembled by the Secretariat to create work plans, set objective and goals. This Implementation Plan sets the critical first steps toward shifting from planning to action.

Below are the identified action items for year one following the creation of the Secretariat, availability of resources, and public health and social service priorities.

Year One (2022): Activities

1. Establish the CSWB Plan Secretariat

Key partners:

- Human Resources, Region of Durham
- DRPS
- Regional Council

Description and Key Tasks

- Appoint a CSWB Plan interim lead
- Secure budget
- Work with HR to develop competition documents
- Develop Terms of Reference
- Hire and train

2. Host Greater Toronto and Hamilton Area (GTHA) Community Safety Symposium

Key partners:

- CAO's office
- DRPS
- GTHA Municipalities

Description and Key Tasks

- Liaise with GTHA partners
- Liaise with DRPS and CAO's office
- Liaise with community

3. Assemble Working Groups (7)

Key partners:

- Secretariat
- System Leaders
- Municipal partners
- Service Providers
- Diversity, Equity and Inclusion Office, Region of Durham
- Data sub-committee

Description and Key Tasks

Identify a lead agency for each area of priority

- Develop Terms of Reference (7)
- Develop Action Plans
- Work closely with area municipal staff to align similar goals and objectives such as supporting the City of Oshawa in implementing the Downtown Oshawa Action Plan

4. Transition from Planning to Implementation: Steering Committee and Working Groups

Key partners:

- System Leaders
- Municipal Partners
- Region of Durham staff

Description and Key Tasks

- Develop Terms of Reference (TOR) for CSWB Plan Steering Committee, Working Group and Area Municipality Working Groups for implementation
- Administration: scheduling meetings, minutes

5. Establish a Citizen Advisory Table

Key partners:

- Secretariat
- Diversity, Equity and Inclusion Office, Region of Durham
- DRPS

Description and Key Tasks

Recruit for and develop a Citizen Advisory Table

- Develop process
- Actively recruit
- Develop Terms of Reference

6. Experiences of Racism

Key partners:

- Diversity, Equity and Inclusion Office, Region of Durham
- Indigenous leaders

Description and Key Tasks

Identify how CSWB Plan intersects with anti-Black and anti-Indigenous racism

- Liaise with Region of Durham's Diversity, Equity and Inclusion (DEI) Office office
- Identify how to support the work already underway
- Develop a diversity, equity and inclusion lens for application in the CSWB Plan

7. Expand Searchable Program and Strategy Catalogue

Key partners:

- System Leaders
- Municipal Partners
- Region of Durham staff

Description and Key Tasks

Identify how to support the expansion of the searchable catalogue to meet regional need

- Secure budget
- Coordinate engagement activities to seek feedback on initial database strengths and areas of development
- Identify internal products that may be available to support the needs of the database or determine external partnerships if required

8. Build Future Phases for Implementation

Key partners:

- System Leaders
- Municipal Partners
- Region of Durham staff

Description and Key Tasks

Develop Work Plans for years two and three

Appendix B: Acknowledgements

The development of the Community Safety and Well-Being Plan in Durham Region was a collaborative effort.

“None of us is as smart as all of us” - Ken Blanchard, Author

Thank you to:

Executive Sponsors:

- Stella Danos-Papaconstantinou, Commissioner of Social Services
- Brian Bridgemen, Commissioner of Planning and Economic Development

Staff Leads:

- Kiersten Allore-Engel, Senior Planner, Planning and Economic Development Department
- Audrey Andrews, Manager, Strategic Partnerships and Initiatives, Social Services Commissioner's Office
- Heather Thompson, Policy Analyst, Strategic Partnerships and Initiative, Social Services Commissioner's Office
- Daniel Sparks, Research Coordinator, Innovation and Research Unit, Strategic Initiatives Division, Office of the Regional Chair and CAO

