

Building a safe and well community for all: A journey towards transformational change

JANUARY 2022



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Introduction

What is the Community Safety & Wellbeing Framework?

The Region of Waterloo is working collaboratively with partners and communities across Waterloo Region to develop a Framework to improve safety and wellbeing for all. The Framework aims to solidify a process for action, recognizing outcomes will evolve, change, and grow with the needs of the community.

While the Framework's development is an opportunity to acknowledge and leverage the good work being done in the community, it also provides an opportunity to have conversations about what is working well and what needs to change – building on previous recommendations and calls to action. It is an opportunity for all to be part of a process aimed at galvanizing and creating momentum for producing a community-owned and community-led actionable plan that leverages the past.

The Framework is intended to be a shared vision of safety and wellbeing that articulates the core elements, conditions, and things to grow, create and explore, and barriers to achieving the vision. It is the foundation upon which concrete action and outcomes can be built. The goal is to enable every person who calls Waterloo Region home to feel safe, feel like they are cared for, and have the opportunity to thrive.

Developing the Framework

The following diagram and accompanying table outline the community's collective journey to develop the emerging Community Safety and Wellbeing (CSWB) Framework. The Region has designed the journey to ensure that the process is respectful, thoughtful and engages the community in meaningful ways. The Region retained LURA Consulting to assist with engagement efforts to inform the emerging Framework.

This Framework is not meant to be a static document. Although this document is being presented to Council in January 2022, it is important to note that the work together will continue and become more integrated and build on the incredible efforts already underway across organizations, grassroots organizations and the broader community. This is the beginning of a collective path towards change.

Grounded in the Community's Voice

Based on early insights from the Steering Committee and Advisory Group, a comprehensive engagement plan was designed to ensure the Framework was grounded in the community's voice and needs. The vision of the engagement was to hear from community leaders, organizations – focusing on communities most impacted and collaborating to build the framework for a safe and well community.

This framework – developed in collaboration with the community – will be owned and implemented collectively. It will guide the work of political, organizational and community leaders as the process moves forward together towards meaningful, tangible and sustainable action. As the Framework evolves, there will be a continued conversation with the community on the actions to achieve this goal.

Journey to a Well and Safe Community

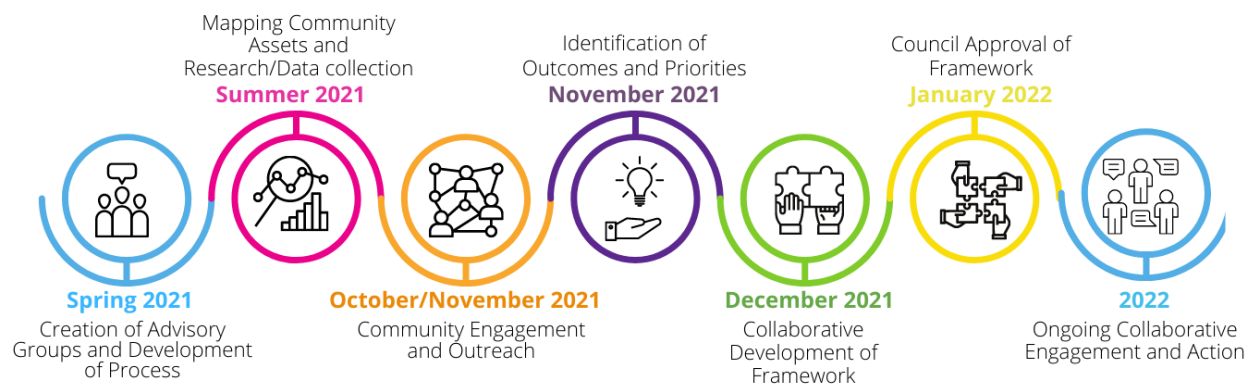


Table 1: Developing the Framework

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| Creation of Advisory Groups & Development of Process | <p>Three committees (Steering Committee, Advisory Group and Youth Advisory Committee) were created to provide foundational guidance to develop the Framework. These committees bring together local leaders, youth, area municipalities, the Region's Anti-Racism Advisory Committee and First Nations, Métis and Inuit, and community organizations focused on wellbeing.</p> <p>These committees have provided foundational guidance to develop this plan. These groups began meeting in June 2021. The three committees have shaped all parts of the process and supported connections with the broader community by bringing forward ideas from their larger networks.</p> |
| Mapping Community Assets & Research/ Data Collection | <p>An essential piece of this work was conducting a scan of previous calls to action, strategic plans, reports, and data related to community safety and wellbeing in the community to understand existing goals and priorities within Waterloo better. The scan identified over 220 reports and narrowed this down to approximately 160 plans to identify goals and priorities within the past five years. Plans, reports, data and calls to action included those owned by the Region of Waterloo, area municipalities, community organizations and service providers, educational institutions, advocacy groups and higher levels of government.</p> <p>The scan informed the development of a resource summary (Chapter 1 of this report) for considering the community safety and wellbeing priorities. It provided background information and data to inform further discussions and workshops with community leads and committees – to create a clear path for renewed action and change.</p> |

| | |
|--|--|
| Community Engagement & Outreach | <p>Engagement focused on collaboration and co-planning with community leaders. Community leaders have trusted relationships within their communities and understand the issues and barriers faced by communities and the strengths they hold. Engagement efforts focused on specific audiences and aimed to build on past learnings to respect and acknowledge the previous conversations undertaken in the community.</p> <p>In total, over two dozen focused conversations (interviews, presentations, focus groups) were hosted throughout this process. Conversations occurred between October 2021 and January 2022.</p> |
| Identification of Outcomes & Priorities | <p>Engaging with community leaders to listen, learn, and inform was essential to ensure the CSWB Framework reflects the broader community's needs, priorities, and values. This process aimed to develop a shared vision and understanding of CSWB among community leaders from priority communities in Waterloo Region. Engagement explored what a safe and well community looks like, how it may look different across different communities, identifying gaps, and incorporating an equity lens.</p> |
| Collaborative Development of Framework with Focus on Action | <p>Committee members and community leaders were involved in co-planning and co-designing a framework to work differently to achieve community safety and wellbeing. Three co-planning workshops were held to share and validate what we heard and learned about community priorities, build elements of a CSWB framework, and develop insights actionable "next steps" towards a framework for CSWB. The co-planning sessions, held in December 2021 and January 2022, welcomed over 100 participants. Early in 2022, the project team revised the emerging framework to reflect the insights and learnings from the co-planning sessions.</p> <p>Presentations and workshops were held with Regional Council, area municipalities and the Police Services Board were also used to shape the emerging framework – securing buy-in and support for implementation from senior leadership. The draft framework is a starting point in a long, iterative process that will be continually refined, with continual engagement to respond to community needs effectively.</p> |
| Ongoing Collaborative Engagement & Action | <p>The draft framework is being presented to Regional Council for approval in January 2022. It will then be submitted to the Ministry of Community Safety and Correctional Services and the Ministry of the Attorney General.</p> <p>After completing the draft framework, wider community conversations, ongoing engagement, and action-oriented plans will become the focus. In this way, the framework is a spark and a starting point to the greater work planned. Engagement extending into 2022 will be about refining and implementing the framework. The Region understands the need to hear directly from the community about the framework's development and implementation.</p> |

Acknowledgement of Privilege

Throughout the conversations, the project team heard about the need to decolonize information gathering, data collection, and the development (and implementation) of the CSWB Framework. As such, the Region would like to **acknowledge that the process has largely been developed from a place of privilege.**

The Region recognizes that those leading the development and reporting of this process do not necessarily reflect the diversity of the Waterloo Region community. This document is intended to provide an overview of the collective journey and thematically organize engagement learnings to reflect the truest intent of the conversations. The intention is not to speak on behalf of those with lived experience. The project team is actively engaging with communities to understand how this work can be positioned and implemented most appropriately as the process evolves.

How to Read this Document

This document is organized into a series of chapters, as outlined below.

