

Presentation Date: Monday, October 25th, 2021

Presented By: John Matheson, StrategyCorp





In partnership with



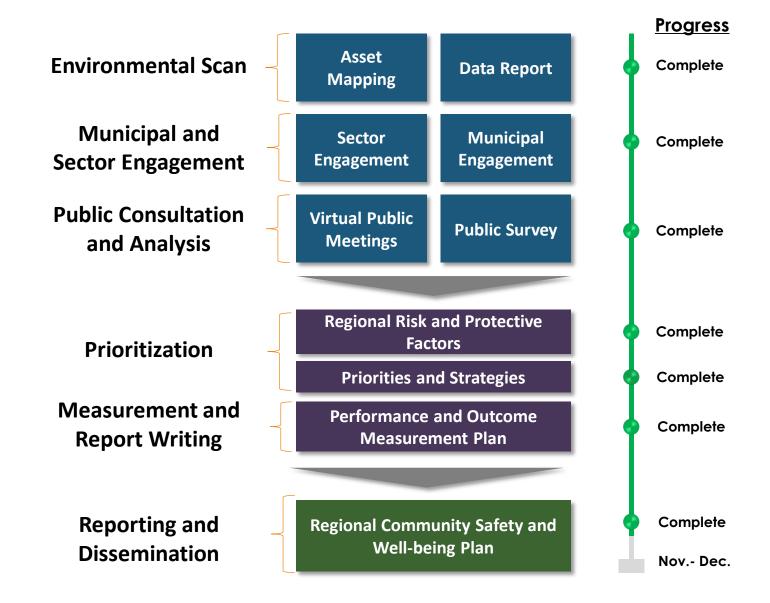


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Project Recap: Steps Taken So Far



91 Virtual Engagements 103.4 hours of Engagement Over 1,900 stakeholders and residents informed the Plan



Regional Priorities and Opportunities: Overview

Priority
Categories
"We want to have..."

"Good Governance & Data"

"Engaged & Safe Communities"

"Mental Health & Substance-Use Supports"

"Financial Security & Economic Equity"

Opportunities

"To reach our
priorities we
need..."

- Reduced barriers amongst providers
- Representation and inclusion in CSWB governance
- Improved data (Inclusion, Cross sector and segmented analysis)
- Continual community engagement

- Access to affordable housing to keep people living and working in their communities, and supportive and transitional housing for those without.
- More opportunities for community engagement and participation through community spaces and programs, particularly for youth.
- Infrastructure that promotes active transportation and community safety.
- Improved relationships between communities and police/local institutions.

- Increased awareness and destigmatization of existing supports and resources to improve prevention, early intervention and treatment.
- Improved system navigation for those accessing services, particularly to support diverse needs and sensitivities of vulnerable populations.
- Improved emergency response to those in crisis.

- Accessible employment skills training that matches local employment opportunities for those entering and transitioning in the work force.
- Aligning and leveraging existing supports and services for those facing poverty or financial insecurity as well as understanding and addressing service gaps.
- Targeted support for systemically marginalized demographic groups and locations.