Members of the CSWB Plan Steering Committee

- Steering Committee Chair: Elaine Baxter-Trahair, Durham Region CAO
- Chief Kelly LaRocca, Mississauga of Scugog Island First Nation
- Chris Bovie, formerly of Ontario Shores Centre for Mental Health Sciences
- Cindy Murray, United Way Durham Region (not-for-profit representative - alternate)
- Dan Carter, Regional Council, Mayor of Oshawa
- Dr. Robert Kyle, Region of Durham
- Garry Cubitt, Police Services Board
- Gary Crossdale, Durham District School Board
- Lisa Kitchen, Lakeridge Health Ontario Health Team
- Mark Morissette, DRPS (Chief's Delegate)
- Paul McGary, Lakeridge Health
- Regional Chair John Henry, Regional Council (alternate)
- Rhonda Schwartz, Seniors Care Network
- Steven Woodman, Durham Children's Aid Society
- Tracy Barill, Durham Catholic District School Board
- Troy Cheseboro, Chief of Paramedic Services
- Vivian Curl, Durham Community Foundation (not-for-profit representative - primary)
- Regional staff in an ex-officio capacity responsible for: Government and Community Relations (Sandra Austin), Human
- Trafficking (Jocelyn Siciliano), Local Immigration Partnership (Sarah Hickman), Broadband (Riaz Razvi)

Area Municipal Working Group

- Amanda Hoover, Durham Regional Police Service
- Andy Allison, Municipality of Clarington
- Audrey Andrews, Regional Municipality of Durham
- Brian Bridgeman, Regional Municipality of Durham
- Brian Duffield, City of Pickering
- Christie McLardie, Town of Ajax
- Elaine Baxter-Trahair, Regional Municipality of Durham
- Heather Thompson, Regional Municipality of Durham
- Ingrid Svelinis, Township of Brock
- Ken Nix, Township of Scugog
- Kiersten Allore-Engel, Regional Municipality of Durham
- Kristi Honey, Township of Uxbridge
- Marisa Carpino, City of Pickering
- Mark Berny, Township of Scugog
- Mark Morissette, Durham Regional Police Service
- Matt Gaskell, Town of Whitby
- Mike Saulnier, City of Oshawa
- Paul Ralph, City of Oshawa
- Rob Bryan, Durham Regional Police Service 33
- Robert Gruber, Town of Ajax
- Ron Diskey, City of Oshawa
- Sandra Austin, Regional Municipality of Durham
- Sarah Klein, Town of Whitby
- Shane Baker, Town of Ajax
- Sharon Milton, City of Pickering
- Stella Danos-Papaconstantinou, Regional Municipality of Durham

Internal Working Group

- Allison Hector-Alexander, CAO's office
- Alyxandra Riddell, Social Services
- Amanda Hoover, Durham Regional Police Service
- Audrey Andrews, Social Services
- Brian Bridgeman, Planning and Economic Development
- Daniel Sparks, CAO's office
- Edward Zucca, CAO's office
- Heather Thompson, Social Services
- Joanne Paquette, Corporate Communications Office
- John Riches, Paramedic Services
- Kiersten Allore-Engel, Planning and Economic Development
- Mark Morissette, Durham Regional Police Service
- Mary-Anne Pietrusiak, Health
- Regina Elliott, Health
- Rob Bryan, Durham Regional Police Service
- Sandra Austin, CAO's office
- Stella Danos-Papaconstantinou, Social Services
- Zareen Butt, Health

Data Sub-Committee

- Alyxandra Riddell, Housing
- Daniel Sparks, CAO's office
- Heather Thompson, Social Services
- Jeffery Jordison, Durham Paramedic Services
- Kiersten Allore-Engel, Planning and Economic Development
- Madison Smith, Durham Regional Police Service
- Mary-Anne Pietrusiak, Health
- Regina Elliott, Health