Table 2: How to Read this Document

| | |
|---|--|
| Chapter 1: Community Resource Scan | Chapter 1 provides an overview of existing research within the community. The purpose of completing this scan was to inform the development of a discussion resource for considering community safety and wellbeing priorities. |
| Chapter 2: Engagement Summary | Chapter 2 summarizes "what we heard" through conversations with the community and committees. Understanding the community's perspectives, priorities, and needs is vital to developing the Community Safety and Wellbeing (CSWB) Framework. |
| Chapter 3: Emerging Framework | Chapter 3 outlines an emerging framework for community safety and wellbeing in Waterloo Region. The emerging Framework draws on input from the community, committees and existing work. It has been updated to include key insights from the co-planning sessions. It includes a discussion of the next steps for implementation and governance of this work moving forward. |

A Note on The Provincial Planning Framework¹

The Region of Waterloo is required to develop a Community Safety and Wellbeing (CSWB) Plan (Framework) as required by legislative amendments to the *Police Services Act*. As part of the legislation, municipalities are required to develop and adopt community safety and wellbeing plans working in partnership with a multi-sectoral advisory committee comprised of representation from the police service board and other local service providers in health/mental health, education, community/social services, and children/youth services.

The legislation requires that the CSWB Plan/Framework:

- Identify risk factors and priorities in the Region.
- Identify programs and strategies to address those priorities.
- Outline measurable outcomes to ensure the programs and strategies are effective.
- Apply to the Region of Waterloo.

¹ Ontario: Ministry of the Solicitor General. 2018. Community Safety and Well-being Planning Framework. Retrieved from:
<https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSOPanningFramework.html>

- Be developed with input from an advisory committee.

The provincial requirements for the CSWB Plan/Framework consider social development to promote and maintain community safety and wellbeing; prevention to proactively reduce identified risks; risk intervention to mitigate situations of elevated risk; and incident response for critical and non-critical incidents. Provincial guidance suggests that the focus should be on upstream approaches - enhancing social development, prevention, and risk intervention strategies. The province has provided guidance on the success factors for developing (and implementing) the plan, including building on existing strengths and taking an evidence-based approach to identifying risks and priorities.

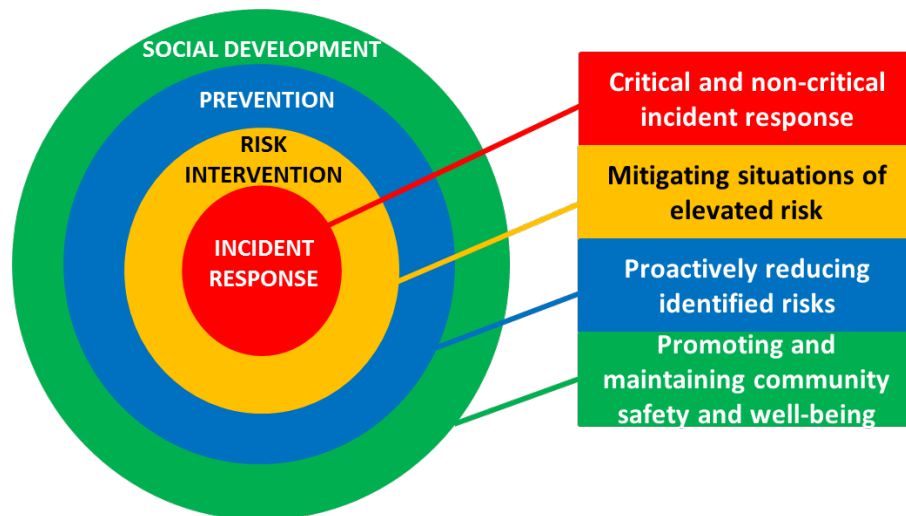


Figure 2: The Community Safety and Well-being Planning Framework, Ontario

Given the extensive work already completed and underway in the community – the Region sees this provincial directive as an opportunity to listen to, consolidate, and action the good work and recommendations already identified by the community. This work aimed to create a new Framework for Waterloo region, one that points to a new way of working together, addressing barriers and creating conditions for safety and wellbeing for all. The Region believes this approach successfully meets the provincial requirements while remaining true to the needs and desires of the diverse community.

Chapter 1: Community Resource Scan

Over the past decade, community groups, organizations and governments in Waterloo Region have actively worked towards community safety and wellbeing. A key direction from the Steering Committee, Advisory Group, and conversations with the community was to ensure that the CSWB Framework builds on the strong foundation of existing initiatives. As a result, one of the initial steps to developing the Framework was to scan previous strategic plans, reports, and data related to CSWB in Waterloo Region to better understand existing goals and priorities locally.

With the guidance and help of the Steering Committee and Advisory Group, LURA originally identified over 170 strategies, plans, datasets, websites, and other such documents relating to community safety and wellbeing in the region. That list has grown to over 220 plans and strategies through community conversations and includes recent calls to action from community organizations. Table 3 below highlights many of the most recent efforts identified to date and documents approximately 160 plans, strategies, and calls to action developed over the last five years. Table 4 presents further resources that are older than five years.

Selection of Resources

It should be noted that the long list of documents reviewed is not meant to cast judgement on or exclude work completed to date. It lists existing resources collected to serve as a starting point for developing the CSWB Framework and recognizing the current efforts underway. Furthermore, it is not meant to be a fully comprehensive listing of all the work done across the community. The tables highlight the strategies, plans, and resources identified through the consultation process. Exclusion of any body of work has not been done to discount those efforts. At the same time, the Region recognizes that this list is a starting point and will continue to evolve and welcome additions from stakeholders and community members. The Region anticipates this list will be an evolving resource for all region community members.

Purpose of the Resource Scan

The purpose of completing this initial scan was to collect and highlight the ongoing efforts in Waterloo Region to improve safety and wellbeing. It serves as a starting point and will continue to evolve. It provides background information and data to inform discussions and workshops with community leaders and committees as we together determine which actions are a priority for the next phase of this collaborative work.

How the Resource Scan was Developed

The following provides further details on how the initial resource summary was developed. To complete this scan, LURA:

- Collected relevant resources (plans, strategies, reports and data) from community leaders, Advisory Group and Steering Committee members, and Regional staff
- Completed a desktop search of relevant resources and data from across the Region. This included Statistics Canada data and guidance from the province on the development of CSWB plans
- Presented examples of existing plans and data to the Advisory Group and received additional sources for gap-filling purposes
- Compiled an initial long list of resources (220+ items)

- Reviewed those plans within the long list that were prepared in the past five years (~160 items)
- Documented common focus areas across short-listed resources, which form the basis of this scan (~160 items)

The outcome of this scan was a list of potential focus areas – initially presented to Steering Committee and Advisory Group members in August 2021. The initial focus areas (listed below) were based upon three existing frameworks for evaluating community safety and wellbeing – the Canadian Index of Wellbeing, the Social Determinants of Health and the Root Causes of Crime. Within the documents reviewed, the most commonly cited priorities or focus areas identified were:

- Education and development (Children and youth)
- Equity, inclusion, anti-racism and hate
- Food security
- Housing affordability and stability
- Income, employment and economic security
- Mental health
- Belonging
- Substance use

This review was meant to serve as a starting point for discussion with the Advisory Group and Steering Committee to confirm and refine the priorities risk factors for the CSWB. The process initially aimed to focus on sector risks to safety and wellbeing for all; however, the direction from the Steering Committee emphasized the process needed to focus on those most impacted and unsafe in the community. They indicated a need to identify barriers, conditions, and needs for safety and well-being across these sectors and systems. A decision was made not to move forward within the sector focus areas but rather to look holistically at the things that make us safe and well.

Additional resources were added to this scan throughout the framework's development and are presented in the tables below. Please note that this is not meant to be a list of organizations working in this space.