WE RCSWB Goals, Initiatives and Activities

Goals & Initiatives - Overview

| Goals | Initiatives | Framework |
|--|--|-----------------------|
| | Good Governance & Data | |
| Improve collaboration between CSWB partners for better data and service outcomes. | 1.1. Establish a permanent table of CSWB partner organizations to institutionalize cross-sectoral collaboration to address systemic and specific service delivery opportunities. | |
| better data and service outcomes. | 1.2. Develop a Data "Consortium" of partner organizations to support ongoing CSWB planning and service delivery. | All |
| 2. Improve representation and inclusion of priority | 2.1. Increase representation of priority populations and those with lived experience at RCSWB leadership table and partner advisory/leadership tables. | All |
| populations in collaborative decision-making processes for CSWB initiatives. | 2.2. Include consultations with priority communities early in planning stages of CSWB activities. | |
| | Engaged & Safe Communities | |
| | 3.1. Increase awareness and utilization of existing housing supports and programs. | |
| 3. Increase access to safe and affordable housing. | 3.2. Review and assess planning and growth-related policies to promote a larger and more diverse housing supply. | Prevention |
| 3. Increase access to safe and affordable flousing. | 3.3. Increase provincial and federal advocacy to support more affordable housing through streamlined approval processes and capital and operating investment in housing projects. | Fievention |
| | 4.1. Increase access to organized programming in communities. | |
| 4. Promote safe, healthy, and connected neighborhoods and communities. | 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. | Social Development |
| | 4.3. Increase access to safe community spaces. | |
| | Mental Health & Substance-Use Supports | |
| 5. Increase frequency of preventative care and early interventions to reduce overall service need and | 5.1. Promote de-stigmatization of mental health and addiction issues and raise awareness of existing supports to promote early intervention and overall wellbeing. | Dunnation |
| crisis intervention. | 5.2. Leverage and support mental health service sector around harmonized communications and intergovernmental advocacy to increase and improve available mental health supports. | Prevention |
| 6. Safe and effective emergency response to those in | 6.1. 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.). | C.i.i. D. |
| crisis. | 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. | Crisis Response |
| | Financial Security & Economic Equity | |
| 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. | 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. | Risk Intervention |
| 8. Promote local employment and increase participation in local education and training. | 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. | Prevention |
| Far a selection to an engaged and a committee | 8.2. Leverage, expand or develop targeted economic development and workforce strategies in priority neighbourhoods. | |

Good Governance & Data: Activities, Metrics & Milestones

Goal #1

Improve collaboration between CSWB partners for better data and service outcomes.

| | Implementation | |
|---|--|---|
| Initiatives | Activities | Metrics & Milestones |
| 1.1. Establish a permanent table of CSWB partner organizations to institutionalize crosssectoral collaboration to address systemic and specific service delivery opportunities. | 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 includes RSLT members, municipal representation, Community Service Providers, and representation from priority and 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 described on Slide 10 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. | 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. |

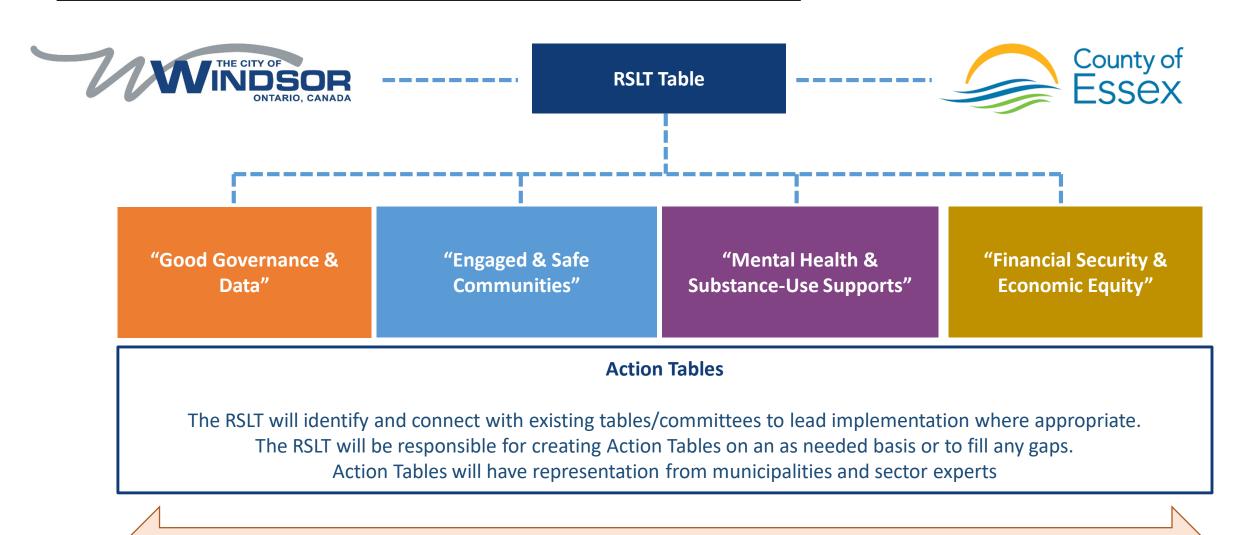
Good Governance & Data: Activities, Metrics & Milestones cont.

