



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



# WINDSOR ESSEX REGIONAL COMMUNITY SAFETY AND WELL-BEING PLAN

2022-2026



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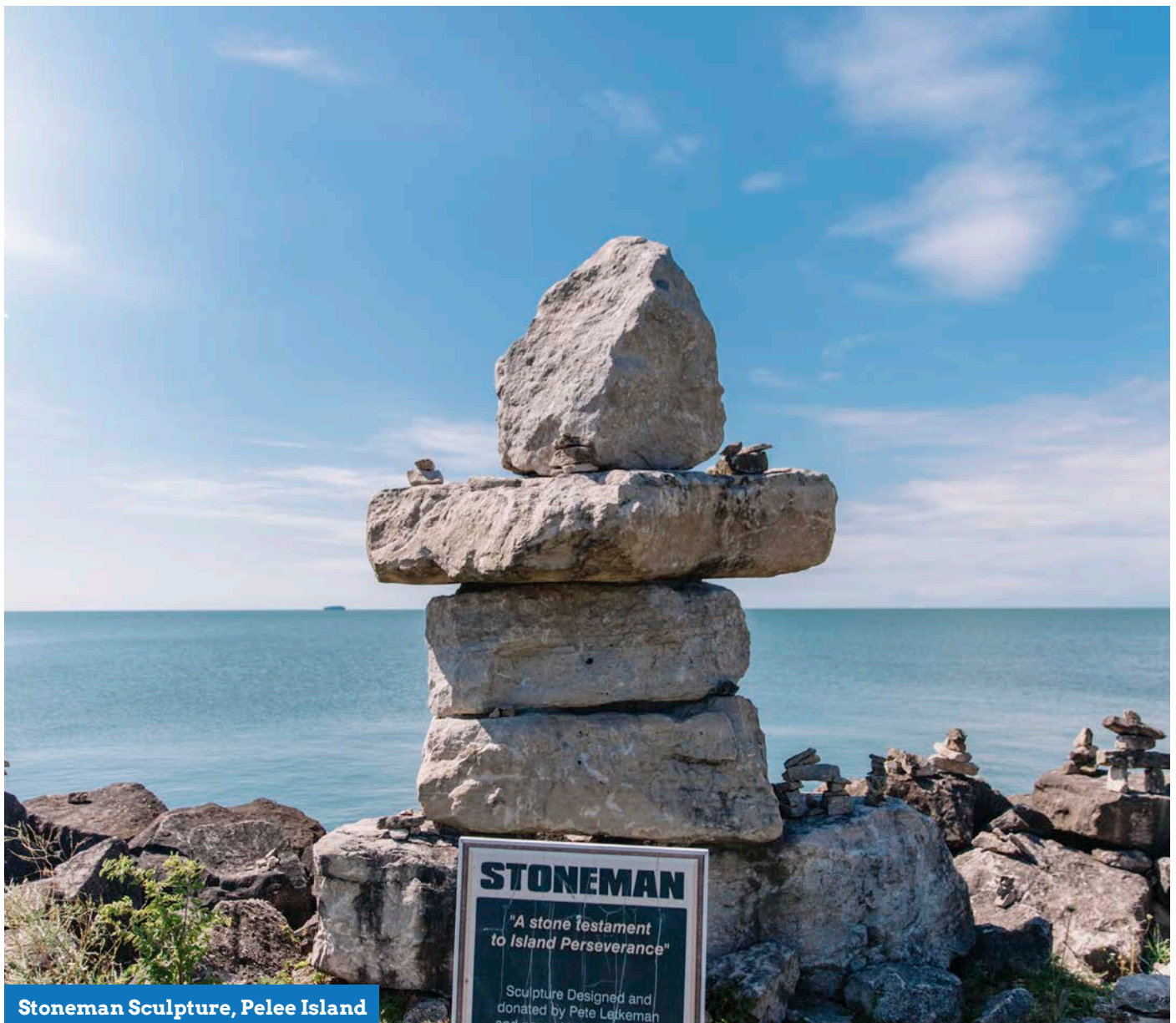
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## LAND ACKNOWLEDGEMENT

We respectfully acknowledge that the land on which this report was drafted is the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomie. We also respectfully acknowledge the traditional territories of the Caldwell First Nation. To recognize the land is an expression of gratitude to those upon whose territory you reside, and a way of honouring the Indigenous people who have been living and working on the land from time immemorial.

The City of Windsor and the Municipalities of the County of Essex honour and value the significant historical and contemporary contributions of local and regional First Nations and all of the Original Peoples of Turtle Island.

While a land acknowledgment is important, we recognize that it is one small step towards reconciliation. Far more must be done to address the historic truths and ongoing impacts of colonization, including systemic racism. In our journey for collective healing, truth and reconciliation, may we all work towards respectful relationships and the meaningful interchange of knowledge and skills to support safety and well-being for all.



**Stoneman Sculpture, Pelee Island**

## MESSAGE FROM THE CO-CHAIRS

On behalf of the Regional Systems Leadership Table, we are pleased to present the Windsor Essex Regional Community Safety and Well-Being Plan. Community Safety and Well-Being is a fundamental element of any community. It is vital to recognize that perceptions and feelings of safety and well-being go beyond the incidence of crime or crises. Access to opportunities, a sense of belonging, and investment in communities are equally part of what makes a community safe and flourishing.

The challenges facing our communities are complex, interconnected, and in some instances, longstanding. While there is tremendous work being undertaken to address these challenges, no single approach or institution can tackle these challenges alone. Collective action that builds upon our strengths and unites our efforts moving forward is key. In acknowledgement that community safety and well-being is the collective responsibility of governments, organizations, and citizens alike, the Plan has been built by committed partners from across multiple sectors and experiences.

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The Plan was designed to be a living document, one that is responsive and adaptable to the needs of residents by focusing on both current and upstream actions. In this vein, the Plan identifies both regional and local priority risks, while also providing partners with a roadmap for collaboration and collective action.

We would like to thank all of the municipal and sector leaders, community organizations, and citizens who gave their time and expertise to provide input and guidance into the development of the Plan. Together, we can all play a role in building a vibrant and thriving tomorrow by capitalizing on the incredible strengths and talents of our communities.

Best Regards,



**Jelena Payne**

*Commissioner of Human and Health Services  
City of Windsor  
Regional CSWB Systems Leadership Table Co-Chair*



**Mary Birch**

*Director of Council and Community Services/Clerk  
County of Essex  
Regional CSWB Systems Leadership Table Co-Chair*



**Chief Pamela Mizuno**

*Chief of Police  
Windsor Police Service  
Regional CSWB Systems Leadership Table Co-Chair*

# COMMUNITY SAFETY AND WELL-BEING PARTNERS

## Regional Systems Leadership Table (RSLT)



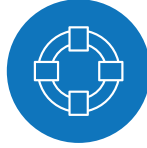
### Local Government

- City of Windsor
- County of Essex
- CAO Representation from County Municipalities



### Chief of Police/ Detachment Commanders/ Law Enforcement

- LaSalle Police Service
- Ontario Provincial Police
- Windsor Police Service



### Public Safety

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



### Health and Mental Health

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



### Education

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



### Custodial Services for Children and Youth

- Windsor Essex Children's Aid Society
- Ministry of Children, Community and Social Services (MCCSS) Youth Justice Division



### Community and Social Services

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



### Business

- Windsor Essex Regional Chamber of Commerce
- Workforce WindsorEssex

## Regional Systems Leadership Table (RSLT)

ESN Group	Community Partners
<b>Newcomers</b>	Windsor Essex Local Immigration Partnership (includes over 80 organizations including settlement and language.)
<b>Youth</b>	Centre Communautaire Francophone Windsor Essex Kent Mayor's Youth Leadership Team (MYLT) Pathway to Potential ProsperUs We Care for Youth Committee (Includes Safety Village/ Neighbourhood Watch, LAW-WEFIGHT, etc.) Windsor Essex County Children and Youth Planning Committee (includes Drouillard Place, Housing and Children's Services, Children's First)
<b>Accessibility Communities</b>	Assisted Living Southwestern Ontario (ALSO) Beyond Disability Network Community Living Essex County Community Living Windsor Essex County Accessibility Advisory Committee Windsor Accessibility Advisory Committee
<b>Broader Community Groups</b>	Windsor Essex Community Opioid and Substance Strategy Downtown Windsor Safety and Security Roundtable Interfaith Communities Housing and Homelessness Advisory Committee
<b>Indigenous Communities</b>	Can Am Urban Native Homes Caldwell Nation Elder Representation Can Am Indian Friendship Centre Regional Indigenous Health Planning Committee
<b>Racialized Persons</b>	Black Council of Windsor-Essex Diversity and Inclusion Task Force City of Windsor Diversity Committee South Asian Centre of Windsor Windsor Black Lives Matter Roundtable Panel
<b>2SLGBTQ+</b>	Positive Pathways Windsor Essex Pride Fest Windsor Pride Community Trans Wellness Ontario
<b>Seniors</b>	Alzheimer's Society Club D'age D'or (Golden Age Club) Life After Fifty City of Windsor Seniors Advisory Committee

# EXECUTIVE SUMMARY

This document presents the Windsor Essex Regional Community Safety and Well-Being Plan (the “Plan”). The regional Plan has been developed in accordance with provincial legislation and with guidance from area municipalities and community stakeholders with the goal of re-imagining how to address local crime and complex social issues through preventative and collective action. To achieve this goal, the Plan is designed to bring together municipal governments, sector leaders, local service providers, and local community groups and organizations to identify, contextualize and prioritize local and regional risks.

The Plan aims to take advantage of the community’s existing strengths, resources and best practices to create proactive approaches to address identified local risks. The benefits of this approach are;

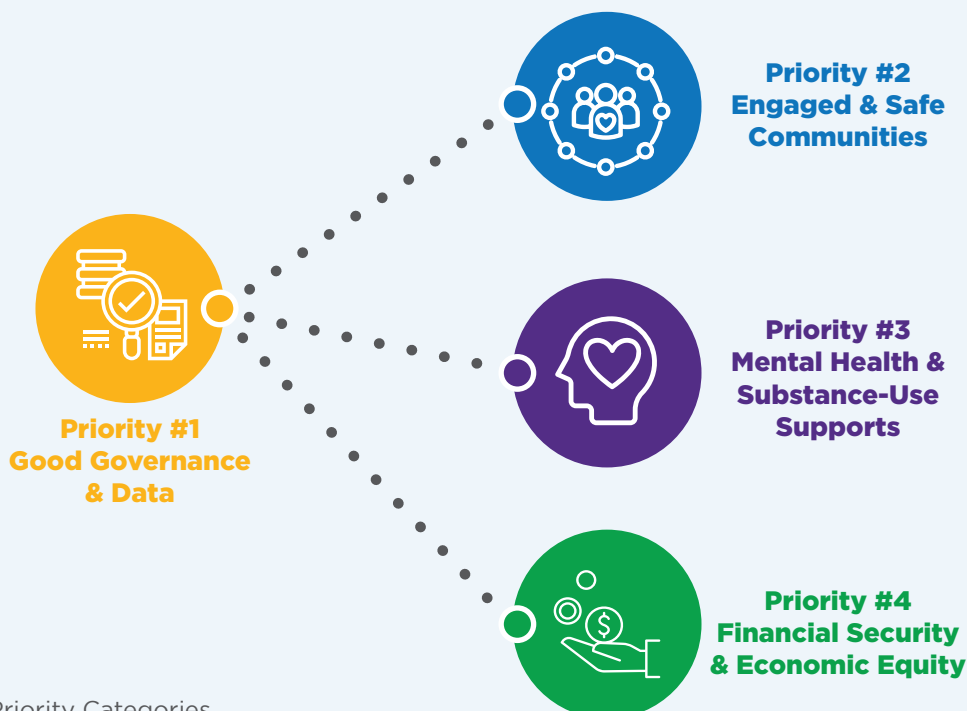
- **Enhanced communication** and collaboration among agencies and organizations
- **Increased understanding** of and focus on priority risks, populations and neighbourhoods
- **Ensuring services are provided** to individuals with complex needs
- **Increased awareness, coordination and access** to services for community members and priority populations.

Building on a foundation of regional collaboration and recognizing that safety and well-being is a shared responsibility of all members of a community, the municipal leadership in the City of Windsor and County of Essex have come together to create a regionally focused plan that respects

the unique identities and context needs of each area municipality. The Plan was developed under the guidance of the Regional Systems Leadership Table, made up of leaders from across multiple sectors, the Enhanced Sector Network comprised of community organizations and committees working with historically underrepresented groups, and in constant collaboration with community members and municipal partners.

The development objectives of the Plan were to identify priority risk factors in the community, identify strategies to reduce those risks, and set measurable outcomes for the success of those strategies. Through consultations, the following three key Community Safety and Well-Being (CSWB) risk categories were identified: Housing and Neighbourhoods, Mental Health and Substance Use, and Financial Security. However, through the development of the Plan an additional priority was identified: Improving overall governance and data collection and sharing between multi-sectoral partners responsible for delivering on community safety and well-being priorities. A diagram of the key priorities outlined in this Plan is shown in **Figure 1**.

By establishing strong systems to support governance and information sharing between sectors and services, the Plan aims, among its primary goals, to build a foundation of silo-busting systems and structures that will support ongoing initiatives and priorities well past the scope of the specific goals and initiatives presented in this document.



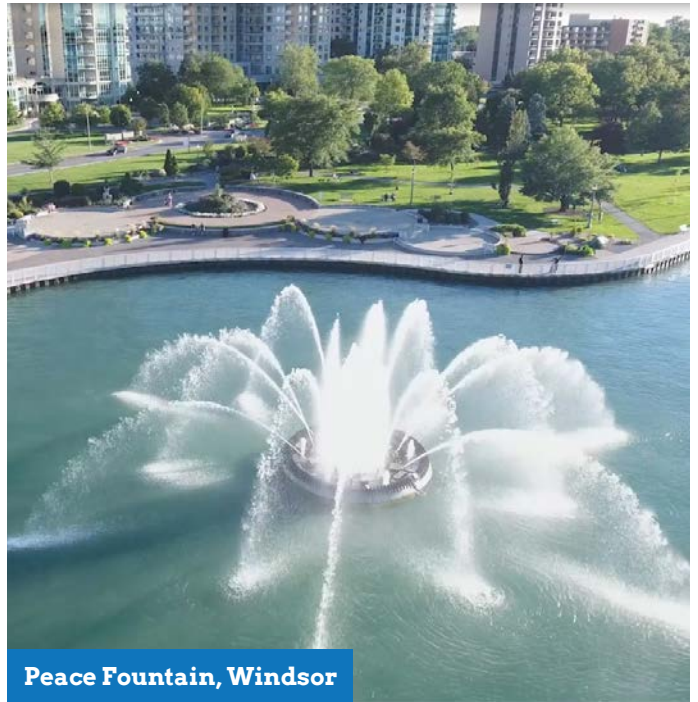
**Figure 1:** Four Priority Categories

## INTRODUCTION

In the early 2000s, calls for new approaches to understanding and addressing safety and well-being heard across the province. Through consultations and data analysis completed by the Ministry of the Solicitor General (The Ministry) and the Ontario Association of Chiefs of Police (OACP), it became clear that crime and social disorder trends were changing as first responder calls for service were increasingly related to non-criminal activity<sup>1,2</sup>. In recognition that no single sector or skillset can tackle the complex and interconnected social challenges (e.g. poverty, low educational attainment, access to affordable housing, substance use, etc.) faced by Ontario communities, the Community Safety and Well-Being (CSWB) model was developed.

The CSWB model rethinks traditional crime-centric safety interventions by moving towards collaborative multi-disciplinary approaches emphasizing prevention and social development. Notably, the model focuses on “upstream” interventions that consider the Social Determinants of Health, or “the conditions in which people are born, grow, work, live, and age such as education, early childhood development, food security, quality housing, etc.”<sup>3</sup>. In doing so, the model acknowledges that an individual’s housing and financial security, educational opportunities, and physical and mental well-being are factors that can reduce the probability of harm and victimization.

In 2018, the Provincial government made amendments to the Police Services Act. These amendments mandated that every municipality in Ontario prepare and adopt a Community Safety and Well-Being Plan to comply with the *Police*



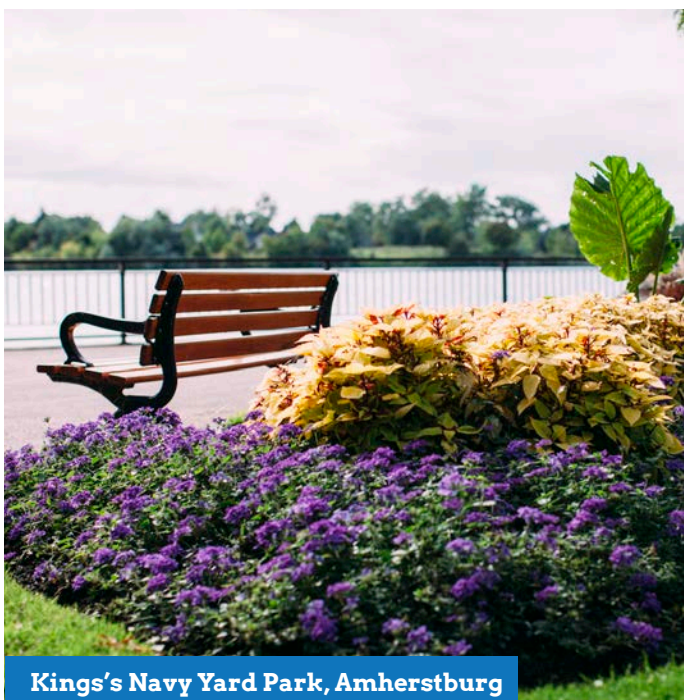
Peace Fountain, Windsor

*Services Act, 1990; the Safer Ontario Act, 2018; and the Community Safety and Policing Act, 2019.* Under the legislation, municipalities and First Nations were given the discretion and flexibility to develop individual or joint plans with neighbouring municipalities or First Nations communities. Additional legislative requirements related to CSWB planning include:

- Establishing a multi-sectoral advisory committee consisting of representation from Health and Mental Health, Education, Community and Social Services, Community and Social Services for Youth, Custodial Services for Youth, Municipalities and Police Services or Detachment Commanders.
- Conducting consultations with the advisory committee, members of the public, including youth, members of racialized groups and First Nations, Métis and Inuit communities, as well as community organizations that represent these groups.

The City of Windsor and the Municipalities of the County of Essex, in partnership with agencies and organizations from many sectors, chose to come together to create **a regionally focused plan** that leverages existing strengths, resources and best practices to establish proactive approaches to counter identified local risks.

The **Windsor Essex Regional Community Safety and Well-Being Plan** (the Plan) was developed in accordance with provincial requirements and has utilized the CSWB Planning Framework developed by the Ministry of the Solicitor General.

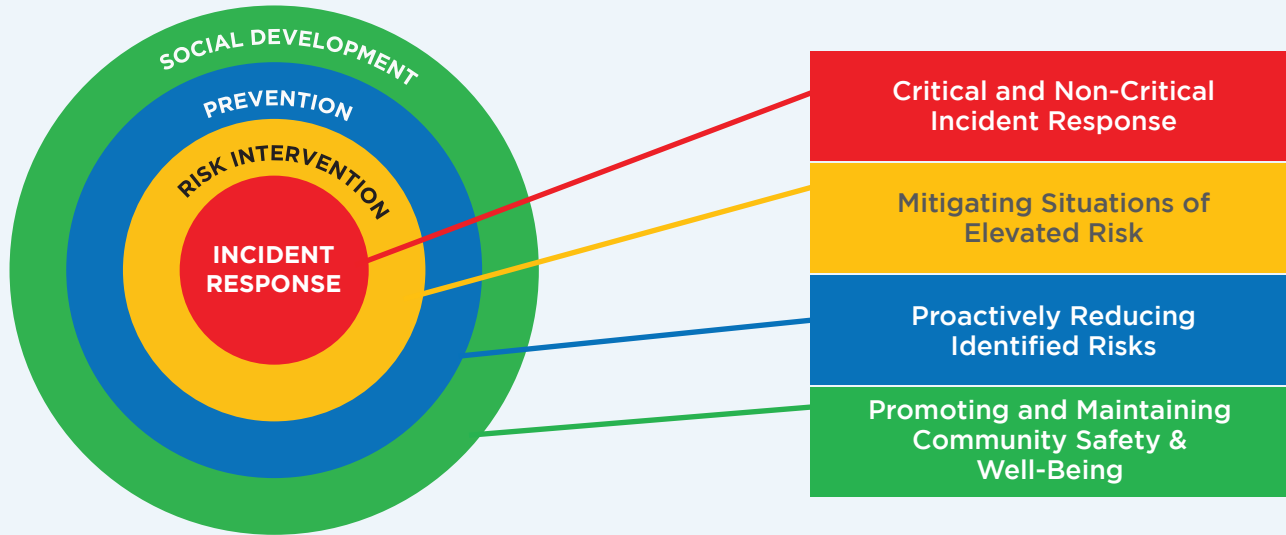


Kings’s Navy Yard Park, Amherstburg



# THE PROVINCIAL CSWB PLANNING FRAMEWORK

The Ministry of the Solicitor General developed the Provincial CSWB Planning Framework to help guide municipalities in their planning efforts. The CSWB Planning Framework consists of four areas of intervention:



- **Social Development:** Social development requires long-term, multi-disciplinary efforts and investments to improve the social determinants of health and address longstanding systemic challenges. Planning in this area involves collaboration from a wide range of sectors and agencies, and requires integrated and collective responses to address complex social issues.
- **Prevention:** Prevention involves proactively implementing evidence-based strategies to reduce locally-identified priority risks to community safety and well-being before they result in crime, victimization or harm. Prevention necessitates the involvement of all community members regardless of their expertise, as they can provide key information on their community experience (e.g. feelings of safety, fear, and sense of belonging).
- **Risk Intervention:** Planning in this area involves addressing and responding to situations of acutely elevated risk of harm, or situations where immediate action is needed to prevent an emergency or crisis.

Risk intervention requires multi-sectoral partnerships that commonly involve the provision of wrap-around supports.

- **Incident Response:** Critical or non-critical incident response is what is traditionally thought of when referring to crime. Planning in this area commonly involves immediate and reactive responses and primarily involves emergency response services like police, fire, and emergency medical services.

While planning should occur in all four areas of intervention, the framework asserts that the majority of efforts should target social development, prevention and risk intervention. Utilizing and developing strategies that meet the needs of individuals before challenges become crises can ultimately reduce the number of more costly downstream responses from police and other emergency service providers.

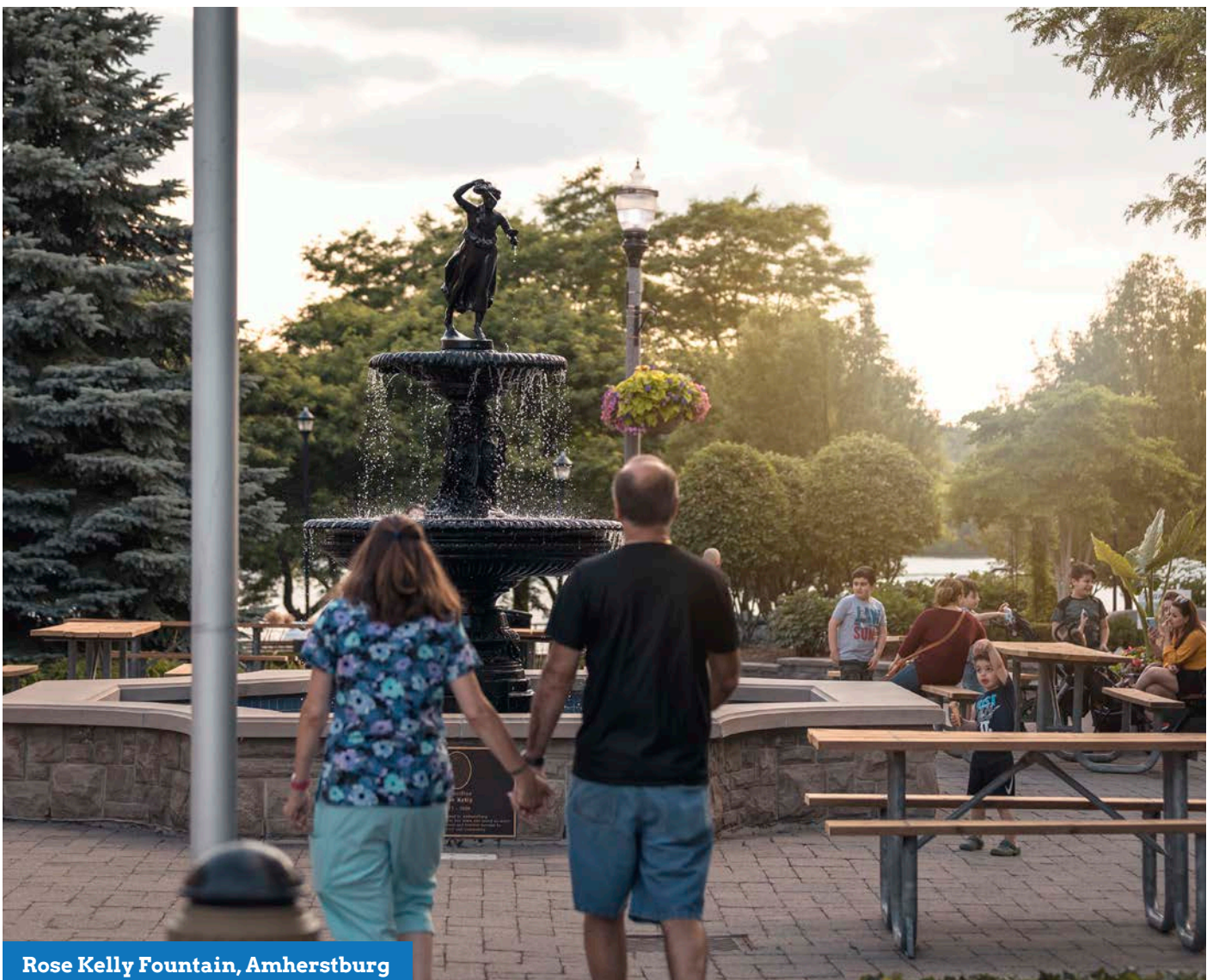
## Community Safety and Well-Being Planning Benefits

The Ministry has identified several key benefits related to CSWB planning efforts, including:

- Enhanced communication and collaboration among sectors.
- Increased understanding of and focus on priority risks, populations and neighbourhoods.
- Increased awareness and access to services.
- New opportunities to share multi-sectoral data and evidence to identify community trends, gaps, priorities and successes.

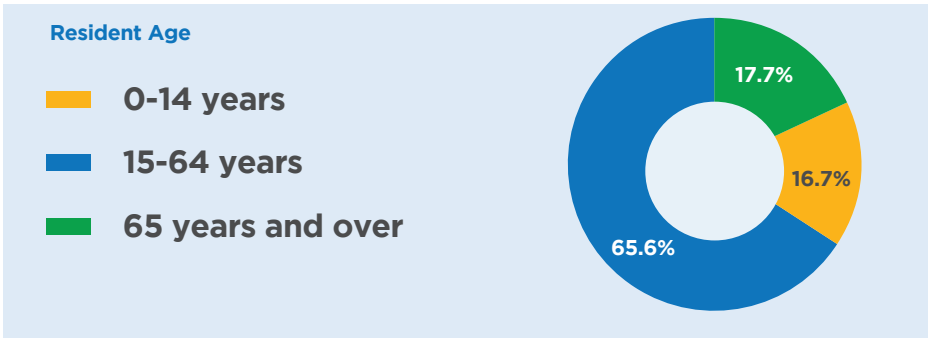
In addition to improving collaboration, research has shown that implementing strategies that are proactive and focused on acutely elevated risk intervention and social development reduce the financial burden of crime on society, are cost-effective, and have a significant return on investments<sup>4,5</sup>.

For instance, a study by Public Safety Canada reviewed the costs across multiple systems (i.e. Policing, Legal, Corrections, Social Services, and Health and Mental Health Care) typically associated with a chronic offender. The study reviewed the costs that could be avoided by intervening at the Risk Intervention and Social Development area. The study broke down overlapping risks associated with a prototypical chronic young offender, starting with family dynamics prior to birth and continuing along the path to becoming a chronic adult offender (up until age 30). Overall the study found that the cost of a criminal path without interventions (up until age 30) would be approximately \$1.4 million (2016 dollars). However, if only risk intervention strategies were used, approximately \$890,000 could have been averted. Furthermore, if programming focused on social development and early intervention, the total cost savings could be roughly \$1.2 million<sup>6</sup>.



Rose Kelly Fountain, Amherstburg

# THE WINDSOR ESSEX CONTEXT



Ethnic origin population (statscan, 2016)	
North American Aboriginal	4.4%
Other North American	29.1%
European	69.7%
Caribbean	1.1%
Latin, Central, and South America	1.8%
African	2.7%
Asian	15.7%
Oceania	0.1%

Ethnic origin refers to the ethnic or cultural origins of the person's ancestors. Given that a person may report more than one ethnic origin, ethnic origin is typically analyzed by considering each response separately. Persons who report more than one ethnic origin are included in the response category for each of the origins they reported and the counts for specific ethnic origins reflect the number of responses provided (Statistics Canada).

Windsor and Essex County is a diverse region within Southwestern Ontario with a population of 398,953. A little more than half of the region's population (54%) resides in the City of Windsor. The County of Essex is a two-tier government consisting of seven lower-tier municipalities, the Town of Amherstburg, the Town of Essex, the Town of LaSalle, Municipality of Lakeshore, Municipality of Leamington, the Town of Kingsville, and the Town of Tecumseh.

The Windsor Essex region has had strong leadership in multi-sectoral collaboration and collective action on acute social challenges (e.g. poverty, mental health, and substance use issues). There is a foundation of robust programs and services that can be leveraged to advance CSWB goals and initiatives. As part of the Plan development, a strategy inventory conducted by staff identified over 70 existing committees, tables, and initiatives focused on addressing community safety and well-being elements.

One key collaboration focused on mitigating CSWB related risks is the Windsor Essex Situation Table. The Situation Table's membership is comprised of human services providers from different sectors working together to provide rapid, coordinated, and wrap-around responses to situations that present acutely elevated risks. The Situation Table reviews caseload data each year and identifies the most common presenting risk factors across all cases (**Table 1**). Over the past four years, the most common presenting risk factors include mental health and cognitive functioning, non-criminal problematic behaviour, and substance use issues. Additionally, since 2019, housing-related challenges have become a more common presenting risk factor in the caseload. These trends align with the other findings in the 2020 Windsor Essex Population Level Data Report and public consultations throughout the region.

**Table 1.** Windsor Essex Situation Table Most Common Presenting Risk Factors by Year.

Priority	2017	2018	2019	2020
1	Antisocial/Problematic Behaviour (non-criminal)	Mental Health and Cognitive Functioning	Mental Health and Cognitive Functioning	Mental Health and Cognitive Functioning
2	Mental Health and Cognitive Functioning	Antisocial/Problematic Behaviour (non-criminal)	Antisocial/Problematic Behaviour (non-criminal)	Antisocial/Problematic Behaviour (non-criminal)
3	Substance Abuse Issues	Substance Abuse Issues	Substance Abuse Issues	Substance Abuse Issues
4	Victimization	Criminal Involvement	Criminal Involvement	Housing
5	Family Circumstances	Victimization	Victimization	Peers

## The Impact of COVID-19

The impacts of the global COVID-19 pandemic have been numerous, far-reaching and have exacerbated existing social and structural challenges, particularly for priority populations<sup>7</sup>. Since the Provincial Government announced a state of emergency on March 17th 2020, our communities have been affected by the loss of loved ones, disruptions in employment and the provision of community services, job losses and strains on our mental health and wellbeing.