A key next step will be to validate and expand upon this list of resources with stakeholders and the community. To add plans, strategies or calls to action in the region to the list, please contact:

Connie MacDonald
Chief Strategy and Communications Officer
ConMacDonald@regionofwaterloo.ca

Canadian Index of Wellbeing²

The Canadian Index of Wellbeing (CIW) measures the wellbeing of Canadians across eight domains. The domains – ranging from living standards to time use to democratic engagement – provide a comprehensive and holistic view of quality of life. Within each of the eight domains are eight indicators. These indicators can be used to track changes in Canadians' quality of life over time. CIW advocates for placing wellbeing at the centre of policy development. The complete list of domains includes:

- Community vitality
- Democratic engagement
- Education
- Environment
- Healthy populations
- Leisure and culture
- Living standards
- Time use

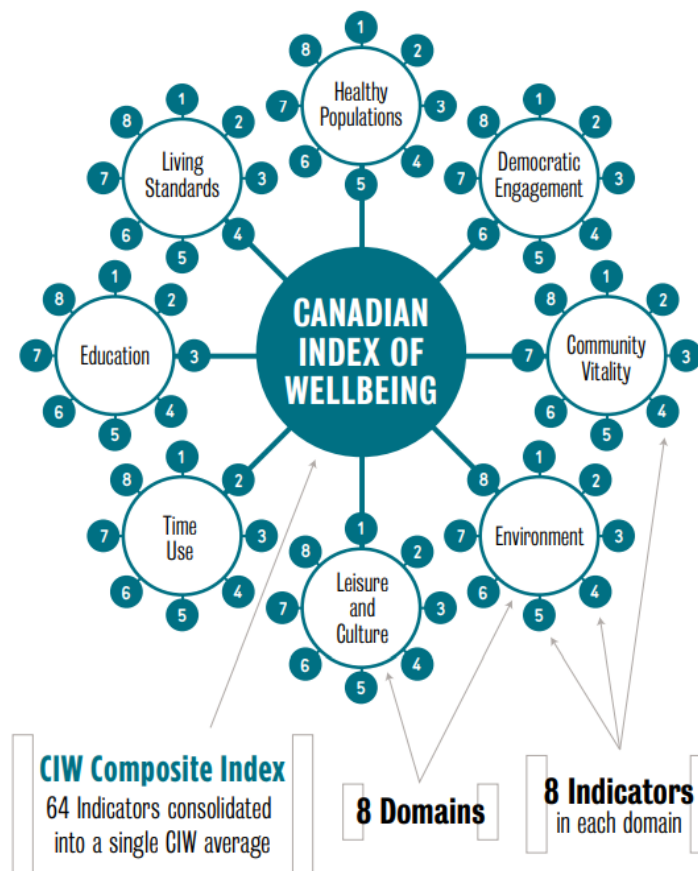


Figure 3: The Canadian Index of Wellbeing Conceptual Framework, University of Waterloo

Social Determinants of Health³

It is well-understood that health and wellbeing are not solely determined by biology or lifestyle choices; in fact, approximately half of health outcomes are attributable to socioeconomic factors. Inequities in health and wellbeing often stem from the living conditions surrounding us – referred to as the social determinants of health. Home and Community Care Support Services Waterloo Wellington (formerly Waterloo Wellington LHIN) highlights several living conditions that impact health relating to biology, genetics, healthcare and healthy living. These social determinants of health and elements that contribute to health include:

² Canadian Index of Wellbeing. 2018. A Profile of Wellbeing in Waterloo Region. Retrieved from: <https://uwaterloo.ca/canadian-index-wellbeing/sites/ca.canadian-index-wellbeing/files/uploads/files/waterlooregionreport-ciw-final-accessible.pdf>

³ Waterloo Wellington Local Health Integration Network. 2011. Addressing Social Determinants of Health in the Waterloo Wellington Local Health Integration Network. Retrieved from: http://www.waterloowellingtonlhin.on.ca/~media/sites/www/files/aboutus/RPT_EQUITY_20111018_Public_Health_SocialDeterminants.pdf?la=en

- Level of income
- Job and working conditions
- Level of education
- Access to early childhood education
- Access to housing and food
- The level of family and community support we have
- Ethnicity, gender and Aboriginal status
- Disability
- Access to healthcare
- Biology and genetics
- Environment including air quality and civic infrastructure

Root Causes of Crime⁴

Like health and wellbeing, crime and delinquent behaviour are influenced by many factors. Waterloo Crime Prevention Council (WCPC) indicates that crime is often rooted in inequitable access to economic resources, social connections, and family supports. Additional details are provided below:

- Economic resources include access to adequate and stable income, assets such as property, intergenerational transmission of wealth, education, job/career training, meaningful employment options, risk of poverty, affordable housing, food security, and the capacity to afford goods and services that are essential to survive and thrive.
- Social connections include social network ties, integration into neighbourhoods and broader communities, trust in others and in institutions, feeling safe in one's everyday life, accessible services, and identity-affirming environments.
- Family supports include home environments that promote children's cognitive, social, and emotional development and provide the opportunity to love and be loved. Diverse forms of families can promote these developmental goals. Violence and other harms within families may be tied to inequities in social and economic support to families.

Initial Community Resource Summary

Resource Scan Short-List

The following table includes an initial scan of the resources published within the last five years (2017 or later) that were reviewed. They are presented in alphabetical order by title.

The following information is provided for each resource:

- Document Title
- Owner
- Goals / Desired Outcomes, as stated within the resource
- Rational / Purpose, as stated within the resource
- Link to access resource
- Year of Publication

This list will continue to evolve as more resources are identified.

⁴ Waterloo Crime Prevention Council. 2021. Root Causes Approach to Crime. Retrieved from: <https://preventingcrime.ca/our-research/root-causes/> (updated version retrieved through email communication)

Table 3: Preliminary Resource Scan of Plans, Strategies, and Calls to Action published within the past five years (2017 or later).

| Document Title | Owner | Goals / Desired Outcomes | Plan Rationale / Purpose | Link | Year |
|---|-----------------------------------|--|--|---|------|
| 1. 2019 Year-End Population and Household Estimates for Waterloo Region Bulletin | Region of Waterloo | Planning, Housing and Community Services produces year-end estimates of population and households (equivalent to occupied dwelling units) for the Region of Waterloo and its constituent municipalities. The bulletin provides a quick reference to the more extensive report. | Data source. | DOCS ADMIN-3290126-v1-Year end 2019 Population and household Bulletin.pdf (regionofwaterloo.ca) | 2020 |
| 2. 2019 Year-End Population and Household Estimates for Waterloo Region Report | Region of Waterloo | This report highlights key aspects of Waterloo Region's population and household growth and compares recent growth to long-term trends. | Data source. | https://www.regionofwaterloo.ca/en/regional-government/resources/Census/DOCS_ADMIN-3260012-v3-PDL-CPL-20-11 Year-End 2019 Population and Household Estimates for Waterloo Region.pdf | 2020 |
| 3. 2021-2023 Strategic Business Plan | Waterloo Regional Police Services | Waterloo Regional Police Service (WRPS) goals are sorted under PSB pillars to ensure all aspects of the PSB direction are covered. The | The Strategic Business Plan is a Board document. During its development, the Board members brought their Framework | https://www.wrps.on.ca/en/about-us/resources/Annual-Reports/WRPS-2021-2023- | 2021 |

| Document Title | Owner | Goals / Desired Outcomes | Plan Rationale / Purpose | Link | Year |
|---|-------------------|---|---|---|------|
| | Board (PSB) | report recognizes that each goal (and the objectives that comprise them) may fulfill the spirit of more than one pillar. | experiences and knowledge of the external environment and engaged with the community and WRPS members about policing priorities to set a high-level course for the next three years. | Strategic-Plan-ACCESSIBILITY-FINAL.pdf | |
| 4. 2SLGBTQ+ Shifting Our OutLook Symposium: Draft Report | The OutLook Study | <p>The report highlights the following areas for action:</p> <ul style="list-style-type: none"> • Increase support for organizations serving and led by Indigenous, Black, racialized, Muslim, and LGBTQ people • Robust education opportunities for new healthcare providers • Develop family supports focused on LGBTQ+-specific mental health challenges • Address racism within LGBTQ-specific services • Address service gaps for sub-populations of LGBTQ people • Reflect LGBTQ+-specific mental health outcomes in regional and city level strategic planning | The OutLook Study is a comprehensive needs assessment of the lesbian, gay, bisexual, transgender, queer (LGBTQ) communities in the Waterloo Region. The purpose of the study was to acquire data to assist the Rainbow Community Council (RCC) and its constituent members in impacting regional policies, programs and services. | https://yourwrrc.ca/rcc/wp-content/uploads/2020/01/Outlook-Symposium-Report-Final.pdf | 2020 |

