



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
General Manager's Office

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	June 17, 2021
SUBJECT/REPORT NO:	Hamilton's Community Safety and Well-Being Plan (HSC19032(b)) (City Wide)
WARD(S) AFFECTED:	City Wide
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SUBMITTED BY:	Paul Johnson General Manager Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATION(S)

- (a) That Appendix "A" attached to Report HSC19032(b) respecting Hamilton's Community Safety and Well-Being Plan be approved;
- (b) That the General Manager of Healthy and Safe Communities Department be authorized to increase the complement of the General Manager's Office by one full time permanent position Senior Project Manager beginning immediately to support implementation and maintain ongoing oversight of Hamilton's Community Safety and Well-Being Plan and that the annual cost of \$125,000 be funded in 2021 through in year department savings and that the full cost be included in the 2022 Tax Operating Budget; and,
- (c) That any additional requests for funding to support implementation of Hamilton's Community Safety and Well-Being Plan be referred to future budget processes.

EXECUTIVE SUMMARY

In December 2019, the Emergency and Community Services Committee was notified of new legislative requirements for municipalities to prepare and adopt a Community

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

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Safety and Well-Being Plan (Report HSC19032). The aim of the plan is to ensure all residents in the community feel safe, have a sense of belonging and can meet their needs for education, healthcare, food, housing, income, and social and cultural expression. Plans must be completed and posted online by municipalities by July 1, 2021. The development of Hamilton's Community Safety and Well-Being Plan was overseen by an advisory committee which met legislative requirements and brought together various sectors' perspectives to provide strategic advice and direction to the City of Hamilton on the development of the plan.

Hamilton's Community Safety and Well-Being Plan, attached as Appendix "A" to Report HSC19032(b), outlines a framework for working alongside partners to promote safety and well-being for all residents. This framework includes a series of guiding principles that will be applied across all work within the plan as well as six local priorities where opportunities for action have been identified. The local priorities include hate incidents, violence, mental health and stigma, substance use, housing and homelessness and access to income. All content within the plan was informed through consultation with Hamilton residents, service providers and advisory committee members.

This plan is only the beginning of collaboration across the community to improve outcomes in Hamilton related to safety and well-being. To move this plan into action a sustainable governance model needs to be in place including the creation of action tables to develop detailed implementation plans and outcome measures. In order to support a collaborative and coordinated community-wide implementation of Hamilton's Community Safety and Well-Being Plan, this report recommends the hiring of 1.0 FTE Senior Project Manager. Investment within the local priorities to improve outcomes related to safety and well-being is beyond that of a single organization and is a shared responsibility between different levels of government, community partners and funding networks. Sustainable funding will be sought through the appropriate funder(s) based on implementation plans. As per Recommendation (c) in Report HSC19032(b), requests for municipal funding to support this work will be referred to future budget processes.

Alternatives for Consideration – See Page 6

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The recommendation to increase the complement of the Healthy and Safe Communities Department's General Manager's Office by one full time permanent position, Senior Project Manager, beginning immediately, will have an annual cost of \$125,000, to be funded in 2021 through in year department savings with the full cost included in the 2022 Tax Operating Budget.

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Staffing: The recommendations will have staffing implications in the hiring of a new 1.0 FTE Senior Project Manager to lead a collaborative and coordinated community-wide implementation of Hamilton's Community Safety and Well-Being Plan. This position will report through the General Manager's Office in Healthy and Safe Communities Department.

Legal: Through the *Safer Ontario Act*, municipalities are required to develop and have approved by their Council a Community Safety and Well-Being Plan. These plans must be made available publicly online by July 1, 2021.

HISTORICAL BACKGROUND

In December 2019, the Emergency and Community Services Committee was notified of new legislative requirements for municipalities to prepare and adopt a Community Safety and Well-Being Plan (Report HSC19032). The plan must be developed using the provincial government's Community Safety and Well-Being Framework¹ which identifies four key areas of planning: incident response, risk intervention, prevention and social development, that work together to make communities safer and healthier.

The development of Hamilton's Community Safety and Well-Being Plan was overseen by an advisory committee which met legislative requirements and brought together various sectors' perspectives to provide strategic advice and direction to the City of Hamilton on the development of the plan. Participating organizations on the advisory committee were outlined in Report HSC19032(a).

In January 2020, the advisory committee began work to develop the plan through the assessment of risk factor data. They completed a priority setting exercise to identify local priorities to investigate further for future opportunities for collaboration. The local priorities that were identified include hate incidents, violence, mental health and stigma, substance use, housing and homelessness and access to income.

This work was put on hold through most of 2020 so advisory committee members and City staff could support COVID-19 response efforts in their own organizations. In September 2020, the advisory committee reconvened and committed to monthly meetings to support completion of the plan. Upon returning to this work in late 2020, direction from the advisory committee was to focus on community engagement.

From February – April 2021, residents and service providers were consulted through various virtual engagement opportunities to provide feedback on the local priorities identified by the advisory committee and to give recommendations for action to be included in the plan. Results of community engagement efforts were used to inform the

¹ <https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSSOPlanningFramework.html>

development of the plan. The advisory committee reviewed the plan and informed next steps on moving the plan into action.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Through the *Safer Ontario Act*, municipalities are required to develop and have approved by their Council a Community Safety and Well-Being Plan. These plans must be made available publicly online by July 1, 2021.