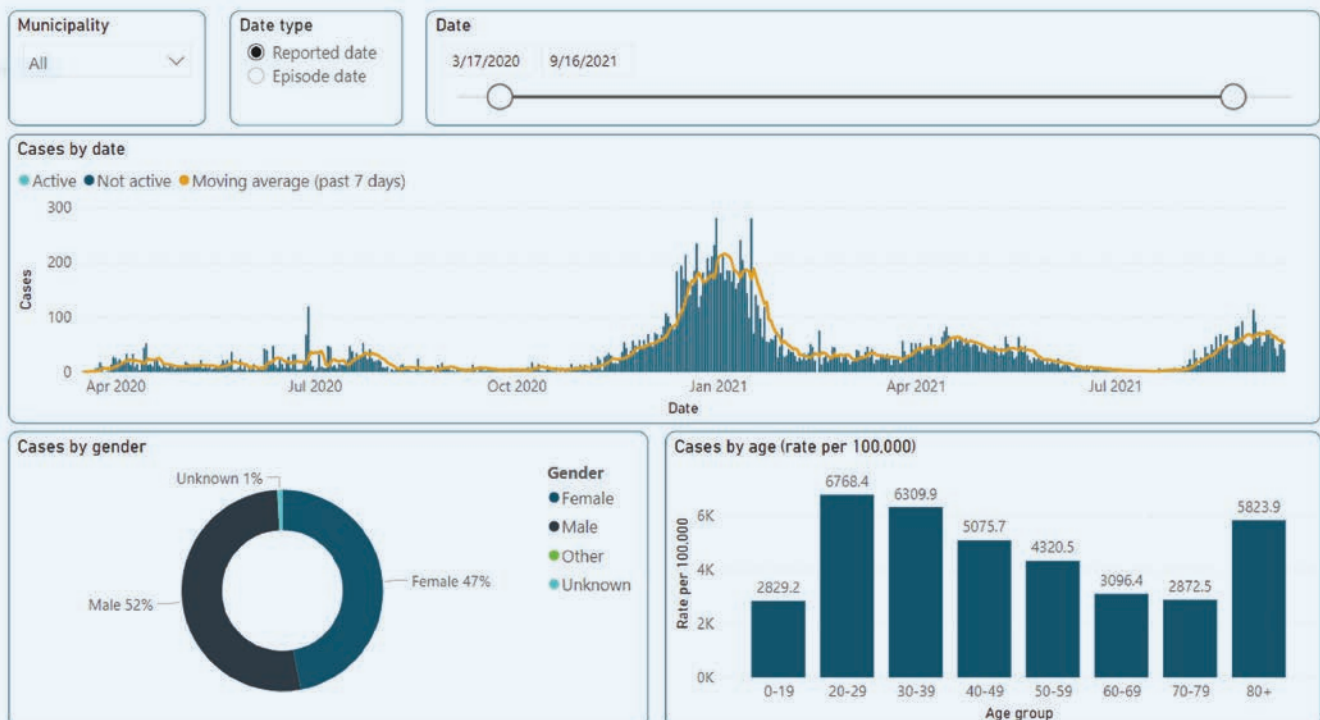
At the time of writing, over 19,300 residents have contracted the virus, over 18,500 cases are resolved, and more than 448 individuals have died<sup>8</sup>. Figure 2. illustrates the COVID-19 cases from March 2020 to September 2021.

From an economic perspective, the pandemic has affected every sector in our region from agriculture to manufacturing to tourism and hospitality<sup>9</sup>. In a review of 2020 data comparing Federal, Provincial and Regional unemployment rates, Windsor-Essex had the highest unemployment rate compared to any major city in Canada<sup>10</sup>.

The pandemic has also highlighted and intensified the disproportionate impacts, and existing social and racial inequities faced by priority populations. In order to fully appreciate and address the scope of the structural and systemic barriers which enabled such disparate impacts, approaches that emphasize equity and support inclusion are necessary.

Despite the ongoing challenges related to the pandemic, our region's leadership has demonstrated exceptional resilience and collaboration. From large-scale community-led food drives like the June 27th Miracle Project, to multi-agency efforts like the Homelessness and Housing Help Hub (H4) and Windsor-Essex Counselling Support Line (WECSL), many organizations and individuals have risen to the challenge to provide enhanced supports throughout the region.

**Figure 2.** Dashboard of COVID-19 Cases by date, Windsor Essex



Source: <https://www.wechu.org/cv/local-updates>

# COMMUNITY SAFETY AND WELL-BEING IN WINDSOR ESSEX

## What is Community Safety and Well Being?

The Ministry of the Solicitor General defines community safety and well-being as “the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression”. This definition makes the critical connection that a community’s sense of safety

and well-being goes beyond the incidence of crime. Instead, it uses a holistic understanding that highlights how the social determinants of health, including aspects of our social, physical, emotional and spiritual well-being, are intertwined with our perceptions and feelings of safety and security.

Through pilot community conversations with service providers and community engagement sessions with residents across Windsor Essex, we learned what community safety and well-being means to residents.

### Safety is:

“When every population in the community feels safe and has a sense of belonging and support.”

“Having systems and resources that address issues that threaten feelings of being safe in the community.”

“Collaboration among residents, providers and across sectors to address issues.”

“The ability to walk through your community and ability to participate in physical activities or having access to nature, parks, active walking trails, etc.”

“A perceived and real sense that a community member could participate actively in daily activities with limited risk to safety and health.”

“Feeling safe (no risk of harm to self / others / property) in school, work, other community agencies, neighbourhoods and so on.”

“Having neighbourhoods where you know everyone in the community; when neighbours look out for each other.”

“The effort that goes into lighting and beautification of the Town makes you feel good about walking around the community. It makes me feel safer.”

### Well-being is:

“Collective feeling of belonging and flourishing.”

“Seeing yourself reflected in your surroundings (arts, culture, events, representatives, recreation programming).”

“Community works together regardless of socio-economic background, beliefs to be successful.”

“Having services that are easily accessible to all community members that contribute to members’ personal growth, opportunities and other factors of well-being.”

“The community is able to provide services to those who need it, through active and supportive service clubs and businesses that cater to families, seniors, etc.”

“Having access to lively and vibrant community spaces like coffee shops, patios, gardens, parks, playgrounds, and splashpads. Spaces that reflect the community’s demographics.”

“Having needs met through accessible resources (e.g. health, housing, language, education, connection to others).”

“Vie communautaire: sport, les arts, les festivals, loisir....le multiculturalisme-Community life: sport, the arts, festivals, leisure, multiculturalism.”

## Factors Impacting Community Safety and Well-Being in Windsor Essex



As noted previously, the holistic approach used by the CSWB model stresses that many interconnected conditions (i.e. the social determinants of health) play a role in community safety and well-being. Within each condition, from education to housing security, risk and protective factors can either increase or mediate our chances for harm and victimization. As part of the 2020 Windsor Essex Population Level Data Report, a few identified risk and protective factors are highlighted in this section. More information on the development of the report can be found under the **What We Did** section of this report.

## Mental Health and Well-Being

# 80%

In 2018 Windsor-Essex County residents reported feeling happy every day or almost every day

While mental health is best understood on a dynamic continuum that includes emotional, psychological and social well-being<sup>12</sup>, point-in-time surveys completed in the region generally report fairly strong mental health amongst residents. In the 2018 Windsor-Essex Community Mental Health Survey, 67% of Windsor-Essex County residents reported very good or excellent mental health, and 80% reported feeling happy every day or almost every day<sup>13</sup>. However, differences between high and low-incomes and urban and rural residents were found. Lower-income households were significantly less likely to report positive mental health than those from higher-income brackets (47%-59% vs. 71-75%). Meanwhile, rural residents were more likely to indicate “flourishing” mental health (82%) than urban (70%) residents<sup>14</sup>. That said, through community focus groups, stakeholders indicated that county residents experienced barriers to accessing services due to the service clustering in Windsor and limited hours of operation<sup>15</sup>. It is important to note that despite the reporting of relatively strong mental health amongst residents, issues of stigma can lead to underreporting of mental health concerns.

Across the province, the opioid crisis has led to increasing rates of overdoses, hospitalizations and deaths<sup>16</sup>. Locally, the Windsor Essex region has been disproportionately affected by the crisis as compared to other regions in Ontario. In 2017 a review of local data found the Windsor-Essex region to have the 7th highest rate of opioid users in Ontario<sup>17</sup>, and identified Windsor and Leamington as primary areas of concern. In the Windsor context, local opioid usage was found to be 18.9% higher than the provincial rate<sup>18</sup>.

Between 2015-2019 the number of opioid-related emergency department visits increased by 28.6%

year over year<sup>19</sup>. Over the course of the pandemic, rates of opioid-related overdoses, emergency department (ED) visits, and hospitalizations have continued to rise. In 2020, there were 346 opioid-related ED visits, which is roughly 3.2 times greater than in 2016<sup>20</sup>. Additionally, opioid related hospitalization increased from 59 hospitalizations in 2019 to 80 in 2020<sup>21</sup>.

As indicated previously, the region’s strong foundation of collaboration has led to the development of multi-sectoral action on key social challenges including mental health and well-being and the opioid crisis. In December of 2016, municipal, sector and community leaders came together to form the Windsor Essex Community Opioid and Substance Use Strategy (WECOSS). Through WECOSS’s four pillar model - Prevention and Education, Harm Reduction, Treatment and Recovery, and Enforcement and Justice - several key initiatives have been put into effect. For instance, a community alert system was developed in collaboration with area hospitals and public health institutions to monitor increases in opioid-related emergency department visits, overdoses, and the prevalence of tainted illicit substances<sup>22</sup>. Since its inception in 2017, a total of 23 alerts have been issued with 11 high-rate of overdose alerts occurring in 2021 at the time of writing<sup>23</sup>.



## Crime and Victimization

Windsor and Essex County are served by the Ontario Provincial Police (Essex, Kingsville, Lakeshore, Leamington, and Tecumseh), the Windsor Police Service (Windsor and Amherstburg) and the LaSalle Police Service. Whereas the Ontario Provincial Police provide service in rural, urban and suburban contexts, the Windsor and LaSalle Police Services primarily operate in urban and suburban contexts. In consideration of the nuanced differences between geographies and circumstances, crime and victimization data is classified by municipality and available in the **2020 Windsor Essex Population Level Data Report**. Key findings and summaries from the data report are included in the community profiles found in **Appendix A**.

Based on a review of data from all police services between 2016 and 2019, there was an overall increasing trend in crime rates across the region. Over this period, the region saw increases in violent crimes (24% increase), assaults with a weapon or causing bodily harm (39% increase), and property crimes (38% increase) per 100,000

population<sup>24</sup>. While overall crime rates had increased, the severity of crimes occurring in the region was below the provincial average and in some municipalities had decreased. The Windsor-Essex region's 2019 Crime Severity Index (CSI) score was 50, compared to the provincial score of 60.7<sup>25</sup>. Though the City of Windsor's 2019 CSI score is double the regional average score, from 2018 to 2019 its CSI score decreased by 15%<sup>26</sup>. Additionally, a review of OPP qualitative metrics found that 98.5% of Essex County residents in their service area indicated feeling "very safe" or "safe" in their community<sup>27</sup>.

Since the start of the COVID-19 pandemic, the volume of police-reported crime has decreased nationally, provincially and locally<sup>28</sup>. The reduction in police-crimes and overall crime is likely correlated to pandemic restrictions such as stay-at-home orders, which increased guardianship, and reduced opportunities to commit a crime<sup>29</sup>. Similar trends were seen at the local level where, for example in Windsor and Amherstburg, overall crime decreased by 13.6 %<sup>30</sup>.

## Housing and Neighbourhoods



Adequate housing has been found to be an essential component to an individual's sense of dignity, safety and well-being; without shelter, opportunities to engage in the community, to cope and recover from health and mental health related illnesses, and to maintain employment become drastically reduced<sup>31</sup>. Over the past decade, housing trends have fluctuated across the Province, with some parts of Windsor-Essex having affordable and attainable housing concerns characterized by high prices and low vacancies<sup>32</sup>. Since 2014, average rents and house prices have steadily increased, and vacancy rates have fallen to historic lows leading to gaps in both available and affordable housing. For example, a 2019 data review found that to meet the demand for affordable rental housing units in the region, approximately 10,900 more affordable units were needed; while to meet the demand for housing purchases, 3,400 more affordable ownership housing units would be needed<sup>33</sup>. These gaps are particularly important as the affordability of housing, or the amount of one's income spent on housing, is largely considered to be strong indicator for the risk of housing insecurity and homelessness. Based on 2016 census data,

44% of renters and 12.7% of homeowners were spending 30% or more of their income on housing costs. Furthermore, approximately 6,500 renter households had incomes in the lowest quartile and were spending more than half of their income on rent<sup>34</sup>. The pandemic, in combination with the heated housing market, appears to have exacerbated housing insecurity and affordability challenges across the Province and Windsor Essex.

As detailed in the 2020 Home Together: Windsor Essex Housing and Homelessness Master Plan Annual Report, the pandemic deeply affected the housing landscape across Windsor-Essex. In addition to making necessary changes to the operations of programs and services, the pandemic highlighted the importance of cross sector collaboration for the prevention of homelessness. While there were increases in the need for supports, there was an equivalent increase in the provision of supports. For instance, there was a 7.7% increase in the number of households experiencing homelessness that were housed (418 households), and a 48% increase in the number of households experiencing chronic homelessness housed and self-resolved (210 households).<sup>35</sup>

## Financial Security and Employment

Underlying many aspects of daily living is financial security, or having the means to provide for basic needs, having stable employment, and having savings to cover emergencies<sup>36</sup>. A review of regional and local data found that financial security can differ greatly in urban contexts such as in Windsor and Leamington, as compared to suburban or rural areas in Essex County<sup>37</sup>. The Ontario Marginalization Index (ON-Marg Index) is a data tool that combines a wide range of demographic indicators (e.g. socio-economic, ethno-racial, age-based etc.) into four distinct dimensions of marginalization or inequity. One ON-Marg Index dimension is Material Deprivation, which refers to “the inability for individuals and communities to access and attain basic material needs”<sup>38</sup>. Based on ON-Marg Index data, Windsor and Leamington rank in the bottom 20% of materially deprived communities across the Province<sup>39</sup>.

Furthermore, a review of Statistics Canada low-income measure data corroborates trends identified in the ON-Marg Index. As of 2016, the region’s child poverty rate is 26%, compared to 19.8% provincially. The highest rates of child poverty were found in Windsor (36.9%) and Leamington (28.8%). While still low, child poverty rates in both Amherstburg and Tecumseh doubled from 2011 to 2016<sup>40</sup>.

Regional and place-based collective action has been undertaken to address financial insecurity and child poverty. At the regional level, Pathway to Potential (P2P), a social investment strategy jointly established by the City of Windsor and Essex County Councils, provides funding to agencies that support vulnerable youth and families.

P2P also works in collaboration with municipal departments and community organizations to remove accessibility and financial barriers through initiatives like Transit Windsor’s Affordable Pass Program for individuals living in low-income, and the 90% Recreation discount program for youth, adults and seniors<sup>41</sup>. At a place-based level, ProsperUs is a multi-sectoral collaborative that seeks to support children and young people in key neighbourhood clusters in Windsor and Leamington that are experiencing the most constraints. With backbone support by the United Way/Centraide Windsor Essex, ProsperUs utilizes a data-informed cradle to career strategy that provides wrap around supports for children, youth and their families<sup>42</sup>.

In regards to a suburban and rural context, the 2020 Population Level Data report found that the remaining Essex County communities were fairly comparable in their 2016 economic performance, exceeding provincial averages. As of 2016, 18% of Essex County residents age 25-34 were actively not in employment, education, or training, compared to 14% provincially. The 7.3% unemployment rate in Windsor-Essex (2016) was in line with the provincial rate of 7.4%. This number includes all Windsor-Essex communities. However, in October 2019, the unemployment rate in the Windsor Census Metropolitan Area (CMA), which includes Windsor, Lakeshore, LaSalle, Tecumseh, and Amherstburg, was 6.8%, compared to the provincial rate of 5.4%. In October 2020, the rate in the Windsor CMA was 10.8%, compared to Ontario’s 9.9%<sup>43</sup>.

### Summary

In summary, the local review of data found several key insights that describe the unique context in Windsor-Essex. Firstly, it is essential to recognize and balance urban, suburban and rural needs. Each context has its own unique mixture of opportunities and challenges.

Secondly, there are key urban areas in Windsor and Leamington that face more immediate and acute risks to community safety and well-being. In this regard, however, existing collective approaches and supports act as a protective factor and offer opportunities for further action.

Thirdly, Essex County communities have high ratings for community safety and well-being indicators with little variation across the municipalities, with the exception of Leamington. Given this, opportunities exist pertaining to the provision and access of services, as well as adapting to changing economic trends to maintain financial security and the quality of life for residents.



## WHO WE ARE: PROJECT TEAMS



**Sandwich First Baptist Church, Windsor**

The Police Services Act mandates that, at a minimum, Community Safety and Well-Being planning must include representatives from the local health integration network, the mental health sector, educational services, community and social services, community or social services for children or youth, custodial services to children or youth, municipalities, police services, and others.

The Windsor Essex Regional Community Safety and Well-Being Plan was developed in collaboration with multiple key community, sector, and municipal stakeholders, as legislated. In order to best leverage the knowledge and experience of partners, project teams were created to a) guide plan development, b) provide backbone support, c) assist in accessing and understanding sector data, and d) support public engagement and data analysis. Together, all teams identified the local priorities and developed a roadmap for collective action through consultation and engagement.

**Figure 3. illustrates the RCSWB project team structure.**

### Guiding the Plan

Guiding plan development were the Regional Systems Leadership Table (RSLT), made up of executive leaders from across multiple sectors, and the Enhanced Sector Network (ESN), consisting of 18 committees and over 50 community organizations that work alongside individuals from historically underrepresented groups.

The RSLT is co-chaired by Jelena Payne, the Commissioner of Human and Health Services for the City of Windsor; Mary Birch, the Director of Council and Community Services/Clerk for the County of Essex; and the Chief Pamela Mizuno of Windsor Police Service. The RSLT consists of over 25 partners from across nine sectors, including local government, police services, public safety, education, health and mental health care, custodial services for children and youth, community and

social services, and business. In alignment with Provincial legislation, the RSLT acts as the primary consultative body for the project, providing strategic input and overseeing the development of the Plan. For a complete RSLT membership list, please see the Community Safety and Well-Being Partners Section.

The Enhanced Sector Network (ESN) was developed to ensure diverse voices and priorities were woven through the planning process. The ESN consisted of eight priority population groups including:

- **Indigenous peoples;**
- **Racialized persons;**
- **Youth;**
- **Newcomers;**
- **Seniors;**
- **2SLGBTQ+ communities;**
- **Accessibility communities; and,**
- **Broader community groups, (e.g. housing and homelessness, neighbourhood safety and substance-use support organizations and committees).**

Membership within each group consisted of individuals who were a) members of the population, b) worked directly with the under-represented community, or c) had personal lived experience. For instance, the Youth ESN group consisted of both youth members and individuals who work directly with youth. In total, nearly 100 frontline staff and community leaders participated in activities to contextualize data, prioritize regional risks and recommend Plan initiatives and actions.

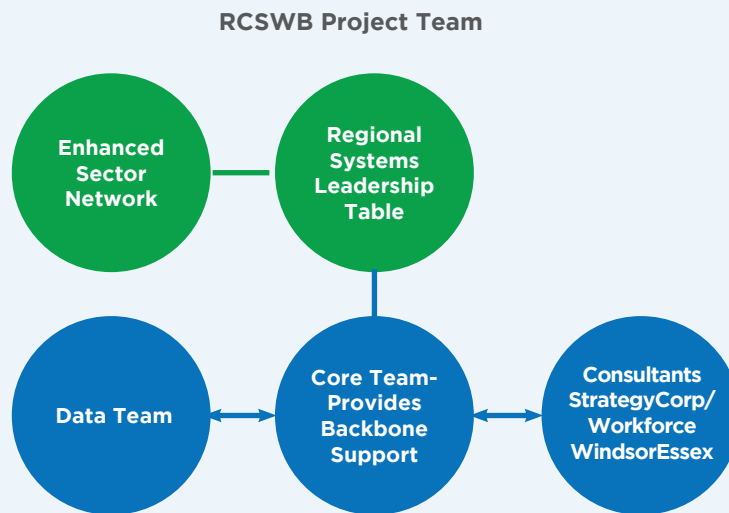
**For a complete ESN membership list, please see the Community Safety and Well-Being Partners Section.**

## Backbone Support

Supporting the RSLT and ESN is the Core Team, made up of staff from the City of Windsor, County of Essex, and Windsor Police Service. The core team coordinated and facilitated community engagement sessions, and led the drafting of the CSWB plan. The core team was also responsible for engaging and updating City Council, as well as the upper and lower tier councils of the County of Essex. In order to ensure all area municipalities were kept informed of project progress, the

Plan was made into a standing meeting agenda item at a regional table comprised of the Chief Administrative Officers (CAOs) of all local municipalities known as the EWPCCK CAO Table (*County of Essex, City of Windsor, Township of Pelee Island and Municipality of Chatham-Kent CAO Table*).

**Figure 3.** RCSWB Project Team Structure



## Data Interpretation

The foundation of the RCSWB project was the review of data from across multiple sectors and disciplines. To ensure the context and implications of the sector and organizational data is interpreted correctly, data analysts and stewards from RSLT member organizations were brought together to create a Data Team. The Data Team provided strategic input on the creation of the *2020 Windsor Essex Population Level Data Report*, and advised on matters of navigating, accessing and analysing publicly available sector data.

## Engagement and Data Analysis

In consideration of the unique needs and circumstances of each municipality, as well as the need for region-wide data analytics, a Request for Proposal (RFP) was issued for a consultant to assist with the creation of a Plan. The consulting firm StrategyCorp was the successful proponent and awarded the contract. StrategyCorp has been working collaboratively with project teams to create a consultation methodology, facilitate public consultation sessions and focus groups, analyze consultation data, and provide evaluation support. Due to the pandemic and government restrictions related to in-person gatherings, the need to move the entire public engagement process online required additional support. Workforce Windsor Essex was contracted to provide technical support and increase capacity for the virtual public, ESN and RSLT meetings.

## OUR APPROACH

The ***Windsor Essex Regional Community Safety and Well-Being Plan*** utilizes a joint City-County approach. Through this approach, the Plan has endeavoured to establish regional priorities and mechanisms for collaboration, while respecting the unique identities and context needs of each municipality. Appendices for each municipality consisting of community profiles, identified local priority risks, protective factors, and analyses of data collected from community consultations can be found in **Appendix A**.

To achieve our vision of a safe and healthy region, our project partners have strived to identify, contextualize and prioritize local and regional concerns through a community-driven process that included a fulsome review of data paired with meaningful community stakeholder engagement.

### The Role of Municipalities and Sectors

By using a community-driven process, project partners could better understand the complexity and important narratives behind each identified priority, as well as highlight the need for collaborations that cut across sectors, jurisdictions and geographies. While municipalities are legislated to lead CSWB planning efforts, the Province recognizes that the Plan's development and implementation necessitates the active engagement and meaningful participation of key sectors, residents, and communities. This recognition stems from the understanding that community safety and well-being is everyone's responsibility and as such, everyone has a role to play.

The City of Windsor, County of Essex and all lower-tier municipalities will be the connective tissue that ensures the success of this multi-sectoral, community-based project. As champions of the Plan, area municipalities will assist in resourcing elements of its implementation, develop partnerships to leverage community-funding opportunities, and advocate to senior levels of government, when required.

Ultimately, our approach acknowledges that an ongoing process of issue identification and contextualization is necessary. As such, the Plan is viewed as a living document that will be informed by continued collaboration and engagement with municipal, sector and community stakeholders.

### Our Vision

**“ A community where everyone feels safe, has a sense of belonging equitable access to services and opportunities and can have their needs met across Windsor and Essex County ”**

As a community-driven Plan, the active participation of sector partners and residents is key to its success. Collective action and commitment across public, not-for-profit and private sectors is necessary to best leverage existing strengths, resources and funding opportunities. Project partners will play a key role in providing guidance and supporting strategies that consider a variety of implementation levers that can be used within and between sectors, from advocacy and investment, to service delivery.

Most importantly, residents and members of priority population groups play a vital role in contextualizing the impacts of identified priorities on people's lives and livelihoods, so that root causes of inequity may be addressed. In alignment with the living document approach, all members in the community must be engaged so that strategies are reflective of current and future community priorities and continually strive to be culturally and socially responsive.



# WHAT WE DID

Due to pandemic restrictions, the engagement strategy was redesigned from a traditional in-person approach across each municipality into a comprehensive virtual strategy. The strategy considered and attempted to mediate barriers to participation through various means including outreach through community partners, offering multi-lingual materials, live multi-lingual closed captioning, providing dial-in options for virtual meetings, and providing one-on-one engagements.

Ultimately the engagement strategy used a combination of mixed methods to identify local priorities and narrow down the areas of focus of the Plan. The strategy included three phases:

**1. An Environmental Scan:** A review of local data and community assets was conducted to establish key population indicators for review and assess existing community strengths and resources.

**2. Municipal and Sector Engagement:**

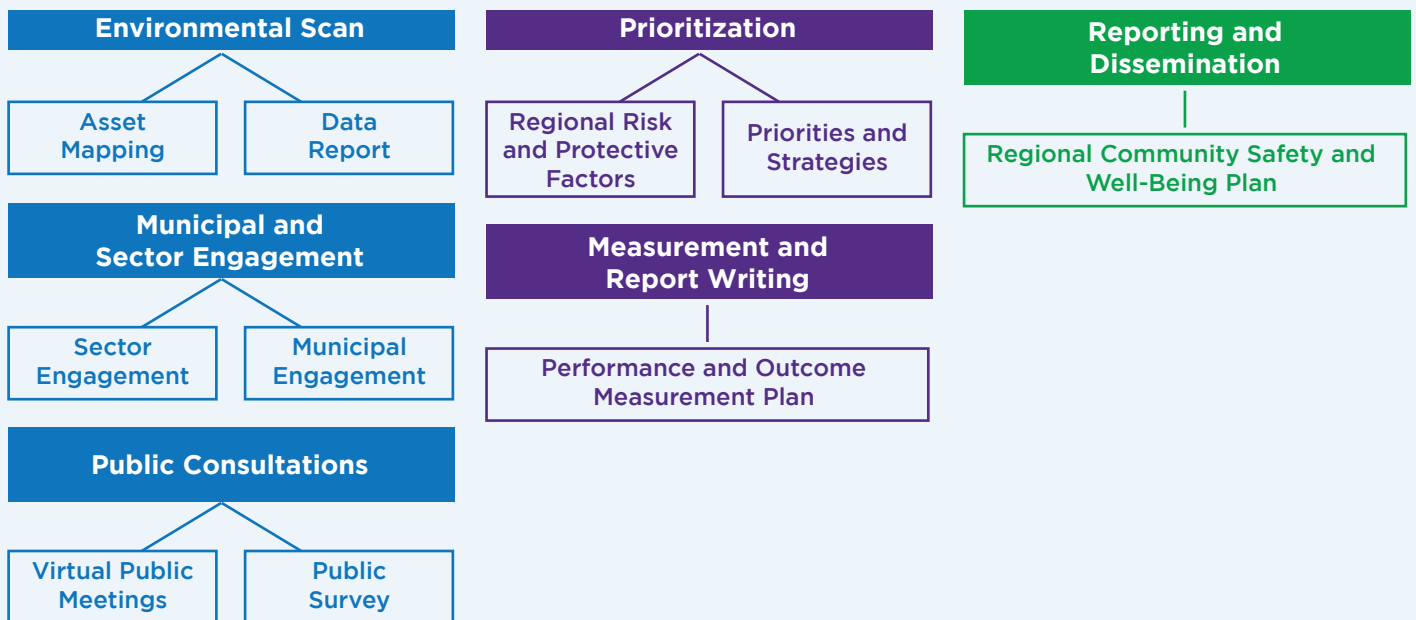
Presentations and focus groups were conducted with municipal and sector leaders.

Importantly, engagements with committees and individuals working alongside priority populations were conducted through the Enhanced Sector Network. These engagements informed the contextualization of local data through qualitative and quantitative means.

**3. Public Consultations:** Residents across each municipality in the region were informed and engaged through virtual public meetings and an online and print survey.

Using a combination of quantitative data (i.e. measurable and numeric data) and qualitative data (i.e. observable or descriptive data) is widely considered to provide a richer and more comprehensive understanding of a given topic<sup>44</sup>. By ensuring narratives are used to contextualize numeric data and vice versa, the true impact of social issues on people - their lives, livelihoods and opportunities - is not lost<sup>45</sup>. **For an illustration of the engagement strategy please refer to Figure 4.**

Figure 4. Engagement Strategy



## Environmental Scan: A Review of Local Data and Community Assets

**Local Data Review.** In collaboration with the **CSWB Data Team**, a comprehensive review of regional and local CSWB related data was conducted. The 2020 Windsor Essex Population Level Data Report reviewed indicators under seven risk and protective factor domains: Crime and Victimization, Education, Financial Security, Mental Health and Substance Use, Physical Health, Housing and Neighbourhoods, and COVID-19. The seven domains were derived from categories identified under the CSWB planning framework, and other multi-sectoral risk intervention approaches like the Ontario Situation Table Model and the Risk-Driven Tracking Database. The domains were chosen in recognition that risk and protective factors are interconnected and often have trends that are correlated.

A review of core and supporting measures across each domain was completed to ensure there was a comprehensive understanding of regional and municipal risks, strengths and trends. **Core measures** are accessible local information that is collected and reported consistently and routinely. Examples of core measures included Statistics Canada census data, police services crime data, and housing and homelessness data. **Supporting measures** are reports or data sets that provide a unique point-in-time snapshot. These measures can include municipal strategic plans and organizational reports.

Over 40 publicly available data sets and reports related to the seven domains were reviewed. Using selection criteria adapted from Hamilton's Assessment and Prioritization model, an initial list of quantitative indicators was created. Through a series of surveys, meetings and individual follow-up conversations, the Data Team further refined the list to prioritize 62 regional and 20 local indicators for analysis.

Through consultations with the Enhanced Sector Network, a network of committees and community organizations from eight priority populations, the data analyses were contextualized to consider priority population perspectives, gaps in available data, and opportunities for further refinement. Subject to appropriate resourcing, the project team intends to continue tracking and sharing population level indicators over time to assess overall community safety and well-being.

**Asset Mapping.** In recognition of the existing resources and strengths available across the region, staff worked to identify community assets or local institutions, organizations, services, and citizen associations that serve as positive community resources. In consultation with 211 Ontario, the County of Essex and RSLT partners, the Geomatics department of the City of Windsor developed an interactive mapping application. **The Regional CSWB Asset Map** identifies and categorizes over 1,200 community assets. Categories are used to align with domains identified in the Population Level Data Report. The resource was launched in August 2021, with media attention and over the course of the last 60 days, community members have used the map over 1,490 times, with an average of 25 uses per day. The map has been a vital resource for identifying the physical locations of assets, as well as service gaps across the region. Subject to appropriate resourcing, the project team intends to continue working with community partners to maintain and update this resource with the goal of creating an even more comprehensive map.

The Regional CSWB Asset Map can be found at [www.cswbwindsor.essex.ca/maps](http://www.cswbwindsor.essex.ca/maps).



Dieppe Gardens, Windsor

## Municipal and Sector Engagements

**Municipal Engagement.** Over the course of the Plan's development, project teams have completed 46 formal engagements that included municipal leadership at either an elected official or CAO level. All engagements served two purposes: 1) to provide project background information and 2) to provide project updates and opportunities for input.

Introductory presentations were provided to area municipal councils, area police services boards and the EWPCK CAOs Table to ensure all municipal partners were informed on legislative requirements, planned methodology and project timelines. Most presentations occurred between September and December 2020, with all municipal participants encouraged to provide input through a formal question and answer period.

Over the course of April to July 2021, update presentations were completed with all aforementioned municipal partners, including all area police services boards. During this time, municipal councils were provided an opportunity to provide input on local and regional priorities and review the results of public consultations conducted within each municipality.

In October 2021, all seven lower-tier municipalities of the County of Essex were engaged for final review and input to the goals, initiatives and activities of the Plan.

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

In December 2019 and January 2020, six in-person pilot community conversations engaged over 100 people. The following committees and organizations were engaged for the pilot: the Windsor Essex Local Immigration Partnership (WE LIP); We Care for Youth Committee (WCFY); the City of Windsor Seniors Advisory Committee (SAC); Downtown Windsor Safety and Security Roundtable. (DWSSRT); the Ford City Safety Committee (FCSC); and the Enforcement and Justice Pillar of the Windsor Essex Community Opioid and Substance Strategy (WECOSS - E&J).

Taking the lessons learned from the pilot conversations, the project team extended an invitation to community leaders, organizations and committees to take part in the ESN. Over the months of January and February 2021,

96 individuals from 18 committees and over 50 community organizations were engaged to contextualize local community safety and well-being data. Over the course of the year, ESN members were engaged in prioritization setting activities, and recommendation setting meetings that directly informed the Plan's areas of focus as well as its goals, initiatives, and activities.

