

Community Safety and Well-Being Interjurisdictional Scan

Multi-sector collaborative activities that contribute to CSWB have been around for decades. In Canada, various efforts under the CSWB label emerged in the past decade.

Overview of Approaches

Canada's Big 6: Vancouver, Ottawa, Toronto, Montreal, Calgary and local approaches in Edmonton

- Vancouver has the highest population density in Canada but has not adopted a formal CSWB framework.
- Ottawa developed a CSWB framework in 2021 but implementation has been delayed due to the pandemic. Details on the provincial directive are detailed below.
- Toronto implemented a CSWB Strategy in late 2021.
- Montreal has a framework developed for 2021-2025.
- Calgary has a three-pronged approach described further below.

Denver, Colorado has developed a successful, integrated model to provide medical assessment/triage, crisis intervention, de-escalation, transportation and resource connection for community members experiencing crises related to mental health issues, poverty, homelessness and substance abuse. Its approach has been replicated in many other jurisdictions across the United States. Details on its program and key findings are below.

Detailed Summaries

Edmonton, Alberta

RECOVER Urban Well-being

RECOVER Urban Well-being uses ethnographic research to apply data-driven, people-centered approaches that have a focus on six types of connection. These connections (to land and ground, body and self, family, friends and community, the sacred, culture and the human project) are reflected in how Administration defined community safety and well-being.

Through a well-being framework and scalable approach, RECOVER serves to meet the current and emerging needs of Edmontonians who are marginalized. RECOVER recognizes that the framework will not prescribe an approach for every

unique need. Rather, similar to the premise of the CSWB Strategy, it is important to establish a weave of supports and services and work together with individuals to formulate an approach that works for them.

REACH

Established in 2010, REACH has the ambition to significantly increase community safety in the region within a generation (25 years); increase Edmontonians' perception of safety and inclusion; and engage the people of Edmonton and the region in developing a culture of safety and crime prevention. REACH has identified nine recommendations to achieve this goal, including a 24/7 service delivery model for high-needs populations.

For a long while, REACH was the only entity of its kind in Canada. While most municipalities address crime prevention and CSWB, it is normally done within the administration. Currently, two cities have adopted the REACH model: Winnipeg and Regina.

REACH uses data analysis and a Social Return on Investment (SROI) as part of its 24/7 Crisis Diversion program evaluation. The SROI analysis reflects the monetisation of social value created through reduced victimization, increased efficiency for Edmonton Police Service, Emergency Management Services and healthcare, reduced justice system interactions and petty crimes, as well as the difference appropriate housing can make. For every dollar spent, an analysis calculated the SROI to average \$1.91 over three years for the 24/7 Crisis Diversion Team program.

An example of how data is used by REACH is that in 2017, a year into the 24/7 Crisis Diversion program's new iteration, it was recognized that a lot of calls were coming into Edmonton Police Service (EPS), particularly the non-emergency police line and there was an opportunity to intervene with more appropriate supports. Through several discussions with EPS and 211, procedures were set up in November 2017 to redirect non-emergency calls. In conjunction with a social media campaign directed to the general public about when to call 911 and when to call 211, the 24/7 Crisis Diversion program noted an increase in 211 calls. Although REACH does not have 911 data, it was able to note a 47 per cent increase in 211 calls between 2017 and 2018 with further increases year over year to 2021.

Calgary, Alberta

Calgary's Community Safety Plan was developed in November 2020 and implemented in April of 2021. This plan supports Calgary's e Mental Health and Addiction Strategy theme of staying safe by addressing gaps in:

- Crisis services for individuals, their families and support networks
- Outreach services
- The emergency response system in Calgary, including gaps in racially and culturally appropriate services

The CSIF was developed as part of a collaborative effort between The City of Calgary, the Calgary Police Service and community partners. The Framework focused on ways to improve support for Calgarians in crisis due to mental health concerns, addictions or other similar challenges. As a result of the themes that emerged from ongoing community engagement regarding public safety, Calgary developed a Terms of Reference document to guide CSIF allocations. Similar to the approach identified in OCM00991 Community Safety and Well-being Strategy, Calgary identified short (within six months), medium (six to 24 months), and long-term (two to five years) outcomes as part of the strategy and included a focus on collaboration and community-driven solutions. Strategy partners were expected to contribute to the co-design of the evaluation plan during the first six months of implementation. Partners were to collect and provide evaluation data related to key indicators to inform regular reporting and demonstrate collective accountability to shared outcomes.

