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# The Regional Municipality of Durham Report

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To: Health and Social Services Committee  
From: Commissioner of Social Services and Commissioner of Planning and Economic Development  
Report: #2019-SS-17  
Date: October 3, 2019

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**Subject:**

Project Update and Adoption of Terms of Reference:  
Durham Region Community Safety and Well-Being Plan (CSWP)

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**Recommendation:**

That Health and Social Services Committee recommends to Regional Council:

- A) That the Terms of Reference for the CSWP Steering Committee (Attachment #2) be adopted;
  - B) That one Regional Council member, and an alternate, be appointed to the Steering Committee in accordance with the CSWP Terms of Reference (Section 3.2); and
  - C) That a copy of this report be sent to the area municipalities, Durham Regional Police Service (DRPS), and CSWP Steering Committee Members.
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**Report:**

**1. Purpose**

- 1.1 Further to the information provided in Report 2019-COW-15 (Attachment #1), this report provides a project update for the Durham Region's Community Safety and Well-Being Plan (CSWP), including the development of a Terms of Reference (TOR) for the Steering Committee (refer to Attachment #2).

**2. Background**

- 2.1 Durham Region is developing its CSWP as required by the new legislative amendments to the Police Services Act. This will be undertaken in a collaborative manner with DRPS, a Steering Committee, community partners and members of

the public. The legislated deadline for the adoption of this Plan by Regional Council is January 1, 2021.

### **3. Governance**

- 3.1 The planning process will be led by a Steering Committee, including members of Planning and Economic Development, Social Services, Health, DRPS, and the CAO's office.
- 3.2 An internal core team (co-led by the Commissioners of Social Services and Planning and Economic Development) will act as the conduit to the Steering Committee (see Section 5: Steering Committee). The core team has representation from Planning and Economic Development, Social Services, Health, and DRPS. It will receive oversight and approval from the project's executive sponsors (Regional CAO and DRPS Chief). Regional Council is the CSWP approval body.

### **4. Area Municipal and Community Partner Involvement**

- 4.1 A municipal executive working group will be established to ensure an integrated approach to identifying and addressing local priorities. This group will be comprised of area municipal CAO's (or delegate).
- 4.2 To further understand the issues, community partners will be engaged as part of this project. A list of these community partners is provided in Attachment #3 and is subject to change as the project progresses.

### **5. Steering Committee**

- 5.1 In keeping with the statutory requirements, a multi-sector Steering Committee must be established to guide the development of the Plan. The Steering Committee will include representatives from:
- LHINs or health/mental health services;
  - Educational services;
  - Community/social services;
  - Community/social services to children or youth;
  - Custodial services to children or youth;
  - Regional Council;
  - The Police Service Board or a detachment commander (or delegate); and
  - The chief of police of a police service that provides policing in the area (or delegate).
- 5.2 The internal core team has used the existing Durham Connect Table, Systems Leaders Group as a starting point to meet these requirements.

5.3 A representative from Regional Council and an alternate are requested to be appointed to the Steering Committee to help guide the development of the CSWP.

## 6. Project Update

6.1 The following key steps have taken place since the last update:

- Inaugural meeting with the core team and development of a work plan.
- Review of other relevant jurisdictions for CSWP best practices.
- Review of Risk-Driven Tracking Database by DRPS to identify key risk factors for Durham.
- Initiation of internal data gathering and scan of existing Regional programs and services.
- Finalizing of Steering Committee TOR.
- Development of project webpage and communication materials (Durham.ca/CSWP).
- Distribution of letters to the Regional Chair, Area Municipal Mayors, Area Municipal CAOs, Steering Committee members and Community Partners to invite them to participate in the development of the CSWP and attend an upcoming Provincial Training Session and Roundtable.