## Public Consultations

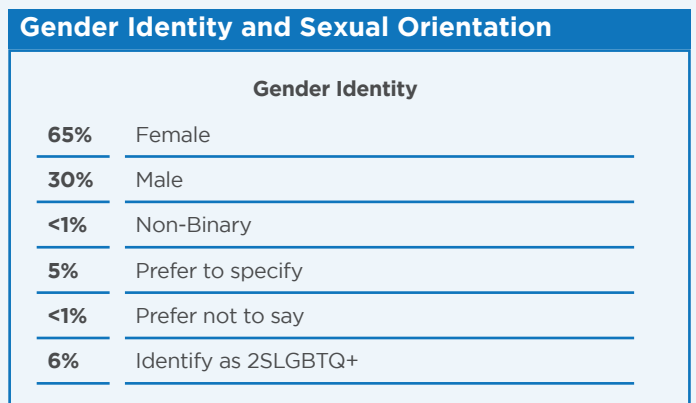
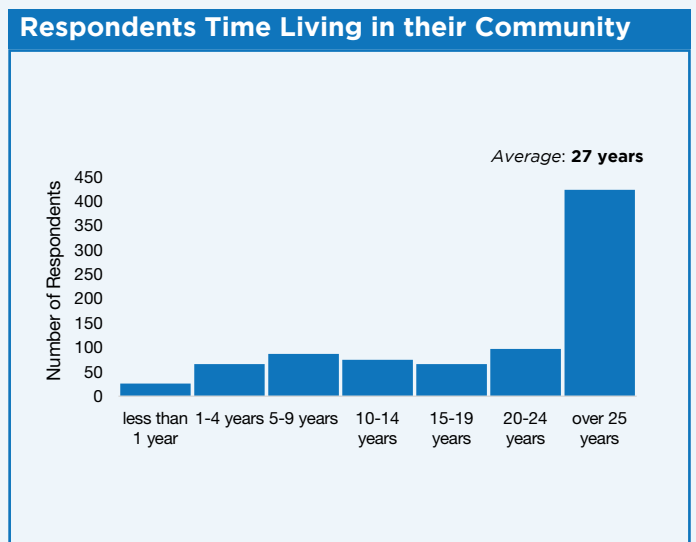
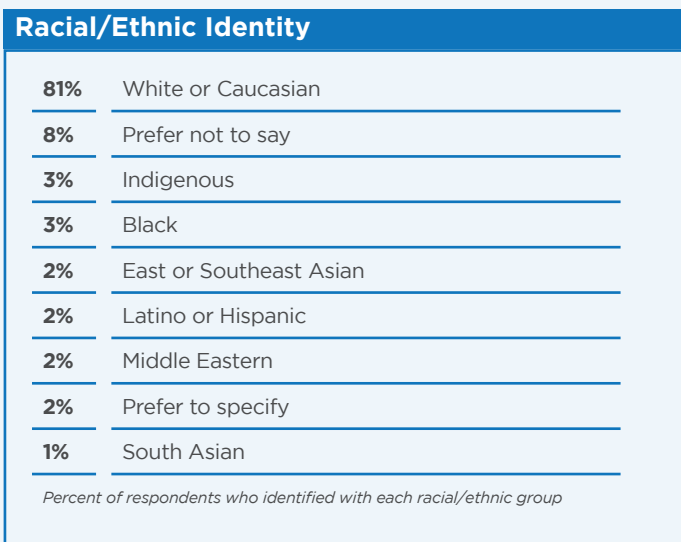
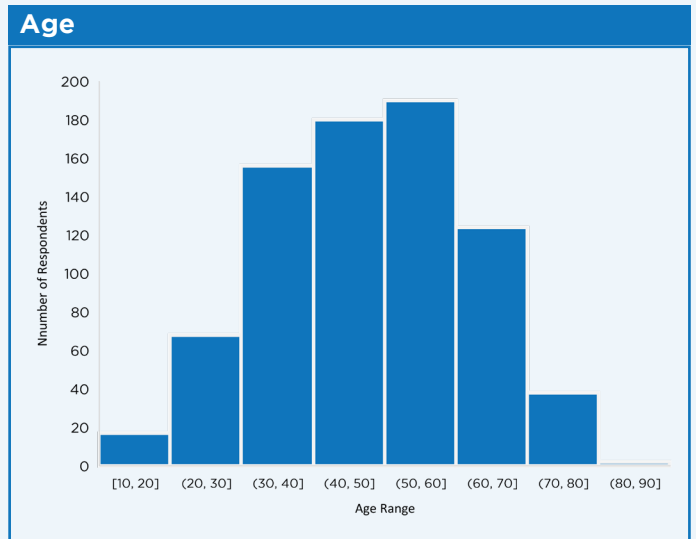
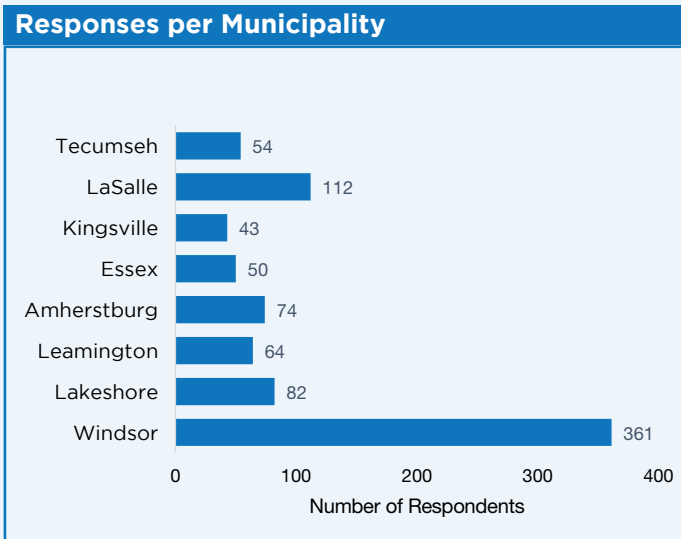
In consideration of the second wave of the pandemic and, at the time, the possibility of a provincial lockdown, a multiple prong approach was designed to inform the public on the project and provide opportunities for input. A website ([www.cswbwindsor.essex.ca](http://www.cswbwindsor.essex.ca)) that hosted videos explaining the project was created and launched in early 2021. In consultation with municipal administrations, a notification list comprised of the emails of local community organizations, municipal advisory committees, and special interest committees was compiled. Online email and newsletter campaigns were also launched prior to public consultations to increase awareness.

Furthermore, the communications departments from the County of Essex, Windsor Police Service, LaSalle Police Service and each local municipality were brought together to develop and execute a regional communications plan to promote the local virtual public meetings and the survey. The plan included promotion through traditional media (newspapers, radio and TV news outlets), social media (Facebook, Twitter, podcasts etc.), and smaller community print and digital newspapers.

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

To address additional barriers to participation, 200 printed surveys in all four languages were provided to the Windsor Essex Community Housing Corporation, the CommUnity Partnership and the Homelessness and Housing Help Hub (H4). In total, the survey garnered over 1,500 respondents and 840 fully completed surveys. **For a breakdown of survey demographic data refer to Figure 5.**

**Figure 5.** Survey Demographic Data



**Virtual Public Meetings:** Nine virtual public meetings, one for each municipality in the region and two for the City of Windsor, were held in February and March 2021. Unfortunately, public health guidelines in place to reduce the risk of COVID-19 precluded in-person meetings. These meetings were two hours in length and consisted of a brief information session and focus group activity. As part of the consultation process, these meetings provided residents with an opportunity to share their community safety and well-being priorities and concerns. The meetings were intentionally held in the evenings and on weekends to accommodate and encourage greater participation outside of traditional business hours. Information was shared about the

project, data about the municipality was presented, and smaller breakout focus groups took place to encourage more meaningful discussion. To address potential barriers to participation, each virtual public meeting included live closed captioning for people who are deaf or hard of hearing, as well as translated captioning in French, Spanish and Arabic. Additionally, a tele-conference session was held for seniors from across Windsor-Essex through the Seniors Centre Without Walls initiative, a Life After Fifty program. In total, 199 residents registered to participate across all meetings, with over 140 attending. **For a breakdown of resident participation in the virtual public engagements, please refer to Table 2.**

**Table 2.** Virtual Public Consultation Attendance by Municipality

Session	Registered	Attendees	Participation Rate
City of Windsor Session 1	41	28	68%
City of Windsor Session 2	27	15	56%
Municipality of Lakeshore	24	16	67%
Municipality of Leamington	16	10	63%
Town of Amherstburg	16	15	94%
Town of Essex	18	14	78%
Town of Kingsville	19	16	84%
Town of LaSalle	17	11	65%
Town of Tecumseh	17	14	82%
Senior Citizens Without Walls – Region Wide Teleconference	--	4	--
<b>Grand Total</b>	<b>195</b>	<b>143</b>	<b>73%</b>



# WHAT WE HEARD

Over the course of the public consultations both quantitative and qualitative measures were used. Using both approaches provides additional context to identified data trends and survey analysis. The survey provided a quantitative lens to understanding the top priority risk categories as well as the most frequently reported issues across each municipality. While each municipality identified different priorities and issues, there was consensus on a few top priorities across the region.

As illustrated in **Figure 6** affordable and attainable housing was identified as a priority issue across all municipalities, while access to mental health and addiction services, and mental health concerns were identified as a priority issue in nearly all municipalities.

**Figure 6.** Regional Priorities as Per Online Survey

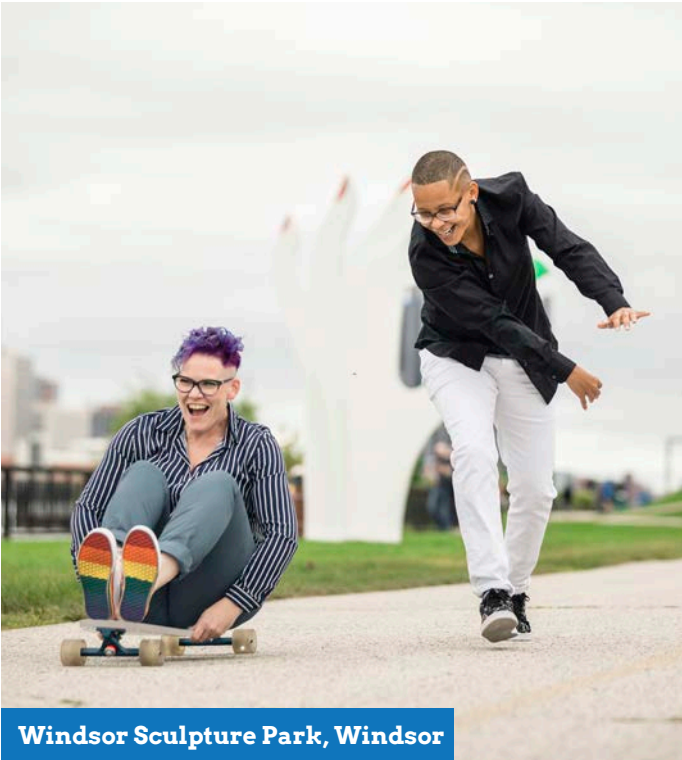
WINDSOR-ESSEX REGION

Ranked Risk Category Priorities Across Municipalities	Most Frequently Reported Issues Across Municipalities	Amherstburg	Essex	Kingville	Lakeshore	LaSalle	Leamington	Tecumseh	Windsor
#1 Housing & Neighbourhoods	Affordable and/or attainable housing	5/8							
	Access to affordable leisure activities for children	5/8							
	Resident and community safety	5/8							
	Access to social/support services	4/8							
	Homelessness	3/8							
#2 Mental Health & Substance Use	Traffic safety	1/8							
	Access to mental health services	7/8							
	Access to addiction services	7/8							
#3 Education	Mental health issues	7/8							
	Employment skills development	4/8							
#4 Financial Security	Specialized education programs	4/8							
	Employment opportunities	3/8							
	Access to income supports	3/8							
	Poverty	2/8							
	Protection for workers	1/8							
#5 Crime & Victimization	Crime prevention	1/8							
	Support for victims	1/8							
	Bullying/harassment in schools	1/8							
	Intimate partner/domestic abuse	1/8							
#6 Physical Health	Access to physical health services	1/8							
	Long term care	1/8							
	Public health supports and infrastructure	1/8							
#7 Vulnerable Populations	No Municipalities Ranked Vulnerable Populations in their top three risk categories								

Qualitative engagements validated much of the risk and protective factor data and trends. Specifically, discussions with residents, ESN members, and sector and municipal leaders highlighted trends in the data pertaining to deepening challenges related to attainable and affordable housing, accessing mental health and substance use supports in the County, and child poverty and financial insecurity in key communities. Importantly, in each discussion community members emphasized the intersectional impact of social challenges on priority populations.

**“We need to figure out how to better identify, engage, support, and advocate for vulnerable populations through collaboration between service providers and all levels of government.”**

*– Windsor Resident*



**Windsor Sculpture Park, Windsor**

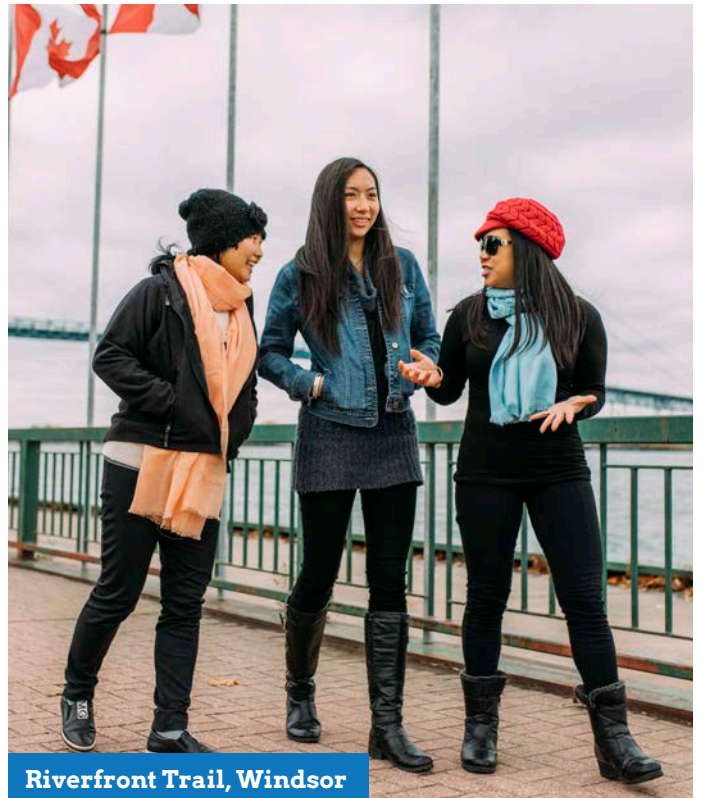
The following key themes emerged from the public consultation efforts:

- **Improving representation and inclusion:** Community members expressed the need to have greater representation and inclusion at decision-making levels to have their voices heard. The importance of continuous and meaningful consultation with priority populations that includes methodologies that consider physical, financial, linguistic and cultural barriers was emphasized.
- **Improving data across the region:** There is a need for intersectional data to better understand the impact of CSWB related challenges across the region and on priority populations. Tied to the need for improved data was an improved data collection and consultation process across the region.
- **Affordable and attainable housing:** Community members expressed the importance of improving access to affordable housing to keep people living and working in their communities, as well as providing supportive and transitional housing for those without. Many discussed the need to review creative opportunities to improving housing supply such as policy and zoning regulations, and engaging private, not-for-profit and public partners.
- **Creating safe spaces for community engagement:** Many spoke of the need for safe indoor and outdoor community spaces, as well as infrastructure that promotes active transportation and community safety.

Importantly, individuals viewed community-focused engagement efforts with neighbours, first responders, and local organizations to be a vital component to creating a safe space. Tied to this is the need for improved relationships between communities, police and local institutions.

- **Improving on community mental health and well-being.** Community members identified the need for increased awareness and destigmatization of existing supports and resources to improve prevention, early intervention and treatment. In conjunction with this, another identified need was improving service integration to ensure that “all doors to service are the right door”.
- **Improving financial security and economic equity:** Many emphasized the need for promoting and strengthening existing financial security and employment skills training resources for those entering and transitioning into the workforce. Aligning and leveraging existing supports and services for those facing poverty or financial insecurity, and providing targeted supports for systemically marginalized demographic groups and locations were considered key opportunities.

A review of all data inputs from the local data review, public consultation results, and sector and municipal engagements led to development of the Plan’s areas of focus, goals, initiatives and activities.



**Riverfront Trail, Windsor**

## Housing and Neighbourhoods

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“We need to find ways of attracting people into the community and allowing our young people to stay, they are currently being driven out, and we need to support them with local affordable housing, education opportunities, economic development, and mobility.”

- Essex Resident

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“Homelessness is a big issue, there is no shelter available, and you see a lot of young people couch surfing to stay off the street.”

- Kingsville Resident

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“There is a lot of visible homelessness, mental health, and substance use issues in the downtown. These groups are really stigmatized, and it makes people less likely to visit the downtown.”

-Windsor Resident

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“We need to look into more ways to calm traffic and enforce traffic safety, need more radar, OPP visibility, traffic calming zones, roundabouts etc.”

- Lakeshore Resident

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## Mental Health and Substance Use

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“People need to be made aware of existing support opportunities; they don’t know what mental health, social, or financial supports are out there. It can be hard to find the information you need.”

- Amherstburg Resident

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“We need to de-stigmatize and better communicate with people the services they have access to, and then help them navigate those services.”

-Windsor Resident

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“Mobility and access to services should be a priority. Most mental health and addition services are focused in the urban core.”

- Lakeshore Resident

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## Education

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“We need to address the structural inequity that are barriers to basic determinants of health. When people have food, housing, and education, that has major spillover effects.”

-Windsor Resident

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## Crime and Victimization

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“There seems to be more property crime recently. It’s very violating to have people break into your property.”

-Leamington Resident

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## Physical Health

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“There is a lack of available health services, there is a shortage of family doctors, and no local access to mental health services. Everything is focused in Windsor.”

- Kingsville Resident

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## Financial Security

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The community needs to support families and individuals that have more barriers to access services, like financial insecurity or lack of transit options.”

- Amherstburg Resident

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## Priority Populations

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“Targeted support for migrant workers, how do we account for these populations and make sure they are considered in how we distribute resources.”

- Leamington Resident

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“Windsor had the highest child poverty rate in Canada in 2016. The unequal distribution of life chances and opportunity concentrates all the risks into already marginalized communities, creating these pockets of real or perceived unsafety directly linked to economic inequalities.”

- Windsor Resident

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# PRIORITIZATION: IDENTIFYING OUR AREAS OF FOCUS

Over the course of the previous three phases, the project team conducted over 100 hours of meaningful consultation through 91 formal community, sector and municipal engagements with approximately 1,075 participants. In conjunction with the 840 online and print survey respondents, a grand total of 1,915 community members contributed to the identification, contextualization and prioritization of the Plan’s areas of focus (**Table 3**).

In May 2021, ESN and RSLT members were asked to participate in a prioritization survey that reviewed all data, including public consultation data, collected to date. Through this prioritization activity, the Plan’s four areas of focus were solidified.

Recommendation setting meetings specific to each area of focus were held. All RSLT and ESN members were invited and encouraged to attend all or one of the areas of focus meetings that best aligned with their expertise. In total, 127 members participated across all meetings. Members were asked to participate in a series of activities to identify and develop strategies within the four identified priority issues. This included the desired impacts; potential long-, medium-, and short-term outcomes; and potential strategies.

<b>Table 3. CSWB Engagements</b>		
	<b># of Engagements</b>	<b>Length (hours)</b>
<b>Community Engagement</b>		
Pilot Conversations	6	5.25
Virtual Public Meetings	9	18
<b>Sector Engagements</b>		
Regional Systems Leadership Table	8	11
ESN Introductory Meetings	5	3
Enhanced Sector Network	9	18
Recommendation Setting Meetings	5	10
Data Team Meeting	3	6
<b>Municipal Engagements</b>		
Municipal Council Engagements	25	24.5
Council Reports	7	1.8
Police Services Boards	8	2.75
Regional CAOs Meetings	6	3.1
<b>Total</b>	<b>91</b>	<b>103.4</b>



# WINDSOR ESSEX REGIONAL COMMUNITY SAFETY AND WELL-BEING PLAN 2022-2026

## Regional Priorities

Through consultations, and the prioritization and recommendation setting exercises, three main categories of risk emerged as priorities for the RCSWB Plan: Housing and Neighbourhoods, Mental Health and Substance Use, and Financial Security. For each category, a number of opportunities were identified to address these priority risks, as well as broad vision statements for each category of risk (**Figure 7**).

**Figure 7.** Descriptions of the Priority Risk Categories and Key Identified Opportunities for Improvement.

Priority Categories “Windsor Essex has...”	“Engaged & Safe Communities”	“Mental Health & Substance-Use Supports”	“Financial Security & Economic Equity”
<p><b>Opportunities</b> “To reach our vision we need...”</p>	<ul style="list-style-type: none"> <li>• Access to affordable housing to keep people living and working in their communities, and supportive and transitional housing for those without.</li> <li>• More opportunities for community engagement and participation through community spaces and programs, particularly for youth.</li> <li>• Infrastructure that promotes active transportation and community safety.</li> <li>• Improved relationships between communities and police/local institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness and de-stigmatization of existing supports and resources to improve prevention, early intervention and treatment.</li> <li>• Improved system navigation for those accessing services, particularly to support diverse needs and sensitivities of vulnerable populations.</li> <li>• Improved emergency response to those in crisis.</li> </ul>	<ul style="list-style-type: none"> <li>• Accessible employment skills training that matches local employment opportunities for those entering and transitioning in the work force.</li> <li>• Alignment and leveraging of existing supports and services for those facing poverty or financial insecurity, as well as understanding and addressing service gaps.</li> <li>• Targeted support for systemically marginalized demographic groups and locations.</li> </ul>

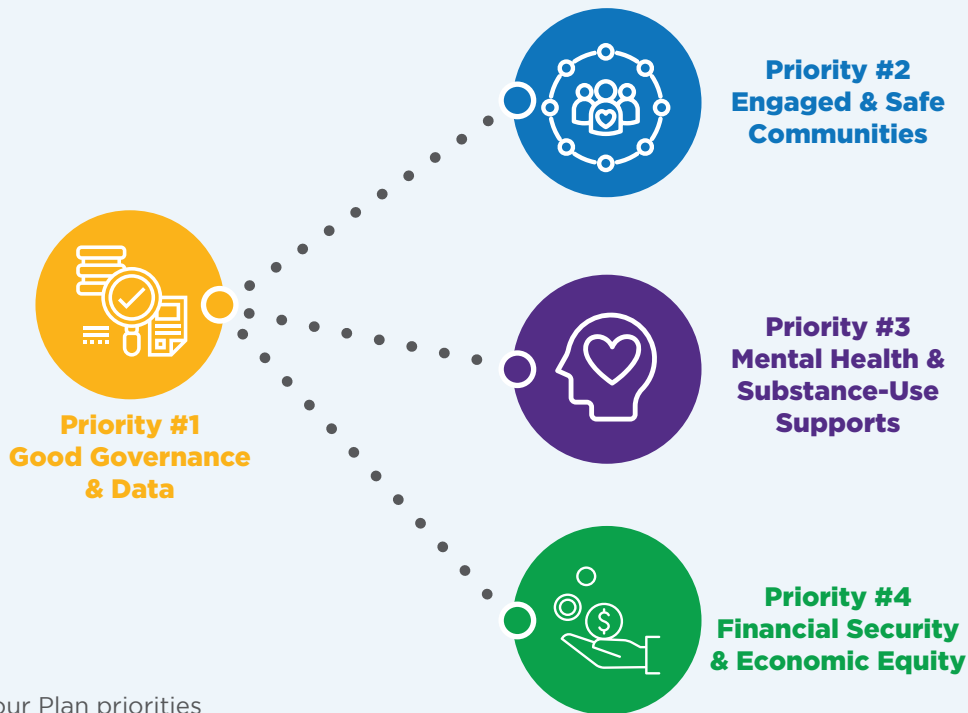
In addition to the three groups of opportunities identified through community consultations, a fourth priority was identified from the themes emerging from the prioritization and recommendation setting workshops with ESN, RSLT and Data team members: “Good Governance & Data.” (**Figure 8**)

**Figure 8.** Descriptions of the “Good Governance & Data” Priority Key Identified Opportunities for Improvement.

Priority Categories “Windsor Essex has...”	“Good Governance & Data”
<p><b>Opportunities</b> “To reach our vision we need...”</p>	<ul style="list-style-type: none"> <li>• Reduced barriers amongst providers.</li> <li>• Representation and inclusion in CSWB governance.</li> <li>• Improved data (Inclusion, Cross sector and segmented analysis).</li> <li>• Continual community engagement.</li> </ul>

The basis for adding this fourth non-risk-based category was borne from the understanding that all the identified risks and opportunities from the first three categories could only be addressed using a multi-sectoral collaborative approach like the one leveraged during the development of the RCSWB Plan. The “Good Governance and Data” priority was developed to institutionalize the governance structures of the RSLT and Data tables to implement the RCSWB Plan, and identify and address community safety and well-being issues into the future.

Through this exercise of opportunity identification, a total of four categories were prioritized for inclusion in the Plan (**Figure 9**); three designed around addressing key risks in the community, and one designed around building the organizational structures necessary to execute the Plan successfully.



**Figure 9:** The four Plan priorities

Each priority category consists of two goals and up to three initiatives per goal. In total, eight goals and 17 initiatives were established. The following sections describe in detail the goals and initiatives that make up the Regional Community Safety and Well-Being Plan.

To achieve the goals and action the initiatives identified, the Region will need to leverage all the levers of change it may influence through its municipal and sectoral partners. Proposed actions necessary to advance the goals in this plan include capital investment, service delivery changes, regulatory updates, advocacy, and collaboration and partnership building through the convening of key stakeholders.

Goals	Initiatives	CSWB Framework
<b>Good Governance &amp; Data</b>		
<b>1. Improve collaboration between CSWB partners for better data and service outcomes.</b>	<ul style="list-style-type: none"> <li><b>1.1</b> Establish a permanent table of CSWB partner organizations to institutionalize cross-sectoral collaboration to address systemic and specific service delivery opportunities.</li> <li><b>1.2</b> Develop a Data Consortium of partner organizations to support ongoing CSWB planning and service delivery.</li> </ul>	All
	<ul style="list-style-type: none"> <li><b>2.1</b> Increase representation of priority populations and those with lived experience at RCSWB leadership table and partner advisory/leadership tables.</li> <li><b>2.2</b> Include consultations with priority communities early in planning stages of CSWB activities.</li> </ul>	
<b>2. Improve representation and inclusion of priority populations in collaborative decision-making processes for CSWB initiatives.</b>		

Goals	Initiatives	CSWB Framework
<b>Engaged &amp; Safe Communities</b>		
<b>3. Increase access to safe and affordable housing.</b>	<ul style="list-style-type: none"> <li>• <b>3.1</b> Increase awareness and utilization of existing housing supports and programs.</li> <li>• <b>3.2</b> Review and assess planning and growth-related policies to promote a larger and more diverse housing supply.</li> <li>• <b>3.3</b> Increase advocacy to provincial and federal levels of government to support more affordable housing through capital and operating investments in housing projects, as well as supports to obtain and retain housing.</li> </ul>	<b>Prevention</b>
<b>4. Promote safe, healthy, and connected neighbourhoods and communities.</b>	<ul style="list-style-type: none"> <li>• <b>4.1</b> Increase access to organized programming in communities.</li> <li>• <b>4.2</b> Promote community-led projects and initiatives – including neighbourhood building initiatives to help increase feelings of safety, strengthen social capital with neighbours and promote ongoing, sustainable engagement within communities.</li> <li>• <b>4.3</b> Increase access to safe community spaces.</li> </ul>	<b>Social Development</b>
<b>Mental Health &amp; Substance-Use Supports</b>		
<b>5. Increase frequency of preventative care and early interventions to reduce overall service need and crisis intervention.</b>	<ul style="list-style-type: none"> <li>• <b>5.1</b> Promote de-stigmatization of mental health and addiction issues and raise awareness of existing supports to promote early intervention and overall wellbeing.</li> <li>• <b>5.2</b> Leverage and support the mental health services sector around harmonized communications and intergovernmental advocacy to increase and improve available mental health supports.</li> </ul>	<b>Prevention</b>
<b>6. Safe and effective emergency response to those in crisis.</b>	<ul style="list-style-type: none"> <li>• <b>6.1</b> Expand and strengthen programs that leverage crisis response teams that include both police and mental health workers (e.g. COAST, Youth Crisis Response Team (YCRT), Mobile Crisis Rapid Response Team etc.).</li> <li>• <b>6.2</b> Improve community trust in the emergency services and improve community outcomes, especially for priority populations, by building stronger relationships between service providers (e.g. Community workers and police) and communities.</li> </ul>	<b>Crisis Response</b>
<b>Financial Security &amp; Economic Equity</b>		
<b>7. Identify existing gaps in the social safety net for those facing income insecurity and poverty with a lens of equity and inclusion for priority populations.</b>	<ul style="list-style-type: none"> <li>• <b>7.1</b> Conduct a social policy review of support services available to residents of Windsor-Essex, including federal, provincial, and local initiatives to determine where there are gaps in services or supports.</li> </ul>	<b>Risk Intervention</b>
<b>8. Promote local employment and increase participation in local education and training.</b>	<ul style="list-style-type: none"> <li>• <b>8.1</b> Expand or develop new grant and bursary programs to promote local institutional partnership, internship, and apprenticeship opportunities for targeted geographies and priority populations to keep people in their neighbourhoods.</li> <li>• <b>8.2</b> Leverage, expand or develop targeted economic development and workforce strategies in priority neighbourhoods.</li> </ul>	<b>Prevention</b>



## GOOD GOVERNANCE & DATA:

## ACTIVITIES, METRICS & MILESTONES

### Goal #1: Improve collaboration between CSWB partners for better data and service outcomes.



#### Initiative 1.1

Establish a permanent table of CSWB partner organizations to institutionalize cross-sectoral collaboration to address systemic and specific service delivery opportunities.



#### Implementation Activities

- Establish a Memorandum of Understanding and Terms of Reference with System Leadership Table partners (RSLT) around collective action on identified CSWB priorities and initiatives.
- Leverage or establish Action Tables for key goals and initiatives in the RCSWB plan, that include RSLT members, municipal representation, Community Service Providers, and representation from priority and Persons with Lived Experience (PLE) populations.
  - Process for leveraging existing tables or forming Action Tables to be formalized through the Terms of Reference for the RSLT.
  - Proposed Governance structure for these tables is depicted in **Figure 10** below.
- Establish a process for RSLT and Community service providers to identify and develop Action Tables for collaboration with local governments on specific service delivery opportunities across local services on an ongoing basis.

#### Metrics & Milestones

##### Immediate to Short Term:

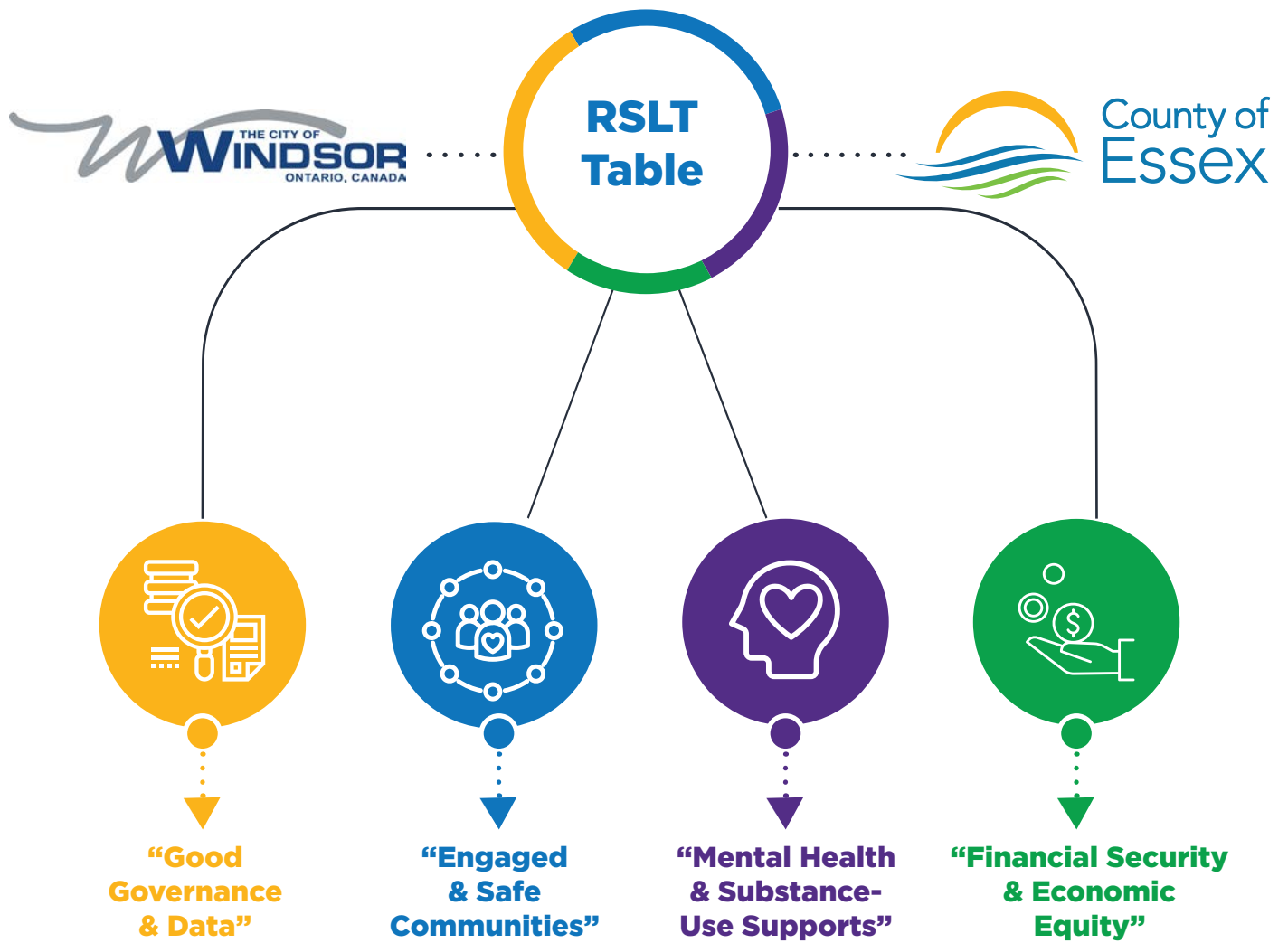
- Signed Terms of Reference
- Quarterly meeting schedule for RSLT is set
- Develop yearly progress update approach that includes;
  - Equity results
  - Cross-sector collaboration results
- Action Tables are established, and Chairs appointed

##### Medium Term:

- Service providers have an established avenue to raise service delivery improvement opportunities with RSLT for Action Table consideration



Figure 10: Initiative 1.1 – Proposed Governance Structure



**Action Tables**

The RSLT will identify and connect with existing tables/committees to lead implementation where appropriate.