Community Partners

- Abilities Centre
- AIDS Committee of Durham Region
- Ajax Fire and Emergency Services
- Ajax Public Library
- Ajax-Pickering Board of Trade
- Alzheimers Society Durham
- Autism Ontario
- Back Door Mission
- Bawaajigewin Aboriginal Community Circle – Oshawa
- Beaverton Chamber of Commerce
- Bethesda House
- Bethesda House
- Big Brothers Big Sisters of North Durham
- Big Brothers Big Sisters of South-West Durham
- Bowmanville Firehouse Youth Centre
- Bowmanville Older Adult Association
- Boys and Girls Club of Durham
- Brain Injury Association of Durham
- Brock Community Health Centre
- Brock Fire Department
- Brock Township Public Library
- Brock Youth Centre
- Canadian Black Chamber of Commerce
- Canadian Jamaican Club
- Canadian Red Cross Durham
- Carea Community Health Centre
- Catholic Family Services of Durham
- Central East LHIN

- Region of Durham Paramedic Service
- City of Pickering
- Clarington Board of Trade
- Clarington Emergency and Fire Services
- Clarington Public Library
- Community Care Durham
- Community Development Council Durham
- Community Justice Alternatives
- Community Living Ajax-Pickering and Whitby
- Community Living Durham North
- Community Living Oshawa/Clarington
- Congress of Black Women Whitby/Oshawa
- Conseil des Organismes Francophones de la Région de Durham
- Conseil Scolaire Catholique Mon Avenir (French Catholic School Board)
- Conseil Scolaire Viamonde (French Public School Board)
- Cornerstone Community Association
- Denise House
- Denise House
- Dnaagdawenmag Binnooyiyag Child and Family Services
- Durham Region Intimate Relationship Violence Empowerment Network (DRIVEN)
- Durham Association for Family Resources and Support
- Durham Black Educators' Network
- Durham Children's Aid Society
- Durham College
- Durham Community Foundation
- Durham Community Legal Clinic
- Durham District School Board
- Durham Farm and Rural Family Resources – Uxbridge
- Durham Mental Health Services
- Durham Rape Crisis Centre
- Durham Region Aboriginal Advisory Circle
- Durham Region Crime Stoppers
- Durham Region Labour Council
- Durham Region Non-Profit Housing Corporation
- Durham Regional Police Service
- Durham Regional Police Services Board
- Durham Tamil Association
- Durham Workforce Authority
- Feed the Need in Durham
- Frontenac Youth Services
- Gate 3:16 Outreach Centre
- Grandview Children's Centre
- Greater Oshawa Chamber of Commerce
- Habitat for Humanity Durham
- Helping Other Parents Everywhere (HOPE)
- Herizon House
- Hispanic Canadian Alliance of Ontario
- Indo-Canadian Cultural Association of Durham (ICCAD)
- Inter-Church Immigrant Support Group
- Kinark Child and Family Services
- L'Amicale du centre communautaire francophone
- Lakeridge Health
- Lakeridge Health Ontario Health Team
- Literacy Council of Durham Region