## 7. Next Steps

7.1 The following outlines the major milestones anticipated for the remainder of the project:

- Host “Provincial Training Session and Roundtable” on November 15, 2019 at Regional Headquarters, LLC from 9:00am – 3:30pm. Invitees include:
  - Regional Chair and Area Municipal Mayors;
  - Steering Committee members;
  - Municipal CAOs; and
  - Community Partners.
- Hold inaugural Steering Committee and Municipal Executive working group meetings (Fall 2019).
- Initiate public consultation through the development of an online survey and open house (Winter 2019/Spring 2020).
- Provide Council with a summary of engagement feedback (Early summer 2020).
- Develop draft CSWP and distribute to Steering Committee and Municipal Executive working group for comments (Late summer 2020).
- Present final CSWP to Council for approval and adoption (Early winter 2020).
- Post the CSWP on the internet within 30 days of adopting it.

**8. Conclusion**

- 8.1 The CSWP will be developed using a combination of qualitative and quantitative information collected through consultation with Council, Area Municipalities, Steering Committee members, Community Partners and members of the public.
- 8.2 This collaborative approach will result in a CSWP that addresses the priority risk factors for the communities that make Durham a safe, inclusive and supportive place to live, work, learn and play.

**9. Attachments**

Attachment #1: Report 2019-COW-15

Attachment #2: CSWP Steering Committee Terms of Reference

Attachment #3: Community Partner List (Subject to Change)

Respectfully submitted,

Original signed by

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Stella Danos-Papaconstantinou  
Commissioner of Social Services

Original signed by

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

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer

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## The Regional Municipality of Durham Report

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To: The Committee of the Whole  
 From: Commissioner of Social Services and Commissioner of Planning and Economic Development  
 Report: #2019-COW-15  
 Date: June 12, 2019

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**Subject:**

Initiation of the Durham Region Community Safety and Well-Being Plan (CSWP)

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**Recommendation:**

That the Committee of the Whole recommends to Regional Council:

- A) That this report be received for information; and
  - B) That a copy of this report be sent to the area municipalities, Durham Region Police Service, and CSWP Stakeholders for information.
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**Report:**

**1. Purpose**

- 1.1 On January 1, 2019, legislative amendments to the *Police Services Act, 1990*, mandated that every municipality prepare and adopt a Community Safety and Well-Being Plan (CSWP) in partnership with their police services.
- 1.2 The Minister of Community Safety and Correctional Services has given municipalities two years (until January 1, 2021) to prepare and adopt their CSWP.

- 1.3 The purpose of this report is to advise Council that work is underway to complete a CSWP for Durham Region, on or before January 1, 2021.
- 1.4 A Steering Committee co-led by the Commissioner of Social Services and the Commissioner of Planning and Economic Development will guide the process. The Regional CAO and DRPS Chief are the Executive Sponsors. It may be recommended at a later date that two members of Regional Council be appointed to provide support and public leadership to the project team.

## **2. Background**

- 2.1 Community Safety and Well-Being Plans are intended to formalize the shared responsibility of safe and healthy communities beyond policing. CSWPs required an integrated approach to bring municipalities, First Nations and partners together to mobilize the levers of safety and well-being collectively.
- 2.2 Current and mounting demographic pressure is placing new and different demands on the Region. The anticipated growth that is coming to Durham Region will bring with it fundamental changes to the make-up and character of the Region. The long-term sustainability and health of the Region is critical to community safety and well-being.
- 2.3 Having a made-in-Durham CSWP will produce a number of inherent benefits. Apart from creating a sense of shared ownership for community safety and well-being, the CSWP will:
  - a. Identify the key issues impacting the Region in general, and in particular to the area municipalities and specific areas within them;
  - b. Increase understanding of local risks and vulnerable groups;
  - c. Increase awareness, coordination and access to services;
  - d. Identify priority areas and recommendations for action;
  - e. Determine optimal strategies to improve community safety and well-being;
  - f. Identify the capacity across Durham Region to address community safety and well-being related issues;
  - g. Confirm operating procedures for a more integrated and aligned collaboration process across agencies and geography;
  - h. Reduce the financial burden of crime on society through cost-effective approaches with significant return on investment; and
  - i. Provide a platform for overarching multidisciplinary Regional benefit.