The RSLT will be responsible for creating Action Tables on an as needed basis or to fill any gaps.

Action Tables will have representation from municipalities and sector experts



**Silo Busting:** Developing strategic and supportive partnerships with/across municipalities and sectors.



## Initiative 1.2

Develop a Data Consortium of partner organizations to support ongoing CSWB planning and service delivery.



## Implementation Activities

- Establish MOUs and data sharing agreements between existing Data Table to formalize ongoing relationships, and the development of the Consortium.
- Begin the development of a data repository and develop a dashboard of key social members determinants of health metrics across the region to measure progress against core CSWB goals.
  - Establish an inventory of data systems currently utilized in the region to better understand and leverage existing opportunities in the region.
  - Begin looking at how regional data can be leveraged to measure success toward broader CSWB goals.
- Establish a Regional Data Governance Framework outlining protocols and best practice for data collection, sharing, and storage that is inclusive of priority populations.
  - Identify opportunities to coordinate and standardize data collection efforts across organizations and municipalities.
  - Promote and adapt the Social Determinants of Health (SDH) as a common measurement framework among partner organizations.
- Pilot the creation of Data Support teams to help local organizations and municipalities in improving upon data practices.

## Metrics & Milestones

### Immediate to Short Term:

- Signed MOU and Data Sharing Agreements
- Key baseline metrics for social determinants of health (SDH) across the region are established based on existing data availability

### Medium Term:

- Completed Data Support Team Pilot
- Yearly progress report on achievements of data support teams
- Inclusion of SDH in core regional documents (budget, strategic report, council decision documents)

### Long Term:

- Long-term understanding of trends of SDH across the region

## Goal #2: Improve representation and inclusion of priority populations in collaborative decision-making processes for CSWB initiatives.



### Initiative 2.1

Increase representation of priority populations and those with lived experience at RCSWB leadership table and partner advisory/ leadership tables.



### Implementation Activities

- Ensure RSLT Terms of Reference include priority and PLE population requirements for RSLT and all Action Tables.
- Communicate and advertise opportunities to engage representative levels in a culturally appropriate manner.
- Provide resources to value and support priority population's ability to participate meaningfully in implementation processes (e.g. honourariums, communities of practices).
- Coordinate shared educational opportunities for both governance and community representatives to improve reciprocal understanding (e.g. municipal landscape and needs/concerns of marginalized communities).
- Reaffirm commitment to diversity, equity and inclusion among partners at the Systems Leadership Table.

### Metrics & Milestones

#### Immediate to Short Term:

- Diversity and Inclusion standards are set for RSLT, Action Tables, and any organization charged with advancing RSLTs CSWB goals through MOUs
- CSWB Partners adopt RSLT diversity and inclusion principles

#### Medium Term:

- Increased diversity at RSLT



## Initiative 2.2

Include consultations with priority communities early in planning stages of CSWB activities.



## Implementation Activities

- Work with ESNs to establish and implement CSWB consultation approaches and practices that meaningfully include priority populations across municipal and sector projects.
- Identify best practices and learnings from priority population consultations and apply them to the implementation of CSWB initiatives, and share them with other municipal and sectoral projects.
- Work with ESNs to establish process and outcome measurement strategies to assess efficacy of engagement approaches.

## Metrics & Milestones

### Immediate to Short Term:

- Consultation Practices Framework is developed that leverages best practices
- RSLT and partner organizations commit to implementing practices through signed MOU

### Medium Term:

- Increased engagement in municipal and sectoral engagement from priority and PLE populations



Amherstburg Freedom Museum, Amherstburg



## ENGAGED AND SAFE COMMUNITIES

### Goal #3: Increase access to safe and affordable housing.



#### Prevention

The aim of the initiatives within this goal is to reduce the risks to the individual and community associated with not having access to safe, secure, and sustainable housing. In particular, the region has identified the lack of affordable housing as being a major barrier to accessing and maintaining sustainable housing.



#### Initiative 3.1

Increase awareness and utilization of existing housing supports and programs.



#### Implementation Activities

- Work with the City of Windsor's Housing department, as the designated Municipal Service Manager for housing services in Windsor and Essex County, to review existing communications channels between service providers and those in need of supports and identify opportunities to improve outreach and engagement, especially in the County.
- Leverage, enhance or develop a communications plan that aligns with the **Home Together: Windsor Essex Housing and Homelessness Master Plan** and the mandate of the Housing and Homelessness Advisory Committee, to promote awareness of existing supports and programs that is targeted at reaching those in need of affordable housing, or those at risk of losing their housing.

#### Metrics & Milestones

##### Immediate to Short Term:

- Communications Plan developed



### Initiative 3.2

Review and assess planning and growth-related policies to promote a larger and more diverse housing supply.



### Implementation Activities

- Liaise with municipal departments to review and assess the impacts of existing planning policies and zoning regulations that affect the housing supply in each municipality.
- Promote innovative pilot projects among municipal partners that align with ***Home Together: Windsor Essex Housing and Homelessness Master Plan (2019-2028) and its Best and Promising Practice Review*** to support the creation of more attainable housing within existing legislation and regulatory frameworks.

### Metrics & Milestones

#### Immediate to Short Term:

- List of possible pilot projects is identified
- Summary report on the qualitative findings from meetings regarding existing planning policy and zoning regulations

#### Medium Term:

- Inter-municipal participation in attainable housing pilots

#### Long Term:

- Evaluate the effectiveness of pilot projects for consideration and adoption across the region



### Initiative 3.3

Increase advocacy to provincial and federal levels of government to support more affordable housing through capital and operating investments in housing projects, as well as supports to obtain and retain housing.



### Implementation Activities

- Leverage, expand or develop a strategic advocacy plan with a broad coalition of municipal and sectoral support that identifies key intergovernmental investment priorities to increase access to affordable housing across the region.

### Metrics & Milestones

#### Immediate to Short Term:

- Letters to provincial and federal housing Ministers
- Advocacy Plan supported by data

#### Medium Term:

- Advocated projects receive funding



Canadian Transportation Museum & Heritage Village, Kingsville

## Goal #4: Promote safe, healthy, and connected neighbourhoods and communities.



### Social Development

The aim of this goal is to improve the general safety and wellbeing within communities by investing in community-based programs, spaces, and projects that promote connectedness, engagement, and other social determinants of health, creating protective factors in the community.



### Initiative 4.1

Increase access to organized programming in communities.



### Implementation Activities

- Work with partners to expand or establish an inventory of organized programming available in communities across the region.
- Identify geographic and population gaps in access to programming and identify opportunities to fill programming gaps through consultation with target communities and local service providers.
- Identify funding opportunities and constraints and develop harmonized funding strategies to promote barrier-free organized programming.

### Metrics & Milestones

#### Immediate to Short Term:

- List of community and private spaces available for additional recreation and programming activities

#### Medium Term:

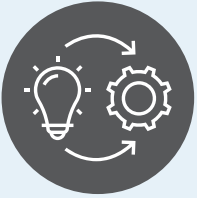
- Amount of additional programming and recreation space created





## Initiative 4.2

Promote community-led projects and initiatives – including neighbourhood building initiatives to help increase feelings of safety, strengthen social capital with neighbours, and promote ongoing, sustainable engagement within communities.



## Implementation Activities

- Identify opportunities to collaborate with community leaders across the region to showcase and support local community projects.
- Pilot a CSWB Walks Program based on Neighbourhood Crime Prevention through Environmental Design (CPTED) model for City and County.
- Work with partners to develop and pilot a Regional Crime Prevention Council (or committee) focused on leveraging expertise and sharing best practices as an interdisciplinary consultative body for priority communities and neighbourhoods.

## Metrics & Milestones

### Medium Term:

- Establish framework to pilot Regional Crime Prevention Council (or committee)
- One completed CSWB Walk in one neighbourhood or community in each W-E municipality (8 total)



Downtown Windsor Farmers Market, Windsor



### Initiative 4.3

Increase access to safe indoor and outdoor community spaces.



### Implementation Activities

- Work with partners to identify communities with limited or no access to community spaces or unsafe community spaces.
- Prioritize community needs and work with identified communities, local groups and organizations, and industry partners to develop individual action and investment plans to create safe public spaces for those communities.

### Metrics & Milestones

#### Immediate to Short Term:

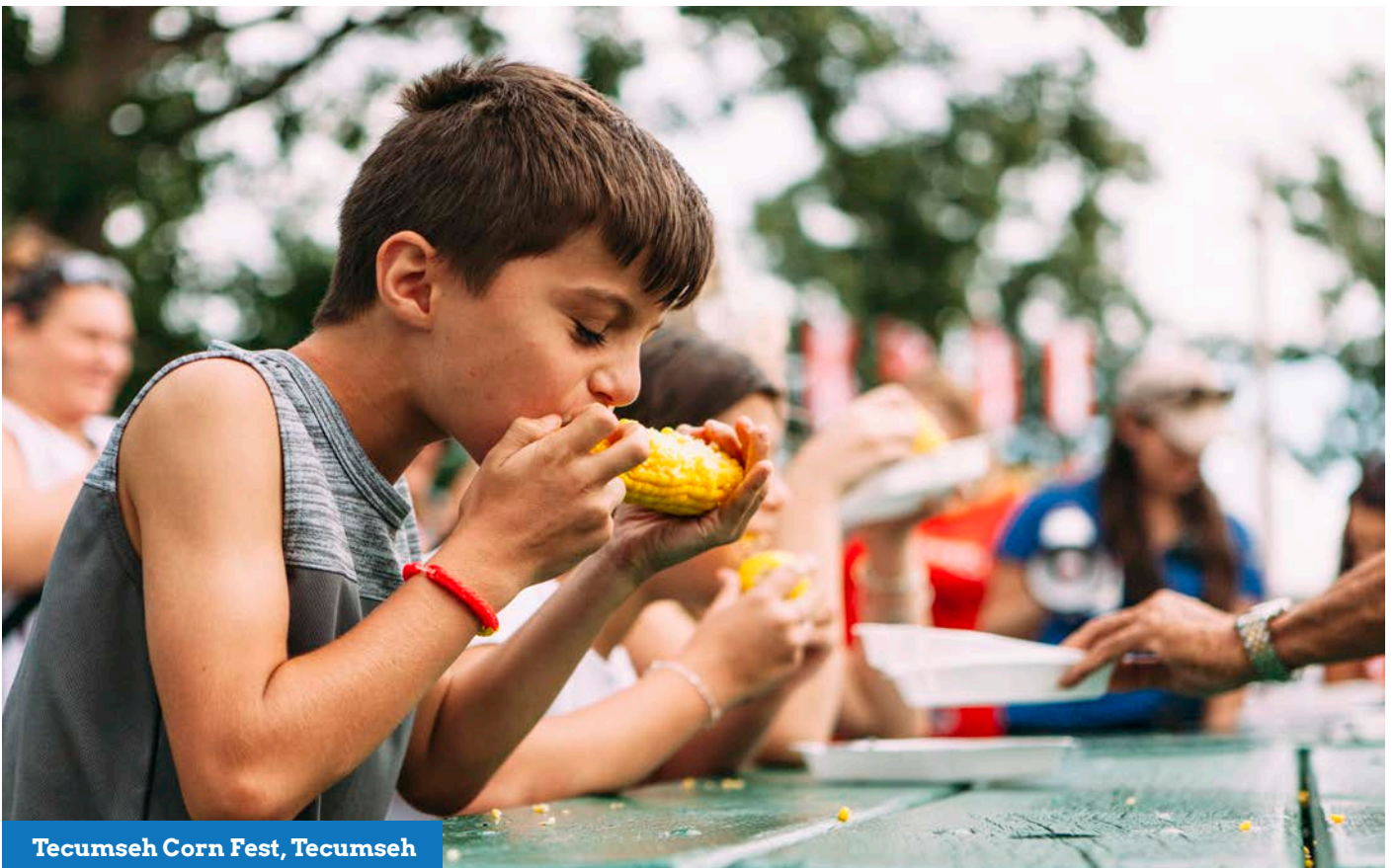
- Establish or determine a common definition of community spaces
- List of community spaces with opportunity for safety improvements

#### Medium Term:

- Identify cost investments for each community space safety enhancement (including identifying existing funding lines)

#### Long Term:

- Progress report on safety investments



Tecumseh Corn Fest, Tecumseh



# MENTAL HEALTH AND SUBSTANCE USE SUPPORTS

**Goal #5: Increase frequency of preventative care and early interventions to reduce overall service need and crisis intervention.**



### Prevention

The aim of this goal is to reduce the number of risks to the individual and community associated with serious mental health and substance misuse issues by promoting preventative care and early intervention to prevent escalation of these risks wherever possible.



### Initiative 5.1

Promote de-stigmatization of mental health and addiction issues and raise awareness of existing supports to promote early intervention and overall wellbeing.



### Implementation Activities

- Leverage, enhance or develop a region-wide campaign to raise mental health awareness and local available resources and initiatives.
  - Ensure resident information pathways are harmonized among service providers to provide residents with as many resources as possible (e.g. RCSWB Asset Map).

### Metrics & Milestones

#### Immediate to Short Term:

- Social media engagement metrics
- Increased uptake of existing early intervention mental health supports (local hotlines etc.)

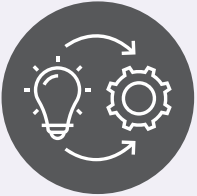
#### Medium Term:

- More uptake of early intervention resources as opposed to crisis response ones



### Initiative 5.2

Leverage and support the mental health service sector around harmonized communications and intergovernmental advocacy to increase and improve available mental health supports.



### Implementation Activities

- Identify key sectoral priorities for the region to improve access and increase available mental health and addictions resources across the region (e.g. single point entry or warm transfers between service providers).
- Leverage, expand or develop a strategic communications and advocacy plan based on key sector priorities to facilitate harmonized sectoral advocacy for regional mental health resources that can be amplified by the Municipality.

### Metrics & Milestones

#### Immediate to Short Term:

- Sectoral priorities clearly defined

#### Medium Term:

- Specific, tangible provincial or federal funding ask developed and actioned via resolutions, meetings, letters and other advocacy tactics

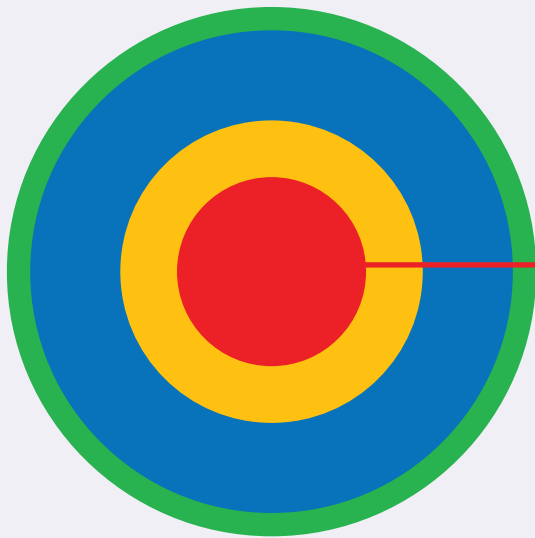
#### Long Term:

- Increased Provincial and Federal funding for mental health and addictions resources in the community



Point Pelee National Park, Leamington

## Goal #6: Safe and effective emergency response to those in crisis.



### Emergency Response

The aim of this goal is to ensure that when urgent intervention is required, further harm is prevented through safe and effective emergency responses. These initiatives focus on ensuring the right type and level of response is provided in an effective and timely manner.



### Initiative 6.1

Expand programs that leverage crisis response teams that include both police and mental health workers (e.g. COAST, Youth Crisis Response Team (YCRT), Mobile Crisis Rapid Response Team etc.).



### Implementation Activities

- Develop a report for City and County Councils and the community on the success of existing co-response strategies.
- Leverage, enhance or develop an advocacy strategy with a coalition of support (e.g. Police Services, WECOSS, Situation Table) to collectively advocate for sustainable funding and expanded services for police co-response teams and strategies that divert MHA crisis issues to subject matter experts.
- Review opportunities to invest and harmonize funding across sectors for expanded co-response strategies.

### Metrics & Milestones

#### Immediate to Short Term:

- Report to Council(s) on the success of existing co-response strategies

#### Medium Term:

- Increased number of co-response teams in the region

#### Long Term:

- Fewer police interactions for those in crisis and facing mental health and substance use issues



## Initiative 6.2

Improve community trust in the emergency services and improve community outcomes, especially for priority populations, by building stronger relationships between service providers (e.g. Community workers and police) and communities.



## Implementation Activities

- Leverage partnerships with existing community networks and priority populations to create opportunities for ongoing dialogue and feedback from community members.
- Identify opportunities to establish community-emergency responder partnerships.

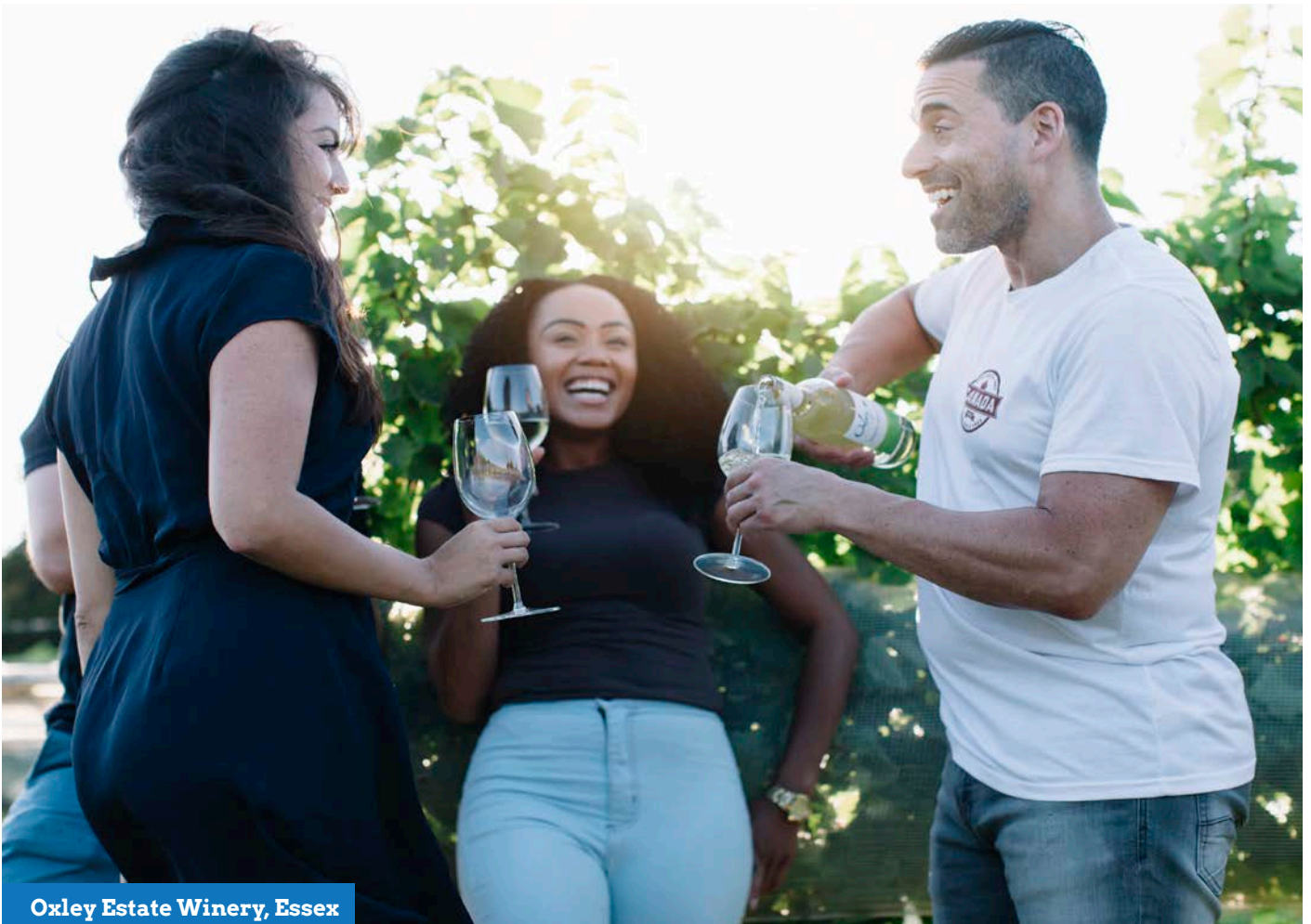
## Metrics & Milestones

### Immediate to Short Term:

- Lines of communication between priority populations and emergency services are established and more collaborative

### Long Term:

- Quicker intervention for those in crisis and those in emergency situations



Oxley Estate Winery, Essex



# FINANCIAL SECURITY AND ECONOMIC EQUITY

**Goal #7: Identify existing gaps in the social safety net for those facing income insecurity and poverty with a lens of equity and inclusion for priority populations.**



### Risk Intervention

This goal aims to ensure those already facing income insecurity and poverty are supported and protected from further risks associated with their financial situation, as it is already a major social determinant of health that can have cascading negative impacts to the individual and community.



### Initiative 7.1

Conduct a social policy review of support services available to residents of Windsor-Essex, including federal, provincial, and local initiatives to determine where there are gaps in services or supports.



### Implementation Activities

- In consultation with partners develop an RFP for the social policy review.
  - Develop an inventory of available support services and conduct a gaps analysis.
  - Identify opportunities for collective action to fill identified gaps.
- Select and work collaboratively with successful vendor to complete the review.
- Leverage report finding and the work already completed by local strategies and organizations by advocating for additional resources and funding at intergovernmental and non-profit levels.

### Metrics & Milestones

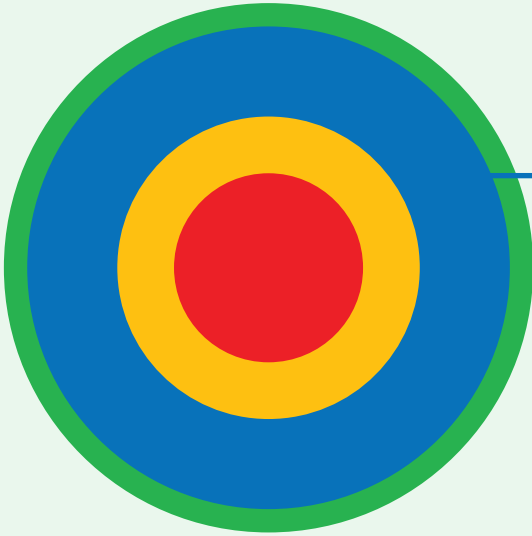
#### Immediate to Short Term:

- Approved RFP

#### Long Term:

- Completed Review
- Opportunities prioritized and action plans developed

## Goal #8: Promote local employment and increase participation in local education and training.



### Prevention

The aim of this goal is to reduce the number of risks to the individual and community associated with unemployment and under-employment by promoting local education and employment opportunities within communities.



### Initiative 8.1

Expand or develop new grant and bursary programs to promote local institutional partnership, internship, and apprenticeship opportunities for targeted geographies and priority populations to keep people in their neighborhoods.



### Implementation Activities

- Develop an inventory of existing grant and bursary opportunities.
- Identify barriers to accessing those opportunities, with a focus on access for priority populations and across local geographies.
- Identify opportunities to expand access and develop an equitable approach to grant and bursary programs for targeted geographies and priority populations.
- Review opportunities to establish or harmonize funding streams to support local institutional partnerships, internships and apprenticeships.

### Metrics & Milestones

#### Immediate to Short Term:

- Develop an inventory and access report for existing programs

#### Medium Term:

- More local recipients of grants and bursaries

#### Long Term:

- Higher participation by priority populations and targeted geography in grant and bursary programs





## Initiative 8.2

Leverage, expand or develop targeted economic development and workforce strategies in priority neighbourhoods.



## Implementation Activities

- Identify and prioritize communities and neighbourhoods with acute economic development needs, with a focus on addressing the development support needs of priority populations.
- Work with partners to promote existing employment and training opportunities in priority communities or neighbourhoods.
- Leverage, expand or develop individual action and investment plans for identified communities. These plans will utilize or build upon existing local economic development strategies and promote investment from both public and private partners in consultation with community residents.
  - Action plans may include such supports as investments in arts and culture, revitalization efforts etc.
- Use opportunities identified in Community Action Plans to promote the development of social procurement policies to ensure municipal spending maximizes local benefits.

## Metrics & Milestones

### Immediate to Short Term:

- Target communities identified and prioritized
- Opportunities identified and Action Plans developed

### Medium Term:

- Piloted social procurement policies among municipal partners



Drouillard Place Little Free Library, Windsor

## MOVING FORWARD

As indicated previously, the Plan represents the first iteration of a process toward community safety and well-being that must involve residents, municipal and sector leaders, and collaborators from various backgrounds and levels of experience. In keeping with the living document approach, the implementers will reflect upon, incorporate and utilize lessons learned during the planning process.

Throughout engagements with community members, local leaders and subject matter experts, it was consistently heard that the approaches used to understand regional priorities and make decisions for action were as important as the actions themselves. This feedback informed the development of the following implementation principles that will guide our understanding of identified priorities, and our work towards change within each area of focus.

**Representation and Inclusion:** It is vital to recognize and address the ongoing impacts of colonialism, systemic racism and discrimination. Furthermore, that due to intersectionality, the complex social challenges faced by the region impact historically underrepresented communities more deeply than others. Moving forward must include and support representative voices and diverse lived experiences at both the decision-making and partnership levels.

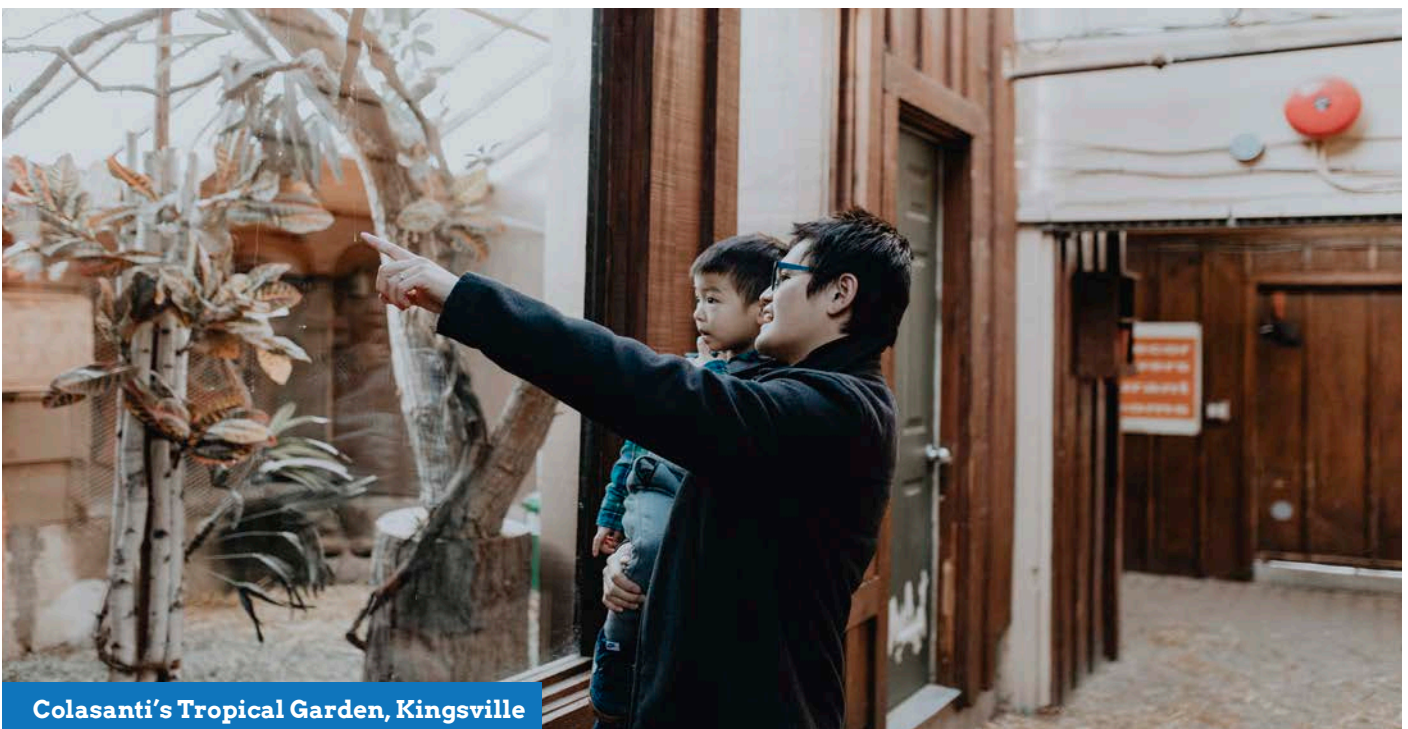
**Collective Action:** There are committees, agencies and groups across multiple sectors that are already working tirelessly to address the complex social challenges facing our

region. Working in partnership with existing organizations to leverage, support or build upon the strengths and assets of our communities is a fundamental key to success.

**Community Engagement:** Everyone has a role to play in the safety and well-being of our communities. To support meaningful participation, actions to mediate the physical, financial and linguistic barriers to participation that some community members may experience is vital. Utilizing engagement approaches that help reduce barriers to participation, provide community members with opportunities to provide meaningful input, and track progress is a fundamental key to success.

**Data & Evaluation:** Data and evidence-based strategies are critical for effective collective action, advocacy and resource allocation. In recognition that collaboration is required to best understand available cross-sector data and to address data gaps, working with partners to share and analyze data, as well as evaluate progress on identified initiatives and activities, is vital.

**Sustainable Funding:** Establishing sustainable funding for the RCSWB goals and initiatives will be a key principle of implementation. All funding and financing sources will need to be explored as part of every initiative, as there may be options for federal, provincial or community partner funding beyond investment by Windsor and the Essex County municipalities.



Colasanti's Tropical Garden, Kingsville

# ACKNOWLEDGEMENTS

The development of the Windsor Essex Regional Community Safety and Well-Being Plan was a collaborative effort led by a core project team consisting of representatives from the City of Windsor, County of Essex and Windsor Police Service, in collaboration with StrategyCorp Inc. Supporting the project throughout the pandemic was Workforce WindsorEssex. We would like to thank all team members for their contributions and dedication to the planning process.

## Core Team

**Leonardo Gil**, Project Manager, City of Windsor

**Stephen Lynn**, Acting Manager of Social Policy and Planning, City of Windsor

**Jelena Payne**, Commissioner of Human and Health Services, City of Windsor

**Mary Birch**, Director of Council and Community Services/Clerk, County of Essex

**Deputy Chief Frank Providenti**, Deputy Chief of Operational Support, Windsor Police Service

**Sandra Bradt**, Executive Initiatives Coordinator, City of Windsor

**Mary Ellen Bernard**, Manager of Social Policy and Planning, City of Windsor

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**John Matheson**, Principal, StrategyCorp Inc.

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## Workforce Windsor Essex

**Michelle Suchiu**, Senior Director of Strategic Partnerships, Workforce WindsorEssex

**Lindsey Rivait**, Executive Assistant and Researcher, Workforce WindsorEssex

We would like to offer our sincere thanks to the **over 1,900 stakeholders** and Windsor Essex residents who gave their time and valuable input through virtual engagements, small group discussions, and surveys. We greatly appreciate your trust, guidance and support.

Importantly we would like to thank all of the members of the Regional Systems Leadership Table and the Enhanced Sector Network for their time and dedication to the planning process. Your direction, insights and experience were instrumental to the creation of the Plan.

Our thanks also to **Tourism Windsor Essex Pelee Island (TWEPI)**, the City of Windsor **Communications and Customer Service Department**, and the County of Essex **Communications and Organizational Development Department** for providing the photographs used throughout this document.

## GLOSSARY

**Community Safety and Well-Being:** the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.

**Social Determinants of Health:** the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These are protective factors of health and well-being including access to income, education, employment and job security, safe and healthy working conditions, early childhood development, food security, quality housing, social inclusion, cohesive social safety network, health services, and equal access to all of the qualities, conditions and benefits of life without regard to any socio-demographic differences. The social determinants of health are the same factors which affect individual, family and community safety and well-being.

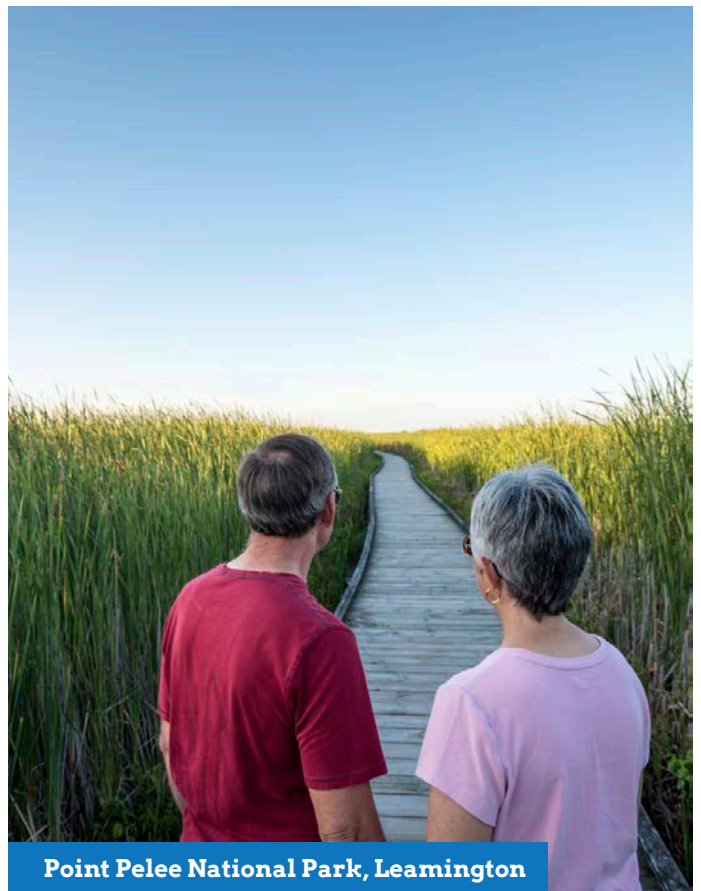
**Risk Factors:** characteristics, conditions or influences present in the lives of individuals, families, communities or society that may increase social disorder, crime and fear of crime, or the likelihood of victimization.