| Document Title | Owner | Goals / Desired Outcomes | Plan Rationale / Purpose | Link | Year |
|---|---|--|---|---|------|
| 5. A Community Profile on Suicide and Self-Harm in Waterloo Region | Waterloo Region Suicide Prevention Council (Research Committee) | The research aims to better understand who is dying by suicide and who is attempting suicide in Waterloo Region and seeks to identify groups at higher risk, who current suicide prevention efforts may miss. | The report presents detailed research findings on suicide and self-harm in Waterloo Region. | Community Profile Suicide SelfHarm WR.pdf (regionofwaterloo.ca) | 2019 |
| 6. A Profile of Wellbeing in Waterloo Region | Wellbeing Waterloo Region (WWR) | The report provides a population-level view of the Region and reflects its position relative to other regions – the Central Region of Ontario, the province overall, and Canada. It reflects indicators of wellbeing for the eight domains of the Canadian Index of Wellbeing (CIW) gathered from the most recently available national and provincial sources and combined with measures from local sources to provide a profile of Waterloo Region and its residents. | <p>The Profile identifies where Waterloo Region is doing well and where it could be doing better concerning the eight domains of CIW.</p> <p>By highlighting the challenges, Wellbeing Waterloo Region is better positioned to understand why some residents have higher overall levels of wellbeing in particular areas while others may not. The results help inform a more effective response with programs, services, and policies that can lift everyone in Waterloo Region to higher levels of wellbeing.</p> | https://www.wellbeingwaterloo.ca/blog/wp-content/uploads/2016/08/WaterlooRegionReport-CIW-FINAL-accessible.pdf | 2018 |

| Document Title | Owner | Goals / Desired Outcomes | Plan Rationale / Purpose | Link | Year |
|--|--------------------|---|--|---|------|
| 7. Accessibility Plan 2018-2022, City of Kitchener | City of Kitchener | The City is committed to providing goods, services and facilities that are accessible to all. | The Plan describes how the City of Kitchener will continue preventing and removing accessibility barriers. This new plan builds on the previous accessibility plan approved in 2013. | The Corporation of the City of Kitchener Accessibility Plan | 2018 |
| 8. Affordable Housing Framework: Building a Better Future for All | Region of Waterloo | <p>The Region of Waterloo is committed to making housing affordable for all because communities thrive when everyone has a place to call home. The Framework aims to achieve the following objectives:</p> <ul style="list-style-type: none"> • Accelerate the development of affordable housing • Create healthy, safe, and equitable communities • Ensure a mix of rural and urban housing options • Respect the global climate and environment | This Framework outlines an ambitious, multi-pronged plan to develop healthy, thriving communities accessible to everyone regardless of income level or life circumstances. Through a shared purpose and working with partners and funders, the Region will build homes, build communities, and do it faster, together. | https://www.regionofwaterloo.ca/en/living-here/resources/Housing-Services/Affordable-Housing-Framework-Report-Accessible.PDF | 2021 |
| 9. Age-Friendly Kitchener Action Plan | City of Kitchener | The action plan identifies 19 actions under the following priority areas for action to achieve the vision of “a | Across the world, governments have recognized the need to make communities more age-friendly to respond to | Age-Friendly Kitchener Action Plan | 2017 |

| Document Title | Owner | Goals / Desired Outcomes | Plan Rationale / Purpose | Link | Year |
|---|---|---|---|---|------|
| | | community in which all can live well and age well: <ul style="list-style-type: none"> • Accessible and affordable neighbourhoods • Access to information • Belonging • Connectedness and wellbeing | the increasing aging population. | | |
| 10. An Ounce of Prevention | Waterloo Region Crime Prevention Council | The goal is to help reduce policy-related harms typically incurred from drug prohibition policies and address the supply side of the issue, not the demand. The report reviews the legislation and provides recommendations on areas for further efforts. | The report provides an overview of cannabis legalization regulation and highlights the need for investment in upstream prevention opportunities in Waterloo Region. | https://preventingcrime.ca/wp-content/uploads/2018/11/An-Ounce-ofPrevention-Please-Cannabis-Report.pdf | 2018 |
| 11. Anti-Racism Calls to Action – Addendum Council Agenda - October 20, 2021 | Anti-Racism Advisory Working Group (ARAWG) & Region of Waterloo | The report recommends that the Region of Waterloo implement ten (10) key actions to advance anti-racism in the region. These include supporting equitable hiring practices and employment and skill-building opportunities, employing alternative responses to mental health and emergency response calls, consulting about space with Indigenous organizations, addressing | The report provides a series of calls to anti-racism action, relating to: <ul style="list-style-type: none"> • Increase support for organizations serving and led by Indigenous, Black, racialized, Muslim, and LGBTQ people • Create an intentional working relationship between regional services and Indigenous peoples and groups | https://calendar.regionofwaterloo.ca/Council/Detail/2021-10-20-1900-Council/2f351ccb-4971-47b3-8e41-adc700b31eed | 2021 |

| Document Title | Owner | Goals / Desired Outcomes | Plan Rationale / Purpose | Link | Year |
|--|-----------------------------|---|--|---|------|
| | | funding, and creating two distinct roles for Reconciliation and EDI. | <ul style="list-style-type: none"> Consistent and ongoing consultation with Indigenous organizations about community space | | |
| 12. Anti-Racism Initiative Overview (Webpage) | Region of Waterloo | The webpage provides an overview of the Anti-Racism Initiative in the Region as a key initiative under the Council's area of focus of advancing Healthy, Safe, and Inclusive Communities. | It was heard from the community that there is a need to make meaningful changes in programs, services, and policies, to address systematic racism and oppression in a meaningful and impactful way. The webpage intends to provide the most recent information about the Anti-Racism Initiative and the work of the Anti-Racism Working Group. | https://www.engagewr.ca/anti-racism | 2021 |
| 13. Anti-Racism Commitment | Immigration Waterloo Region | The commitment identifies a goal to develop a regional Anti-Racism strategy to address racism and discrimination in Waterloo Region. Immigration Waterloo Region is committed to helping eliminate systemic and individual racism and racial discrimination in Waterloo Region. | The Immigration Partnership has witnessed the recent police-involved deaths of Ejaz Ahmed Choudry, Regis Korchinski-Paquet, George Floyd and others. The Immigration Partnership expresses solidarity with Black, Indigenous and racialized community members in Waterloo Region and the | https://www.immigrationwaterlooregion.ca/en/business-opportunities/anti_racism_commitment.aspx | 2020 |

| Document Title | Owner | Goals / Desired Outcomes | Plan Rationale / Purpose | Link | Year |
|---|---|--|---|---|------|
| | | | tens of thousands of residents that recently marched in Kitchener and Cambridge to affirm that Black Lives Matter. | | |
| 14. August 2021 Evaluation Report - SULAH Program | Coalition of Muslim Women Kitchener-Waterloo (KW) | Through the Sulah program, the Coalition of Muslim Women Kitchener-Waterloo have researched and implemented best practices, nurtured deep connections between Sulah and community organizations and cultural groups, offered restorative dialogues, trained and supported restorative dialogue volunteers, and evaluated their work. | This report shines a light on the outcomes of their partnership, identifies the need for alternatives to policing and retributive responses to harm, and inspires other communities to consider developing quality restorative services to respond to identity-based harm that is deeply reflective and responsive. | http://cmw-kw.org/pdf/sulahaugust2021.pdf | 2021 |
| 15. Building Community Through Immigration - Community Action Plan 2020-2025 | Immigration Partnership of Waterloo Region | The Immigration Partnership aims to be responsive, collaborative, and results-oriented. They amplify immigrant voices, help everyone do their part, work for equity, and tailor community action to unique immigrant journeys. They foster mutual learning and inter-relatedness among immigrants and others. | The plan reflects a commitment to success and prosperity for immigrants and the community. | Building Community Through Immigration - Community Action Plan 2020-2025 (immigrationwaterloo.ca) | 2020 |

| Document Title | Owner | Goals / Desired Outcomes | Plan Rationale / Purpose | Link | Year |
|--|---|--|---|---|------|
| | | The Community Action Plan identifies a series of strategies and actions under the focus areas of Council, Work, Settle and Belong. | | | |
| 16. Cambridge Connected Strategic Plan (2020-2023) | City of Cambridge | The strategic plan emphasizes the importance of sustainability, leadership, collaboration, transparency and engagement as the City delivers service excellence and promotes pride of place. | To purpose was to develop a focused plan based on community priorities to help inform decision-making over the plan term. | FINAL-HD-StratPlanDocument 8.5x11.pdf (cambridge.ca) | 2020 |
| 17. Cambridge and North Dumfries Community Foundation Annual Report | Cambridge and North Dumfries Community Foundation | The Foundation aims to support a wide range of initiatives that sustain and improve the quality of life in Cambridge & North Dumfries. | Annual report. | https://www.cndfoundation.org/wp-content/uploads/2019/06/CNCDF_2018Report_FINAL.pdf | 2018 |
| 18. Canadian Index of Child and Youth Well-being | UNICEF | A framework developed by UNICEF Canada to better understand the lives of children and youth, help track progress for child and youth well-being and guide changes that can be made to help children and youth facing challenges in Canada. | A framework to communicate to Canadians what Canada is like for kids from birth to age 18. It tracks progress for their rights and well-being and guides action to address the most significant challenges. | https://oneyouth.unicef.ca/en/child-and-youth-well-being-index | na |
| 19. Carizon - About Us | Carizon | Carizon is committed to providing services in a way that respects the dignity and | Carizon specializes in children's mental health, youth engagement and | https://www.carizon.ca/about-us/ | na |

