

Subject: Community Safety and Well-Being Plan Progress Update

File Number: ACS 2022-CSS-GEN-004

Report to Community and Protective Services Committee on 21 April 2022

and Council 27 April 2022

Submitted on April 8, 2022 by Donna Gray, General Manager – Community and Social Services

Contact Person: Sarah Taylor, Director – Community Safety, Well-Being, Policy, and Analytics, Community and Social Services

613-580-2424 ext. 27960, sarah.taylor@ottawa.ca

Ward: Citywide

Objet : Mise à jour du Plan de sécurité et de bien-être dans les collectivités

Dossier : ACS 2022-CSS-GEN-004

Rapport au Comité des services communautaires et de protection

le 21 avril 2022

et au Conseil le 27 avril 2022

Soumis le 8 avril 2022 par Donna Gray, Directrice générale – Services sociaux et communautaires

Personne ressource : Sarah Taylor, Directrice (A), Sécurité et Bien-être dans les collectivités, Politiques et Données analytiques, Services sociaux et communautaires

613-580-2424 ext. 27960, sarah.taylor@ottawa.ca

Quartier : À l'échelle de la ville

REPORT RECOMMENDATION(S)

That Community and Protective Services Committee recommend that Council receive this report for information.

RECOMMANDATION(S) DU RAPPORT

Que le Comité des services communautaires et de protection recommande au Conseil de prendre connaissance du présent rapport.

EXECUTIVE SUMMARY

Assumption and Analysis

On October 27, 2021, upon approval of the Community Safety and Well-Being Plan the General Manager, Community and Social Services was directed:

“to develop a governance structure, an evaluation and performance measurement framework, and a financial strategy for the administration, implementation, evaluation, and funding of the Community Safety and Well-Being Plan as set out further in this report, and to report back to the appropriate Standing Committee of Council as soon as feasible.”

The purpose of this report is to report back to Members of Council with a progress update on those items.

Community-led, intersectional, and equitable governance structure

The Community Safety and Well-Being Plan is both a foundational strategy and a long-term journey that is intended to address the most pressing risk factors to community safety and well-being issues and respond to emerging issues that arise in the future. City Council is required to approve the plan and Community and Social Services has been given delegated authority for carriage of the Plan, but it will require collaborative action by various governments, institutions, groups, and agencies working together to address these priorities.

The successful achievement of the outcomes within the Community Safety and Well-Being Plan require a collective impact approach centered in the voice and needs of the community. Through a literature review, the governance structure and steps to move into implementation are grounded in a framework of community-led approaches. Furthermore, they are aligned to the City’s goals of equity approaches of Indigenous Rights, Racial Equity, Intersectionality, and systemic change to achieve equity. This includes prioritizing the voices of those impacted by discrimination, marginalization, and racism to influence the activities and direction for the priorities.

The underpinning framework for the Community Safety and Well-Being Plan is embedded in Equity Principles aligning to the Discrimination, Marginalization, and Racism priority, this starts with the governance structure as the foundation for the Plan

overall as well as the individual priorities. It also then sets the expectation that intersectional and equity principles are the starting point of the dialogue as the priorities move into action.

Building on this foundation the governance structure for the Community Safety and Well-Being Plan will include the following entities:

- Community Leadership Action Teams who will lead the action planning and implementation for individual priorities,
- an Advisory Committee who will guide the strategic direction of the Plan advising the other entities in the governance structure and over time bringing forward proposed changes as progress is made to City Council,
- a proposed Council Sponsors' Group to provide input/feedback on policy direction, financial strategies, and support championing the Plan at other levels of government, and
- the Community Safety and Well-Being office providing the backbone support for the Plan, which includes coordination, communication, and reporting supports to ensure these entities have clear Terms of References and are supported in monitoring their progress. In addition, the Office will connect the Community Leadership Action Teams with capacity building resources in required areas such as: intersectionality, equity, data, performance measurement and evaluation, and finances

This report outlines the research undertaken to develop the governance approach and structure, in addition to the next steps for the creation of each of these bodies. These entities are required to develop detailed action plans and initiatives within each priority area to address and improve safety and well-being across all of Ottawa's communities. Staff thanks the Crime Prevention Ottawa Board of Directors for serving as the Advisory Committee and assisting with the development of the Plan. The new Advisory Committee was built with a focus on the shift to implementation and will continue to adhere to the legislative requirements. The new structure will be developed to ensure diverse representation and foster relationship-building and development, and to gain and provide insight across intersecting safety and well-being priorities at the community level.

These entities were developed based on the feedback received during targeted engagement with key stakeholders, discussions with other regions and municipalities, and from best practice research, including collective impact literature. Staff also considered core elements of the Plan, such as the Community Safety and Well-Being

guiding principles:

- Collaborative
- Collective impact
- Community
- Evidence-Informed
- Inclusive
- Inclusion
- Innovative
- Integrity

The guiding principles were considered throughout the development of the Plan and will continue to inform the implementation and review process. One of the underlying themes of the Plan is to embed the principle of working effectively across sectors to leverage expertise and ground the Plan in partnerships and evidence. In addition, the Plan will not duplicate any work already underway but rather, will complement, leverage, and build on work already occurring.

Establishing partnerships to build capacity within the Community Safety and Well-Being Plan

The Community Safety and Well-Being team are pleased to announce the partnership with the University of Ottawa's Faculty of Medicine in the establishment of CityStudio Ottawa/CitéStudio Ottawa. CityStudio Ottawa is a collaboration framework that links the municipality's needs with the expertise and creativity of local researchers, faculty experts, and students.

CityStudio Ottawa is embedded within the governance structure as a capacity building entity across the priorities, coordinated through the Community Safety and Well-Being Office. CityStudio Ottawa will prioritize projects under the Community Safety and Well-Being Plan. With projects initiating in September 2022, the partnership provides immediate capacity to the Advisory Committee and Community Leadership Action Teams while leveraging the technical expertise across faculties.

Next Steps

One of the core concepts of the community safety and well-being process is that it will complement the work already underway across the city while promoting solutions unique to Ottawa and using existing resources and assets in a more innovative,

effective, and efficient way.