**Protective Factors:** positive characteristics or conditions that can moderate the negative effects of risk factors and foster healthier individuals, families and communities, thereby increasing personal and/or community safety and well-being.

**Priority Populations:** in alignment with feedback from community members and subject matter experts, the term priority population is being used to describe communities and groups who due to social, systemic, structural or historical factors have increased susceptibility to adverse risk factors. In the context of this project, identified priority populations include but are not limited to Indigenous communities, racialized communities, 2SLGBTQ+ folk, accessibility communities, youth, newcomers, seniors, persons with lived or living experience of homelessness, and persons with lived or living experience of substance use.

**Crime Prevention:** the anticipation, recognition and appraisal of a crime risk and the actions taken – including the integrated community leadership required – to remove or reduce it.

**Acutely Elevated Risk:** a situation negatively affecting the health or safety of an individual, family, or specific group of people where there is a high probability of imminent and significant harm to self or others (e.g., offending or being victimized, lapsing on a treatment plan, overt mental health crisis situation, etc.). In these situations, agencies and organizations may be permitted in legislation to share personal information in order to prevent imminent harm. This often involves circumstances that indicate an extremely high probability of the occurrence of victimization from crime or social disorder, where left unattended, such situations will require targeted enforcement or other emergency, incident response.



Point Pelee National Park, Leamington

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# APPENDIX A : COMMUNITY PROFILES

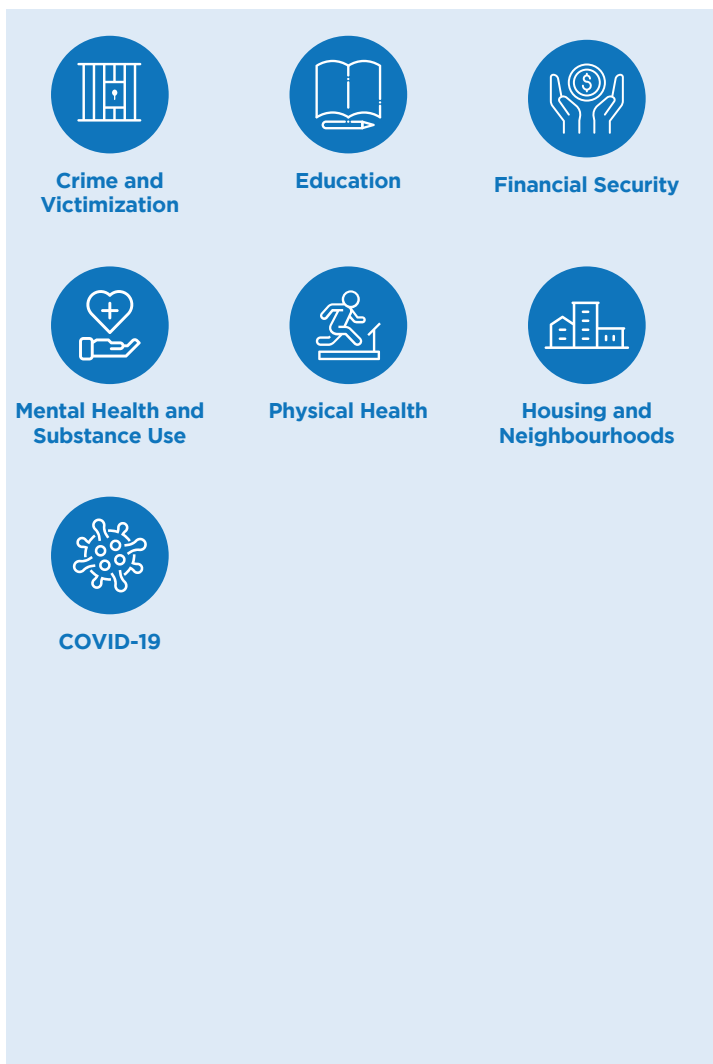
## What is the purpose of the Community Profiles?

The purpose of the Community Profiles is to provide a clear understanding of the unique needs and opportunities in each of the eight participating municipalities. Though the final plan is a regionally focused report, the specific needs and assets of the communities are reflected here. These profiles provide a snapshot of the community based on the available data and each community's strategic plans.

## What's included in the Community Profiles?

### — Windsor Essex Population Level Data Report (2020) Findings

To understand the region and each community's "current state", the **Windsor Essex Population Level Data Report** looks at available core measures and supporting measures between 2011 and 2020 across seven identified risk and protective factor categories shown here.



### Core measures

Accessible local information that is collected and reported consistently and routinely. This primarily includes Statistics Canada data (2016); Windsor Polices Service, LaSalle Police Service, and Ontario Provincial Police data; Education Quality and Accountability Office data; City of Windsor data; and Windsor-Essex County Health Unit data. This includes measures on factors such as "ethnic origins" that are reported as per Statistics Canada.

Note: Ethnic origin refers to the ethnic or cultural origins of the person's ancestors. Given that a person may report more than one ethnic origin, ethnic origin is typically analyzed by considering each response separately. Persons who report more than one ethnic origin are included in the response category for each of the origins they reported and the counts for specific ethnic origins reflect the number of responses provided (Statistics Canada).

### Supporting measures

Accessible and relevant local information that is a unique point-in-time snapshot. Supporting measure data points were taken from a number of reports across each of the seven categories.

Using data from a number of publicly available datasets and reports, an initial list of core measure indicators across the seven sectors was created. The Data Team, comprised of data specialists from across the sectors, was surveyed to narrow down the list to the most relevant indicators. After a meeting with the Data Team and individual follow-up conversations, the indicators were finalized: 62 indicators for the regional overview, and 20 for the community profiles. Fewer indicators were examined at the community level because many indicators are aggregated to the regional level and described in the body of the report. These community profiles summarize key indicators for each municipality.

### — Asset Mapping

The **Regional CSWB Asset Map** is an interactive web tool that identifies and categorizes over 1,200 community assets or local institutions, organizations, services and citizen associations that serve as a positive community resource. Categories are used to align with domains identified in the Population Level Data Report. The map is a vital resource for identifying the physical locations of assets as well as service gaps across the region. The community profiles include a snapshot of the local assets in each community. ([www.cswbwindsorsex.ca/maps](http://www.cswbwindsorsex.ca/maps))

## — Community Engagement Summary Findings

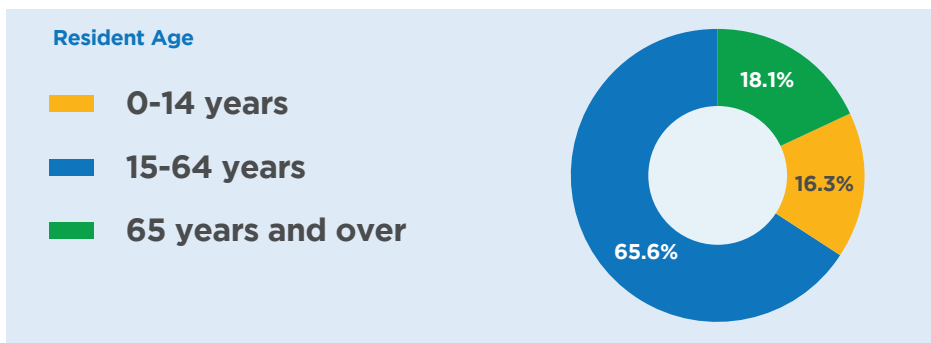
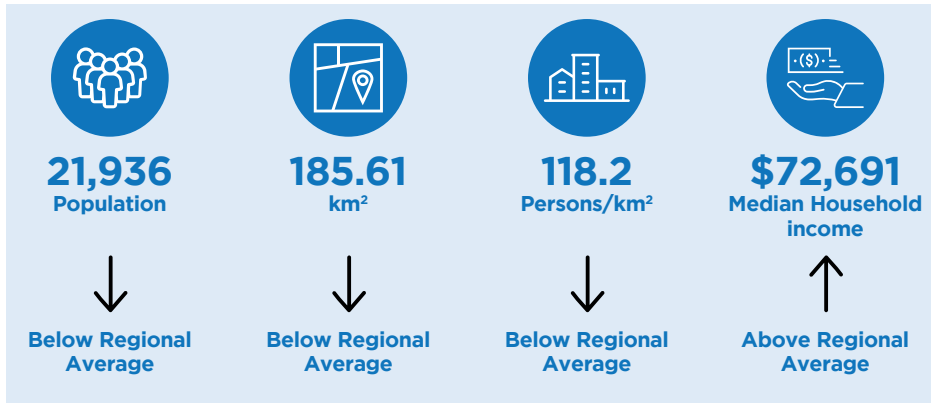
Public consultations utilized surveys and virtual public meetings to identify local priorities and issues in each municipality across the seven identified Risk and Protective Factor Categories. Both survey and breakout group questions at the virtual meetings were created to align with risk and protective factor categories and were used to identify priority risks and the top issues that residents would like to see addressed within the RCSWB plan.

While the full report includes regional summary data based on individual community feedback, the community profiles summarize in more detail the findings of the survey and virtual meetings for each community.



# TOWN OF AMHERSTBURG

## Windsor Essex Population Level Data Report Findings



Ethnic origin population (statscan, 2016)	
North American Aboriginal	6.2%
Other North American	39.6%
European	80.3%
Caribbean	0.5%
Latin, Central, and South America	0.5%
African	1.2%
Asian	2.6%
Oceania	0.2%

The Town of Amherstburg has been considered one of the safest communities in Canada over the past several years. Its Crime Severity Index in 2019 was slightly more than half the regional average score.

Similar to other communities in the County, the Town of Amherstburg is in transition as it balances economic development and growth with rural needs. It has limited industrial and commercial land development options and understands the need to develop a workforce that matches today's economic needs.

As of 2016, the Town's educational attainment was in line with the regional averages, and its median household income was significantly above the regional average. Its low income and child poverty rates were well below the regional average, but its child poverty rate did increase from 6.2% to 12.4% from 2011 to 2016.

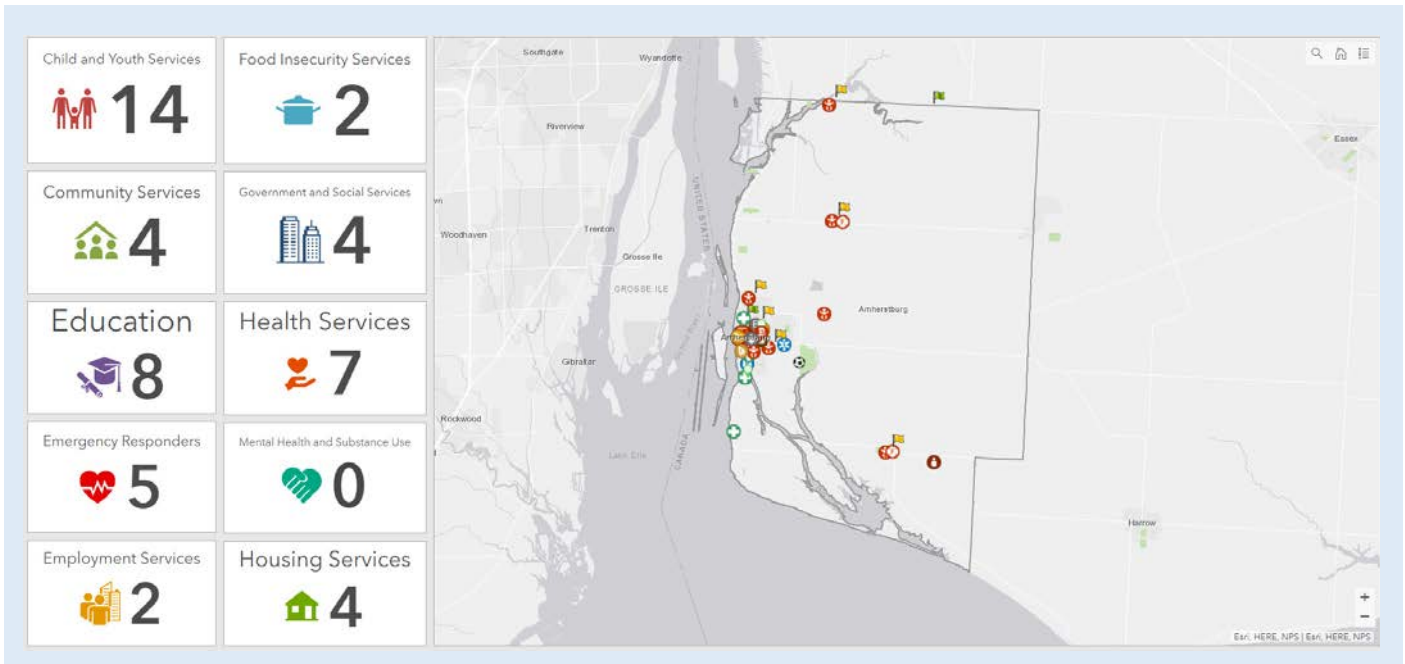
Across the core housing measures, the Town of Amherstburg performed well in 2016—either in line or above regional averages. The Town had high rates of

home ownership, and there were fewer residents who spend more than 30% of their income on shelter costs compared to the regional average.

The Town has a strong sense of community safety and well-being. Building on its strengths, in 2016, the Town launched its 5-year strategic plan, which focused primarily on attracting growth and economic development. The Town aims to foster a strong and stable transition to new economic realities in the region while maintaining a high quality of life for residents. Some of the strategies for supporting this goal include:

- Attracting new residents and businesses.
- Supporting and diversifying the agricultural industry.
- Investing in new and existing cultural festivals and events.
- Investing in infrastructure to support growth and attraction to the Town, such as parks and recreation, housing, and municipal services.

## Asset Map



## Community Engagement Summary Findings

### Consultation Highlights

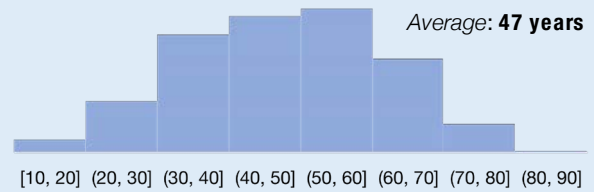
Survey Submissions: 74

Public Meeting Date: Thursday, February 25, 2021

- Amherstburg's top reported priorities were 1) **Housing and Neighbourhoods**, 2) **Mental Health and Substance Use**, and 3) **Financial Security and Employment**.
- Respondents **overwhelmingly feel safe** in their community (90%).
- Most respondents **reported they trust the police** (65%) and approximately the same amount are **satisfied with the level of policing** in the community.
- Slightly more respondents were unsatisfied **with housing and social supports** (45%) in the community compared to those who were satisfied (35%).
- Most respondents were **satisfied with their community's recreation and leisure opportunities and parks and green spaces** (75-90%).
- Most respondents reported they were **unsure about their satisfaction with the community's mental health and addiction resources** (40-50%). However, more respondents were unsatisfied (35-40%), with those resources than were satisfied (>20%).
- Those reporting their satisfaction levels with financial assistance opportunities and employment services were evenly split between those who were satisfied, dissatisfied, and unsure
- Major themes of the public meeting were **affordable housing, access to support services, and support for the business community**.

## Survey Demographic Details

### Age Distribution



### Identify as 2SLGBTQ+

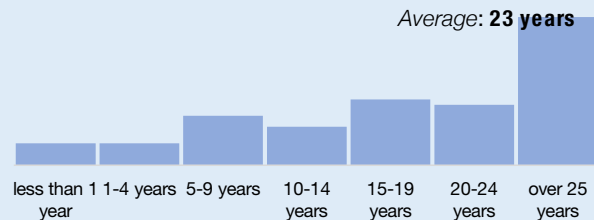
### Gender Identity

9%	Identify as 2SLGBTQ+
62%	Female
28%	Male
1%	Non-Binary
1%	Prefer to specify
7%	Prefer not to say

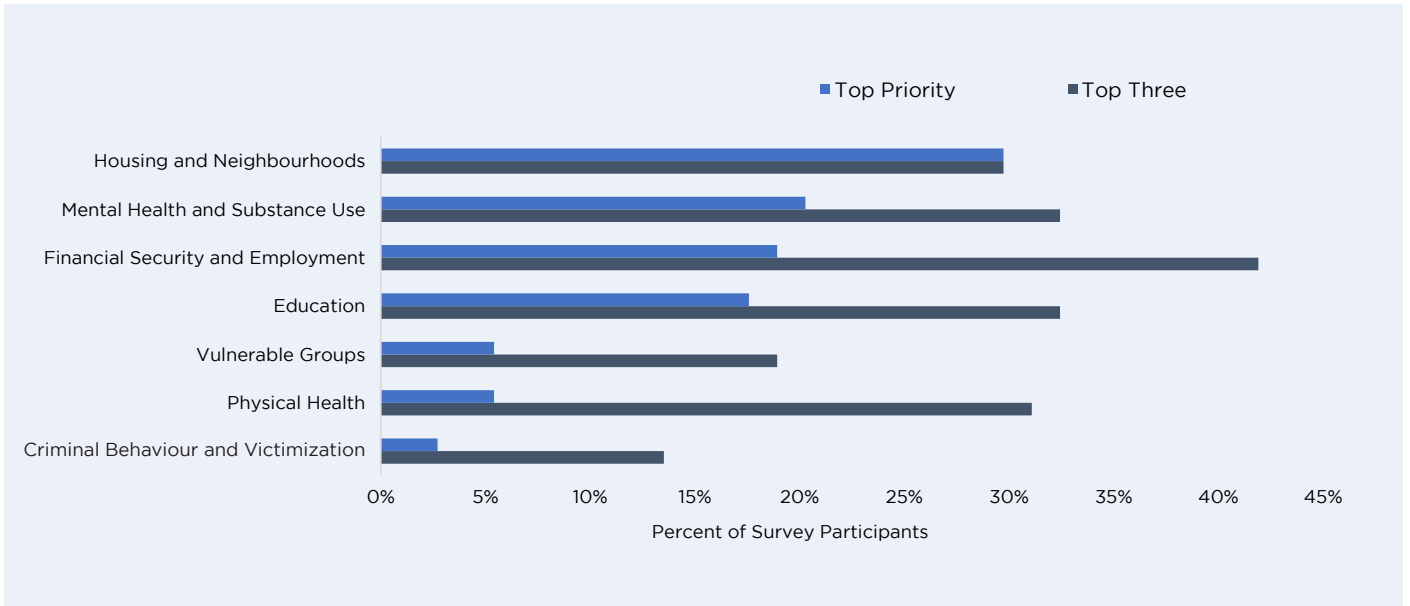
### Racial/Ethnic Identity

81%	White or Caucasian
14%	Prefer not to say
3%	Prefer to specify
1%	Black
1%	East or Southeast Asian
1%	Indigenous
1%	Latino or Hispanic
1%	Middle Eastern
0%	South Asian

### Time in the Community



### Top Reported Community Priorities



### Key Issues within Top Priorities

<b>Housing and Neighbourhoods</b>	Affordable and/or attainable housing
	Access to affordable leisure activities for children
	Access to social/support services
<b>Mental Health and Substance Use</b>	Access to mental health services
	Access to addiction services
	Mental health issues
<b>Financial Security and Employment</b>	Employment opportunities
	Access to income supports
	Poverty

## What We Heard...

During the community meeting we heard many of the priorities raised in the public survey repeated or expanded on.\*

### On Housing:

- “Amherstburg needs a better supply and access to rental housing, affordable housing, and supportive housing.”

### On Access to Services:

- “The community needs to support families and individuals that have more barriers to access services, like financial insecurity or lack of transit options.”
- “There needs to be more opportunities to connect with other people, through organized activities, counselling, or other mental health supports.”
- “People need to be made aware of existing support opportunities; they don’t know what mental health, social, or financial supports are out there. It can be hard to find the information you need.”

### On the Business Community:

- “We need to find ways of keeping the community connected and engaged, during and after the pandemic. The open-air markets over the summer were a great way to promote a sense of community and support local businesses.”
- “We need to keep Amherstburg’s business community vibrant. Small businesses need to be supported through the pandemic with more PPE and income supports, if they are going to make it.”

Generally, residents told us Amherstburg feels like a safe community, and this was mostly attributed to its engaged and connected community. However, a number of issues that negatively impacted resident’s sense of safety and wellbeing were raised, especially around affordable housing, traffic safety, barriers to community engagement, and mental health issues.

### Factors that improve resident’s sense of safety and wellbeing:

- “People feel safe in Amherstburg, this comes from having neighbourhoods where you know everyone in the community. We look out for each other.”
- “Many big cities feel less safe than Amherstburg. I feel safer raising kids here and walking home from work.”
- “The community is very active and engaged, there are always opportunities to bring the community together at events, charitable causes, etc...”

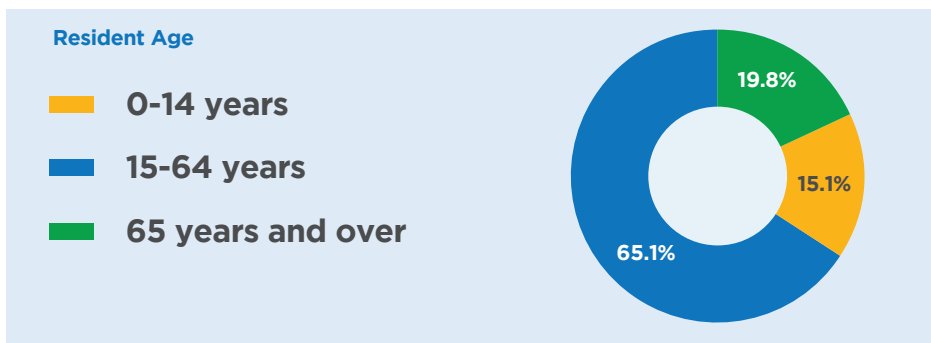
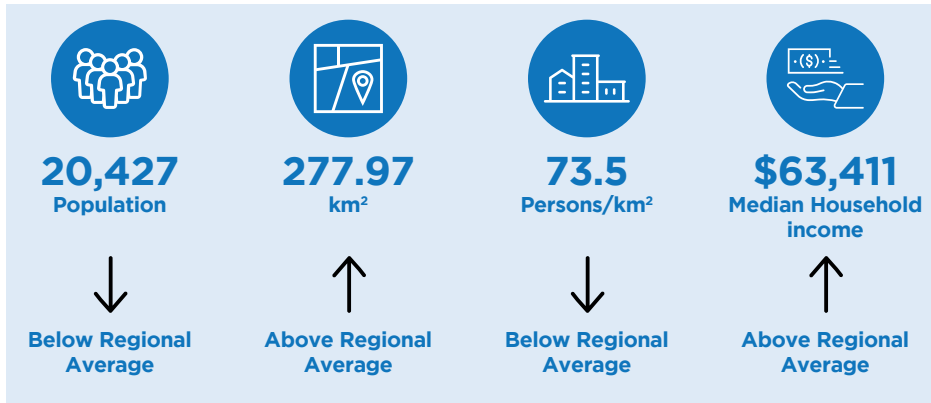
### Factors that reduce resident’s sense of safety and wellbeing:

- “We have an affordable housing crisis. The next generation can’t afford to buy and there is nothing available to rent. Unless things change, our kids won’t be able to stay.”
- “Low-income seniors face an 8-year waitlist for housing!”
- “I’m concerned about how accessible community engagement is for some people in the community, whether its financial insecurity or few transit options, not everyone is able to participate and benefit from community participation.”
- “Generally, mental health issues are on the rise; and it can impact anyone, young to old.”
- “Amherstburg’s trails, parks, and open spaces are wonderful, but they also attract a lot of traffic. It’s led to more speeding complaints, especially in school zones!”

\*Resident quotes have been edited for clarity and brevity, based on participant comments.

# TOWN OF ESSEX

## Windsor Essex Population Level Data Report Findings



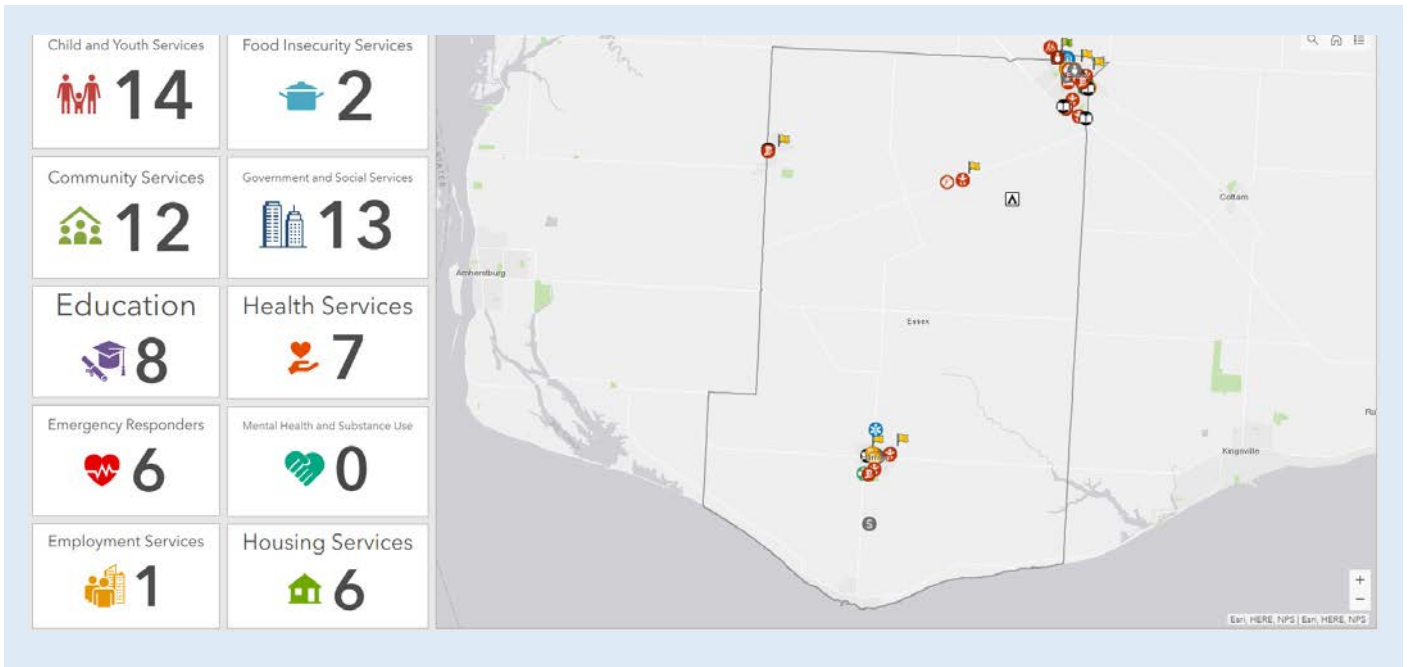
Ethnic origin population (statscan, 2016)	
North American Aboriginal	5.7%
Other North American	39.4%
European	81.8%
Caribbean	0.2%
Latin, Central, and South America	0.4%
African	0.7%
Asian	2.5%
Oceania	0.1%

- The Town of Essex has been considered one of the safest communities in Canada over the past several years. Even within Essex County, it has lower-than-average crime rates according to most recent Ontario Provincial Police data (2019) and has a low Crime Severity Index score (2019).
- Similar to other communities in the County, the Town of Essex has a rich agricultural heritage along with four distinct urban centres. One of the Town's goals is to manage growth and support small businesses while maintaining the small town feel of the community and supporting the agricultural economy.
- As of 2016, the Town had more adults with only a high school diploma and fewer adults with a post-secondary degree compared to the regional average, but its median household income is above the regional average, and its low income and child poverty rates are significantly below the regional average.
- Across the core housing measures from 2016, the Town of Essex performs well. The Town had high rates of home ownership, and there were fewer residents who spend more than 30% of their income on shelter costs compared to the regional average. As the Town grows, however, it aims to prioritize affordable housing, as outlined in its strategic plan.
- In 2019, the Town launched its 3-year strategic plan. Given the Town's strong safety and well-being profile, it is unsurprising that the Town's goals focus on building

on strengths and continuing to develop the community. Some of the notable community safety and well-being goals for the Town include:

- **Attracting viable growth to the area.** Priorities include updating the development charge regime to attract more investment into the Town, developing plans for the Highway 3 Corridor, connecting more of the community through regional transit.
- **Investing in infrastructure and mitigating the impact of climate change on the community.** Priorities include flood mitigation, reducing the impact of shoreline flooding, and developing a storm water and sanitary master plan.
- **Supporting vibrant recreation options, particularly for youth.** Priorities include offering affordable, inclusive, and accessible programming in the Town's urban centres, with a focus on outdoor and active recreation through sports leagues and trails.
- **Reviewing the current policing strategy.**

## Asset Map



## Community Engagement Summary Findings

### Consultation Highlights

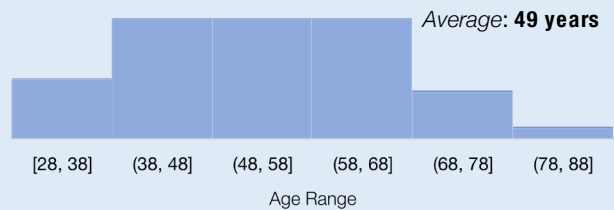
Survey Submissions: 50

Public Meeting Date: Tuesday, March 8, 2021 - 6:30 p.m.

- Essex's top reported priorities were 1) **Housing and Neighbourhoods**, 2) **Mental Health and Substance Use**, and 3) **Education**
- Respondents **overwhelmingly feel safe** in their community (95%)
- Most respondents **reported they trust the police** (75%) and more were **satisfied with the level of policing** in the community (55%) compared to those who are unsatisfied (35%)
- The majority of respondents were **unsatisfied with housing and social supports** (65%)
- Most respondents were **satisfied with their community's recreation and leisure opportunities and parks and green spaces** (70-80%)
- Most respondents reported they were **unsure about their satisfaction with the community's mental health and addiction resources** (40-50%). However, more respondents were unsatisfied with (30-40%), then satisfied (<20%)
- More respondents are **satisfied with educational opportunities and programming for children** (55%) and adults (35%) than unsatisfied. However, the majority of respondents were **unsure about educational opportunities and programming for adults** (40%)
- Major themes of the public meeting were **attracting young people to the community, affordable housing, access to support services.**

## Survey Demographic Details

### Age Distribution



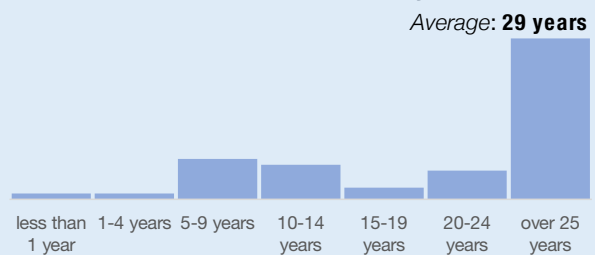
### Gender Identity

8%	Identify as 2SLGBTQ+
62%	Female
32%	Male
	- Non-Binary
	- Prefer to specify
6%	Prefer not to say

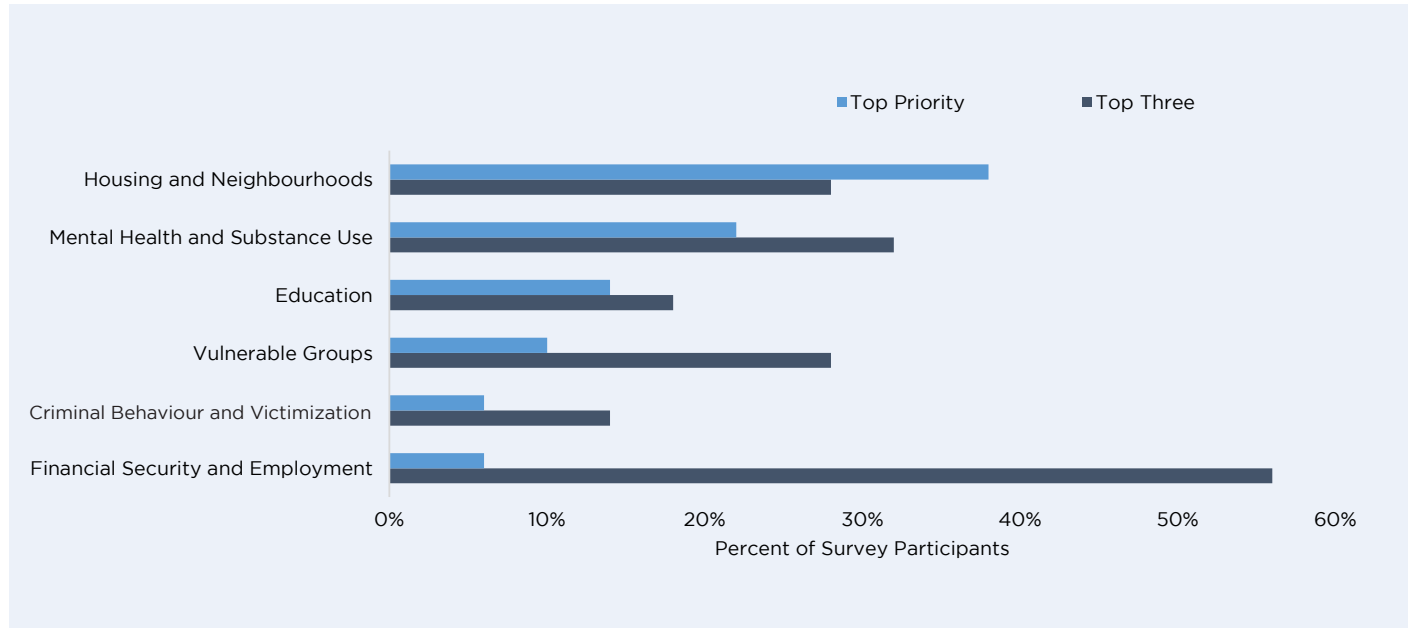
### Racial/Ethnic Identity

92%	White or Caucasian
8%	Prefer not to say
2%	Indigenous
2%	Middle Eastern
	- Black
	- East or Southeast Asian
	- Latino or Hispanic
	- South Asian
	- Prefer to specify

### Time in the Community



### Top Reported Community Priorities



### Key Issues within Top Priorities

<b>Housing and Neighbourhoods</b>	Affordable and/or attainable housing
	Access to affordable leisure activities for children
	Resident and community safety
<b>Mental Health and Substance Use</b>	Access to mental health services
	Mental health issues
	Access to addiction services
<b>Education</b>	Employment opportunities
	Specialized education programs

## What We Heard...

During the community meeting we heard many of the priorities raised in the public survey repeated or expanded on.\*

### On Youth and Young Families

- *“We need to find ways of attracting people into the community and allowing our young people to stay, they are currently being driven out, and we need to support them with local education opportunities, affordable housing, economic development and mobility.”*

### On Housing:

- *“There has been a lack of progress on affordable housing. It’s a hard and slow process to attract developers, and even harder to get them to build a more affordable supply”*

### On Access to Services:

- *“Currently, those who need any kind of support, especially for things like mental health, are being driven out of Essex into a larger urban centres where they can access affordable services.”*
- *“We need more accessible transportation options, within and between municipalities, like buses or even taxis.”*
- *“We need to upgrade our internet and electrical systems, both are essential services that can be unreliable.”*

### On Road Safety

- *Explore more resources related to traffic challenges. Look into speed limits, and transports using “two laners” in residential areas.”*

Generally, residents told us Essex feels like a safe community, and this was mostly attributed to its strong sense of connectedness. A number of issues that negatively impacted resident’s sense of safety and wellbeing were raised, especially around issues that directly impact youth and young families including school closures, affordable housing, and transportation issues.