- 2.4 Additionally, this project provides opportunities to enhance many interrelated efforts across the Region, such as strategic planning, economic development and tourism, planning for regional growth, increasing transit ridership, emergency management, health and social services resource allocation, and more.
- 2.5 Some municipalities in Durham Region (such as the Town of Ajax) have had a community safety strategy in place for more than a decade. Various other upper and lower-tier municipalities around the province have also developed CSWPs. Best practices, and lessons learned from these Plans will be analyzed to inform and streamline Durham's process.
- 2.6 The CSWP will be aligned with the *Durham Region Strategic Plan*, Durham Region Works Department's *Vision Zero*, *Priority Neighbourhoods Roundtable*, *the Financial Empowerment Framework*, and other bodies of work underway. The CSWP will most closely align with the Durham Connect Table, led by Durham Regional Police Service.
- a. Durham Region Strategic Plan
    - Establishes the long-term vision for communities in Durham Region, and the Region's role in achieving that vision.
  - b. Durham Vision Zero
    - The Region's Works Department has developed a Strategic Road Safety Action Plan (SRSAP) to reduce the number and severity of collisions and traffic-related incidents.
  - c. Priority Neighborhoods Roundtable and the Financial Empowerment Framework.
    - Work to address the social determinants of health through collaboration, education, community engagement and financial empowerment opportunities.
  - d. Durham Connect
    - A partnership made up of multidisciplinary agencies mandated under provincial, regional, local and community-based organizations to improve community safety and well-being;
    - Provides collaborative deployment of resources and services to reduce imminent harm to individuals and families in Durham who demonstrate

acutely elevated risk factors.

### **3. Summary of the CSWP**

- 3.1 A CSWP involves taking an integrated approach to service delivery by working across a wide range of sectors, agencies, and organizations to assist partners whose mandate is focused on community safety and wellness. The Plan will proactively develop and implement evidence-based strategies and programs to address local priorities, such as risk factors, vulnerable groups, etc. related to crime and complex social issues, on a sustainable basis.
- 3.2 The goal of a CSWP is to achieve the ideal state of a sustainable community, where everyone has a sense of safety, belonging, access to services, and where individuals and families are able to meet their needs for education, health care, food, housing, income and social and cultural expression.
- 3.3 The Ministry of Community Safety and Correctional Services requires the CSWP to include the following, at a minimum:
- a. Local priority risk factors that have been identified based on community consultations and multiple sources of data, such as Statistics Canada, and local sector-specific data, such as the Health Neighbourhoods reports;
  - b. Evidence-based programs and strategies to address those priority risk factors; and
  - c. Measurable outcomes with associated performance measures to ensure that the strategies are effective and positive outcomes are being achieved.
- 3.4 A Risk Driven Tracking Database (RTD) is maintained by the Ministry of Community Safety and Correctional Services. It contains comprehensive data related to situations of acutely elevated risk. The Plan will involve a detailed background assessment of risks in Durham, and how these can be mitigated. DRPS has identified the top three highest-risk factors on the topic of community safety and well-being in Durham (ranked by frequency). These factors, the remaining risk factors known to DRPS, as well as others that are discovered through the process will be considered in the Plan. They are:
1. Mental Health and Cognitive Function;
  2. Anti-social/Problematic Behaviour (non-criminal); and
  3. Substance Abuse and Addiction.

#### **4. A Regional Approach**

- 4.1 A Region-wide approach to the development of the CSWP is logical due to its interdisciplinary nature, requiring expertise from various departments and agencies. The following highlight the benefits:
- a. The issue of community safety is intricately linked to many factors. It is a complex problem that requires a collaborative solution. The term “community safety” is one that is generally understood to be administered by police and those who provide services through the criminal justice system. From a broader lens, however, it is closely connected to the work of others in human service sectors, including housing, health/mental health, addictions, victim support, planning, as well as public leadership by elected officials. The approach to community safety and well-being needs to be premised on creating a wider community of practice.
  - b. There is growing recognition that safe communities are sustainable communities. They are healthy, vibrant and attractive places to live, work, invest, play and learn. A Community Safety and Well-being Plan may in fact offer a critical launching pad for a systemic and integrated approach to improving quality of life. It may also offer an important point of leverage for creating broader connections across multiple organizations whose focus ultimately is on improving the quality of life of Durham residents. It may provide a platform for a multi-sector collaborative effort that in turn reduces risk, vulnerability, harm, and increases economic development.
  - c. Championing a Community Safety and Well-being Plan provides an important point of leverage for creating additional benefit across the economic and socio-cultural spectrum. It will provide an opportunity for Durham Region and its partners to identify the issues and the areas of opportunity for collaborative action.