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| | | independence of people with disabilities. Carizon strives to give individuals with disabilities the opportunity to access services and benefit from the same services, in the same place and in a similar way as others, unless an alternative measure is necessary to enable the person to access services. | development, family violence, individual and family counselling, credit counselling, settlement supports and collective wellness. | | |
| 20. Carizon Community Impact Report | Carizon | The Impact Report highlights how Carizon has positively impacted the community. | Annual report. | https://www.carizon.ca/publications/ | 2020 |
| 21. Children and Youth Planning Table - Annual Report | Children and Youth Planning Table | <p>The annual report highlights the CPYT contributions to the wellbeing of children and youth in Waterloo Region. The CYPT highlights belonging as a critical vision for children and youth and a key direction for collaborative work.</p> <p>The report highlights priorities for 2021, including:</p> <ul style="list-style-type: none"> • Building on CYPT strength of meaningful youth engagement • Proactively understanding the well-being needs of | <p>Annual report. The report highlights achievements in:</p> <ul style="list-style-type: none"> • Championing systems change • Working together as a dynamic and resilient network in 2020 • Building capacity for ensuring high quality and effective system experiences • Building strategic partnerships and trusting relationships within and across systems | https://childrenandyouthplanningtable.ca/wp-content/uploads/2021/03/CYPT-ANNUAL-REPORT-DRAFT-FINAL.pdf | 2020 |

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| | | <p>young people emerging from the pandemic and work together to action 'the next best thing'</p> <ul style="list-style-type: none"> • Expanding intentional anti-oppressive and equity, diversity, and inclusive efforts • Working together to reconnect and heal from the pandemic • Building capacity and continuing to adapt CYPT work to a more tech-enabled and virtual world | <ul style="list-style-type: none"> • Mobilizing data, learning and insight • Maximizing and leveraging resources funding and in-kind supports | | |
| 22. Children and Youth Planning Table - Belonging | Children and Youth Planning Table | <p>CYPT members are working towards a shared understanding of belonging, and their goal is to increase the sense of belonging for children and youth in Waterloo Region. The CYPT recognizes that the concept of belonging is complex and connected with several other factors that impact child and youth well-being.</p> <p>The CYPT identifies three key pillars on belonging:</p> <ul style="list-style-type: none"> • Equity • Attachment/relationship | Recognizing the complex challenges and issues related to the well-being of children and youth, the CYPT operates through a collective impact model seeking to promote happy, healthy children and youth—today and tomorrow. | https://childrenandyouthplanningtable.ca/belonging/ | 2020 |

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| | | <ul style="list-style-type: none"> Children and youth feel valued, heard, and included | | | |
| 23. Children and Youth Planning Table - Charter | Children and Youth Planning Table | <p>The CYPT Charter is that Children and youth in Waterloo Region....</p> <ul style="list-style-type: none"> Are valued, heard and included Are safe and supported by caring adults Are physically healthy Are emotionally health Are lifelong learners Can see a positive future for themselves | Address challenges, solve problems and mobilize as a system to maximize the wellbeing of children and youth in Waterloo Region in ways that go beyond what individual organizations can do on their own. | https://childrenand youthplanningtable.ca/wp-content/uploads/2018/12/CYPT-Charter-2018-Final.pdf | 2018 |
| 24. Children and Youth Planning Table - Charter Infographic | Children and Youth Planning Table | The infographic highlights the CYPT vision of happy, healthy children and youth – today and tomorrow. It includes the mission, shared goals, foundations for practice and governance. | To collectively mobilize as one system for children and youth in Waterloo Region that relentlessly strives to maximize wellbeing throughout generations. | https://childrenand youthplanningtable.ca/about/charter/ | 2018 |
| 25. Children and Youth Planning Table - Problem-Mapping Report Final | Children and Youth Planning Table | <p>The exercise aimed to map the problems that prevent improving child and youth well-being in the following six priority areas:</p> <ul style="list-style-type: none"> Bullying Early Childhood Development | To inform future strategies for recruiting youth participants and help grow a network of involved youth. | https://childrenand youthplanningtable.ca/wp-content/uploads/2018/09/CYPT_Problem-Mapping-Report_Final.pdf | 2018 |

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| | | <ul style="list-style-type: none"> • High School Graduation • Literacy • Mental Health • Sense of Belonging | | | |
| 26. Children and Youth Planning Table - Research and reports | Children and Youth Planning Table | The CYPT undertakes several research activities. Various research reports, webinars, session information are available. | The CYPT aims to understand the lives of children and youth better, help track progress for child and youth well-being and guide changes that can be made to help children and youth facing challenges in Canada. | https://childrenandyouthplanningtable.ca/resources-research/ | na |
| 27. Children and Youth Planning Table: Theory of Change | Children and Youth Planning Table | The CYPT launched several opportunities and initiatives that reflected their mission (such as the Dashboard and Family Compass) and evolved to adopt a collective impact model for working together, a Shared Foundation for Practice, and a set of shared goals. | The 2019 update on the CYPT Theory of Change articulates the –CYPT's approach and contribution to achieving these goals. This Theory of Change can serve as a touchpoint for strategy, testing assumptions, and providing the groundwork for an evaluation framework for CYPT. | Impact Framework & Toolkit (childrenandyouthplanningtable.ca) | 2019 |
| 28. Children and Youth Planning Table Theory of Change Graphic | Children and Youth Planning Table | A printable version of the CYPT Theory of Change. | Theory of Change Chart. | Print (childrenandyouthplanningtable.ca) | 2020 |

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| 29. Children and Youth Planning Table – Youth Impact Survey Data Brief 2020 | Children and Youth Planning Table | The data brief supports the vision of Happy, healthy children and youth- today and tomorrow. The survey focuses on identifying what is important to children and youth—things like how they feel, what they do in their free time, and how they feel about school and their community. | The data brief highlights wellbeing data shared by young people in Waterloo Region over the summer of 2020 during the COVID-19 pandemic. | YIS-Data-Briefs.pdf (childrenand youthplanningtable.ca) | 2020 |
| 30. Children and Youth Planning Table – Youth Impact Survey Data Brief 2021 | Children and Youth Planning Table | The data brief highlights data related to mental health, experiences of discrimination, experiences of homelessness, and other areas that impact child and youth well-being. | <p>The survey occurred through April-June 2021. Key findings highlight:</p> <ul style="list-style-type: none"> • The percentage of young people that said they had a weak sense of belonging to their community stayed consistent in the findings from last year • A notable amount of respondents felt lonely and/or said they lacked social connection to others around them • Most respondents felt they received support from family, friends, and/or teachers, but more felt free to express themselves with their | https://childrenand youthplanningtable.ca/wp-content/uploads/2021/12/CYPT-2021-DATA-BRIEF-REPORT.pdf | 2021 |

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| | | | <p>friends than their families</p> <ul style="list-style-type: none"> Many respondents experienced discrimination, most frequently about their physical appearance or their sex | | |
| 31. City of Kitchener 2019-2022 Strategic Plan | City of Kitchener | <p>The City of Kitchener Strategic Plan identifies a vision of "Together we will build an innovative, caring and vibrant Kitchener. The Plan identifies a series of actions within five strategic goals, including:</p> <ul style="list-style-type: none"> People-friendly transportation Vibrant economy Caring community Environmental leadership Great customer service | The strategic plan aims to achieve community priorities within the four-year term. | https://www.kitchener.ca/en/resources/General/Documents/COR_CAO_Kitcheners_Strategic_Plan.pdf | 2019 |
| 32. City of Kitchener -Draft Housing Strategy | City of Kitchener | <p>The draft Housing Strategy aims to:</p> <ul style="list-style-type: none"> Meet needs and establish targets Work together through collaboration Align with and support the Region of Waterloo's | The plan's premise is that housing is a human right and aims to eliminate Not-In-My-Back-Yard (NIMBY) opposition to different housing types and tenures. Housing must serve as a safety net and building block for inclusion. | https://www.kitchener.ca/en/resources/General/Documents/DSD_PLAN_Draft_Housing_Strategy.pdf | 2020 |