Goal #1

Improve collaboration between CSWB partners for better data and service outcomes.

| Initiatives | Implementation | |
|--|--|---|
| illitiatives | Activities | Metrics & Milestones |
| 1.2. Develop a Data "Consortium" of partner organizations to support ongoing CSWB planning and service delivery. | 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 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. | Immediate to Short Term: Signed MOU and Data Sharing Agreements. Key baseline metrics for social determinants of health 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 |

Initiative 1.1 - Proposed Governance Summary



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

Good Governance & Data: Activities, Metrics & Milestones cont.

Goal #2

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

| luitiati | Implementation | |
|---|---|---|
| Initiatives | Activities | Metrics & Milestones |
| 2.1. Increase representation of priority populations and those with lived experience at RCSWB leadership table and partner advisory/leadership tables. | 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. | 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 in RSLT. |
| 2.2. Include consultations with priority communities early in planning stages of CSWB 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. | Short Term: Consultation Practices Framework is developed that leverages best practices. RSLT and Partner Organization commit to implementing practices through signed MOU Medium Term: Increased engagement in municipal and sectoral engagement from priority and PLE populations. |

Engaged and Safe Communities: Activities, Metrics & Milestones

Goal #3

Increase access to safe and affordable housing.

| | Implementation | |
|--|---|---|
| Initiatives | Activities | Metrics & Milestones |
| 3.1. Increase awareness and utilization of existing housing supports and programs. | Work with Housing Services to review existing communications channels between service providers and those in need of supports and identify opportunities to improve outreach and engagement especially within the County. Leverage, enhance or develop a communications plan that aligns with the <i>Home Together: Windsor Essex Housing and Homelessness Master Plan</i> 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. | Immediate to Short Term: • Communications Plan Developed |
| 3.2. Review and assess planning and growth-related policies to promote a larger and more diverse housing supply. | Support Housing Services in establishing meetings with municipalities to identify and evaluate the impacts of existing planning policy and zoning regulations that affect housing supply, including the review of emerging best practices and new housing options (i.e. additional dwelling units, short term rental policy, etc.) Leverage pilot projects for best practices in attainable housing (e.g. policy, etc.) among interested municipal partners within existing legislation and regulatory frameworks. Liaise with private, not for profit and public partners to review best practices and identify incentives to accelerate and increase the number of new housing projects (e.g. pre-zoning key sites, design work, servicing and study assistance). | Immediate to Short Term: List of possible pilot projects is identified Report published on existing local policies and regulations with examples of emerging best practices from comparable regions. Develop list of local incentives to increase and accelerate planning applications for new housing projects Medium Term: Inter-municipal participation in attainable housing policy pilots Long Term: Evaluate the effectiveness of pilot projects for consideration and adoption across the region. |
| 3.3. Increase provincial and federal advocacy to support more affordable housing through streamlined approval processes and capital investment in housing projects. | 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. | Immediate to Short Term: • List of affordable housing projects requiring funding Medium Term: • Letters to provincial and federal housing Ministers • Advocacy Plan supported by data Long Term: • Projects Funded |

Engaged and Safe Communities: Activities, Metrics & Milestones cont.

Goal #4

Promote safe, healthy, and connected neighborhoods and communities.

| Implementation | | entation |
|--|--|---|
| Initiatives | Activities | Metrics & Milestones |
| 4.1. Increase access to organized programming in communities. | 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. | 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 |
| 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. | 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 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. | Medium Term: 1 completed CSWB Walk in one neighbourhood or community in each W-E municipality (8 total) |
| 4.3. Increase access to safe indoor and outdoor community spaces. | 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. | 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 and cost investments for each community space safety enhancement (including identifying existing funding lines) Long Term: |

Progress report on safety investments

Mental Health & Substance-Use Supports: Activities, Metrics & Milestones

Goal #5

Increase frequency of preventative care and early interventions to reduce overall service need and crisis intervention.