#### **5. The Process and Governance**

- 5.1 It is proposed that the planning process be led by a Steering Committee, including members of Planning and Economic Development, Social Services, DRPS (Durham Connect), the CAO's office, and will seek Regional Council's involvement at a later date.

- 5.2 A staff Project Team will act as the conduit for the transfer of information from the Working Groups to the Steering Committee. The Project Team will act in an advisory capacity to the Steering Committee. Its first task will be to create a Terms of Reference, outlining:
- a. The roles and responsibilities for the Steering Committee, Project Team, and Working Groups;
  - b. Project Scope;
  - c. Stakeholders;
  - d. Project Timeline; and
  - e. Deliverables.

Area municipalities will be engaged throughout the process, and the Area Municipal CAO's are in agreement with the Region leading this initiative.

- 5.3 A background assessment and jurisdictional review will be undertaken to better understand the issues at hand, best practices, and lessons learned from various other municipal CSWPs that have already been created across the province.
- 5.4 Plans and resources that already exist (i.e. Durham Connect, Vision Zero) will be leveraged to more closely define CSWP project scope, as well as create opportunities for collaboration and efficiencies.
- 5.5 The Stakeholder List created in the Terms of Reference will be used to shape public engagement on the CSWP. The public engagement will be broad reaching to the entire community, but also focus on vulnerable populations and those who access relevant services.
- 5.6 Risk factors and influential data identified by the Risk Driven Tracking Database, DRPS and Social Services, as well as information obtained through public consultation will be analyzed in detail to find potential efficiencies across the Region.
- 5.7 Crime Prevention Through Environmental Design (CPTED) theory will be leveraged when analyzing priority areas in creating a greater sense of safety in the community.
- 5.8 Appropriate options that could be feasible to address the various goals of the CSWP will be identified with preliminary visions for implementation.
- 5.9 The Steering Committee will be responsible for making decisions concerning the CSWP. The Steering Committee will provide progress reports through the

Commissioner of Social Services, the Commissioner of Planning and Economic Development, and/or the Chief Administrative Officer, to Regional Council. The Committee will build on existing governance models (i.e. Durham Connect), while including DRPS, the CAO's Office, Social Services, Planning and Economic Development, Health, as well as Regional Council.

## **6. Conclusion**

- 6.1 Durham Region is required by the province to develop a Community Safety and Well-Being Plan. This Plan is positioned to demonstrate the need for collaboration and could serve as a collaborative Call to Action. It will align the efforts of all partners – DRPS, municipalities, Regional departments, social service agency partners and affiliate organizations dedicated to community safety and wellness program delivery. It will galvanize all participants to achieve mutually supported goals and agreed-upon actions for community safety and well-being.
- 6.2 Once completed, the Durham CSWP will become a cohesive guide to provide safety, vibrancy and well-being in the Region. It will align other jurisdictional best practices, current Regional programs, and public feedback to create a stronger Durham Region.

Respectfully submitted,

Original signed by

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Dr. Hugh Drouin  
Commissioner of Social Services

Original signed by

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

Recommended for Presentation to Committee

Original signed by

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Elaine C. Baxter-Trahair  
Chief Administrative Officer

## **Attachment #2: Durham Region Community Safety and Well-Being Plan**

### **Steering Committee - Terms of Reference**

#### **1. Background**

- 1.1 Durham Region is developing its Community Safety and Well-Being Plan (CSWP) as required by the new legislative amendments to the Police Services Act. This will be undertaken in a collaborative manner with Durham Regional Police Service, a Steering Committee, community partners and members of the public. A consultant has been retained to assist staff in moving this initiative forward to meet the legislated deadline of January 1, 2021.