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| | | mandate, role, and responsibilities <ul style="list-style-type: none"> • Be informed and informing • Develop a work plan and affordable housing strategy along with regular reports | | | |
| 33. City of Kitchener -Housing For All, 2020 | City of Kitchener | The final Kitchener Housing Strategy identifies the following seven priorities: <ul style="list-style-type: none"> • Human rights-based approach to housing • Commitment to lived experience collaboration • Help end homelessness • Help secure community, affordable rental, and affordable ownership housing • Advocacy • Align policies, processes, and use of city land to facilitate more affordable housing • Fill data gaps and establish effective monitoring and accountability mechanisms | Developing a new housing strategy and making housing across Kitchener more affordable. | https://www.kitchener.ca/en/strategic-plans-and-projects/housing-for-all.aspx | 2020 |

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| 34. City of Kitchener Strategic Plan for the Environment | City of Kitchener | <p>The Strategic Plan for the Environment aims to put the environment first, reduce carbon emissions and preserve the planet. It includes objectives and projects under the following:</p> <ul style="list-style-type: none"> • Natural heritage and recreation • Water resources • Air quality • Land resource and growth management • Energy management • Consumption and waste management • Education and public awareness | The strategic plan guides environmental initiatives within the City. | https://www.kitchener.ca/en/strategic-plans-and-projects/strategic-plan-for-the-environment.aspx | 2017 |
| 35. City of Waterloo Economic Development Strategy 2019-2024 | City of Waterloo | The Economic Development Strategy aims to create a diverse economy that works for all and where all can work. The City is committed to emphasizing and fostering job growth that maximizes opportunities within the local labour market through employment that aligns supply and demand. Its stated goal is to "Foster a | The strategy's purpose is to present a clear path for action and advancement of the City of Waterloo's economy over the next five years and beyond. | https://www.waterloo.ca/en/government/resources/Documents/Cityadministration/Strategic-plans/Economic-Development-Strategy.pdf | 2019 |

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| | | robust and diversified economy.” | | | |
| 36. City of Waterloo Neighbourhood Strategy – Supporting Resident-Led Neighbourhood Community Building | City of Waterloo | <p>Based on community input, the vision for Waterloo neighbourhoods over the next ten years is: “Waterloo is a city of caring, vibrant, engaged neighbourhoods where everyone belongs.” The Strategy includes 18 actions under the following goals:</p> <ul style="list-style-type: none"> • Encourage neighbourhood interactions • Empower neighbours to lead • Commit to a corporate City culture that supports neighbourhood-led and delivered initiatives | The city and its neighbourhoods are experiencing significant changes, including increasing ethnic diversity and newcomers, a growing aging population, a changing economy, new technology, and urban intensification. These factors shape how neighbourhoods look and how neighbours interact. As the city continues to change and grow, how the City can better support residents to create even stronger and more connected neighbourhoods has come to the forefront as a community priority. | https://www.waterloo.ca/en/government/resources/Documents/Cityadministration/Neighbourhood-Strategy.PDF | 2018 |
| 37. City of Waterloo Strategic Plan | City of Waterloo | The Corporation of the City of Waterloo is committed to supporting sustainable growth, equity, and an inclusive, vibrant community through service excellence. The Plan includes 19 | The community strategic plan reflects the goals and priorities of the community and a corporate strategy that serves to guide the municipality in how the city | https://www.waterloo.ca/en/government/strategic-plan.aspx | 2018 |

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| | | <p>objectives under the following six (6) pillars:</p> <ul style="list-style-type: none"> • Equity, inclusion, and a sense of belonging • Sustainability and the environment • Safe, sustainable transportation • Healthy community & resilient neighbourhoods • Infrastructure renewal • Economic growth & development | operates and delivers its services. | | |
| 38. City of Waterloo Strategic Plan – Council Report | City of Waterloo | This report to Council presents the 2019-2022 City of Waterloo Strategic Plan. | Report to Council. | https://www.waterloo.ca/en/government/resources/Documents/Cityadministration/Strategic-plans/City-of-Waterloo-2019-2022-Strategic-Plan-Report-CAO2019-004.pdf | 2018 |
| 39. City of Waterloo Uptown Public Realm Strategy | City of Waterloo | The Uptown Public Realm Strategy envisions a truly accessible, walkable, bikeable and transit-supportive community with a high-quality public realm. | The City of Waterloo's Uptown Public Realm Strategy documents the study, engagement, visioning, and strategizing for the public realm of the civic, commercial and cultural heart of Waterloo. It | https://www.waterloo.ca/en/government/resources/Documents/Cityadministration/Uptown-Public-Realm-Strategy/Final- | 2019 |

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| | | The strategy highlights that welcoming, comfortable and flexible public spaces are essential for the health of Uptown. The strategy connects inviting and engaging moments that create authentic experiences and celebrate Waterloo's cultural identity. In this strategy, the City works to seamlessly integrate a network of public and private parks and spaces to serve as nodes of dynamic public life. | is meant to be read with the City of Waterloo Uptown Public Realm Strategy Background Document. | uptown-public-realm-strategy.pdf | |
| 40. Community Climate Adaptation Plan | Region of Waterloo | Improve community members' resilience to the risks of extreme weather impacts and changing climate conditions; Increase the resilience of local energy systems and businesses in a changing climate to enable a thriving regional economy. The Community Climate Adaptation Plan includes a series of actions under fifteen objectives relating to health and community, the built environment, natural | To continually improve Waterloo Region's resilience to extreme weather and climate change impacts through increased local adaptive capacity and collaboration among community stakeholders. | https://www.regionofwaterloo.ca/en/living-here/resources/Community-Climate-Adaptation-Plan---Full.pdf | 2019 |

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| | | environment and water, and energy and economy. | | | |
| 41. Community Food Assistance Network Pandemic Business Continuity Plan | Community Food Assistance Network | The Community Food Assistance Network is a system of 100+ community programs and agency partners, providing food and connection to other vital supports needed by children, seniors, families, and individuals—every day. The Food Bank of Waterloo Region and Cambridge Food Bank is at the center of this Network, actively sourcing fresh, frozen and non-perishable food for distribution. | In response to the COVID-19 pandemic, the Plan was activated to ensure essential services continue to be offered in the community. | https://www.thefoodbank.ca/2020/03/the-food-bank-adjusts-operations-to-better-support-community-during-covid-19/ | 2020 |
| 42. Community Justice Initiative - website | Community Justice Initiative | The Community Justice Initiative's mission is to inspire safe, healthy, and peaceful communities, one resolution at a time. The website shares information about the organization, programs and provides resources and opportunities to get involved. | Restorative Justice (RJ) addresses conflict and crime that enables the person who caused the harm, people who were affected by the harm, and the community to create a meaningful solution. | https://cjiwr.com/ | na |

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| 43. Community Profile and Development Information, 2019 | Woolwich Township | <p>Woolwich Township strives to be known as a Community of Choice in the Province of Ontario because of its:</p> <ul style="list-style-type: none"> • Sustainable growth practices • Forward-looking investment in infrastructure maintenance & transportation planning • Effective communication strategies • Responsible fiscal planning • Safe, active, and environmentally friendly communities • Solid governance, progressive administration, and community engagement practices | The Township believes Woolwich Township citizens deserve responsible community leadership, high-quality services and programs, sound financial management and customer service assistance in a courteous, helpful manner. Elected officials, staff and volunteers aim to exceed resident expectations. | Community-Profile-2019-VF.pdf (woolwich.ca) | 2019 |
| 44. Community Profile | Region of Waterloo | <p>The Community Profile provides details of the current profile and trends in the areas of:</p> <ul style="list-style-type: none"> • Demographics • Workforce • Education • Resilient economy • Transportation | The profile provides details about the community's growth. | waterloo-region-community-profile-2018-final-version.pdf (waterlooedc.ca) | 2018 |