The initial implementation phase of the Community Safety and Well-Being Plan will also focus on the context of COVID recovery. Starting with a view to individuals, families, and neighborhoods most disproportionately impacted by COVID. In addition, to working with the social service sector on the recovery of their staff and organizations.

In closing, staff have created a workplan for 2022 that will include the implementation of the governance structure followed by action planning which will inform the performance measurement and evaluation framework as well as a financial strategy to be brought forward with the budget process in Q1 2023.

Financial Implications

Any financial impacts associated with the implementation phase of the project have been absorbed within existing budgets.

Public Consultation/Input

Over 30 community leader conversations were held with a focus on members of Crime Prevention Ottawa who were also serving a legislated role during the development of the Community Safety and Well-Being Plan. As part of these discussions staff asked for their experience, expertise, and advice on how to design and implement a governance structure that leverages research and best practices within the local context. For those involved in the development of the Community Safety and Well-Being Plan, there was discussion on how to ensure the momentum and expectations from its development would be met as it moves into implementation. In addition, staff considered the feedback received since the initiation of the planning for the Community Safety and Well-Being Plan.

The dialogue with community leaders will continue as the governance structure is established. This will include requesting participants to sit on a selection committee for the Advisory Committee. In addition to soliciting feedback on the open call and approach to facilitating the process for the establishment of the Community Leadership Action Teams.

RÉSUMÉ

Hypothèse et analyse

Le 27 octobre 2021, suivant l'approbation du Plan de sécurité et de bien-être dans les

collectivités, la directrice générale, Services sociaux et communautaires, a été chargée :

« d'élaborer une structure de gouvernance, un cadre d'évaluation et de mesure du rendement, ainsi qu'une stratégie financière pour l'administration, la mise en œuvre, l'évaluation et le financement du Plan de sécurité et de bien-être dans les collectivités, comme indiqué plus loin dans le présent rapport, et de soumettre un rapport à ce sujet au comité permanent du Conseil concerné dès que possible ».

Le présent rapport vise à fournir aux membres du Conseil un état de l'avancement de ces questions.

Structure de gouvernance équitable, intersectionnelle et dirigée par la collectivité

Le Plan de sécurité et de bien-être dans les collectivités est une stratégie fondamentale ainsi qu'une feuille de route à long terme visant à contrer les facteurs de risque les plus pressants en matière de sécurité et de bien-être dans les collectivités et à réagir aux problèmes qui surviennent. Le Conseil municipal est tenu d'approuver le plan et les Services sociaux et communautaires détiennent le pouvoir de mener à bien ce plan, mais cela demandera que plusieurs gouvernements, institutions, groupes et organismes travaillent ensemble pour concrétiser ces priorités.

L'obtention des résultats fixés dans le Plan de sécurité et de bien-être dans les collectivités exige une approche de l'impact collectif axée sur la voix et les besoins de la collectivité. Par l'examen de la littérature, la structure de gouvernance et les étapes menant à la mise en œuvre du plan s'inscrivent dans un cadre d'approches communautaires. De plus, ils s'harmonisent avec les objectifs de la Ville en matière d'approches équitables de souveraineté autochtone, d'équité raciale, d'intersectionnalité et de changement systémique pour atteindre l'équité. Cela inclut accorder la priorité aux personnes touchées par la discrimination, la marginalisation et le racisme, en vue d'influencer les activités et l'orientation des priorités.

Le cadre sous-jacent du Plan de sécurité et de bien-être dans les collectivités se fonde sur des principes d'équité en harmonie avec les priorités en matière de discrimination, de marginalisation et de racisme, en commençant par la structure de gouvernance qui sous-tend l'ensemble du Plan, ainsi que les priorités individuelles. Cela permet également d'espérer que ces principes d'équité et d'intersectionnalité seront le point de départ d'un dialogue vers la concrétisation de ces priorités.

Sur cette base, la structure de gouvernance du Plan de sécurité et de bien-être dans les collectivités comprendra les instances suivantes :

- des équipes d'action et de direction communautaire qui dirigeront la planification et la mise en œuvre des initiatives pour chacune des priorités;
- un comité consultatif qui définira l'orientation stratégique du Plan en conseillant d'autres instances en matière de structure de gouvernance et en apportant éventuellement les modifications proposées suivant l'état d'avancement du Conseil municipal;
- un groupe proposé de conseillers parrains pour fournir des avis et des commentaires sur l'orientation des politiques, les stratégies financières et le soutien du Plan à d'autres niveaux du gouvernement; et
- le Bureau de la sécurité et du bien-être dans les collectivités qui sert d'infrastructure de soutien pour le Plan, ce qui comprend la coordination, la communication et l'aide à la production de rapports dans le but de s'assurer que ces instances disposent de mandats clairs et ont de l'aide pour suivre leurs progrès. De plus, le Bureau mettra les équipes d'action et de direction communautaire en lien avec des ressources de renforcement des capacités dans des secteurs cibles comme l'intersectionnalité, l'équité, les données, l'évaluation et la mesure du rendement ainsi que les finances.

Le présent rapport souligne les recherches menées pour définir l'approche et la structure de gouvernance, ainsi que les prochaines étapes de la création de chacune de ces instances. Ces dernières sont requises pour élaborer des plans d'action détaillés et lancer des initiatives dans chaque secteur prioritaire, ainsi que pour assurer et renforcer la sécurité et le bien-être dans toutes les collectivités d'Ottawa. Le personnel remercie le conseil d'administration de Prévention du crime Ottawa d'avoir assumé le rôle de comité consultatif du Plan de sécurité et de bien-être dans les collectivités et collaboré à son élaboration. Le nouveau comité consultatif a été mis sur pied en vue du déploiement du plan et continuera d'adhérer aux exigences législatives. La nouvelle structure sera établie de façon à assurer une représentation diversifiée et à favoriser l'établissement de relations et le développement, ainsi qu'à obtenir et fournir des perspectives sur l'ensemble des priorités en matière de sécurité et de bien-être au niveau communautaire.