#### **2. Purpose**

- 2.1 The purpose of the CSWP is to ensure municipal government, police services, community-based organizations and other sector representatives work collaboratively to find solutions for issues related to: health, well-being, crime, victimization and community safety.
- 2.2 A CSWP must include the following core information:
- a. Local priority risk factors that have been identified based on community consultations and multiple sources of data, such as Statistics Canada and local sector-specific data;
  - b. Evidence-based programs and strategies to address those priority risk factors; and
  - c. Measurable outcomes with associated performance measures to ensure the strategies are effective and positive outcomes are achieved.

#### **3. Steering Committee Composition**

- 3.1 The Region of Durham is required to establish a multi-sectoral Steering Committee to guide the development of the Plan. The Steering Committee will include representatives from:
- LHINs or health/mental health services;
  - Educational services;
  - Community/social services;
  - Community/social services to children or youth;
  - Custodial services to children or youth;
  - Regional Council;
  - The Police Service Board or a detachment commander (or delegate);
  - The chief of police of a police service that provides policing in the area (or delegate).
- 3.2 Regional Council shall appoint a representative and an alternate to help guide the development of the CSWP.

#### **4. Purpose**

- 4.1 The Steering Committee will provide leadership in the development of Durham's CSWP. Specifically, the Steering Committee will direct Durham's model for collaboration, planning and action to strengthen the delivery of services that together enhance the health, safety and well-being of Durham residents.

#### **5. Role & Responsibilities**

- 5.1 The Steering Committee will be responsible for fulfilling the following key roles:
- a. Directing the development of the CSWP;
  - b. Providing strategic advice and guidance for operationalizing the CSWP, upon approval by Regional Council;
  - c. Strategically discuss the key issues that impact the health, safety and well-being of Durham residents;
  - d. Collectively assess the priority risks identified by the core working group for Durham Region and identify key strategies to address priority risks; and
  - e. Assist the core working group in developing a set of measurable outcomes against which success and progress will be measured.
- 5.2 Chair and Vice Chair will be collectively selected by the Steering Committee.

#### **6. Meetings**

- 6.1 Meetings of the Steering Committee will be held quarterly or on an as-needed basis, at the call of the Chair and in alignment with project timelines and key milestone dates. Primary committee members are encouraged to attend all meetings but may appoint a delegate to attend on their behalf. Any appointed delegates should be able to speak on behalf of their respective organization.
- 6.2 Information/reports/minutes will be forwarded electronically.

#### **7. Decision Making**

- 7.1 The Committee will endeavor to make decisions by consensus.

#### **8. Support and Resources**

- 8.1 The Steering Committee will be supported by a Regional staff core team with representation from Durham Regional Police, Health, Social Services, Planning and Economic Development, and the Consultant.
- 8.2 A staff liaison from the Planning & Economic Development Department, Durham Region will be the primary point of contact for the Region.

**Attachment #3: Community Partner List (Subject to Change):**

- Region of Durham – various Departments and Divisions
- Durham Regional Police Services
- Boys and Girls Club of Durham
- Brain Injury Association of Durham
- Brock Community Health Centre
- Canadian Mental Health Association Durham
- Carea Community Health Centre
- Catholic Family Services of Durham
- CE - Local Health Integration Network
- City of Oshawa – Municipal Law Enforcement
- Community Care Durham
- Community Development Council Durham
- Community Justice Alternatives
- Community Living Durham North
- Cornerstone Community Association
- Dnaagdawenmag Binnooyiyag Child & Family Services
- Durham Catholic District School Board
- Durham Children’s Aid Society
- Durham Community Legal Clinic
- Durham District School Board
- Durham Mental Health Services
- Frontenac Youth Services
- Herizon House
- Joanne’s House
- John Howard Society of Durham Region
- Kinark Child and Family Services
- Lakeridge Health – Mental Health
- Lakeridge Health – Pinewood
- North House
- Ontario Disability Support Program
- Ontario Shores for Mental Health Sciences
- Refugee Youth Outreach Centre
- Rose of Durham
- Victim Services of Durham
- Youth Justice Services