The Crime Prevention Investment Plan ensures funds are invested in evidence-based social development projects that: 1) seek to influence the root social and economic causes of crime and 2) focus on mitigating risk factors and bolstering protective factors. The long-term goal of the Crime Prevention Investment Plan is to reduce criminal offending or re-offending and enhance the well-being of individuals.

The City of Calgary also allocated \$25 million for community-based mental health and addiction programs and seed funding for initiatives arising from the Mental Health and Addiction Strategy.

Ontario

The Ontario provincial government passed legislation that required each municipality to develop a CSWB plan by July 1, 2021. The province defined municipal CSWB planning as “The ultimate goal to achieve sustainable communities 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.” The provincial government used a three-phased for the CSWB work: framework, engagement and implementation. The implementation phase focused on collaborative commitment/buy-in, risk and mitigation, leveraging community strengths, actions and evaluation.

Methodology used for determining local priorities included incorporating partner perspectives, impacts (number of people affected), comparison to other jurisdictions, trend analysis and community input.

Toronto, Ontario

Toronto adopted a CSWB plan called SafeTO in July 2021 with 26 priority actions across seven strategic goals: reduce vulnerability; reduce violence; advance truth and reconciliation; promote healing and justice; invest in people; invest in neighbourhoods, and drive collaboration and accountability. Toronto Administration indicated their focus is on reducing violence and as such a number of their programs and action items focus on addressing gangs and gun violence in the City.

SafeTO provides a roadmap for how the City and social systems that serve Torontonians, such as community services, healthcare systems, education systems, justice systems, police and businesses, can work collaboratively across different sectors and across governments to support community safety and well-being.

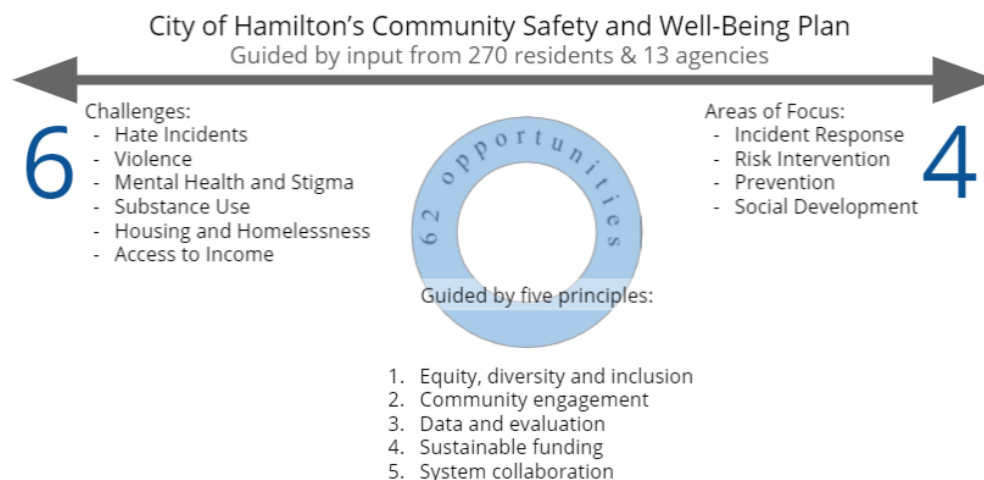
Their implementation plan was presented to their City Council in February 2022 and Administration was directed, in part, to: request financial support from the federal and provincial governments to implement the SafeTO Actions; advocate for increased sanctions for Criminal Code violations for hate crimes; review existing municipal bylaws and policies; and identify how the City can better support communities who are marginalized. Full details are [available online](#).