Ces instances ont été créées en s'appuyant sur les propos recueillis dans le cadre de séances de consultation ciblées auprès d'intervenants clés, de discussions avec des représentants d'autres régions et municipalités ainsi que sur les données de la recherche sur les pratiques exemplaires, y compris les initiatives d'impact collectif. Le

personnel a également pris en compte les éléments fondamentaux du Plan de sécurité et de bien-être dans les collectivités comme les principes directeurs de sécurité et de bien-être dans les collectivités :

- collaboration
- répercussions collectives
- collectivité
- interventions éclairées par des pièces justificatives
- inclusivité
- inclusion
- innovation
- intégrité

Les principes directeurs ont été considérés tout au long de la conception du Plan de sécurité et de bien-être dans les collectivités et ils continueront de guider la mise en œuvre et le processus d'examen. L'un des thèmes sous-jacents du Plan de sécurité et de bien-être dans les collectivités consiste à intégrer le principe de travail intersectoriel efficace pour tirer profit de l'expertise de tous et fonder le Plan sur des partenariats et des preuves. En outre, le Plan de sécurité et de bien-être dans les collectivités ne reprendra pas les travaux qui se déroulent à l'heure actuelle, mais il viendra plutôt les compléter, les valoriser et les étoffer.

Établir des partenariats en vue de renforcer les capacités du Plan de sécurité et de bien-être dans les collectivités

L'équipe de sécurité et de bien-être dans les collectivités est heureuse d'annoncer l'entente de partenariat conclue avec la Faculté de médecine de l'Université d'Ottawa pour créer CitéStudio Ottawa/CityStudio Ottawa. CitéStudio Ottawa est un cadre de collaboration qui fait le trait d'union entre les besoins de la municipalité et l'expertise et la créativité de chercheurs, de professeurs experts et d'étudiants.

CitéStudio Ottawa s'inscrit dans la structure de gouvernance en tant qu'instance de renforcement des capacités pour l'ensemble des priorités, sous la coordination du Bureau de la sécurité et du bien-être dans les collectivités. CitéStudio Ottawa priorisera les projets du Plan de sécurité et de bien-être dans les collectivités. En ce qui a trait aux projets débutant en septembre 2022, le partenariat fournit des capacités immédiates au comité consultatif et aux équipes d'action et de direction communautaire, tout en puisant dans l'expertise technique de l'ensemble des facultés.

Prochaines étapes

Un des principes fondamentaux du processus de sécurité et de bien-être dans les collectivités est qu'il appuiera et achèvera le travail déjà en cours dans la ville tout en proposant des solutions adaptées à Ottawa et en utilisant les ressources et les actifs de façon plus innovatrice, efficace et efficiente.

La première étape de la mise en œuvre du Plan de sécurité et de bien-être dans les collectivités mettra aussi l'accent sur le contexte de la relance postpandémique en considérant en premier lieu les personnes, les familles et les quartiers qui ont été touchés de manière disproportionnée par la pandémie de COVID-19. En plus de travailler avec le secteur des services sociaux au rétablissement de leur personnel et de leurs organisations.

En conclusion, nous avons mis au point un plan de travail pour 2022 qui inclut la mise en œuvre de la structure de gouvernance suivie de la planification des initiatives qui orientera le cadre de mesure et d'évaluation du rendement ainsi que la stratégie financière qui sera présentée au premier trimestre de 2023 dans le cadre du processus budgétaire.

Répercussions financières

Toute répercussion financière éventuelle associée à la phase de mise en œuvre du projet est financée à même les budgets existants.

Consultations publiques et commentaires

Plus de 30 consultations ont été menées auprès de dirigeants de la collectivité, principalement auprès des membres de Prévention du crime Ottawa qui ont également rempli des fonctions législatives durant l'élaboration du Plan de sécurité et de bien-être dans les collectivités. Dans le cadre de ces discussions, le personnel a invité ces dirigeants à s'exprimer sur leur expérience et leur expertise et leur a demandé conseil sur la façon de concevoir et d'instaurer une structure de gouvernance qui mise sur la recherche et les pratiques exemplaires dans le contexte local. Les personnes ayant participé à l'élaboration du Plan de sécurité et de bien-être dans les collectivités ont par ailleurs discuté de la manière de faire en sorte que l'élan soit maintenu et que les attentes relatives au plan soient satisfaites au moment de son déploiement. De plus, le personnel a examiné la rétroaction obtenue depuis le début des travaux visant l'établissement du Plan de sécurité et de bien-être dans les collectivités.

Le dialogue avec les dirigeants de la collectivité se poursuivra au fil de l'établissement de la structure de gouvernance. Cela signifie entre autres demander aux participants de faire partie d'un comité de sélection du comité consultatif, en plus de sonder l'opinion sur l'appel ouvert et l'approche visant à faciliter le processus de formation des équipes d'action et de direction communautaire.

BACKGROUND

Community and Safety Well-Being Plan

The Police Services Act requires that Ontario's single-tier and regional municipalities prepare and adopt a local community safety and well-being plan. The development of the Community Safety and Well-Being Plan has followed the phased, six-step development approach approved by Council in the October 2019 report [Community Safety and Well-Being Plan Roadmap](#) (ACS2019-EPS-GEN-0011). In October 2020, Council approved the [Community Safety and Well-Being Plan – Interim Report](#) (ACS2020-EPS-GEN-0008) identifying six key priorities for this plan:

- Discrimination, marginalization, and racism;
- Financial security and poverty reduction;
- Gender-based violence and violence against women;
- Housing;
- Integrated and simpler systems; and
- Mental well-being.

In October 2021, Council then adopted the City of Ottawa's [Community Safety and Well-Being Plan Report](#) (ACS2021-EPS-PPD-0003) outlining goals, strategies, and outcomes for the priorities to address the key local priorities for community safety and well-being.

The Plan is both a foundational strategy and a long-term journey that is intended to address the most pressing risk factors to community safety and well-being issues and respond to emerging issues that arise in the future. The approved Plan presents city-wide strategies, not neighborhood specific tactics, and will require collaborative action by various governments, institutions, groups, and agencies working together to reduce those risks.

The goals, strategies, and outcomes establish the focus and direction of work within each of Council's priorities over the next ten years, and will be used to develop detailed action plans and initiatives within each area to address and improve safety and well-being across all of Ottawa's communities.

One of the core concepts of the community safety and well-being planning process is that it will complement the work already underway across the city while promoting solutions unique to Ottawa and using existing resources and assets in a more innovative, effective, and efficient way.