- Literacy Network of Durham Region
- Luke's Place
- Métis Nation of Ontario - Oshawa Chapter
- Mississaugas of Scugog Island First Nation
- Murray McKinnon Foundation
- Muslim Welfare House
- Muslim Welfare House
- Newcastle and District Chamber of Commerce
- North House
- Nourish and Develop Durham
- Ontario Disability Support Program (ODSP) Durham
- Ontario English Catholic Teachers' Association (OECTA) Durham
- Ontario Provincial Police (Community Safety)
- Ontario Shores Centre for Mental Health Sciences
- Ontario Tech University
- Oshawa & Durham Region Métis Council
- Oshawa Fire Services
- Oshawa Public Library
- Oshawa Senior Community Centres 55+ (OSCC)
- Participation House Project Durham
- Peterborough Victoria Northumberland Clarington Catholic District School Board
- PFLAG Canada Durham
- Pickering Fire Services
- Pickering Public Library
- Pickering Village BIA
- Port Perry BIA
- Pregnancy Help Centre
- Refugee Youth Outreach Centre
- Region of Durham - Commissioner of Corporate Services
- Region of Durham - Commissioner of Finance
- Region of Durham - Commissioner of Planning and Economic Development
- Region of Durham - Commissioner of Social Services
- Region of Durham - Commissioner of Works
- Region of Durham - Medical Officer Health
- Region of Durham -General Manager of Transit
- Region of Durham Paramedic Service
- Reseaux en immigration francophone (RIF)
- Rose of Durham
- Sankat Mochan Hanuman Mandir & Cultural Center
- Scugog Chamber of Commerce
- Scugog Fire and Emergency Services Department
- Scugog Library
- Seniors Care Network
- Settlement House (Simcoe Hall)
- Special Olympics Durham
- St. John Ambulance Durham
- Town of Ajax
- Town of Whitby
- Township of Scugog
- Township of Uxbridge
- Trent University (Durham)
- United Way Durham Region
- Uxbridge BIA
- Uxbridge Chamber of Commerce
- Uxbridge Fire Service

- Uxbridge Public Library
- Victim Services of Durham
- Welcome Centres
- Whitby Bahá'í Community
- Whitby BIA
- Whitby Chamber of Commerce
- Whitby Fire and Emergency Services
- Whitby Public Library
- Women's Committee of Durham
- Women's Multicultural Resource and Counselling Centre
- Women's Wellness Alliance of Durham
- YMCA Durham Oshawa
- YWCA

Appendix C

(CSWB Plan Programs, Strategies and Bodies)

- Adult Community Support Services
- Age-Friendly Durham Strategy
- Anti-Racism Taskforce
- At Home Durham
- Best Start Network
- Broadband Strategy
- Community Partners in Diversity
- Community Support Pilot
- Continuing Education programming Getting Ahead Program
- Counselling services for Ontario Works recipients
- Diversity, Equity and Inclusion (DEI) Strategy
- Diversity, Equity and Inclusion (DEI) Working Group

- Diversity, Equity, and Inclusion Community of Practice
- Durham Advisory Committee on Homelessness (DACH)
- Durham Connect
- Durham Elder Abuse Network
- Durham Housing Advisory Network (DHAN)
- Durham Immigration and Inclusion Community Plan 2020-2024
- Durham Local Immigration Partnership Council
- Durham Region Official Plan
- Durham Region Opioid Response Plan
- Durham Region Police Services Human Trafficking Unit/Children At Risk of Exploitation (CARE) Team
- Durham Region Strategic Plan
- Durham Regional Police Business Plan
- Emergency Social Services
- Family Services Durham Community Counselling Services
- Financial Empowerment Framework
- Francophone Partners Working Group Collective Impact (Poverty Reduction)
- Health Neighbourhoods Project
- Health, Homelessness & Housing (H3) Committee
- Human Trafficking Coalition
- Human Trafficking Prevention Workshops
- Human Trafficking Response Team (Income and Employment Supports Division, Ontario Works)
- Income and Employment Supports Division (IESD) Community Hubs
- Internet-based Cognitive Behavioural Therapy Program
- Learning, Earning and Parenting (LEAP)
- Mental health worker at Employment Resource Centre

- Multi-Year Accessibility Plan and Annual Reports
- Newcomer Accessibility Council
- Newcomer Advisory Table
- Ontario Works
- Partner Assault Response
- Primary Care Outreach
- Project X-change
- Public Health Programming (Ontario Public Health Standards)
- REACH Youth Program
- Senior Safety Support Unit
- Seniors and Affordable Housing Task Force
- Social Investment Fund
- Social Investment Fund: Recreation Programming
- The Council of Francophone Organizations of Durham Region
- Training Sessions for Human Trafficking



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Or 905-668-4113 extension 2009.