Ottawa, Ontario

Ottawa City Council approved its CSWB in October 2021 and identified six priority areas: simplifying and integrating systems, strategies to address discrimination, marginalization and racism, financial security and poverty reduction, housing, mental well-being, and gender-based violence and violence against women. The City planned to leverage existing Council-approved strategies and investments of \$34 million to address community safety and well-being. Conversations with the team responsible for the development of Ottawa's CSWB informed that implementation of the plan has been delayed due to the pandemic.

Hamilton, Ontario

While not one of Canada's big six cities, Hamilton has many similarities to Edmonton, including similar city and greater metropolitan populations. Hamilton's CSWB plan identified six priority challenges facing the city; 62 opportunities for action, four key areas of action, and five guiding principles to apply to future work.



The City of Hamilton established its local priorities based on multiple sources of evidence, including:

1. Partner perspective: what is the perceived severity of risk?
2. Impact: How many people are affected?
3. Comparison: Is the risk more problematic in Hamilton than other areas?
4. Trend: Is it getting worse?
5. Community voice: what has the community said in the past about the level of risk?

Metrics and Success Indicators - each of the six challenges identified:

- Long-term goal and current focus

- Why it is a concern in Hamilton?
- Who is impacted more in Hamilton? (Which included specific demographics data)
- What success looks like
- Community Highlights
- Opportunities for Action

Montreal, Quebec

Montreal incorporated its Action Plan for Solidarity, Equity and Inclusion 2021-2025 as a pillar that is part of a broader 10 year pandemic recovery strategy. The Action Plan has identified five major areas of action for reducing social inequality:

- Access to quality local services regardless of status and living conditions.
- Meeting basic needs in terms of nutrition and housing.
- A population that can ... thrive in public spaces.
- An exemplary city that consistently takes action against all forms of systemic discrimination, across all sectors of society.
- Residents who fully contribute to economic life based on their training and aspirations. The actions laid out with partners will take effect on three scales: The human scale, the neighbourhood scale, and the city-wide scale.

Montreal has used a Gender and intersectoral analysis (ADS+) as a tool to help inform decision making.

Denver, Colorado

Denver developed a Support Team Assisted Response (STAR) program in 2020 that is similar to the approach used in Edmonton through the Neighbourhood Empowerment Team (NET), Community Outreach Transit Team (COTT), or Human-centered Engagement and Liaison Partnership (HELP) unit. All of these programs utilize a multidisciplinary partnership approach to support people in need.

In Denver, a mental health clinician is paired with a paramedic/EMT to respond to low risk, low acuity calls coming into 911. The team can provide medical assessment/triage, crisis intervention, de-escalation, transportation and resource connection for community members experiencing crises related to mental health issues, poverty, homelessness and substance abuse.

Key Findings

- Research showed there are considerable differences in how CSWB is measured.
- The interjurisdictional research completed by Administration was unable to find a direct correlation between any one program and alleviating pressure on police.
 - However, many of the sources noted that data collection and analysis are in their infancy. Evidence-based correlations are expected to be available in the next several years.
 - That said, some organizations, including partners of the City of Edmonton, have been using social return on investment indicators as one of many tools to help shape and support specific programs.
- In Denver, nearly 1,400 calls were responded to during the first year of the program - not one call resulted in an arrest, injury or police presence.
 - Unique to the Denver program is that the advisory committee is composed of diverse Denver residents from each district (similar to Edmonton's ward system). As a result, the initial funding of just over \$200,000 was increased to approximately \$1.4 million in order to expand efforts, and in part, to help collect and disaggregate data. Should Edmonton pursue a similar approach through a CSWB implementation plan, it would align with the CSWB Safer for All recommendations one to four, nine, and 11-13.
- In Hamilton, the city experienced a significant and sudden population increase during the pandemic, which highlighted the need to represent indicators and measures on a per capita basis.