Provincial Legislation

The development of the approved Plan was done in accordance with the Police Services Act. The Police Services Act prescribes some of the content of the draft Community Safety and Well-Being Plan, while also recognizing that the planning approach will be unique to each community. The Police Services Act states that every municipality must:

- Prepare and adopt a plan
- Establish an advisory committee with a minimum membership
- Consult with the public and stakeholders
- Consider multiple sources of data and information on risk factors
- Implement the Plan
- Evaluate the Plan
- Publish the Plan

Establishment of Community Safety, Well-Being, Policy and Analytics Services

As stated in the memorandum to Mayor and Members of Council on February 16, 2022, the priorities identified as part of the Community Safety and Well-Being Plan are challenging and complex, and require collaborative action across various governments, institutions, groups, agencies, and communities. Given the current context and the critical importance of this strategic work on the entire Ottawa community, the Director, Community Safety, Well-Being, Policy, and Analytics was created to lead both the Community Safety and Well-Being Office and the Social Policy, Research and Analytics team. This new service area within Community and Social Services brings together key enablers for the work of the Community Safety and Well-Being Plan with expertise in strategy, analytics, and implementation.

Community and Safety Well-Being Governance Background

As outlined in the above background, the Police Services Act requires an Advisory Committee with a prescribed minimum membership. The legislation also states that Council is the approver of and bears responsibility for the Plan.

The [2018 – 2022 Council Governance Review report](#) (ACS2018-CCS-GEN-0028, December 5, 2018), in addition to assigning the General Manager of Emergency and Protective Services as the lead for developing the Community Safety and Well-Being Plan, designated the Crime Prevention Ottawa Board of Directors as the Advisory Committee for the Community Safety and Well-Being Plan. Staff thanks the Crime Prevention Ottawa Board of Directors for serving as the Advisory Committee and assisting with the development of the Plan.

On October 27, 2021, as part of Ottawa City Council's approval of Ottawa's first Community Safety and Well-Being Plan, one of the next steps outlined in the Council report was for the General Manager of Community and Social Services to develop a governance structure for the administration of the Community Safety and Well-Being Plan. As outlined in the [Community Safety and Well Being Plan](#) (ACS 2021-EPS-PPD-0003) October 27, 2021 report to Council, staff committed to ensuring that, "...the future governance structure be developed so as to reflect and support the multi-faceted nature of community safety and well-being planning through its initial implementation and over time, as well as reflect the particular nature of the Plan as a collective impact instrument by ensuring appropriate multi-sectoral and lived and living experience representation. The future governance structure will also be able to assist Council in ensuring that Council's investments in existing programs, services, and initiatives within the City continue to be included and leveraged in the proposed Plan's implementation and evolution to support and advance Council's priorities for improved community safety and well-being."

Role of the City of Ottawa

Under the Police Services Act, municipal Councils are required to approve the community safety and well-being plan and required to implement their actions and "encourage and assist other entities to take any actions the plan requires those entities to take."ⁱ The municipality has a role as a champion and coordinator to help ensure the Plan is implemented. The municipality may also take leadership on specific actions where it is deemed most appropriate.

Governance Background Research

In developing the governance structure for the Community Safety and Well-Being Plan staff considered the [Guiding Principles](#) of the Plan, and conducted an environmental scan of other municipalities, existing City of Ottawa governing bodies, and best practice research.

In addition, consideration was applied to existing governance structures as well as the [Community Safety and Well-Being Provincial Planning Framework](#), which outlines: "The key to successful social development initiatives is working together in ways that challenge conventional assumptions about institutional boundaries and organizational culture."ⁱⁱⁱ Finally, discussions were held with community leaders to solicit feedback on how best to create a local governance structure for the locally created plan.

Guiding Principles

The approved guiding principles have been considered throughout the development of the Plan and all supports, including the governance structure.

The Guiding Principles include:

- Collaborative
- Collective impact
- Community
- Evidence-Informed
- Inclusive
- Inclusion
- Innovative
- Integrity

Environmental Scan

An environmental scan of other municipalities was conducted to evaluate best practices and help inform the governance structure for the Community Safety and Well-Being Plan. Staff completed a review of Ontario municipalities' governance structures who are in the process of developing or have completed a community safety and well-being plan. Staff of 11 municipalities were interviewed and provided information to better understand their governance structures and implementation strategies.

Of the 11 municipalities reviewed, the majority established new Advisory Committees at the beginning of their development process that met the legislative requirements and to undertake the broad mandate of community safety and well-being planning, examples of this approach include Peel region, Halton region, London, and Hamilton. This was done to ensure a clear mandate, goals and objectives, foster relationship building and development, to ensure diverse representation, and to gain insight across intersecting priorities. Furthermore, other municipalities, such as York, Toronto, and Thunder Bay, are setting up working groups or action teams to develop and implement actions for

their plans. Lastly, most municipalities have some staff support within the municipal structure, given the Provincial requirement that Council's approve the Community Safety and Well-Being Plans. The number of staff and where they are located in the organizational structure varies from municipality to municipality, based on their priorities, existing initiatives, and the way the municipality functions.

In addition, the Ontario Health Teams development process was reviewed. Staff learned that these groups focused on shared goals, on focused areas for action, on processes for working together and ongoing communication, and on cross-representation while meeting legislative requirements.

Staff also considered governing bodies within the City, such as the Anti-Racism Strategy Advisory Committee, which have considered representation of those with lived and living experience, addressing power imbalances intersectionality and equity, and clear roles and responsibilities amongst other. This research helped to inform the process, principles, and approach to the development of the governance structure outlined in this report. Key findings from these discussions include:

- Ensuring structures that are action oriented in nature with decision making at the appropriate level
- Developing clear roles, responsibilities, and mandates for each body
- Ensuring that processes and relationships are in place to respond to emerging issues and/or changing context or environment
- Need to have municipal staff supporting the coordination and implementation.

Collective Impact Research

The Community Safety and Well-Being Plan is meant to be a collective impact plan that addresses the local risks to safety and well-being at the community level and proposes both priorities as well as action items to be undertaken by various governments, institutions, groups, and agencies who are working together in order to mitigate those risks.