| Ludal-ali | Implementation | |
|--|---|--|
| Initiatives | Activities | Metrics & Milestones |
| 5.1. Promote destigmatization of mental health and addiction issues and raise awareness of existing supports to promote early intervention and overall wellbeing. | Leverage, enhance or develop a regional wide campaign to raise mental health awareness and about local available resources and initiatives. Including ensuring resident information pathways are harmonized among service providers to provide residents with as many resources as possible (e.g. RCSWB Asset Map). | 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. |
| 5.2. Leverage and support the mental health service sector around harmonized communications and intergovernmental advocacy to increase and improve available mental health supports. | 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. | Sectoral priorities clearly defined. Medium Term: Specific, tangible provincial or federal funding ask developed and actioned via resolutions, meetings, letters and other advocacy tactics. |

Mental Health & Substance-Use Supports: Activities, Metrics & Milestones cont.

Goal #6

Safe and effective emergency response to those in crisis.

| Implementation | | ementation |
|--|--|---|
| Initiatives | Activities | Metrics & Milestones |
| 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.). | 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, Housing and Homelessness Help Hub H4 etc.) 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. | 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. |
| 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. | 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. | 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. |

Financial Security & Economic Equity: Activities, Metrics & Milestones

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.

| Initiatives | Implementation | |
|--|--|--|
| initiatives | Activities | Metrics & Milestones |
| 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. | 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. | Immediate to Short Term: Approved RFP Medium Term: Completed Review Opportunities prioritized and action plans developed |

Financial Security & Economic Equity: Activities, Metrics & Milestones cont.

Goal #8

Promote local employment and increase participation in local education and training.

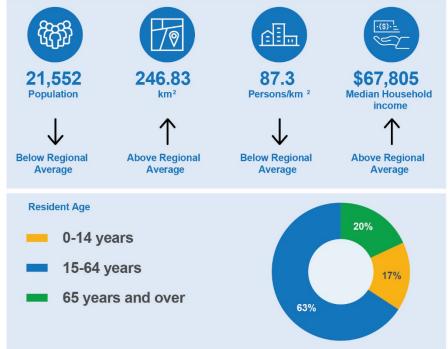
| Initiatives | Implementation | |
|---|--|---|
| initiatives | Activities | Metrics & Milestones |
| 8. 1. Expand or develop new grant and bursary programs to promote local institutional partnership, internship, and apprenticeship opportunities for targeted geographies and priority populations to keep people in their neighborhoods. | 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 partnership, internship and apprenticeship | 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. |
| 8.2. Leverage, expand or develop targeted economic development and workforce strategies in priority neighbourhoods. | 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 maximized local benefits. | Immediate to Short Term: Target communities identified and prioritized Opportunities identified and Action Plans developed Medium Term: Piloted social procurement policies among municipal partners |



Community Profile

- 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.

Kingsville Demographic Data



| Ethnic origin population (state | scan, 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% |

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

• 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.

Consultation Summary

Consultation Details

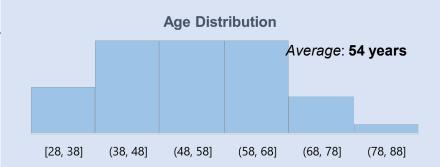
Public Meeting Date Wednesday March 10, 2021 - 6:30 p.m.

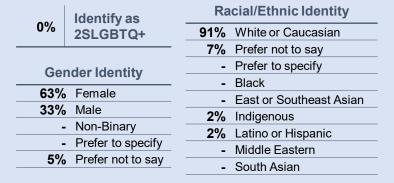
Survey Submissions 43

Consultation Highlights

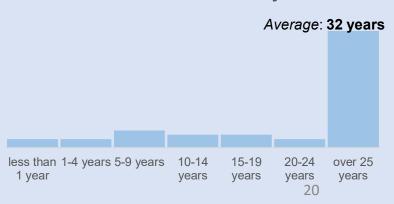
- Kingsville's top reported priorities were 1) **Housing and Neighbourhoods**, 2) **Mental Health and Substance Use**, and 3) **Physical Health**
- Respondents overwhelmingly feel safe in their community (>95%)
- Most respondents **reported they trust the police** (85%) and most were **satisfied with 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 addition 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