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| | | <ul style="list-style-type: none"> Cost competitiveness | | | |
| 45. Community Profile -Executive Summary | Region of Waterloo | The executive summary provides a snapshot of the communities' growth. | Executive summary. | https://www.regionofwaterloo.ca/en/doing-business/resources/Waterloo-Region-2018-Community-Profile-Executive-Summary2.pdf | 2018 |
| 46. Community Report - Huquq: Muslim Women's Education and Awareness Program (2019-2020) | Coalition of Muslim Women Kitchener-Waterloo | This report, which is the Huquq project's outcome, attempts to discuss some of the challenges of discrimination and prejudice and the duties and responsibilities of employers, service providers, landlords, and all in creating and maintaining a discrimination-free society. | <p>The report aims to:</p> <ul style="list-style-type: none"> Share learning about protection for minorities in Ontario Encourage service providers, employers, landlords to consult Ontario Human Rights Code in their policies and day to day work Share examples of explicit and implicit forms of prejudice and discrimination faced by Muslim women in the region Present recommendations from clients to service providers, employers and landlords | http://cmw-kw.org/pdf/HUQUQ-Final%20Community%20Report.pdf | 2020 |

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| 47. Community Safety and Well-being Planning Framework | Government of Ontario | The goal of community safety and well-being planning is to achieve sustainable communities where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families can meet their needs for education, health care, food, housing, income, and social and cultural expression. | This framework intends to act as a resource to assist municipalities, First Nations, and their partners at different stages of the planning process, focusing on getting started. More specifically, it highlights the benefits of developing a plan, the community safety and well-being planning framework that supports a plan, critical success factors, and connects the framework to practice with a toolkit of helpful guidance documents to assist in the development and implementation of a plan. It also incorporates advice from Ontario communities that have started developing a plan that reflects their unique local needs, capacity and governance structures. | https://www.mcscs.jus.gov.on.ca/sites/default/files/content/mcscs/docs/Booklet%203%20A%20Shared%20Commitment%20Final%20Dec%202018.pdf | 2018 |
| 48. Community Safety Calls to Action - Islamophobia & Racism Recommendations | Coalition of Muslim Women KW | The following calls to action were identified: <ul style="list-style-type: none"> • Pass street/neighbourhood harassment bylaws | The recommendations are intended to support countering Islamophobia, Racism, Xenophobia | Not Published. | 2021 |

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| for a Municipal Action Plan | | <ul style="list-style-type: none"> Invest in reporting and documentation of hate and dedicate funding to help victims Neighbourhood programming | | | |
| 49. Community Safety Calls to Action - Unpolicing Pandemic Protests | ReAllocate WR | <p>ReAllocate WR stated that COVID-19 restrictions be supported and guided by public health in coordination with leaders in Waterloo Region's diverse communities. It includes actions for the following:</p> <ul style="list-style-type: none"> WRPS to end the Covid Integrated Response Team WRPS and all municipal By-Law authorities to rescind all tickets and fines from anti-racism protests Waterloo Region PSB to release a public accounting of the total cost of CIRT to date and projected budget for the remainder of 2021 Waterloo Regional Council to reallocate the CIRT budget toward public health efforts to vaccinate unhoused, low- | To support local Black community leaders in their call to defund the police and reinvest in services for underfunded communities. | https://reallocatewr.ca/unpolicing-pandemic-protests | 2021 |

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| | | income, and marginalized populations | | | |
| 50. Conestoga Strategic Plan, 2021-2024 | Conestoga | The strategic plan aims to promote the communities' prosperity and wellbeing by delivering programming, workforce development, and industry-focused research that meets local, regional, and international demands. | To respond to the needs of the communities, Conestoga must put forward measurable goals and objectives that will address current challenges and help the college, community, and the individuals served to emerge stronger. The strategic Vision, Mission, and Values outlined will guide the work in the years ahead. | https://cms.conestogac.on.ca/sites/www/Shared%20Documents/strategic-plan/conestoga-strategic-plan-2021-24.pdf | 2021 |
| 51. Connectivity KW4 Annual Report | KW4 | <p>The annual report highlights the work of Connectivity KW4 to achieve the following goals:</p> <ul style="list-style-type: none"> • Harm has been prevented to individuals and the community at large. • People who required regular medication have been stabilized • Youth who have run away from their families have been reintegrated with supports | Connectivity KW4 brings health and social service agencies to a weekly meeting to collaboratively and proactively address situations of acutely elevated risk and support individuals to access the services they need. | Not Published. | 2019 |

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| | | <ul style="list-style-type: none"> Women who have been trafficked for sex have been presented with options and ways to leave Every person helped is one fewer “statistic” and one more reason to be proud of the collaborative, compassionate and caring work that is carried out around the Connectivity table and in the community | | | |
| 52. Connectivity Waterloo Region (2020) | Langs and Carizon | The aim is to respond and make systematic changes to improve service delivery immediately. The long-term vision is to reduce emergency room admissions, child protection cases, prosecutions, violent crime, and youth victimization. | Connectivity KW4 brings health and social service agencies to weekly meetings to collaboratively and proactively address situations of acutely elevated risk and support individuals to access the services they need. | Not Published. | 2020 |
| 53. Connectivity Waterloo Region | Langs and Carizon | Connectivity Waterloo Region aims to bring health and social service agencies together to address elevated risk situations collaboratively and proactively. | <p>The process aims to:</p> <ul style="list-style-type: none"> Address population health approach Address health equity Bring together system leaders Improve access to quality, coordinated mental health and | http://www.waterloowellingtonlh.in.on.ca/~media/sites/www/files/boardandgovernance/Meetings/2018-2019/20181114_09.-d-.1_BN_Connectivit | 2018 |

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| | | | <p>addictions services in each sub-region</p> <ul style="list-style-type: none"> Residents experience impactful change due to the collective impact of community-based initiatives Improve health and wellbeing of the most vulnerable residents across Waterloo Wellington | yTableCombined.pdf?la=en | |
| 54. Conversations of Substance: Youth in Waterloo Region on Issues of Substance Use | Waterloo Crime Prevention Council | This report aims to add to the existing body of evidence that demonstrates the value of meaningful engagement and co-design with those most affected by policies and programs. | To highlight the perspectives on substance use and related issues of youth farthest from opportunities and often farthest from consultation and engagement efforts. | https://preventingcrime.ca/wp-content/uploads/2019/04/WCPC0658-Report-ConversationsOfSubstance-web.pdf | 2019 |
| 55. Creating Equitable Services for Muslim Women in Waterloo Region Community Needs Assessment | Coalition of Muslim Women Kitchener Waterloo | <p>The report includes 35 recommendations that can serve Muslim women better, create a more welcoming, just, and equitable community, and contribute to vital conversations in the community in the following areas:</p> <ul style="list-style-type: none"> Access to service Community harm Domestic violence | <p>The Community Needs Assessment aimed to determine the programming needs of Muslim Women within the Waterloo Region. This included identifying barriers to access and opportunities for improved service delivery.</p> <p>Calls to Action include:</p> <ul style="list-style-type: none"> Service providers to locate, engage or | http://cmw-kw.org/pdf/Summary.pdf | 2021 |

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| | | <ul style="list-style-type: none"> • Employment services • Equitable employment • Financial independence • Leadership • Mental health • Policing • Youth | <ul style="list-style-type: none"> • partner with faith communities to offer programs • Use peer support workers to engage isolated communities • Explore increased funding for local interpretation • Work with grassroots racialized, religio-cultural, and/or ethno-cultural focused organizations to increase social and emotional supports • Specific resources/programs for clients experiencing workplace discrimination • Create a multimedia campaign featuring members of a variety of ethnic/linguistic/religious communities, explaining their mental health experience and resources that are available | | |
| 56. Crime Severity Index and Weighted Clearance Rates, Canada, provinces, | Statistics Canada | The Uniform Crime Reporting Survey was designed to measure the incidence of crime in Canadian society and its characteristics. The | Data source. | https://www23.statcan.gc.ca/imdb/p2SV.pl?Function=get | 2021 |