Collective impact research shows that the following five core conditions need to be met for an initiative of this kind to be successful:

1. "...the development of a common agenda;
2. using shared measurement to understand progress;
3. building on mutually reinforcing activities;
4. engaging in continuous communications; and

5. providing a backbone to move the work forward.ⁱⁱⁱ

Common Agenda

To ensure the success of the Community Safety and Well-Being Plan, all participants need to have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.^{iv}

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.^v

Mutually Reinforcing Activities

Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.^{vi}

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation.^{vii}

Backbone Support

Creating and managing collective impact requires a dedicated staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.^{viii}

In addition, the research across all methods shows the following are critical to the success of this type of initiative:

- Collective ownership and accountability: all participants must agree and focus on the shared goals, take ownership of their part within the goals, and hold each other accountable for their collective actions.
- Clear roles and responsibilities: all participants must understand their roles and responsibilities while being open to the discussion of the evolution of these roles and responsibilities.
- Process is just as important, if not more important, as the structure: 'how' work is completed together and 'how' all will respond together to changes is critical to the success of the governance structure. This requires joint development and decision-making on the 'how'

- Community must be central: the community need and the focus on the community must always been the central focus of collective impact work. This include making systemic changes, these should be grounded in a community-centred or person-centred approach depending on the circumstance.
- Structures must be representative of the community: structures must have representation from all parts of the community. Cross sector representation is critical and cannot include the 'usual suspects' but must include all sectors, such as businesses. Representation must also include those with lived and living experience and those most impacted by the work to be done.
- Need to continually be thinking about who is missing and need to be added to the table: considering who is not at the table but has a role to play or a voice that should be heard should always be included which means the membership of any structures will evolve as the understanding of the issues, gaps, and priorities evolve.

Flexibility is required as situations change and as more is learned so the initiative can grow; this must include the governance structure.

Community-Led Approaches

A community safety and well-being plan, as a collective impact approach, requires engagement, participation, and ownership from residents, multi-sector partners, community groups, businesses, and other stakeholders. As outlined in Figure 1, there is a continuum for community-led approaches. Some of which are more community-led and others which are more organization-led and variation between. The Community Safety Well-Being Plan development, to date, has been largely community shaped with some elements being community driven. The renewed governance structure provides an opportunity to explore moving more towards a community owned approach, where there is community desire within the parameters of the legislated structure. As the Community Safety and Well-Being Plan continues to be implemented and evolve, the goal of the governance and action planning is with the view toward bringing out community ownership approaches.

development of the Community Safety and Well-Being Plan. In addition, local leaders who represent a range of sectors including community health, local immigration, funders, and youth programming. As part of these discussions staff asked for their experience, expertise, and advice on how to design and implement a governance structure that leverages research and best practices within the local context. Themes from the discussions include:

- Aligning to the goals of Indigenous Rights, Racial Equity, Intersectionality, and system change to achieve equity
- Creating space for influence through integrating and amplifying the voice of lived experience
- Creating space for influence through integrating and amplifying the voice of those impacted by discrimination, marginalization, and racism
- Ensuring incentives for participation are aligned to the level of commitment
- Avoiding duplication
- Meaningful action-oriented meetings and engagements
- A search committee to guide recruitment and selection process for membership

The Community Safety and Well-Being Plan covers a wide range of complex intersectional issues. Aligning to the above principles of collective impact, the development of the governance process needs community leadership and voice in its development in the same manner as the ownership of priority actions. To achieve this staff will be inviting community leaders who were engaged in informing the governance structure to be part of a selection committee for the Advisory Committee as well as review of the open call approach for the Community Leadership Action Teams.

DISCUSSION

Governance Progress Update

Based on the governance background research and local leader discussions, this approach for governance adheres to the core conditions for collective impact ensuring representation and involvement in different ways, providing opportunity to establish shared goals, offering ways to ensure collective accountability and build on mutually reinforcing activities, which will provide a variety of way to communicate and share experience, and has the City through the Community Safety and Well-Being Office taking the lead to provide the backbone support for the Plan.

Governance Structure

Community Leadership Action Teams

Based on the number of the priorities for the Community Safety and Well-Being Plan and the wide variety of actions falling under each, Community Leadership Action Team(s) will be established for each of the priorities. This will include:

- Financial security and poverty reduction;
- Gender-based violence and violence against women;
- Housing through the Housing Systems Working Group;
- Integrated and simpler systems; and
- Mental well-being through the Guiding Council for Mental Health and Addictions.

This is consistent with research on collective impact initiatives, where most initiatives have some form of action tables or working groups that focus on actions. These groups are then supported by leadership or advisory tables and backbone support provided by a particular agency. This structure is also consistent with the environmental scan of other Ontario municipalities' approach to the implementation of their community safety and well-being plans.

Role

The Community Leadership Action Team's initial role includes:

- Starting with a foundation of equity principles to ground the priority
- Bringing understanding, knowledge, experience, and awareness around diverse racialized communities in Ottawa
- Engaging in ongoing dialogue with community

- Relationship building and engagement with key stakeholders
- Establishing actions for the strategies in each priority and clearly identifying the lead department, agency, or group for the action (whether internal or external to the City) along with key roles, responsibilities, timelines, reporting relationships, reporting requirements and address where possible the different levels of intervention as outlined by the Province
- Determining what resources can be leveraged and are required for implementation
- Monitoring the actions identified in the implementation plan, such as the creation, expansion and/or coordination of programs, training, services, campaigns, for each priority
- Developing key performance indicators and an evaluation plan aligned to the Community Safety and Well-Being outcomes measurement framework
- Providing regular updates to the Advisory Table through the Community Safety and Well-Being Office.
- Reporting back to Community and Protective Services Committee with the General Manager, Community and Social Services, as required.

Staff anticipate at least one Community Leadership Action Team will be required per priority; however, some priorities may require more than one Community Leadership Action Team given the range and/or complexity of issues. Wherever possible, existing action tables or committees will be used to develop action plans for the Community Safety and Well-Being Plan priorities. This will be negotiated with the pre-existing tables or committees.

All actions identified by the Community Leadership Action Teams will have to follow the appropriate approval authority for the particular organization that will be undertaking it. For example, any actions falling to City Departments to implement would have to be approved by Council or fall within approved delegated authority of the department, as the case may be. Conversely, actions to be undertaken by a community organization would require approval by its own board or governance structure before proceeding. This will be important to note, and the Community Safety and Well-Being Office will develop a clear process for Community Leadership Action Teams to record decision making and responsibilities in order to ensure transparency and accountability for actions under each priority. The creation of this process will be done in partnership with the members of the Community Leadership Action Teams.