### Factors that improve resident’s sense of safety and wellbeing:

- *“As a long-term resident, I’ve noticed there is community concern for neighbours and what is going on; as long as this sense of community exists, it contributes to safety. We know our neighbours, by sight if not by name.”*
- *“Our community is close to emergency services. EMS, police, fire. They all do a good job.”*
- *“Having access to information helps residents feel safe. We have two local online newspapers, a well as a few community groups and sites including on Facebook that keep the community connected, and prevent skewed perceptions arising from lack of information.”*

### Factors that reduce resident’s sense of safety and wellbeing:

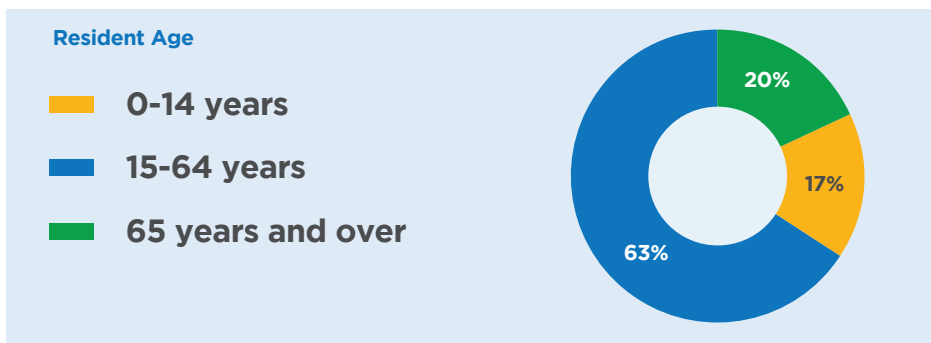
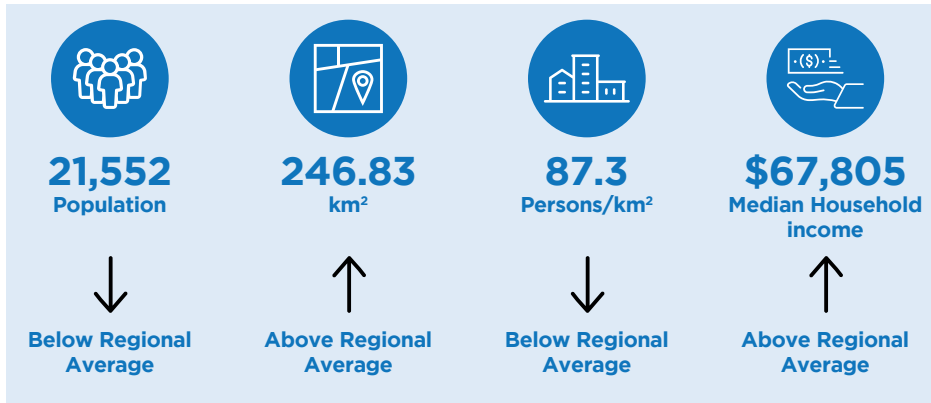
- *“School closures have had a major impact on youth and the whole community. Youth need to travel farther to get to school, and all the supports and benefits the school provides. They have a harder time accessing co-op programs, extracurriculars, volunteering and social opportunities. School locations also impact where people decide to live and work, which impacts the while community.”*
- *“Housing isn’t affordable. Incomes are not keeping pace with housing prices, or even rental prices! Younger people can’t find suitable housing near the community.”*
- *“Essex doesn’t have much in the way of mental health or addition services, or social services in general.”*
- *“Having rural road with mixed use can make walking or biking along high-speed road feel very unsafe, even in what is considered a residential area.”*

\*Resident quotes have been edited for clarity and brevity, based on participant comments.



# TOWN OF KINGSVILLE

## Windsor Essex Population Level Data Report Findings



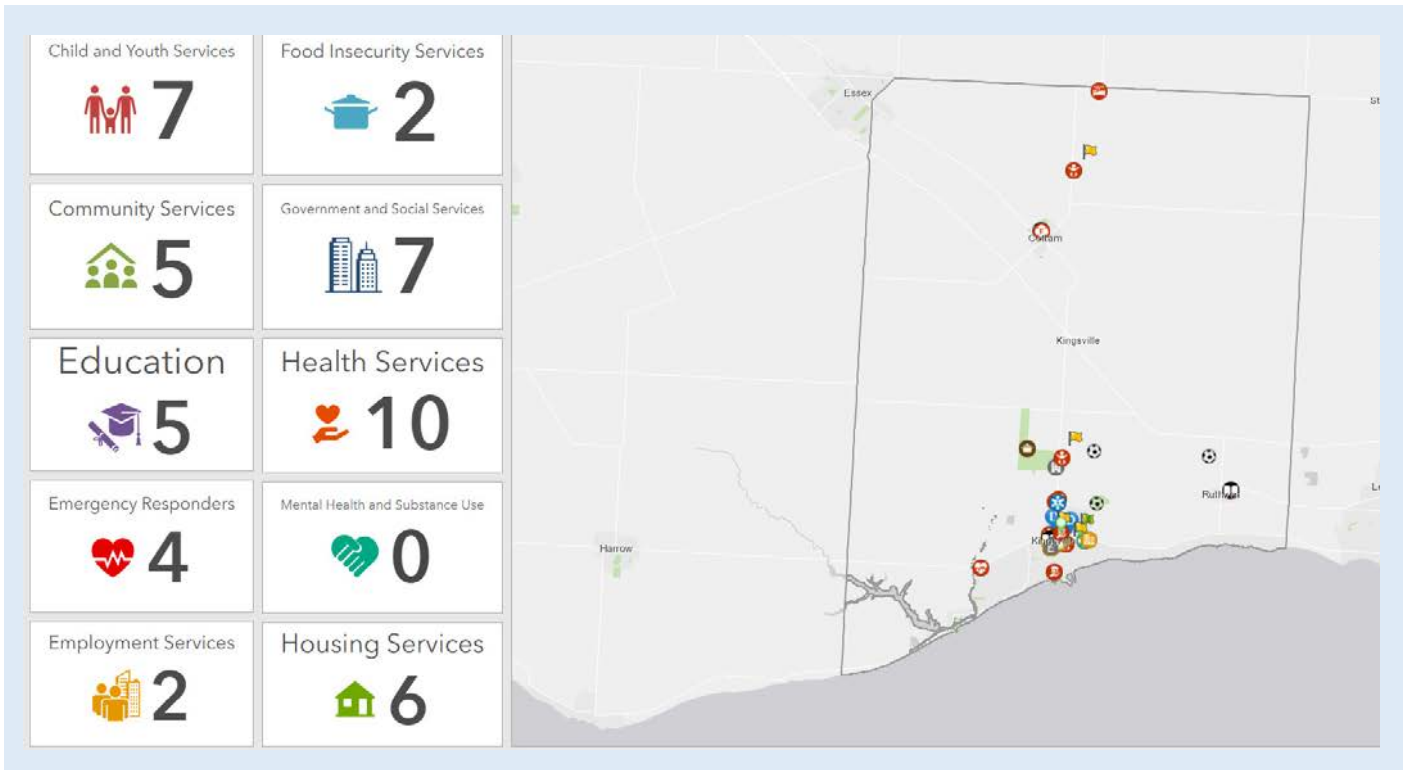
Ethnic origin population (statscan, 2016)	
North American Aboriginal	3.2%
Other North American	33.0%
European	81.3%
Caribbean	0.6%
Latin, Central, and South America	3.6%
African	0.3%
Asian	2.8%
Oceania	0.0%

- The Town of Kingsville has been considered one of the safest communities in Canada over the past several years. Even within Essex County, its violent crimes and drug crimes are in line with regional averages, and property and traffic crimes are below regional averages (2019). Its Crime Severity Score is below the regional average (2019), but it did increase by 17.9% from 2018 to 2019.
- The Town of Kingsville has seen a boom in the agricultural sector, making it one of North America's agriculture hubs with a significant number of greenhouses. The Town hopes to build on this growth. It also has a strong fishing industry and aggregate shipping port. Like its neighbours in Essex County, it continues to balance sustainable growth and urbanization and supporting the agricultural sector as a key economic driver. In its 2017-2022 strategic plan, it highlights the desire to maintain a small town feel in the community.
- As of 2016, the Town had more adults without a high school degree, but its other educational indicators are in line with the regional average. Its median household income was above the regional average, and its low income and child poverty rates were significantly below the regional average and were decreasing.
- Across the core housing measures in 2016, the Town of Kingsville performed well. The Town had high rates of home ownership, and there were fewer residents who

spend more than 30% of their income on shelter costs compared to the regional average. Its strategic plan notes that it has had 3% growth in residential home building.

- In 2017, the Town launched its 5-year strategic plan, which focuses on encouraging and managing growth in a sustainable manner. Some of the notable community safety and well-being goals for the Town include:
  - **Promoting public safety through improved communication and education.** Priorities include decreasing emergency response times.
  - **Improving recreational, arts, and cultural facilities within the Town.**
  - **Supporting business development, expansion, and retention.**
  - **Managing residential growth through planning.** As noted above, Kingsville wants to attract growth to ensure its continued high quality of life while balancing the desire to maintain a small town feel.

## Asset Map



## Community Engagement Summary Findings

### Consultation Highlights

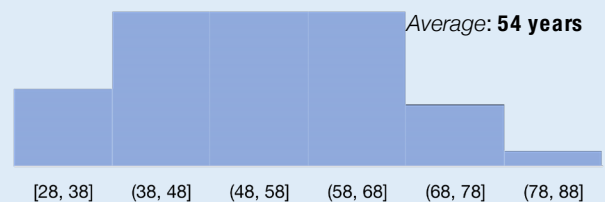
Survey Submissions: 43

Public Meeting Date: Wednesday March 10, 2021 - 6:30 p.m.

- Kingsville’s top reported priorities were **1) Housing and Neighbourhoods, 2) Mental Health and Substance Use, and 3) Physical Health**
- Respondents **overwhelmingly feel safe** in their community (>95%)
- Most respondents **reported they trust the police** (85%) and most were **satisfied with the level of policing** in the community (65%)
- The majority of respondents were **unsatisfied with housing and social supports** (75%)
- Most respondents were **satisfied with their community’s recreation and leisure opportunities and parks and green spaces** (60-80%)
- Most respondents reported they were **unsatisfied with the community’s mental health and addiction resources** (45-55%). However, many respondents were unsure (30-40%).
- More respondents are **satisfied with their community’s available healthcare** (60%) and almost **all reported having a family doctor** (95%)
- Major themes of the public meeting were the **impacts of the COVID pandemic, improved access to health services, and access to housing.**

## Survey Demographic Details

### Age Distribution



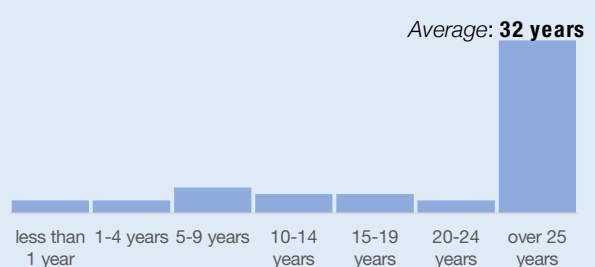
### Gender Identity

0%	Identify as 2SLGBTQ+
63%	Female
33%	Male
-	Non-Binary
-	Prefer to specify
5%	Prefer not to say

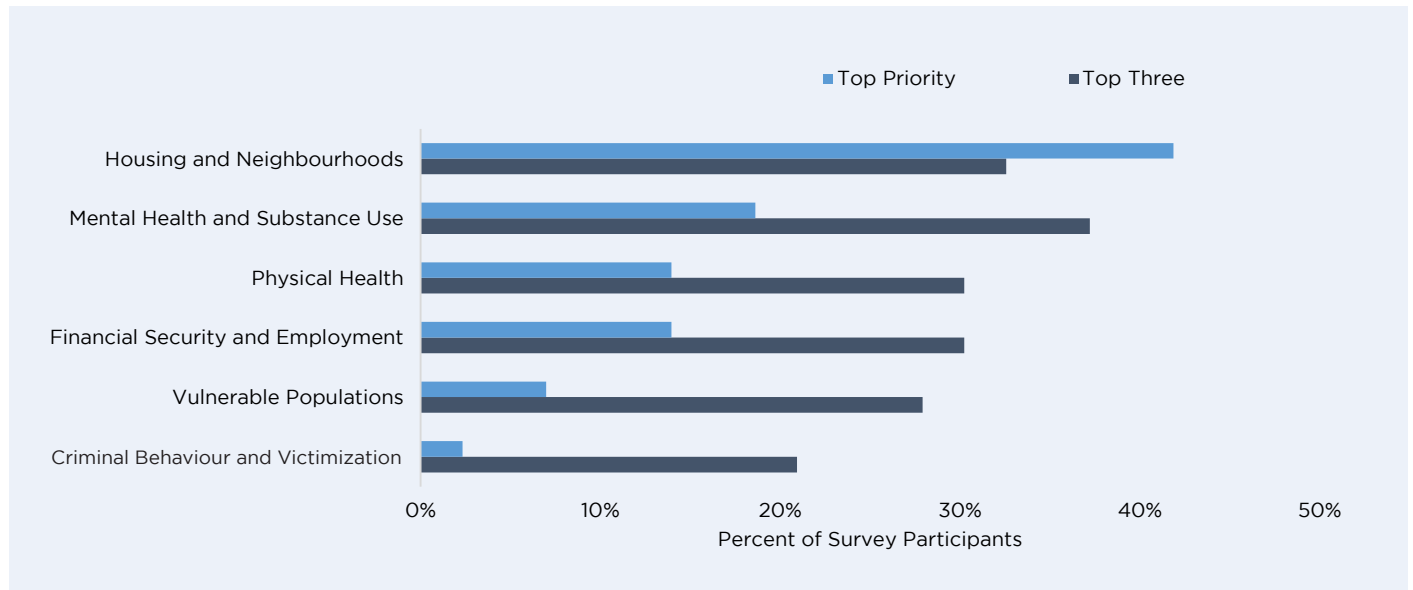
### Racial/Ethnic Identity

91%	White or Caucasian
7%	Prefer not to say
-	Prefer to specify
-	Black
-	East or Southeast Asian
2%	Indigenous
2%	Latino or Hispanic
-	Middle Eastern
-	South Asian

### Time in the Community



### Top Reported Community Priorities



### Key Issues within Top Priorities

<b>Housing and Neighbourhoods</b>	Affordable and/or attainable housing
	Resident and community safety
	Access to affordable leisure activities for children
<b>Education</b>	Employment skills development
	Specialized education programs
<b>Financial Security and Employment</b>	Employment opportunities
	Access to income supports
	Poverty

## What We Heard...

During the community meeting we heard many of the priorities raised in the public survey repeated or expanded on.\*

### On Access to Services:

- *“We need to broaden the scale and access to mental health services outside of Windsor. Maybe look into mobile units?”*
- *“We need more physicians in Kingville.”*

### On Housing and Neighbourhoods:

- *“We need more mixed-income housing, that doesn’t lock people out of the market.”*
- *“We need to look into better programs and systems for temporary workers. They are brought in and then not cared for.”*
- *“Homelessness is a big issue, there is no shelter available, and you see a lot of young people couch surfing to stay off the street.”*
- *“We have a big problem with developers coming in, running over municipal planners, and getting LPAT to overrule their zoning restrictions.”*
- *“We have a real lack of diversity, we need to figure out how to manage that and make people feel welcome.”*

### On Pandemic Impacts:

- *“There are a lot of problems that are a direct result of the pandemic, but a lot of those problems were there already. We need to focus on supporting people and businesses out of the pandemic, but then make sure we deal with the root causes.”*

Generally, residents told us Kingsville feels like a safe community, and this was mostly attributed to its small town, friendly nature, beautiful outdoor amenities, and collaborative service providers. A number of issues that negatively impacted resident’s sense of safety and wellbeing were raised, especially around access to physical and mental health services, affordable housing, and a perceived increase in “faceless” crimes.

### Factors that improve resident’s sense of safety and wellbeing:

- *“There is a friendly feeling of the town. People are welcoming and that makes you feel safe.”*
- *“The community is able to provide services to those who need it, through active and supportive service clubs and businesses that cater to families, seniors etc.”*
- *“Ability to walk through your community and ability to participate in physical activities. Access to nature, parks, active walking trails etc.”*
- *“We have a good police department. They are local, engaged, and they work with the community beyond just policing.”*

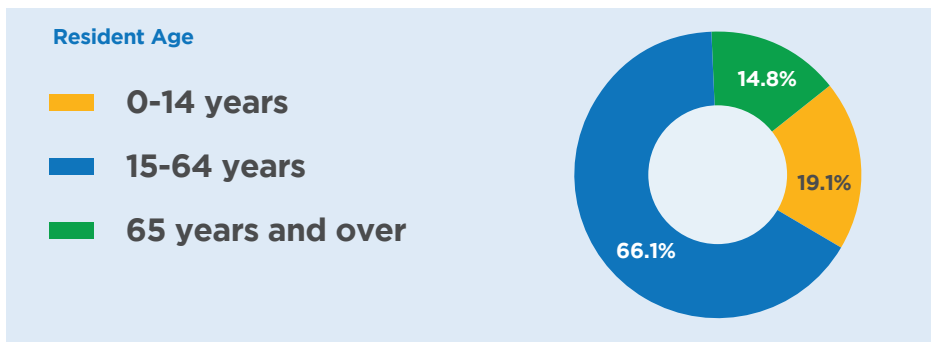
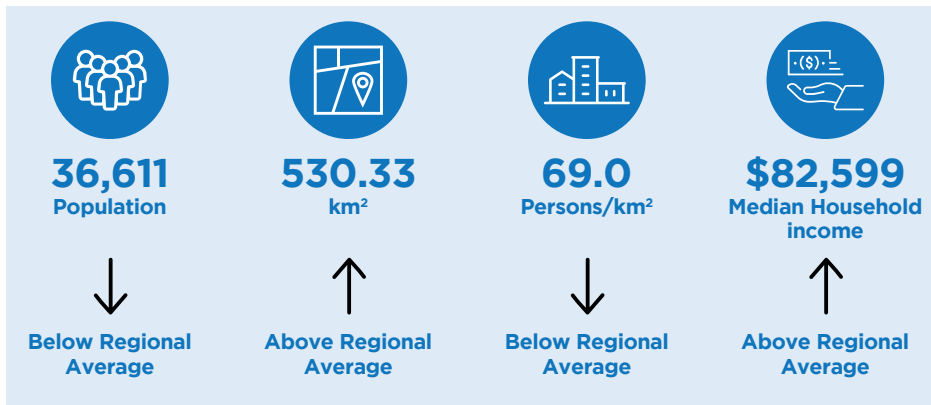
### Factors that reduce resident’s sense of safety and wellbeing:

- *“There is a lack of available health services, there is a shortage of family doctors, and no local access to mental health services. Everything is focused in Windsor”*
- *“Increased short-term rentals and greater need for temporary worker housing has led to a housing shortage and increased housing costs.”*
- *“There seems to be a bigger concern these days about faceless crime occurring online. Things like human trafficking, identity theft, credit card scams, phishing etc.”*
- *“I feel as though drug use among youth is surprisingly prevalent. Even school aged kids are facing pressure to use.”*
- *“Social media can really increase your anxiety about localized crime. It makes me feel maybe less safe than I am.”*

\*Resident quotes have been edited for clarity and brevity, based on participant comments.

# MUNICIPALITY OF LAKESHORE

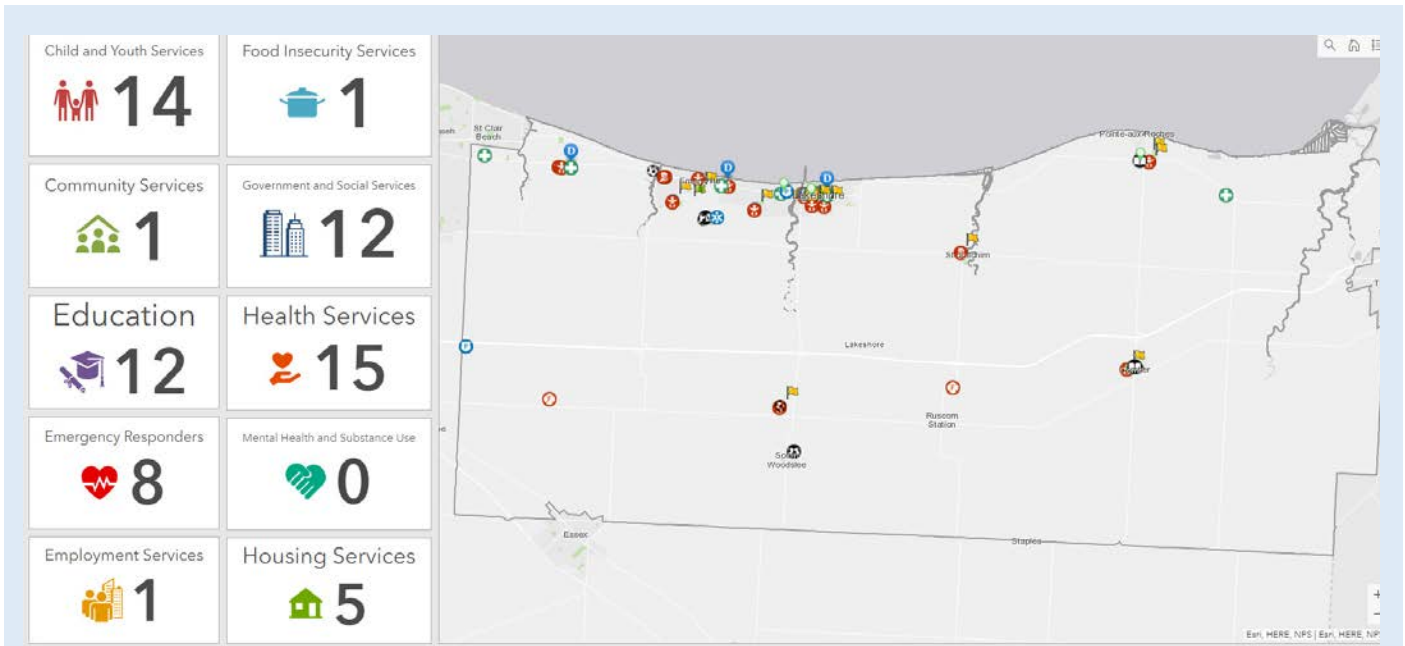
## Windsor Essex Population Level Data Report Findings



Ethnic origin population (statscan, 2016)	
North American Aboriginal	4.8%
Other North American	37.3%
European	77.3%
Caribbean	0.5%
Latin, Central, and South America	0.8%
African	0.6%
Asian	6.4%
Oceania	0.1%

- The Municipality of Lakeshore celebrates the unique communities within its boundaries and covers the largest geographic area in the County.
- According to Statistics Canada, the Municipality has consistently been lower than the national average in terms of total crime, violent crime and property crime. In 2019, Lakeshore’s crime severity index score (31.32) was 63% lower than the national average (79.77)
- Between 2015-2019, the Municipality has seen year over year increases in violent crime (4.1%), property crime (13.7%) and traffic crime (7.6%). While those rates were higher than the regional average, the Municipality also scored in the top 20% of the least marginalized communities in Ontario across the four Ontario Marginalization (ON-Marg) indices in 2016
- As of 2016, the Municipality had higher educational attainment than peers in the region. Its median household income was well above the regional average, and low income and child poverty rates were some of the lowest in the region and were decreasing.
- Across the core housing measures in 2016, the Town of Lakeshore performed well, and it had some of the highest rates of home ownership in the region.
- In 2019, the Municipality launched its 3-year strategic plan that highlights the Municipality’s desire to focus on infrastructure development, shoreline protection, and community development – both from an economic perspective and recreational perspective. Some of the notable community safety and well-being goals for the Municipality include:
  - **Promoting recreation through an updated recreation master plan.**
  - **Develop specific community plans to maintain local character of Lakeshore communities.**
  - **Improving critical infrastructure like water and waste water systems and roads in rural areas.**
  - **Ensuring the resiliency of the Town with rising water levels and increasing flooding.**

## Asset Map



## Community Engagement Summary Findings

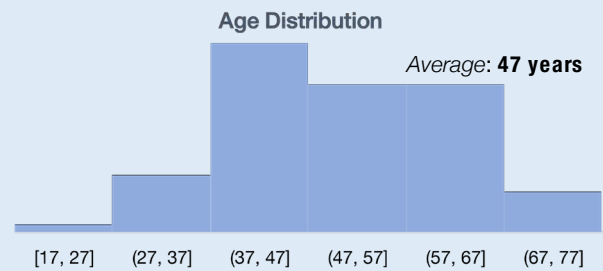
### Consultation Highlights

Survey Submissions: 82

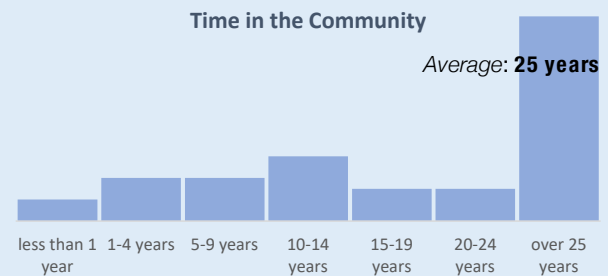
Public Meeting Date: Thursday March 4, 2021 – 6:30 p.m.

- Lakeshore’s top reported priorities were 1) **Housing and Neighbourhoods**, 2) **Mental Health and Substance Use**, and 3) **Financial Security and Employment**
- Respondents **overwhelmingly feel safe** in their community (90%)
- Most respondents **reported they trust the police** (75%) and more were **satisfied with the level of policing** in the community (55%) compared to those who are unsatisfied (30%)
- More respondents were **unsatisfied with housing and social supports** (45%) in the community compared to those who were satisfied (20%) or unsure (30%)
- Most respondents were **satisfied with their community’s recreation and leisure opportunities and parks and green spaces** (80%)
- Most respondents reported they were **unsure about their satisfaction with the community’s mental health and addiction resources** (45%). However, more respondents were unsatisfied with (40%), then satisfied (15-20%)
- Most respondents were either **unsure** (40%) or **satisfied with financial assistance opportunities and employment services** (40%)
- Major themes of the Public Meeting were managing the **impacts of economic development and growth, traffic safety, and access to health services.**

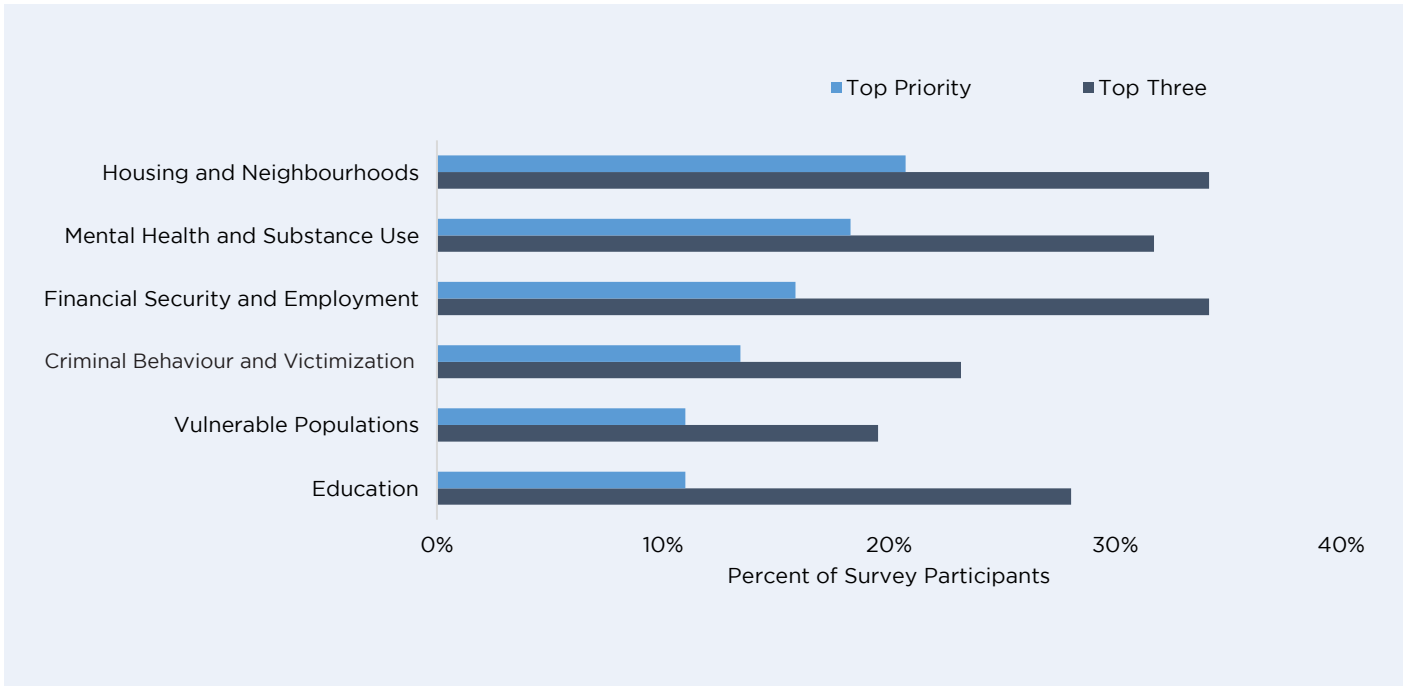
## Survey Demographic Details



<b>6%</b> Identify as 2SLGBTQ +	<b>Racial/Ethnic Identity</b>
<b>59%</b> Female	<b>84%</b> White or Caucasian
<b>33%</b> Male	<b>7%</b> Prefer not to say
Non-Binary	<b>1%</b> Prefer to specify
<b>9%</b> Prefer not to say	<b>1%</b> Black
	<b>1%</b> East or Southeast Asian
	<b>5%</b> Indigenous
	- Latino or Hispanic
	- Middle Eastern
	<b>1%</b> South Asian



### Top Reported Community Priorities



### Key Issues within Top Priorities

<b>Housing and Neighbourhoods</b>	Affordable and/or attainable housing
	Resident and community safety
	Traffic safety
<b>Mental Health and Substance Use</b>	Access to mental health services
	Access to addiction services
	Mental health issues
<b>Education</b>	Employment opportunities
	Access to income supports
	Protection for workers

## What We Heard...

During the Community Meeting we heard many of the priorities raised in the public survey repeated or expanded on.\*

### On Housing and Neighbourhoods:

- *“Lack of affordability in housing impacts the ability of local residents to purchase housing in their own community.”*
- *“We need to maintaining stable residential neighbourhoods, they have to be protected from commercialization, becoming transient communities, or being bought up as investments.”*

### On Access to Services:

- *“We definitely need more medical/hospital resources in the community.”*
- *“Mobility and access to services should be a priority. Most mental health and addition services are focused in the urban core.”*
- *“Communication of community information needs to be improved. Everyone gets their information from Twitter these days, but we need to improve the ways residents get information about the community.”*

### On Traffic Safety:

- *“We need to look into more ways to calm traffic and enforce traffic safety, need more radar, Ontario Provincial Police visibility, traffic calming zones, roundabouts etc.”*
- *“People are walking and biking more. We need more bike paths, wider side walks, and other pedestrian infrastructure.”*

Generally, residents told us Lakeshore feels like a safe community, and this was mostly attributed a strong sense of community and appropriate and effective policing. A number of issues that negatively impacted resident’s sense of safety and wellbeing were raised, primarily around concern about the rate and type of development occurring in the community, and its impacts on housing, crime, and community composition.