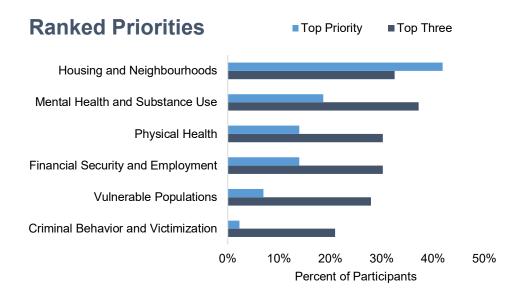




Time in the Community



Community Priorities



| Top 3 Categories | Top Issues | |
|-------------------------------------|---|------------|
| #1 Housing and Neighbourhoods | Affordable and/or attainable housing Access to affordable leisure activities for children | 79% 41% |
| | Resident and community safety | 35% |
| #2 | Access to mental health services | 77% |
| Mental Health and Substance Use | Mental health issues | 56% |
| | Access to addiction services | 40% |
| #3 Physical Health | Access to physical health services | 64% |
| | Long term care | 45% |
| | Public health supports and infrastructure | 43% |

Percentage of respondents who selected each issue as a top priority*

Public Remarks

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."

Factors Impacting Safety and Wellbeing

Public Remarks

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.

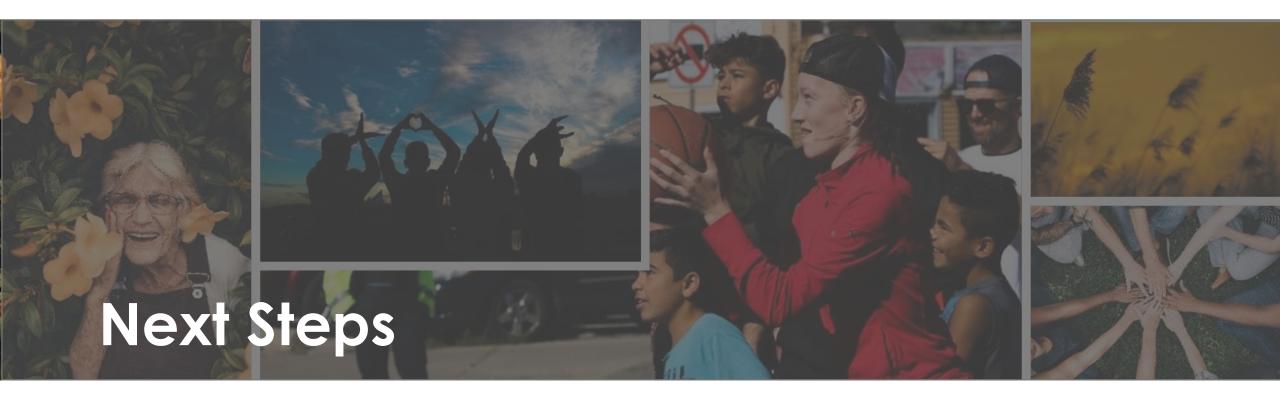
On Positive Factors

- "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."

On Negative Factors

- "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."





Next Steps

- We are seeking Council's authorization to delegate approval of the final Plan to Essex County Council.
 The Plan will be presented and submitted to City and County Councils in November.
- Upon Council's endorsement, the Plan will be submitted to the Ministry of the Solicitor General.
- Printing and online posting of the Plan (must be completed up until 30 days after Council approval of the Plan). Printed copies of the Plan will be provided to each municipality.

| Municipality | Date | Time |
|----------------------|-------------------|--------|
| City Council | November 15, 2021 | 6:00pm |
| Essex County Council | November 17, 2021 | 7:00pm |

Thank You

- Project Manager, Community Safety & Well Being Plan
 Social Policy & Planning Dept., CDHS
- lgil@citywindsor.ca
- 519-255-5200 x 5432