Membership

Membership of the Community Leadership Action Teams will include City staff, community organizations, agencies, businesses, and partners and those with lived and living experience specific to each Community Leadership Action Team. It is expected that many action items will be led by agencies represented on the Community Leadership Action Teams.

It is anticipated that the number of representatives on Community Leadership Action Teams will vary per team. However, the same principles of balance of organization and those with lived and living experience as well as an intersectional lens will be applied to all Community Leadership Action Teams.

An initial call out for membership of the Community Leadership Action Teams will be developed through ongoing dialogue with community leaders. The process will then be administered by the Community Safety and Well-Being Office using past practices of the City and with advice from the City Clerk's Office. Membership will be determined through a facilitated process implemented in partnership between the Community Safety and Well-Being Office and the organizations that come forward. The final Terms of References and membership conditions will be set by each Community Leadership Action Teams.

The timing of the launch of the Community Leadership Action Teams will vary by priority. This allows for appropriate time to consult with interested community agencies. In addition, the social service sector continues to face a disproportionate impact due to COVID with their ongoing emergency response and pressure on staff over the past two years.

To date the prioritization has been working in partnership with community, Ottawa Police Services, and Ottawa Public Health to establish the Guiding Council on Mental Health and Addictions. Additional information on their progress can be found in the accompanying attachments: Document 1 and Document 2 to the report.

The next phase will focus on aligning the governance for the 10 Year Housing and Homelessness Plan under the Housing priority. Housing Services is currently reviewing governance and system structures within housing and homelessness service areas. Staff anticipate an updated governance structure for the Housing System Working Group to be established by Q1 2023. Staff will consult and collaborate with the private and not for profit housing sectors, community (social) housing providers and other community agencies in this service area throughout 2022.

In addition, conducting an open call to community, institutions, organizations, and business working in the remaining three priorities to begin working collectively in establishing the Community Leadership Action Teams.

Administration

The Community Leadership Action Teams are meant to allow for changes in membership as actions and strategies evolve and change over time.

Community Safety and Well-Being Advisory Committee

A new Advisory Committee for the Plan will be established which is consistent with research on collective impact initiatives. The Advisory Committee will provide capacity building support and knowledge to the Community Leadership Action Teams with a focus on bringing expertise in financial strategy, data, and legal, as well as bringing their respective institutional resources to support the Community Leadership Action Teams in the implementation of actions. An Advisory Committee is required under the Police Services Act, section 250 (1).

Role

The Advisory Committee would play the following roles:

1. Serve the legislative role of Advisory Committee for the Plan
2. Provide advice and recommendations to:
 - a. The Community Leadership Action Teams:
 - i. In a review of the action plan for their successful implementation of the plan
 - ii. Professional expertise and advise on policy, resources, process, and technical skills such as: data, financials, legal, and intersectionality and equity
 - iii. Having a global view of cross cutting issues and barriers in supporting their identification and strategies for removal
 - iv. Receiving status updates from Community Leadership Action Teams in the monitoring the overall plan
 - b. City Council on:
 - i. Reporting on outcomes measures and new and emerging trends
 - ii. Recommended revisions to the PlanA financial strategy, including where required seeking funding from external sources for Plan implementation
 - c. The Community Safety and Well-Being Office on:
 - i. Framework for implementation of Community Leadership Action Teams including, reporting cycle, project management approaches, facilitation process for membership, and other Secretariat supports.

- ii. Process for new and emerging issues, process for action and strategies that are not meeting intended goals and making necessary adjustments; and process for reviewing the Plan
 - iii. Evaluation planning and outcome measurement framework
3. Leveraging resources from member organizations to achieve collection action in the Plan's implementation.

Advice and recommendations in these areas would be reflected in appropriate reporting to Community and Protective Services Committee and Council as required, as discussed further below.

The Advisory Committee will also act as champions of the Community Safety and Well-Being Plan within their organizations and across the broader Ottawa community.

Membership

The Advisory Committee will be a multi-sectoral group including community representatives, content experts in fields of key enablers for the Plan, such as financials, data, performance and outcome measurement and legal expertise, community agencies, service providers, people with lived and living experience, and City staff. Representation from the Community Leadership Action Teams will attend as required to present and provide updates on their progress. As per the legislative requirements, the Advisory Committee must have the following eight members:

- An employee of the municipality
- Representative of the education sector
- Representative of the health and/or mental health sector
- Representative of community and/or social services
- Representative of the children and/or youth sector
- An entity that provides custodial services to children and/or youth
- Representative of the Police Services Board
- The Chief of Police or his or her designate

In addition, representatives with areas of expertise required to ensure success of the Plan will be added including:

- A representative from the Ottawa Aboriginal Coalition
- Financial expertise in government finances to guide the financial strategy and planning.
- Data analysis, research, and evaluation to guide the development of the performance measurement and evaluation framework as well as the ongoing review of key performance indicators and outcome measures.

- Legal expertise to guide systems thinking approaches in human rights and privacy.
- Request for the Ottawa Health Teams to support alignments with the health and social service sector.
- Request for Ottawa Coalition of Business Improvement Areas representative to bring the voice of Ottawa's business and expertise in the relationship between 'commercial' and 'residential' within neighborhoods.

An intersectional lens will be applied to ensure broad representation of the community to represent a wide range of experiences including but not limited to, race, gender, disability, religions, geography, language, and age of candidates.

Advisory Committee Membership Selection Process

To obtain the membership for the Advisory Committee, staff will undertake a targeted application process focused on bringing in the required expertise to advise and take action as key enablers for the Community Leadership Action Teams. This will include direct invitations for year one for key leaders who have direct linkages and accountabilities within the Community Safety and Well-Being priorities. In addition, an open call out to specific sectors' community leaders required to fulfill the legislated requirements with specifying interest in representation from Indigenous, Black, or Racialized communities. Organizations which are represented will be required to demonstrate through their existing work a priority commitment to diversity and inclusion within their workplace and work.