### Factors that improve resident’s sense of safety and wellbeing:

- *“Lakeshore is an affordable place to live.”*
- *“At the neighbourhood level, we all know and look out for each other, this really helps create a sense of safety.”*
- *“We have a really nice small-town feel, there is less traffic around, local markets and amenities, but we still have good access to the highway.”*
- *“The Ontario Provincial Police deserve a lot of credit. They provide responsive policing that adapts to changing circumstances.”*

### Factors that reduce resident’s sense of safety and wellbeing:

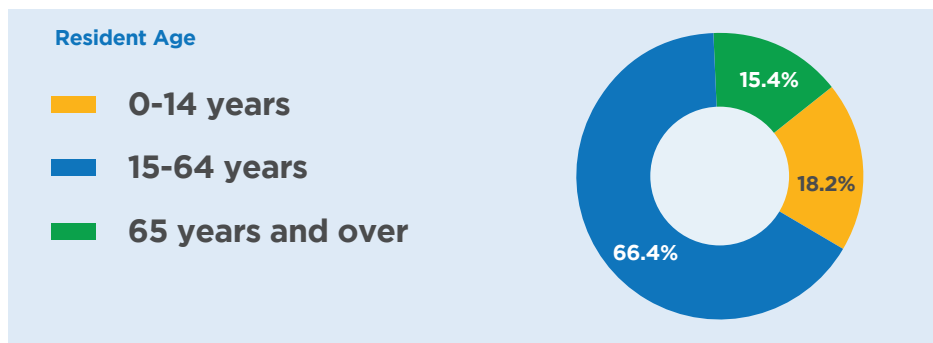
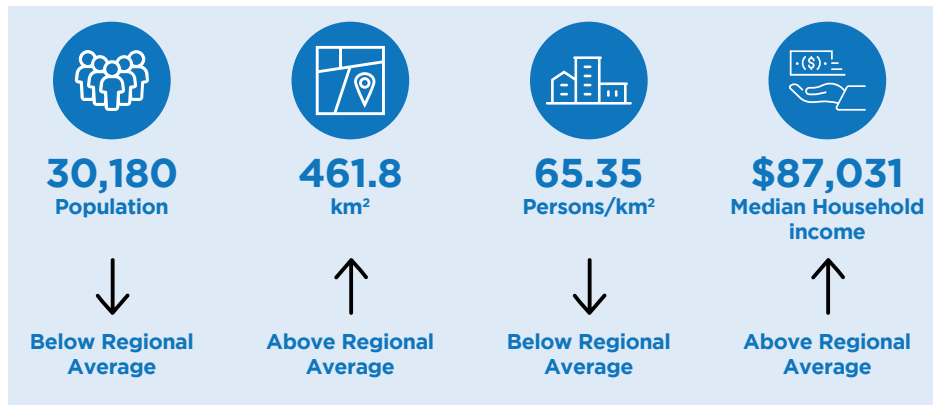
- *“People are definitely worried about growing housing costs that may hamper this sense of community in the future if people cannot afford to buy in their community.”*
- *“There has been a big emphasis on tourism and vacation rentals that creates a large influx of visitors that disrupts residential neighbourhoods, overcrowds beaches, and may be impacting our property and petty crime rates.”*
- *“I’m worried about the potential impacts of the growing population. We might end up with overcrowding in schools, more congestion on roads etc. Increasing population density can impact the fibre of the community.”*
- *“Speeding is definitely a concern, but it’s not just on the roads, people are unruly on other vehicles as well like ATVs and snowmobiles.”*

\*Resident quotes have been edited for clarity and brevity, based on participant comments.



# TOWN OF LASALLE

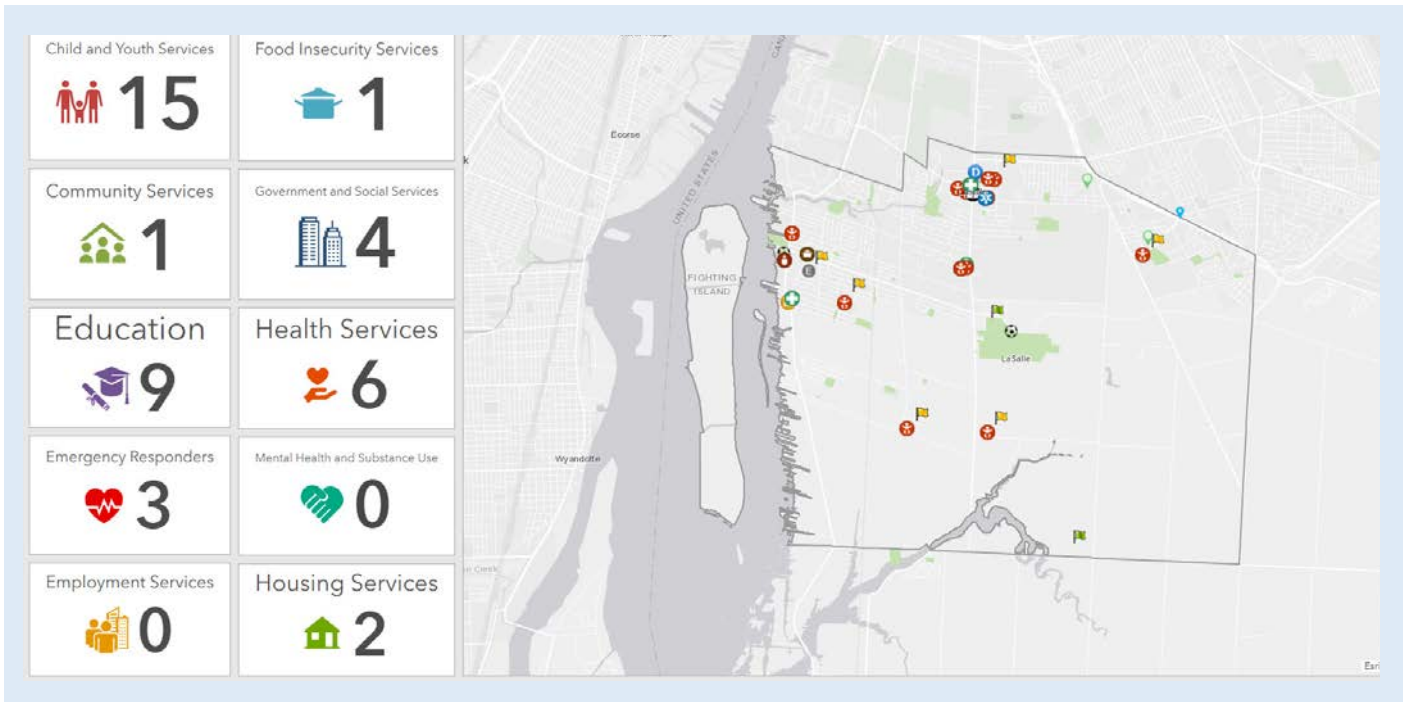
## Windsor Essex Population Level Data Report Findings



Ethnic origin population (statscan, 2016)	
North American Aboriginal	3.4%
Other North American	30.3%
European	75.4%
Caribbean	0.5%
Latin, Central, and South America	0.8%
African	1.7%
Asian	13.2%
Oceania	0.2%

- The Town of LaSalle has been ranked Canada’s safest community in recent years and scored in the top 20% of the least marginalized communities in Ontario across the four 2016 ON-Marg indices. It has lower violent crime rates and drug crime rates than the regional average and slightly higher property crime rates, but it does have significantly higher traffic crime rates (2019). Its Crime Severity Index rate is half that of the regional average (2019), and though it has grown by 9.3% year-over-year from 2015 to 2019, it effectively remained stable from 2018 to 2019.
- As of 2016, the Town had higher educational attainment than the average the region. Its median household income was well above the regional average, and low income and child poverty rates were lower than regional averages. While low income rates were decreasing, the child poverty rate remained steady.
- Across the core housing measures in 2016, the Town of LaSalle performed well, and it had the highest rate of home ownership in the region. As the Town anticipates population growth, it has noted the need to continue to make ownership affordable and attainable.
- In 2019, the Town launched its 20-year strategic vision that builds on the Town’s strengths and aims to continue its current path. Some of the notable community safety and well-being goals for the Town include:
  - **Promoting strong infrastructure and climate resilience, including the need for green practices to promote environmental stewardship.**
  - **Strengthening community engagement and sense of participation through digital and traditional tools and through the promotion of community groups.**
  - **Encouraging and diversifying economic development.** Priorities include developing the waterfront area and designated business districts and partnering with secondary school institutions to support the future of LaSalle’s workforce.

## Asset Map



## Community Engagement Summary Findings

### Consultation Highlights

Survey Submissions: 112

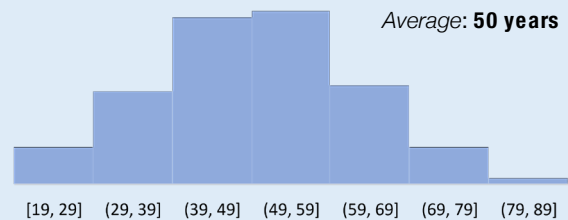
Public Meeting Date: Tuesday, March 2, 2021 - 6:30 p.m.

- LaSalle's top reported priorities were 1) **Housing and Neighbourhoods**, 2) **Mental Health and Substance Use**, and 3) **Education**
- Respondents **overwhelmingly feel safe** in their community (85%)
- Most respondents **reported they trust the police** (75%) and most were **satisfied with the level of policing** in the community (80%)
- More respondents were **unsatisfied with housing and social supports** (45%) with many unsure (35%)
- Most respondents were **satisfied with their community's recreation and leisure opportunities and parks and green spaces** (85%)
- Most respondents reported they were **unsure about their satisfaction with the community's mental health and addiction resources** (40-50%). However, more respondents were unsatisfied with (30%), then satisfied (20-25%)
- More respondents are **satisfied with educational opportunities and programming for children** (65%) and adults (25%) than unsatisfied. However, the majority of respondents were **unsure about educational opportunities and programming for adults** (50%)
- Major themes of the public meeting were **community building, access to services, and traffic safety**.

## Survey Demographic Details

### Age Distribution

Average: 50 years



### Gender Identity

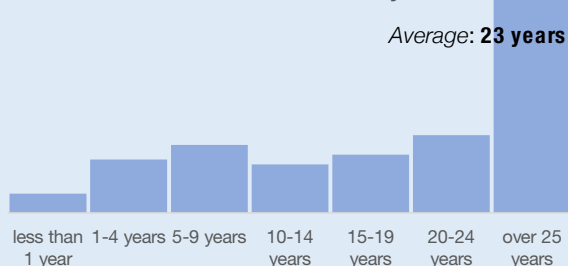
1%	Identify as 2SLGBTQ+
67%	Female
27%	Male
	Non-Binary
1%	Prefer to specify
5%	Prefer not to say

### Racial/Ethnic Identity

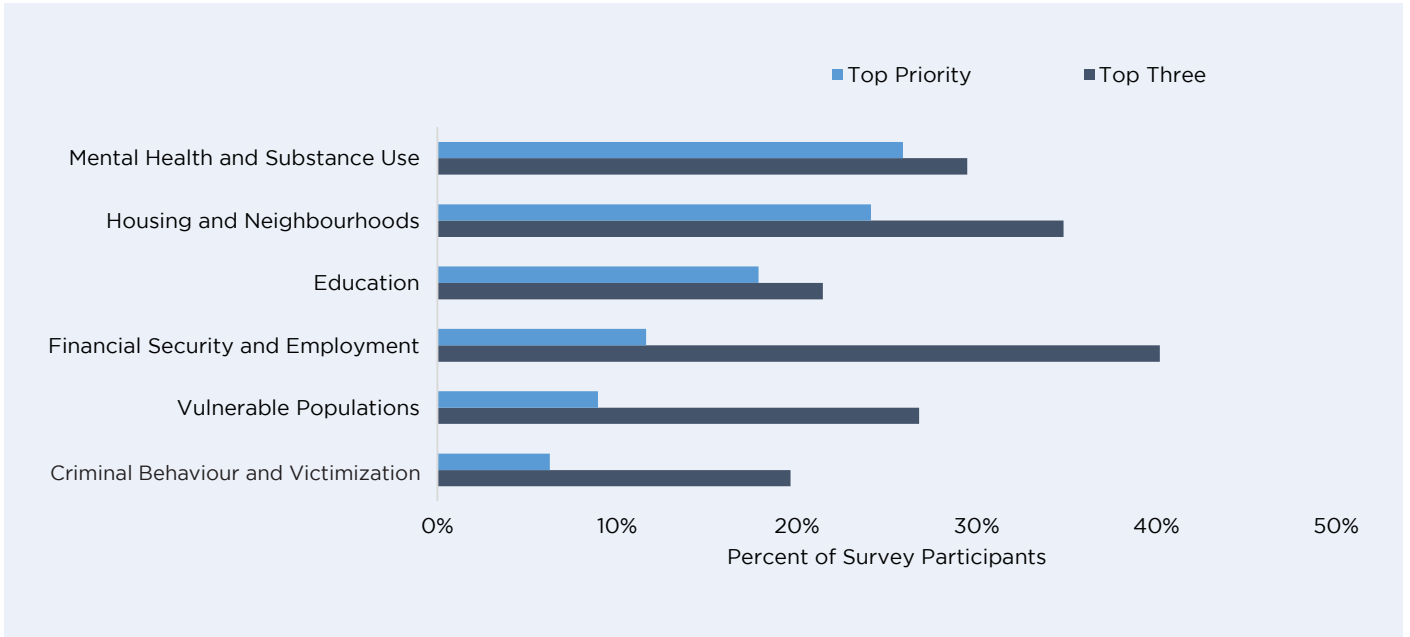
81%	White or Caucasian
11%	Prefer not to say
3%	Prefer to specify
1%	Black
2%	East or Southeast Asian
1%	Indigenous
1%	Latino or Hispanic
1%	Middle Eastern
-	South Asian

### Time in the Community

Average: 23 years



### Top Reported Community Priorities



### Key Issues within Top Priorities

<b>Mental Health and Substance Use</b>	Access to mental health services
	Access to addiction services
	Mental health issues
<b>Housing and Neighbourhoods</b>	Affordable and/or attainable housing
	Access to affordable leisure activities for children
	Access to social/support services
	Resident and community safety
<b>Education</b>	Employment skills development
	Specialized education programs

## What We Heard...

During the Community Meeting we heard many of the priorities raised in the public survey repeated or expanded on.\*

### On Community Building:

- *“We could do more proactive crime prevention beyond incident response. The police need to keep breaking down walls through more communication and education of the community, to help stop crime before it happens.”*
- *“The development of community groups for seniors, and youth to promote a sense of belonging in the community.”*
- *“There isn’t a lot of diversity in LaSalle. We could do more to make sure our diverse communities see a place for themselves in LaSalle.”*
- *“We need better communication tools for Town leaders and residents to stay updated on community news, service updates, awareness of local issues, and crime like online scams etc.”*

### On Access to Services:

- *“People need support navigating access to social or mental health and addiction services because it can be really confusing. We should be able to offer coordinated, collaborated support to those who need it.”*
- *“There is a real lack of transit and mobility for those without a car, which excludes a lot of people from accessing services and opportunities.”*

### On Traffic Safety:

- *“We need more walking infrastructure and traffic calming zones, especially around parks. Maybe this would help develop a better walking culture in the community.”*

Generally, residents told us LaSalle feels like a safe community, and this was mostly attributed to its small town feel and good infrastructure. A number of issues that negatively impacted resident’s sense of safety and wellbeing were raised, especially around affordable housing, traffic safety, and the loss of the local newspaper.

### Factors that improve resident’s sense of safety and wellbeing:

- *“LaSalle feels a lot safer than larger cities. We have low crime, and good safety infrastructure.”*
- *“LaSalle is a quiet community, people know each other, we have great sidewalks, parks, and schools. As a parent we feel like our kids are safe in the neighbourhood.”*
- *“We have good emergency services. I’m not nervous about not getting access to police or fire services. If I call 911, someone will respond quickly.”*
- *“The effort that goes into lighting and beautification of the Town makes you feel good about walking around the community. It makes me feel safer.”*

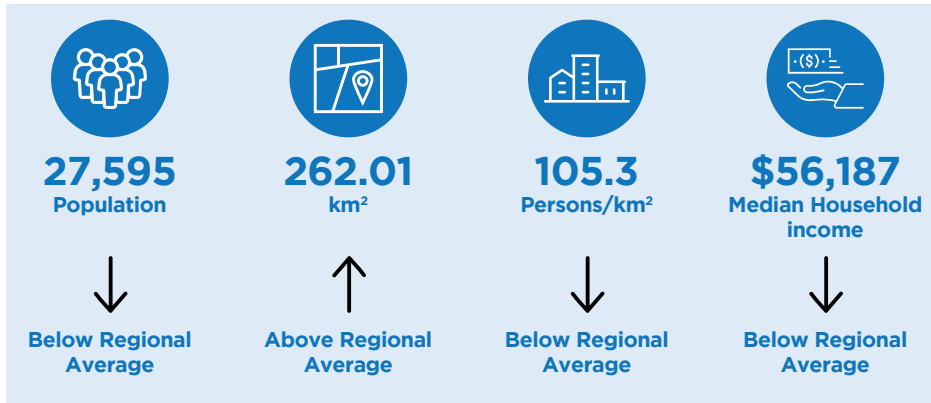
### Factors that reduce resident’s sense of safety and wellbeing:

- *“Rising housing prices definitely undermines the sense of security.”*
- *“We don’t have any counselling services in LaSalle, you would need to go into Windsor. People have challenges navigating access to mental health and addiction services.”*
- *“Cars go so fast! Even in the middle of the night. On streets with no sidewalks this is especially frightening. Especially for young children.”*
- *“A lot of the criminal behavior in LaSalle may be happening behind closed doors. Drugs, abuse etc...”*
- *“The loss of our local newspaper has been a big challenge. There are online forums and groups that try to fill the communication gaps, but it’s not the same.”*

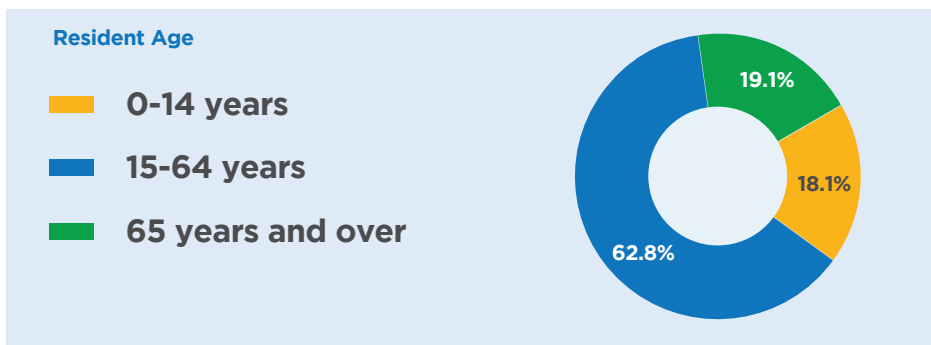
\*Resident quotes have been edited for clarity and brevity, based on participant comments.

# MUNICIPALITY OF LEAMINGTON

## Windsor Essex Population Level Data Report Findings



Ethnic origin population (statscan, 2016)	
North American Aboriginal	3.4%
Other North American	30.3%
European	75.4%
Caribbean	0.5%
Latin, Central, and South America	0.8%
African	1.7%
Asian	13.2%
Oceania	0.2

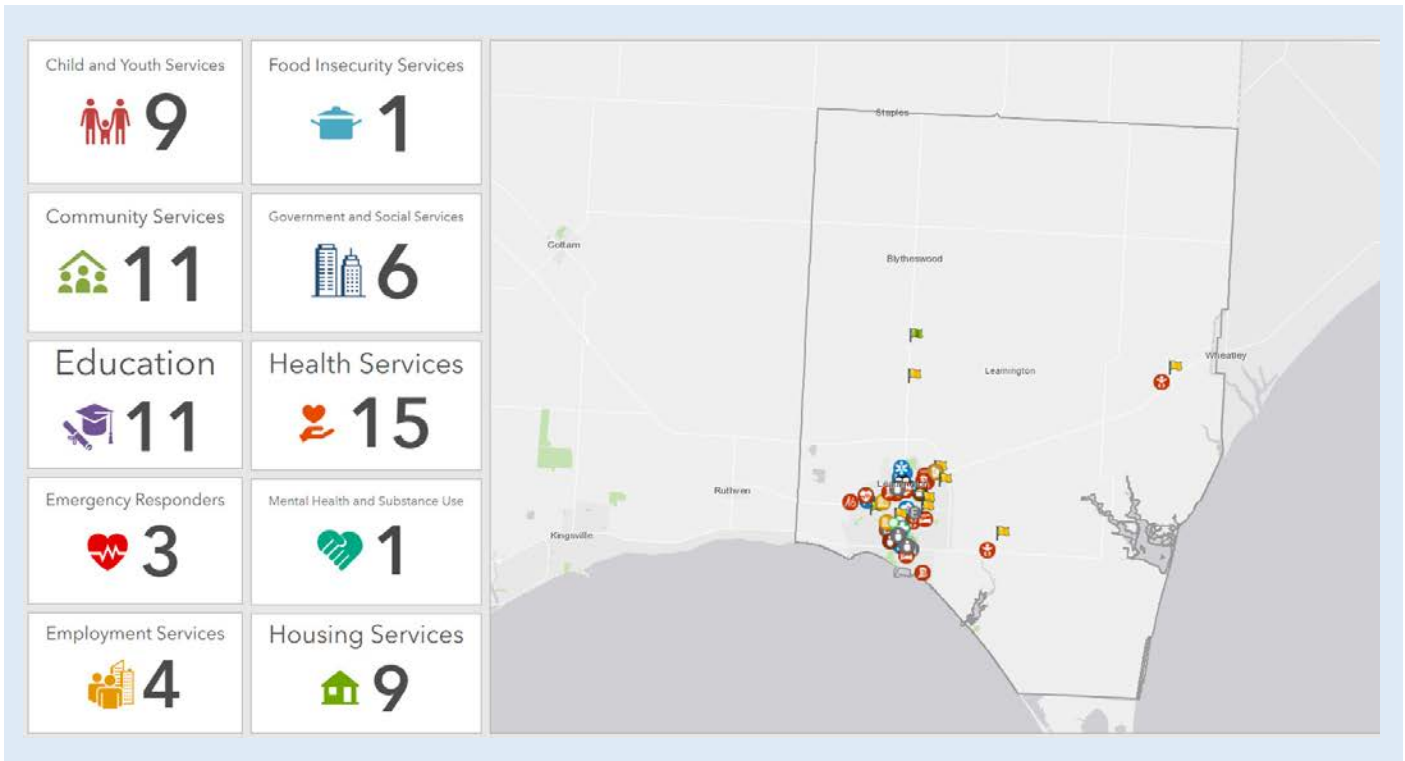


- The Municipality of Leamington presents unique community safety and well-being challenges, as the needs of Leamington’s urban areas are drastically different from its rural areas. Single-parent families, lower post-secondary attainment rates, and a significantly lower level of neighbourhood wealth compared to the rest of the County contribute to these challenges.
- The Municipality of Leamington has higher rates of all crimes compared to surrounding municipalities in the region and has almost triple the region’s average of violent crimes, property crimes, and drug crimes (2019). Its Crime Severity Index score doubled from 2015 to 2019, including a 28% increase from 2018 to 2019.
- As of 2016, the Municipality had significantly lower educational attainment than the average in the region. In 2016, 30% of its residents lacked a high school education, compared with 11% in the region, though this number was steadily decreasing. Only 40% of residents had post-secondary education compared to almost 60% in the region. Additionally, due to the significant international worker population, there were also fewer people who speak English or French as a primary language.
- Its median household income in 2016 was the second lowest in the region, but low income and child poverty rates were in line with the regional average. However, child poverty rates were increasing. Leamington ranked in the bottom 20% of materially deprived communities according to the 2016 ON-Marg index.
- Across the core housing measures in 2016, the Municipality of Leamington performed in line with the

regional averages, though it had slightly lower housing ownership compared to the average.

- In addition to the downtown of Windsor, the Leamington downtown is also identified with high rates of opioid-related harms. Given that the impact of opioid related harms is concentrated in these two downtown areas they present the greatest opportunity to reduce the overall opioid overdose burden in Windsor-Essex. It has only one mental health and substance use centre to support these needs.
- It is important to note that Statistics Canada data from 2016 is outdated, and Leamington has experienced rapid, new growth in recent years due to a boom in the greenhouse industry (along with Kingsville) and the cannabis industry. This has resulted in more jobs and investment to the community. Some of the key community safety and well-being priorities in the 2019 3-year strategic plan include:
  - Economic growth through waterfront and uptown development, community improvement plans, and developing derelict buildings.
  - Reviewing the policing model to improve public safety.
  - Supporting international agricultural workers with housing and other services.
  - Developing a water management strategy for flooding and drainage for agricultural lands.
  - Increasing support for mental health, substance use, and poverty alleviation.

## Asset Map



## Community Engagement Summary Findings

### Consultation Highlights

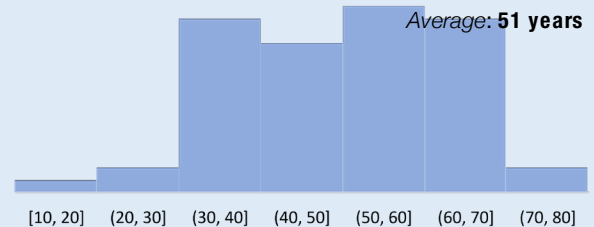
Survey Submissions: 64

Public Meeting Date: Thursday, March 11, 2021 - 6:30 p.m.

- Leamington's top reported priorities were 1) **Housing and Neighbourhoods**, 2) **Criminal Behaviour and Victimization**, and 3) **Mental Health and Substance Use**
- Most respondents **felt safe** in their community (70%).
- The majority of respondents were **unsatisfied with housing and social supports** (70%)
- Most respondents were **satisfied with their community's recreation and leisure opportunities and parks and green spaces** (75-80%)
- Most respondents **reported they trust the police** (75%), but more respondents reported being **unsatisfied with the level of policing in the community** (45%) then satisfied (35%)
- Many respondents reported they had been the victim of a crime (40%), or emotional abuse or neglect (25%), and more reported being **unsatisfied with victim services and supports in the community** (50%) than being satisfied (15%)
- Most respondents reported they were **unsatisfied with their community's mental health and addiction resources** (50-55%) though many reported being unsure (30-35%)
- Major themes of the Public Meeting were **housing, access to mental health and supportive services, and policing.**

## Survey Demographic Details

### Age Distribution



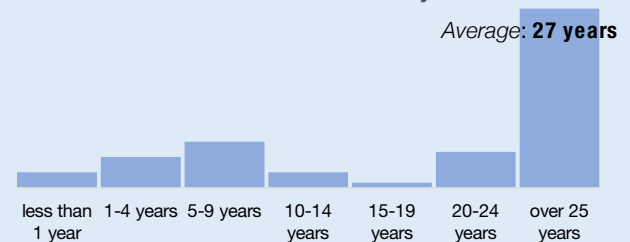
### Gender Identity

6%	Identify as 2SLGBTQ+
81%	Female
16%	Male
	- Non-Binary
	- Prefer to specify
3%	Prefer not to say

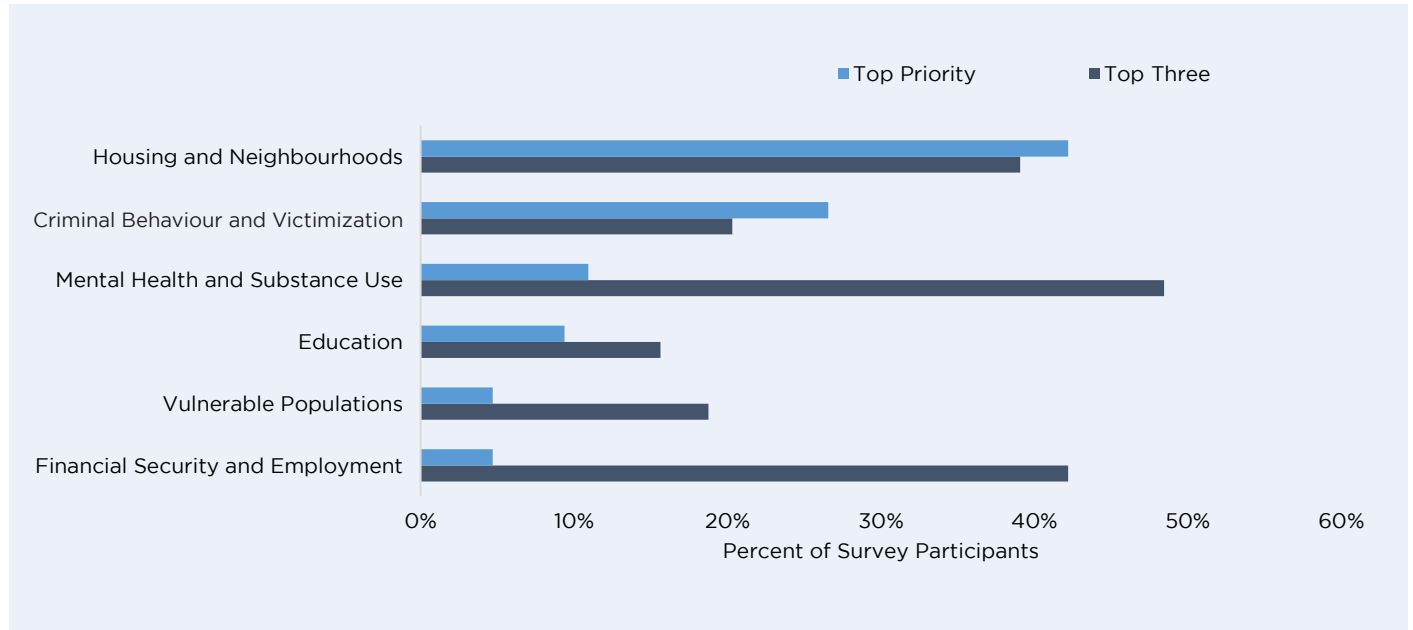
### Racial/Ethnic Identity

77%	White or Caucasian
9%	Prefer not to say
6%	Prefer to specify
2%	Black
	- East or Southeast Asian
5%	Indigenous
5%	Latino or Hispanic
3%	Middle Eastern
	- South Asian

### Time in the Community



## Top Reported Community Priorities



## Key Issues within Top Priorities

<b>Housing and Neighbourhoods</b>	Affordable and/or attainable housing
	Homelessness
	Access to social/support services
<b>Criminal Behavior and Victimization</b>	Crime prevention
	Support for victims
	Bullying/harassment in schools
	Intimate partner/domestic abuse
<b>Mental Health and Substance Use</b>	Access to mental health services
	Access to addiction services
	Mental health issues

## What We Heard...

During the Community Meeting we heard many of the priorities raised in the public survey repeated or expanded on.\*

### On Housing:

- *“We need to address the housing shortage. Leamington needs both attainable and transitional housing in affordable mixed-income communities with good lighting, parks, and walkable paths.”*

### On Access to Services:

- *“The hub and spoke model with services focused in Windsor does not work and leaves a lot of gaps.”*
- *“Need to address the mobility issues around access, leverage both digital and virtual tools.”*
- *“Targeted support for migrant workers, how do we account for these populations and make sure they are considered in how we distribute resources.”*

### On Policing:

- *“We need more patrols and enforcement of rules and laws to make sure dangerous people are off the streets.”*
- *“Policing is good but for mental health and wellness checks they are not well suited to that function; which causes adverse situations because people will not self report if they fear it will trigger a big police response.”*
- *“The mental health response unit is successful and needs to be expanded to have a unit available at all times; they are much less intimidating”*

Generally, residents told us Leamington has a generous community with good services. A number of issues that negatively impacted resident's sense of safety and well-being were raised related to housing supply and affordability, adaptation to cultural changes, and crime.