The City of Hamilton's Budget Complement Control Policy (Report FCS16024) states that:

- 2) Increasing Complement
 - (i) Of Permanent complement requires Council approval

RELEVANT CONSULTATION

To develop Hamilton's Community Safety and Well-Being Plan, consultation took place through various virtual engagement opportunities to provide feedback on the local priorities identified by the advisory committee and to give recommendations for action to be included in the plan. The public, service providers, community organizations and City of Hamilton staff supporting existing community strategies were engaged in this consultation. A full summary of community engagement outcomes was provided through a Communication Update to Council on May 6, 2021.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Hamilton's Community Safety and Well-Being Plan outlines a framework for working alongside partners to promote safety and well-being for all residents. This framework includes a series of guiding principles that will be applied across all work within the plan as well as six local priorities where opportunities for action have been identified.

Guiding Principles

When listening to the Hamilton community, it was clear that the approaches that are used to make decisions for action in a community plan are just as important as the actions themselves. It was also heard through engagement that the definition of safety and well-being is unique to an individual or community and what could make one person feel safe may not evoke the same feelings of safety for others.

The advisory committee took this feedback into consideration and developed a set of guiding principles for Hamilton's Community Safety and Well-Being Plan. The guiding principles include recommendations within the areas of:

- Equity, diversity and inclusion;

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- Community engagement;
- Data and evaluation;
- Sustainable funding; and,
- System collaboration.

Moving forward, these guiding principles will be brought to life with consideration and focus on process and applying the opportunities for action across all future work on Hamilton's Community Safety and Well-Being Plan.

Local Priorities

Community engagement efforts validated the local priorities identified by the advisory committee. Many respondents echoed their desires for safer communities through action related to hate incidents, violence, mental health and stigma, substance use, housing and homelessness and access to income and highlighted the complexity of these issues in Hamilton.

Within each of the local priorities in Hamilton's Community Safety and Well-Being Plan, there are community highlights and opportunities for action across all four levels of the provincial framework that together can create a balanced and collaborative approach to improved safety and well-being. The four key areas of planning within the provincial framework are: incident response, risk intervention, prevention and social development. Across Hamilton, work within each of the local priorities is not new and, in some cases, collaboration has been happening for years. As such, Hamilton's Community Safety and Well-Being Plan identifies opportunities to align or better connect existing work to improve outcomes. The community highlights in Hamilton's Community Safety and Well-Being Plan showcase work that advisory committee organizations are currently leading or participating in. This is in no way an exhaustive representation of all work happening in the community to improve safety and well-being within each of the local priorities. Some of the existing work led or supported by the City of Hamilton that is referenced in the plan includes:

- Hate Prevention & Mitigation initiative
- Urban Indigenous Strategy
- Indigenous Health Strategy (Public Health Services)
- Hamilton Anti-Racism Resource Centre
- Hamilton Drug Strategy
- Hamilton's Housing and Homelessness Action Plan
- Xperience Annex
- Ontario Works System Transformation
- (Re)envision the HSR Strategy
- Mayor's Task Force on Economic Recovery
- Hamilton Health Team
- Just Recovery Hamilton Policy Paper Recommendations
- Mohawk College's Challenge 2025

Each local priority also includes opportunities for action. These were identified through community engagement with residents, services providers and advisory committee members. They represent opportunities where partners can come together, prioritize work, try things out, and evaluate solutions. Building upon these opportunities in the plan will be the key to moving Hamilton's Community Safety and Well-Being Plan into action.

Moving the Plan into Action

This plan is only the beginning of collaboration across the community to improve outcomes in Hamilton related to safety and well-being. To move this plan into action a sustainable governance model needs to be in place including the creation of action tables to develop detailed implementation plans and outcome measures. To start to put the guiding principles into action, the advisory committee is recommending a call out to interested partners who want to participate in this work to form the action tables and support the development of implementation plans within each of the local priorities. In order to establish this governance model and support a collaborative and coordinated community-wide implementation of the Hamilton's Community Safety and Well-Being Plan, Report HSC19032(b) recommends the hiring of a 1.0 FTE Senior Project Manager.

Once the governance model is in place, opportunities for action will be explored, prioritized and have supporting implementation plans built by the action tables. As these are extremely complex issues in the community, it is expected that some solutions may be addressed through collaboration and alignment of existing funding, while others could require significant investment to demonstrate success in outcome measures. The municipality and community partners have been working on the local priorities, in some cases for many years. The exercise in creating Hamilton's Community Safety and Well-Being Plan only highlighted that there is not enough money in the current system and the investment gap that exists to support this work.

There is a commitment from current partners to ensure that Hamilton's Community Safety and Well-Being Plan is a living document with annual reviews processes established to ensure progress towards expectations set out in the plan and that local priorities and actions remain responsive and flexible to emerging needs in Hamilton.

ALTERNATIVES FOR CONSIDERATION

Should Committee not approve Recommendation (b) to Report HSC19032(b), there would be no legal implications. The City of Hamilton would still be in compliance with the *Safer Ontario Act* in completing and posting a Community Safety and Well-Being Plan.

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There would no longer be any financial or staffing implications of the remaining recommendations as money would not be spent hiring a 1.0 FTE Senior Project Manager.

Without the additional resource, the City of Hamilton will be able to continue work on existing initiatives that contribute to improving safety and well-being outcomes in the community but will not be able to lead a collaborative and coordinated community-wide implementation of the plan.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report HSC19032(b) – Hamilton’s Community Safety and Well-Being Plan