A selection committee of community leaders and City staff will choose members for the committee, being mindful of the importance of intersectional representation. The selection committee will have intersectional representation reflecting the following areas: age, race, class, disability, gender, religion, and sexual orientation. The Community Safety and Well-Being Office will administer the selection process based on past City practices and in consultation with the City Clerk's Office, and ensure an intersectional lens is applied.

Council Sponsors Group

A Council Sponsor's Group will be proposed as part of the 2022-2026 Governance Review report to work with staff on the implementation of the Community Safety and Well-Being Plan.

Members of Council receive feedback from their residents on several issues as it relates to community safety and well-being on a regular basis, and their participation can help ensure that staff are aware of current thinking and concerns as the work proceeds. The Sponsors Group would receive updates on the Community Safety and Well-Being (CSWB) Plan, receive recommendations from the Advisory Committee and CSWB Office review and provide input/feedback on policy direction, financial strategies, and support championing the Plan at other levels of government.

Recommendations for membership of the Council Sponsors Group will be further outlined in the 2022-2026 Governance Review Report to Council in the fall of 2022.

Community Safety and Well-Being Office

The Community Safety and Well-Being Office provides backbone support to guide the vision and strategy, support aligned activities, establish shared management practices, cultivate community engagement and ownership, advance policy and mobilize resources for implementation of the Community Safety and Well-Being Plan. While each of the priority areas will have its own Community Leadership Action Teams, this Office will provide support through the structure of secretariat, project management, community engagement activities, and communications functions. This includes, for example, establishing processes and approach for the establishment of the action plans and performance measures or supporting the drafting of communications.

In addition, the Office will be the key coordinating entity between the Advisory Committee and Community Leadership Action Teams as well as being responsible for bringing in capacity building resources where required such as financial, data and performance measurement, engagement, and equity principles

The Director, Community Safety, Well-Being, Policy, and Analytics will play a liaison role between the leadership and chairs of each of the Community Leadership Action Teams. The Director will also create clear lines of communication and relationship building for required supports, issues management, and cross-priority identification of opportunities.

The Community Safety and Well-Being Office will report to Community and Protective Services Committee and Council on the progress of the Plan and any required changes on an annual basis. It will also coordinate the preparation of and submit any required documentation to the Province on behalf of the municipality.

The collective impact research demonstrates the importance of backbone support for a successful initiative. The municipal comparison research shows that all municipalities are offering this support, given the legislative requirement that municipalities develop and adopt a Plan and the coordination function that the municipality can play to bring cross-sectors and those with lived and living experience together.

Capacity Building Supports

An important element of the Community Safety and Well-Being Plan is to leverage the significant work that is already occurring at both the municipal level and within the community. Staff recognize that there are entities that currently exist that can support the work through resource capacity and building capacity, such as City Studio – a partnership with the University of Ottawa (described below) the [Grantmakers' Forum](#), and the [Ottawa Local Immigration Partnerships' Equity Council](#).

The Community and Safety Well-Being Office will work to identify entities that can enable the work of the Community Leadership Action Teams. Through discussions on partnership and alignment steps will be taken to work under the principles of collective impact in support of the successful achievement of the goals, strategies, and outcomes of the priorities.

CityStudio Ottawa Partnership

The Community Safety and Well-Being team has entered into a unique partnership with the University of Ottawa, led through key contacts within the University of Ottawa's Faculty of Medicine and the Centre of Community Engagement and Employability Partnerships, called CityStudio Ottawa/CitéStudio Ottawa. CityStudio Ottawa is a collaboration framework that links the municipality's needs with the expertise and creativity of local researchers, faculty experts, and students.

[CityStudio](#) is an award-winning, transferable partnership model for civic innovation and experimentation that brings together municipal staff, community organizations and academic institutions to collaborate to spark innovation and solve civic problems. The framework was first implemented in Vancouver and has been implemented in other municipalities, such as Durham, London, Montreal, Oslo, and Bendigo, Australia. In these cities, CityStudio has revolutionized post-secondary education by bringing together students, City Hall, and local communities to work together to find solutions to important municipal challenges. This true and tested model serves as an innovation hub that can tackle problems in the community and is ripe for implementation in the nation's capital.

CityStudio Ottawa will be a leading member of the growing CityStudio global network of municipalities collaborating with local academic institutions. By creating a “conduit” between the municipality and academic institutions, CityStudio Ottawa will enhance our collective capacity to address local needs and issues, building a stronger, healthier, and more equitable community.

The Community Safety and Well-Being Office staff will provide a coordination role between the City and University of Ottawa. Projects will be identified based on needs within the Community and Safety Well-Being Plan. These will then be scoped through a CityStudio process for which they provide training. Projects are then provided to the CityStudio Ottawa coordinator at the university who identifies faculty and students who can bring the required skills, expertise, and capacity required.

Next Steps

The Community Safety and Well-Being Office has established a 2022 workplan to initiate the implementation of the above work specifically following the outlined sequence of steps below.

In Q2 2022, as described above, the recruitment for the Advisory Committee and Community Leadership Action Teams will begin. This will include the establishment of a selection committee with community leaders and City staff. Followed by an open call process to organizations working in the priority areas. A detailed process will then be initiated, with consideration given to appropriate selection and eligibility requirements, costs and expenses, terms of reference, any required delegated authority, and internal reporting processes, among other key operational and administrative requirements. Meetings will be hosted through the development of these bodies into implementation with the establishment of Terms of References.

Following the establishment of the Advisory Committee and Community Leadership Action Teams, work will be undertaken to further define the key priority actions for the Community Safety and Well-Being Plan’s priorities. These action plans will form the basis of a financial strategy which will be brought forward to Members of Council in Q1 2023 as part of the budget process.

In addition, staff will include recommendations for membership of the Council Sponsors Group in the 2022-2026 Governance Review Report to Council in the fall of 2022. The governance structure will be able to assist Council in ensuring that Council’s investments in existing programs, services, and initiatives continue to be included and leveraged in the Community Safety and Well-Being Plan’s implementation and

evolution. This will ensure the Plan continues to support and advance Council's priorities for improved community safety and well-being.

In Q2 2022, staff will begin conducting background research to develop a performance measurement, evaluation, and outcomes framework. As the Advisory Committee and Community Leadership Action Teams are established they will be engaged in the review and finalization of the framework. In addition, the Community Leadership Action Teams once they have action plans will be facilitated through a process to develop key performance indicators for the actions to feed into the performance measurement framework.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the report recommendations.