### Factors that improve resident's sense of safety and wellbeing:

- *“We have a generous and compassionate community; people help if they can.”*
- *“There's a good local hospital for emergency service.”*
- *“Having a strong police presence helps me feel safer in the community.”*

### Factors that reduce resident's sense of safety and wellbeing:

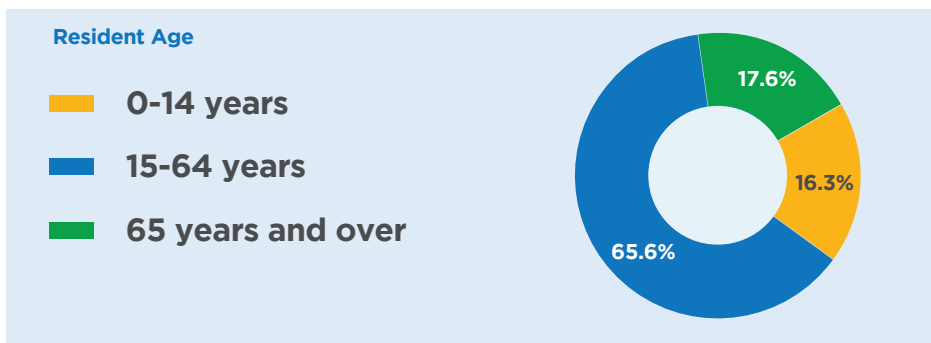
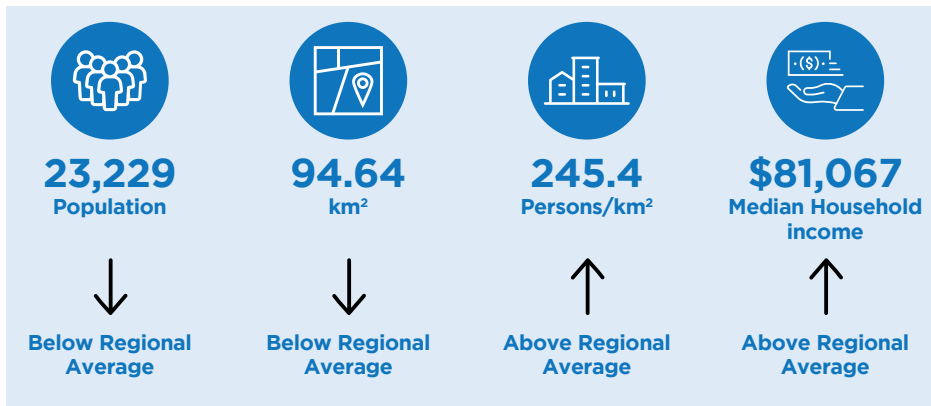
- *“Housing. There is no supply at any level. Housing for migrant workers is totally inappropriate, and there is nowhere appropriate for the homeless.”*
- *“There seems to be more property crime recently. It's very violating to have people break into your property.”*
- *“The downtown has seen a lot of changes. There are a lot of cultural changes and behaviors overall that can make people feel uncomfortable.”*
- *“Racism is a real problem, or at least a lot of misinformation and misunderstanding.”*
- *“There are many areas and side streets I would not feel safe to walk through due to drugs. It's a real problem. You see all kinds of stories all over social media.”*

\*Resident quotes have been edited for clarity and brevity, based on participant comments.



# TOWN OF TECUMSEH

## Windsor Essex Population Level Data Report Findings



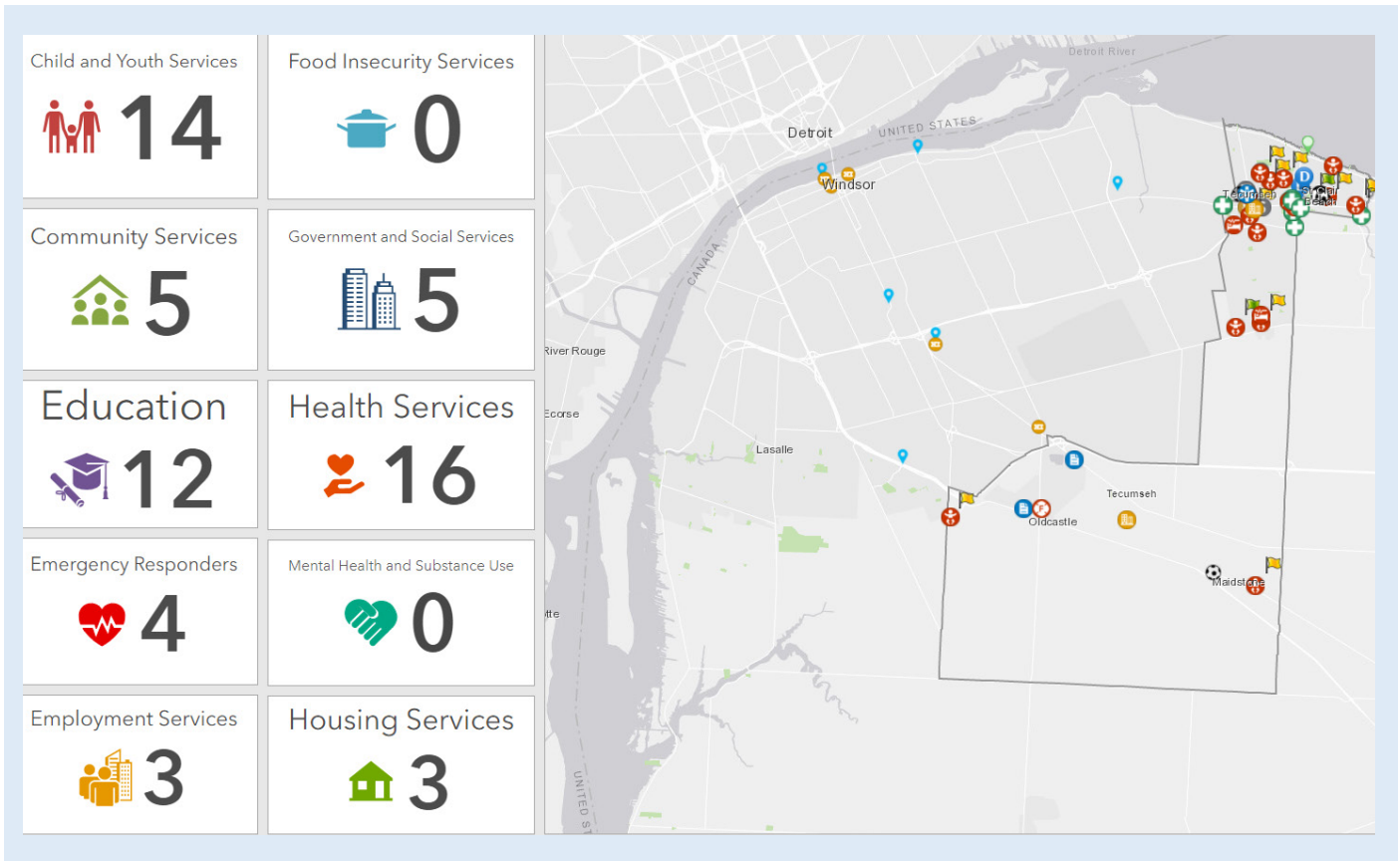
Ethnic origin population (statscan, 2016)	
North American Aboriginal	4.1%
Other North American	28.2%
European	79.9%
Caribbean	0.8%
Latin, Central, and South America	0.7%
African	1.3%
Asian	10.4%
Oceania	0.1%

- Tecumseh’s crime rates are lower than the regional average, except for property crimes, which is slightly higher than the regional average (2019). Its Crime Severity Index is only slightly lower than the regional average (2019).
- As of 2016, the Town had higher educational attainment than the average in the region. Its median household income was above the regional average, and low income rates were in line with the regional average. Child poverty rates were lower than regional averages but were increasing slightly from 2011-2016.
- Across the core housing measures in 2016, the Town of Tecumseh performed well and in line with regional averages. It had a slightly higher population density compared to the regional average, likely due to its proximity to Windsor.
- In 2019, the Town launched its 3-year strategic plan that highlights the Town’s mission to “accomplish sustainable growth that integrates the principles of health and wellness in everything” it does. The primary resident-facing goals include smart growth, improving infrastructure, and promoting community health and wellness. Some of the notable community safety and well-being goals for the Town include: Promoting smart, sustainable economic development and an

affordable housing supply to support it. Strategies include creating an inclusive living environment, attracting new business, ensuring shovel ready development lands, and digital infrastructure.

- **Promoting smart, sustainable economic development and an affordable housing supply to support it.** Strategies include creating an inclusive living environment, attracting new business, ensuring shovel ready development lands, and digital infrastructure.
- **Investing in sustainable infrastructure.** Strategies include ensuring growth pays for growth, protecting the Town from the effects of climate change, and creating accessible and inclusive facilities and programs.
- **Promoting community health and wellness with an emphasis on physical leisure activities.** Strategies include developing the Sportsplex complex, pedestrian and cycle-friendly trails, and other indoor and outdoor recreation; and establishing policies and programs that promote diversity and inclusion in the community.

## Asset Map



## Community Engagement Summary Findings

### Consultation Highlights

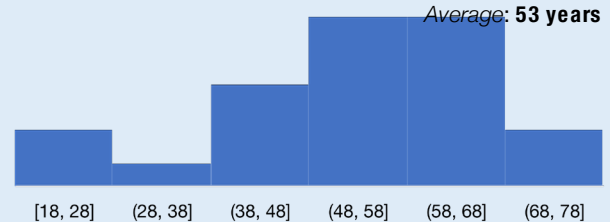
Survey Submissions: 54

Public Meeting Date: Saturday, February 27, 2021 - 10:30 a.m.

- Tecumseh's top reported priorities were 1) **Housing and Neighbourhoods**, 2) **Education**, and 3) **Financial Security and Employment**
- Respondents **overwhelmingly feel safe** in their community (>95%)
- Most respondents **reported they trust the police** (55%) and most were **satisfied with the level of policing** in the community (65%)
- The majority of respondents were **unsatisfied with housing and social supports** (55%), though many were unsure (35%)
- Most respondents were **satisfied with their community's recreation and leisure opportunities and parks and green spaces** (80%)
- More respondents are **satisfied with educational opportunities and programming for children** (60%). However, the majority of respondents were **unsure about educational opportunities and programming for adults** (45%)
- Most respondents were either **unsure** (50%) **or satisfied with financial assistance opportunities and employment services** (35%)
- Major themes of the Public Meeting were **transportation, housing, and access to services.**

## Survey Demographic Details

### Age Distribution



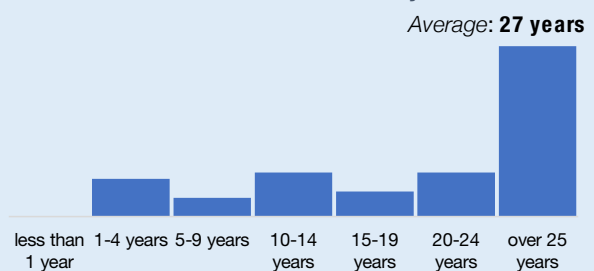
### Identify as 2SLGBTQ +

<b>4%</b>	Female
	Male
	- Non-Binary
	- Prefer to specify
	- Prefer not to say

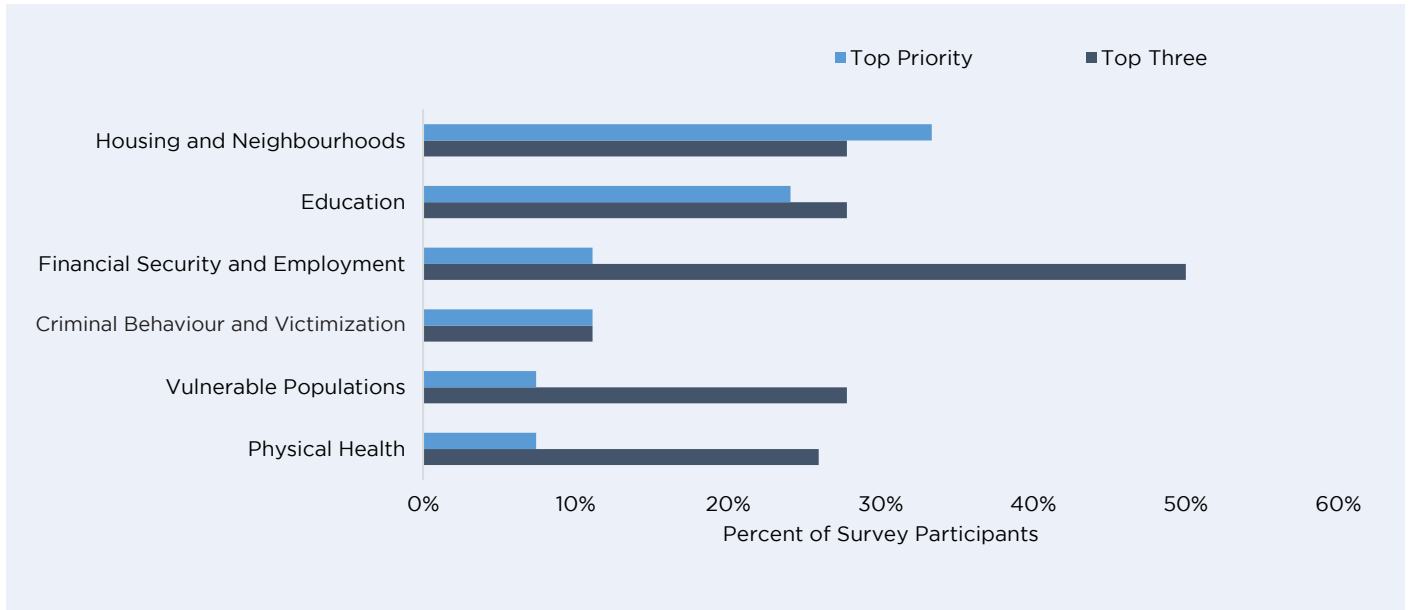
### Racial/Ethnic Identity

<b>81%</b>	White or Caucasian
<b>6%</b>	Prefer not to say
<b>2%</b>	Prefer to specify
<b>2%</b>	Black
<b>2%</b>	East or Southeast Asian
-	Indigenous
<b>6%</b>	Latino or Hispanic
<b>2%</b>	Middle Eastern
<b>4%</b>	South Asian

### Time in the Community



### Top Reported Community Priorities



### Key Issues within Top Priorities

<b>Housing and Neighbourhoods</b>	Affordable and/or attainable housing
	Resident and community safety
	Access to affordable leisure activities for children
<b>Education</b>	Employment skills development
	Specialized education programs
<b>Financial Security and Employment</b>	Employment opportunities
	Access to income supports
	Poverty

## What We Heard...

During the Community Meeting we heard many of the priorities raised in the public survey repeated or expanded on.\*

### On Transportation:

- *“Citizens in Tecumseh are most concerned about traffic”*
- *“We need more forms of active transportation; the old car-based model did not promote community, we need to get people out of their cars and walking or biking”*
- *“Road safety for cyclist and pedestrians. Maybe signs or PSAs to remind people where to walk, bike, and park, especially where there are no sidewalks.”*

### On Housing:

- *“The Municipality needs to open more land to housing. Specifically affordable housing. The Province needs to step in too, but the town needs to have the land put aside.”*

### On Access to Services:

- *“Need to keep pushing the need for hospital support. Larger hospitals are more efficient and deliver better service (including mental health and addiction).”*
- *“The goal is to have a one stop, reputable portal for accessing all the services in the community, to help people access what they need.”*
- *Improve access to the services we already have and access for those who can't access digital services.”*

### On Crime:

- *“We need to see more police presence and enforcement so people can be assured that action is being taken. People need to hear about it.”*

Generally, residents told us Tecumseh feels like a safe community, and this was attributed to its engaged community, and good services. A number of issues that negatively impacted resident's sense of safety and well-being were raised around traffic safety, affordable housing, and local misinformation.

### Factors that improve resident's sense of safety and wellbeing:

- *“Tecumseh is a very engaged community. You know your neighbours and they look out for each other. There is a lot of volunteerism.”*
- *The condition of roads, sidewalks, trails. Roads are cleared of ice and snow very quickly.”*
- *“Because Tecumseh is a pretty affluent community, the town generally has access to many supports and services.”*
- *“The Ontario Provincial Police pioneered mental health response units for people in crisis. That was pioneered in Tecumseh and it's worked really well.”*

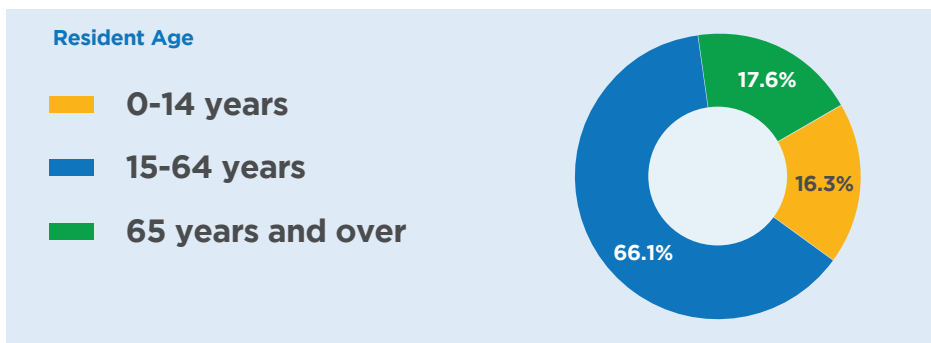
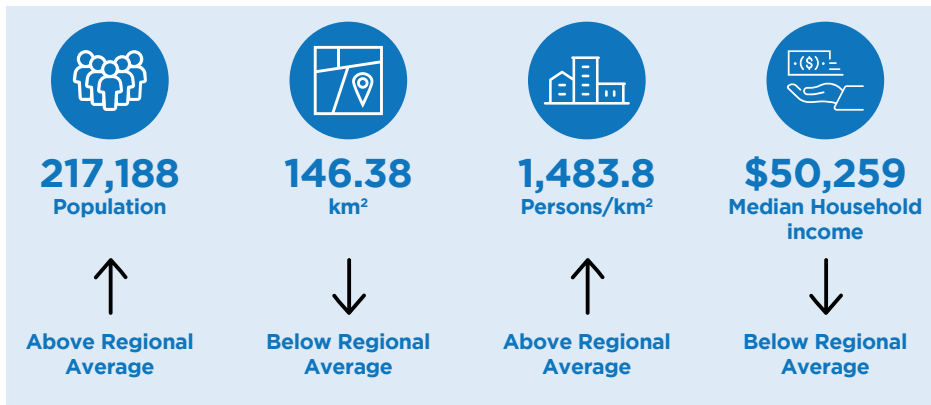
### Factors that reduce resident's sense of safety and wellbeing:

- *“I have concerns about traffic. The roads are good but there are conflict between bikes, cars and pedestrians. People don't use and share the roads responsibility.”*
- *“We have our own issues with opioids and other addictions, and there have been incidents with those people driving.”*
- *“We don't have a local newspaper, so everyone gets their local news from local blogs and social media which is not always accurate. It can distort people's sense of crime and make them think its scarier here then it really is. It undermines our sense of community.”*
- *“A lot of people these days need to commute into work, because there is no affordable housing.”*
- *“When certain areas get ghettoized or stigmatized due to building type or demographic. We need these areas to ensure a vibrant community.”*

\*Resident quotes have been edited for clarity and brevity, based on participant comments.

# CITY OF WINDSOR

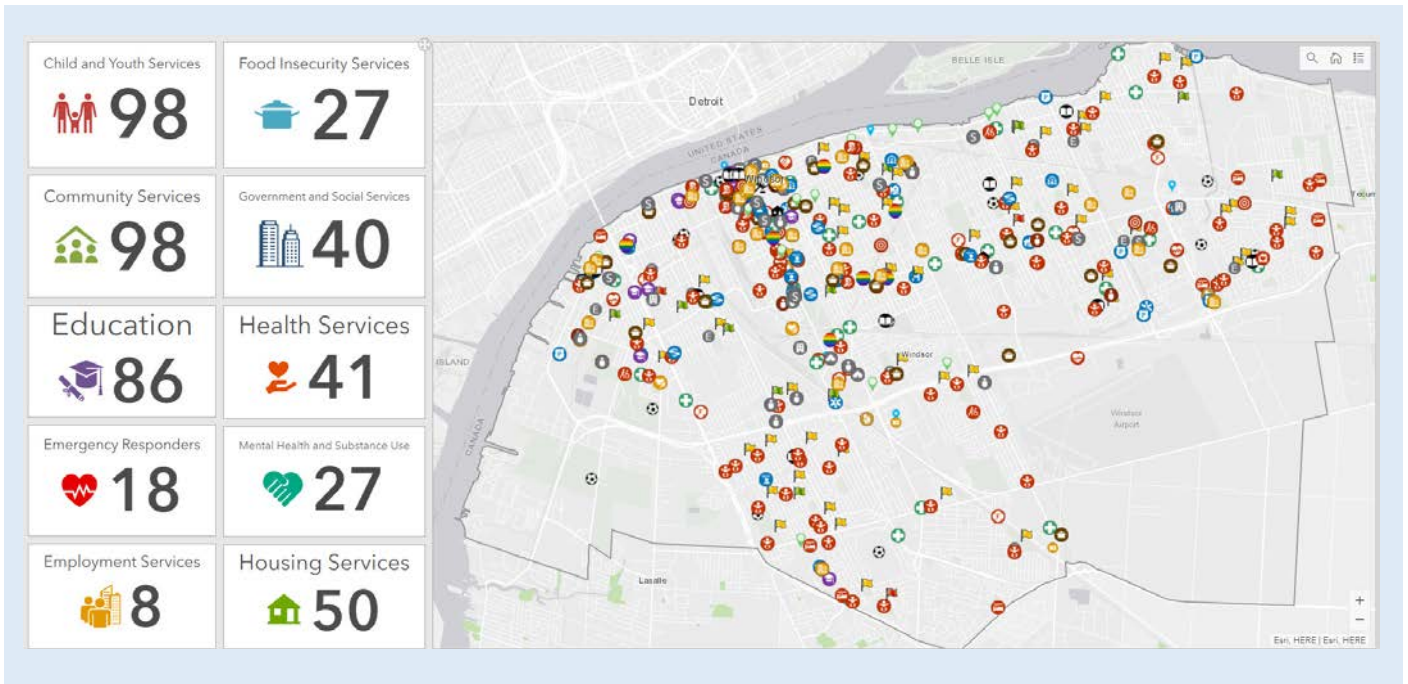
## Windsor Essex Population Level Data Report Findings



Ethnic origin population (statscan, 2016)	
North American Aboriginal	4.5%
Other North American	26.0%
European	62.7%
Caribbean	1.4%
Latin, Central, and South America	1.6%
African	4.2%
Asian	22.6%
Oceania	0.1%

- The City of Windsor is the 10th most populous municipality in Ontario and significantly larger than its neighbours in Essex County. As the urban centre of the region with demographics very different from the rest of the County, its own community safety and well-being needs are different from its neighbours.
- The City has higher rates of crime compared to regional averages using 2019 data. Its Crime Severity Index is also almost double the regional average, and its Crime Severity Index has grown 4.5% year over year from 2015-2019. However, it is important to note that from 2018-2019, its CSI decreased by 15%.
- As of 2016, the City's educational attainment was in line with the regional average, but its median household income was significantly below the region's average, and its low income and child poverty rates were significantly above the regional average. Child poverty was 36.9% and grew slightly year over year from 2011-2016.
- Just over 60% of Windsor residents owned their own homes in 2016, and 36% of residents rented in Windsor compared to Essex County's 15%. A quarter of residents spent more than 30% of their income on shelter costs in 2016. These numbers were higher than the regional average.
- Mental health and substance use is a high priority for the City. Opioid related deaths in the City of Windsor are significantly greater than the rest of the county, with 19 out of 24 deaths county-wide occurring in the City in 2015. Local data related to overdose-related emergency department visits, hospitalizations, and death pinpoint the downtown core of Windsor with the highest rates of opioid overdose.
- The City of Windsor's 20-year strategic vision aims to address the City's community safety and well-being challenges through the lens of jobs, reputation, and quality of life. Among the many strategies laid out in the plan, a few particularly related to community safety and well-being include:
  - **Attracting and creating new jobs** by diversifying the economy and leveraging partnerships across sectors.
  - **Strengthening neighbourhoods** to ensure they are safe and alleviate poverty.
  - **Celebrating Windsor's multi-cultural identity;** and
  - **Supporting a diverse population's unique needs.**

## Asset Map



## Community Engagement Summary Findings

### Consultation Highlights

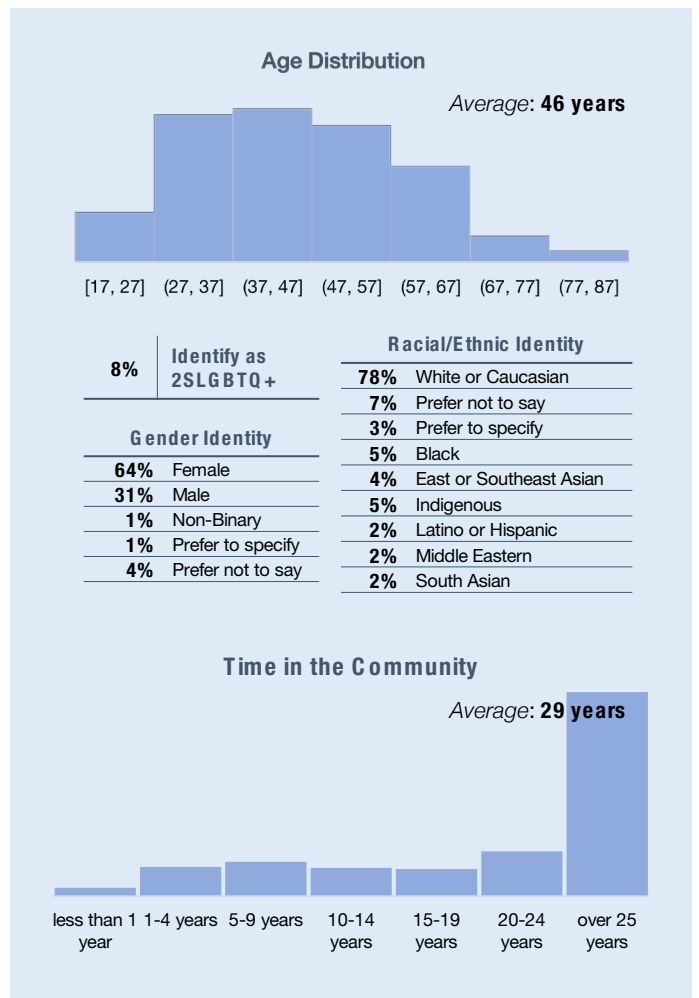
Survey Submissions: 361

Public Meeting Date: Tuesday, February 23, 2021 - 6:30 p.m.

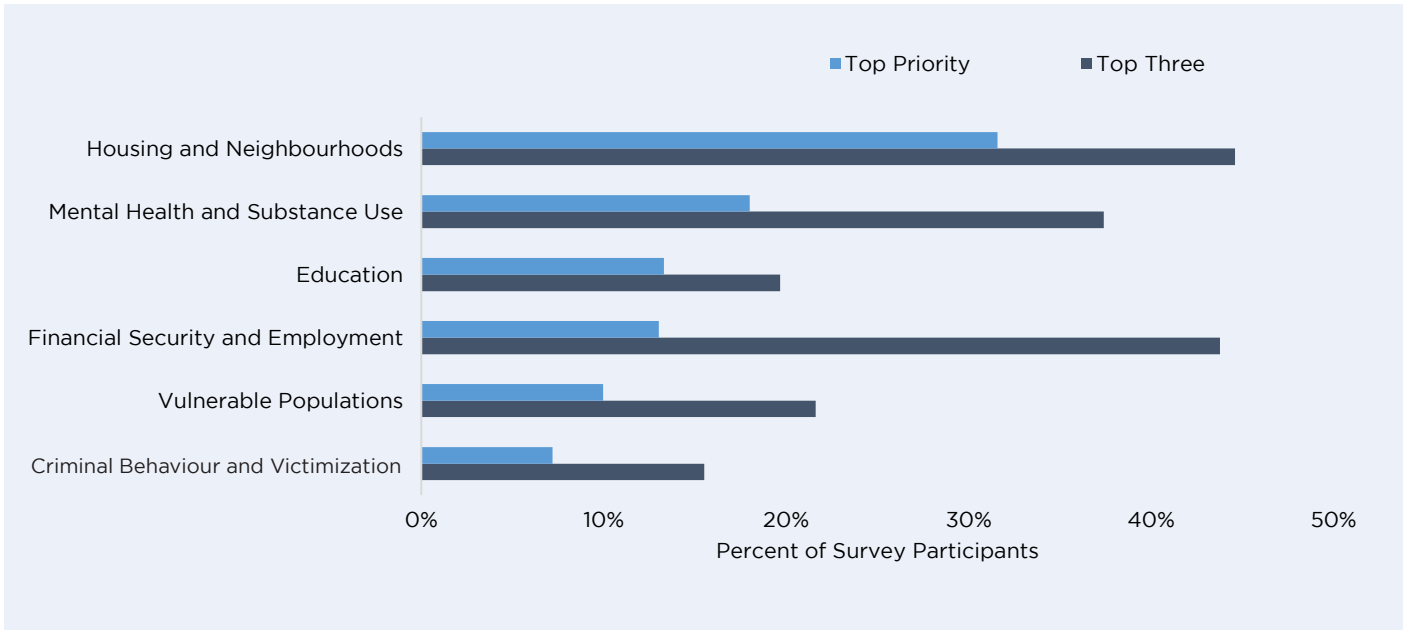
Saturday March 6, 2021 - 10:30 a.m.

- Windsor's top reported priorities were 1) **Housing and Neighbourhoods**, 2) **Mental Health and Substance Use**, and 3) **Education**
- Most respondents reported they **felt safe** in their community (75%)
- Most respondents **reported they trust the police** (60%) though many reported they did not (25%)
- Many respondents reported being **satisfied with the level of policing** in the community (45%), though many were unsatisfied (30%)
- More respondents were **unsatisfied with housing and social supports** (70%)
- More respondents were **satisfied with their community's recreation and leisure opportunities and parks and green spaces** (50-70%) than unsatisfied (25-40%).
- More respondents reported they were **unsatisfied with the community's mental health and addiction resources** (55-60%). However, many respondents were unsure (20-30%)
- More respondents are **satisfied with educational opportunities and programming for children** (60%) and adults (45%) than unsatisfied (20%). However, many respondents were **unsure about educational opportunities and programming for adults** (30%)
- Major themes of the Public Meeting were addressing **systemic inequities and discrimination** in neighbourhoods, **housing**, and **mental health and substance use**.

## Survey Demographic Details



### Top Reported Community Priorities



### Key Issues within Top Priorities

<b>Housing and Neighbourhoods</b>	Affordable and/or attainable housing
	Homelessness
	Access to social/support services
<b>Mental Health and Substance Use</b>	Crime prevention
	Access to mental health services
	Mental health issues
	Access to addiction services
<b>Education</b>	Employment skills development
	Specialized education programs

## What We Heard...

During the Community Meeting we heard many of the priorities raised in the public survey repeated or expanded on.\*

### On Inequity:

- *“We need to address the structural inequity that are barriers to basic determinants of health. When people have food, housing, and education, that has major spill over effects.”*

### On Housing and Neighbourhoods:

- *“Investment in housing and neighbourhoods that is locally driven. Strong communities proving safety and stability. When we know each other, it makes us feel safe.”*
- *“Affordable housing. Transitional housing too.”*
- *“Leaders need to know and understand the communities they serve. We need more than tokenism.”*

### On Mental Health and Substance Use:

- *“Safe injection sites – give these people a safe and private place to go.”*
- *“We need to de-stigmatize and better communicate with people the services they have access to, and then help them navigate those services.”*

### On Vulnerable Populations:

- *“We need to improve non-violent intervention response to people in crisis. Emergency services cannot respond effectively. The COAST program should be expanded.”*
- *“We need to figure out how to better identify, engage, support, and advocate for vulnerable populations through collaboration between service providers and all levels of government.”*

Generally, residents told us that it can be challenging to create the sense of community in their neighbourhoods that would make them feel safer, and more community spaces would improve that. They also cited concerns over systemic inequities, housing, policing, and derelict areas in the City.

### Factors that improve resident’s sense of safety and wellbeing:

- *“Having access to lively and vibrant community spaces like coffee shops, patios, gardens, parks, playgrounds, and splashpads. Spaces that reflect the community’s demographics.”*
- *“Employment is a key factor to safety. It provides the financial security needed to create a safe environment through things like access to safe housing.”*

### Factors that reduce resident’s sense of safety and wellbeing:

- *“There is a lot of visible homelessness, mental health, and substance use issues in the downtown. These groups are really stigmatized and it makes people less likely to visit the downtown.”*
- *“Windsor had the highest child poverty rate in Canada in 2016. The unequal distribution of life chances and opportunity concentrates all the risks into already marginalized communities, creating these pockets of real or perceived unsafety directly linked to economic inequalities.”*
- *“Not being able to go from renting to home ownership because of income pressures and high housing and rental prices.”*
- *“Lack of good faith engagement. It can feel like civic leaders only consult with privileged stakeholders and leave many of us shut out of discussions.”*
- *“Not being sure that I won’t be harassed, targeted, or stereotyped walking down the street for my identity, by strangers or the police.”*
- *“The way police respond to people in crisis.”*
- *“Seeing a lot of boarded up houses, drug paraphernalia and litter, buildings that are run down and neglected.”*

\*Resident quotes have been edited for clarity and brevity, based on participant comments.





Windsor Essex Regional  
Community Safety and Well-Being Plan  
2022-2026

**[www.cswbwindsorsex.ca](http://www.cswbwindsorsex.ca)**