LEGAL IMPLICATIONS

There are no legal impediments to receiving this report.

As set out in the Community Safety and Well-Being Plan – Interim Report (ACS2020-EPS-GEN-0008) and the legal implications set out therein, the recommendations seek to fulfill the legislative requirements for the development and implementation of the Community Safety and Well-Being Plan, and membership of the advisory committee as required by the Police Services Act. The Police Services Act is subject to be repealed on a day to be named by proclamation of the Lieutenant Governor at which time the Community Safety and Policing Act, 2019 (“CSPA”) would come into force. The successor CSPA provides for transition of every community safety and well-being plan prepared and adopted under the Police Services Act before its repeal shall be deemed to have been prepared and adopted under the CSPA, 2019.

COMMENTS BY THE WARD COUNCILLOR(S)

This is a city-wide report.

CONSULTATION

Following the environmental scan and review of best practice research, over 30 community leader conversations were held with a focus on members of Crime Prevention Ottawa who were also serving a legislated role during the development of the Community Safety and Well-Being Plan. As part of these discussions staff asked for their experience, expertise, and advice on how to design and implement a governance

structure that leverages research and best practices within the local context. For those involved in the development of the Community Safety and Well-Being Plan, there was discussion on how to ensure the momentum and expectations from its development would be met as it moves into implementation. In addition, staff considered the feedback received since the initiation of the planning for the Community Safety and Well-Being Plan.

As part of these discussions, staff asked for their experience, expertise, and advice on how to design and implement a governance structure that leverages research and best practices within the local context. Themes from the discussions include:

- Aligning to the goals of Indigenous Rights, Racial Equity, Intersectionality, and system change to achieve equity
- Creating space for influence through integrating and amplifying the voice of lived experience
- Creating space for influence through integrating and amplifying the voice of those impacted by discrimination, marginalization, and racism
- Ensuring incentives for participation are aligned to the level of commitment
- Avoiding duplication
- Meaningful action-oriented meetings and engagements
- A search committee to guide recruitment and selection process for membership

The Community and Safety Well-Being Plan covers a wide range of complex intersectional issues. Aligning to the above principles of collective impact, the development of the governance process needs community leadership and voice in its development in the same manner as the ownership of priority actions.

The dialogue with community leaders will continue as the governance structure is established. This will include requesting participants to sit on a selection committee for the Advisory Committee. In addition to soliciting feedback on the open call and approach to facilitating the process for the establishment of the Community Leadership Action Teams.

ACCESSIBILITY IMPACTS

Accessibility impacts have been considered throughout the development of the Community Safety and Well-Being Plan. It is anticipated that staff will continue to engage with the Accessibility Advisory Committee as staff move into implementation of the Community Safety and Well-Being Plan.

INDIGENOUS, GENDER AND EQUITY IMPLICATIONS

The Community Safety and Well-Being team has and continues to apply an equity and inclusion lens in the development and implementation of the Community Safety and Well-Being Plan. More specifically, as detailed actions and an evaluation framework are being developed, there will be an opportunity to apply a gender lens and address any gaps that have not already been considered, recognizing that women and gender diverse people often face barriers to service.

In developing the membership for the Advisory Committee and Action Teams, an intersectional lens will be applied to ensure broad representation of the community to represent a wide range of experiences including but not limited to, race, gender, disability, religions, geography, language, and age of candidates.

The Community Safety and Well-Being Plan has an opportunity to close the gender gap so that everyone, regardless of their gender, age, abilities, religion, race, or income, can fully take part in all aspects of life in Ottawa.

A representative from the Ottawa Aboriginal Coalition will participate at the Advisory Committee. The Community Safety and Well-Being Office is in ongoing discussions with the Ottawa Aboriginal Coalition on how to develop and advance partnership in this work and through the intersection and implementation of aligned priorities.

RISK MANAGEMENT IMPLICATIONS

There are no risk implications associated with the recommendations of this report.

RURAL IMPLICATIONS

There are no specific rural implications associated with the recommendations in this report.

TERM OF COUNCIL PRIORITIES

The [2019 – 2022 Term of Council Priorities](#) (ACS2019-ICS-ST-0003) sets a vision for the City where Ottawa is not only the best place in Canada in which to live, work and study, but is also a destination capital known around the world. Ottawa's Community Safety and Well-Being Plan is identified as an action under Thriving Communities as part of the Strategic Priorities of Council.

SUPPORTING DOCUMENTATION

Document 1 - Memo – Community Safety and Well-Being Plan – Guiding Council Update

Document 2 - Ottawa Guiding Council for Mental Health and Addictions Update

DISPOSITION

Staff will undertake the next steps for the Plan's implementation, as described in this report and will also implement any direction received as part of the consideration of this report.

ⁱ <https://www.ontario.ca/laws/statute/S19001#Sched1323>

ⁱⁱ [Community Safety and Well-Being Planning Framework](#), 2021, p.1

ⁱⁱⁱ Tamarack Institute, Collective Impact, <https://www.tamarackcommunity.ca/collectiveimpact>

^{iv}

<https://www.tamarackcommunity.ca/hubfs/Collective%20Impact/Tools/Five%20Conditions%20Tools%20April%202017.pdf>

^v

<https://www.tamarackcommunity.ca/hubfs/Collective%20Impact/Tools/Five%20Conditions%20Tools%20April%202017.pdf>

^{vi}

<https://www.tamarackcommunity.ca/hubfs/Collective%20Impact/Tools/Five%20Conditions%20Tools%20April%202017.pdf>

^{vii}

<https://www.tamarackcommunity.ca/hubfs/Collective%20Impact/Tools/Five%20Conditions%20Tools%20April%202017.pdf>

^{viii}

<https://www.tamarackcommunity.ca/hubfs/Collective%20Impact/Tools/Five%20Conditions%20Tools%20April%202017.pdf>

^{ix} Lisa Attygalle, [Understanding Community-led Approaches to Community Change](#), Tamarack Institute, 2020

^x Tina Lopes and Barb Thomas, [Dancing on Live Embers: Challenging Racism in Organizations, Between the Lines](#), 2006, p 12.