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| territories and Census Metropolitan Areas | | information is used by federal and provincial policy makers and public and private researchers. | | Survey&SDDS=3302 | |
| 57. Crime Severity Indexes and Local Rate for Possessing or Accessing Child Pornography | Waterloo Regional Police Services Board | The Crime Severity Index (CSI) measures the volume and severity of police-reported crime in Canada. | Data source. Note the increasing number of child pornography-related violations. | https://calendar.wrps.on.ca/Board/Detail/2021-09-08-1030-Police-Services-Board-Meeting/7a9680fc-b516-41cd-bd19-ad9800d23885 | 2021 |
| 58. Digital Kitchener Strategy | City of Kitchener | The Digital Kitchener Strategy identifies: <ul style="list-style-type: none"> Investing in technologies, processes and initiatives that support Kitchener's goals Creating partnerships that strengthen and sustain Kitchener initiatives Telling the story, bringing Digital Kitchener to life for every resident | Building a smart city that is inclusive, on-demand, connected and innovative | https://www.kitchener.ca/en/strategic-plans-and-projects/digital-kitchener.aspx | 2021 |
| 59. Diversity, Accessibility, and Inclusion Action Plan | City of Cambridge | The Diversity, Accessibility and Inclusion Action Plan identifies the following core actions: <ul style="list-style-type: none"> Delivering accessible, inclusive, and age- | The plan reflects the City of Cambridge's actions to ensure all people are welcome and included through a coordinated vision for diversity and | Stronger Together: City of Cambridge Diversity, Accessibility, and Inclusion Action Plan | 2018 |

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| | | <p>friendly programs, services, and facilities</p> <ul style="list-style-type: none"> • Creating and improving inclusive programs, services, facilities, and infrastructure • Support an inclusive workplace, recognizing and celebrating diversity in the workplace and the community | inclusion across the organization. | | |
| 60. Draft Business Case: An Overview of the Initiative | Wellbeing Waterloo Region | <p>WWR is working together to:</p> <ul style="list-style-type: none"> • Amplify priority areas and impact wellbeing in a way we are unable to alone • Measure, identify gaps and disaggregate data to mobilize and understand inequities and collective wellbeing. | The business case aims to create new, significant, and impactful solutions across the wellbeing system, work together to identify, amplify, advocate, and address collective priorities to improve community wellbeing so that everyone can thrive and no one is left behind. | http://www.wellbeingwaterloo.ca/blog/wp-content/uploads/2021/04/DOCS_ADM_IN-3459060-v9-Draft_-_Business_Case_for_Wellbeing_Waterloo_Region-1.pdf | 2021 |
| 61. Early Learning SNAP | KWhabilitati on | The Special Needs Access Point (SNAP) aims to connect parents with the most appropriate services to support the child's participation in a childcare program. | Snap aims to support licensed child care programs across Waterloo Region for children up to 12 years. | https://www.kwhab.ca/early-learning/snap/ | na |

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| 62. Early Years Engage, Region of Waterloo | Region of Waterloo | The webpage reflects the long-term vision for the Early Years Community and the experiences of families and children engaged in the system. | Continue supporting continuous quality improvement within the Early Years Learning and Child Care Community | https://www.regionofwaterloo.ca/en/living-here/quality-improvement.aspx | 2021 |
| 63. Employment Experiences of Muslim Women in Waterloo Region | Wilfrid Laurier University & Coalition of Muslim Women Kitchener-Waterloo | The study explored the lived experience of Muslim women seeking and maintaining employment in the Region of Waterloo to determine what barriers and facilitators exist locally and how intersectionality impacts employment experiences. Previously, no local-level research existed on the employment experiences of Muslim women in the Region. Data collected from one-on-one interviews with local Muslim women were analyzed to determine the impacts of systemic oppression and white male Christian privilege on employment opportunities and quality of life. | The primary purpose of this study was to identify the barriers and facilitators experienced by Muslim women when seeking and maintaining employment in the Region of Waterloo. A secondary purpose was to determine how intersectionality affects Muslim women's employment experiences. | http://cmw-kw.org/pdf/empexp.pdf | na |

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| 64. Environment and Mental Health: The Rise of Eco Anxiety in a Changing Climate | Sustainable Waterloo Region | Dr. Katie Hayes' research, focused on the consequences of climate change on mental health, specifically considers the inequitable risks and impacts to marginalized groups. | Webinar. | https://www.sustainablewaterlooregion.ca/2021/05/10/eco-anxiety-event-summary/ | 2021 |
| 65. Experiences of LGBTQ Newcomers in Waterloo Region Fact Sheet | Rainbow Community Council | The fact sheet provides quick access information to demographics of LGBTQ newcomers in Waterloo Region, their experiences of social inclusion, and access to healthcare and mental health services. | The fact sheet provides a snapshot of information on the experiences of LGBTQ newcomers in Waterloo Region. | https://yourwrrc.ca/rcc/wp-content/uploads/2018/03/Newcomers-Factsheet-March-8-2018.pdf | 2018 |
| 66. Experiences of Trans People in Waterloo Region Fact sheet | Rainbow Community Council | The fact sheet includes information and guidance to: <ul style="list-style-type: none"> • Increase the wellbeing of trans people in WR • Learn more about trans people and their needs and challenges • Work towards trans-inclusive policies, healthcare, facilities, and forms and practices • Create welcoming environments | This report is part of the larger "OutLook Study." | https://yourwrrc.ca/rcc/wp-content/uploads/2019/05/Trans-Infosheet-v.06-SMALL.pdf | 2019 |

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| 67. Final Report - Responding to the Quebec City Mosque Shooting | The Coalition of Muslim Women of KW | <p>The report summarizes the key themes derived from community forums that provided a safe space for the Muslim community to come together and share their hurt, sorrow, frustration, confusion after the attack on Quebec City's Mosque. Participants related how being in the forum helped them realize that they are not the only ones facing situations of prejudice, thus forming camaraderie. The main solution discussed was to be involved in the larger community.</p> <p>Forums also brought together allies from the larger community, which brought further goodwill and engendered a sense that the fellow community members cared about issues facing the Muslim community.</p> | To address the Muslim community's need to come together after the tragic Quebec City Mosque shooting in January 2017. | http://cmw-kw.org/pdf/quebec.pdf | 2017 |
| 68. Five Ways to Wellbeing Workshop Summary Report | Region of Waterloo | The summary report highlights the findings on community perceptions of mental health, wellbeing and mental health promotions and | Selection of a framework (Five Ways to Wellbeing) that has evidence-based messaging that was relevant across the lifespan | https://www.regionofwaterloo.ca/en/regional-government/resources/Reports-Plans- | 2017 |

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| | | reflections on the five ways framework. The workshop highlighted short-, medium-, and long-term areas for action. | and was adaptable to different populations and settings: be active, take notice, give back, keep learning, connect. | -Data/Public-Health-and-Emergency-Services/FiveWaysToWellbeingReport.pdf | |
| 69. Focus Areas: Basic Needs, Mental Health, Social Isolation | United Way Waterloo Region Communities | <p>The United Way centres its work around a series of three focus areas including:</p> <ul style="list-style-type: none"> • Meeting people's basic needs • Improving mental health • Improving access to community supports and creating strong, cohesive neighbourhoods | <p>The focus areas:</p> <ul style="list-style-type: none"> • Help people in need through referral services, senior supports, neighbourhood-led activities and more. • Help people, young and old, improve coping skills, increase self-esteem, and provide therapeutic counselling, harm reduction services, and mentorship activities. <p>Help people access food in emergencies, emergency shelter due to homelessness or domestic violence, literacy supports, school readiness programs, and various personal supports.</p> | https://www.uwaywrc.ca/what-we-do/focus-areas/ | na |

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| 70. Focus On: Safe Supply Findings from Focus Groups with People Who Use Unregulated Drugs | Waterloo Crime Prevention Council | <p>The report gathers insights from participants relating to the following:</p> <ul style="list-style-type: none"> • The impact of a safe supply initiative • The impact on crime and victimization • The impact on areas surrounding fixed site locations • Level of demand, hours and frequency • Qualities of staff involved in a safe supply initiative • Pharmaceutical considerations, mode of use and urine drug screen • Criteria of participants • Additional services • Advisory committee | The report follows from focus groups held with people using opioids from the unregulated market to assess the concept of safe supply and provide operational design and delivery guidance. | https://preventingcrime.ca/wp-content/uploads/2021/04/WRCPC_FocusOn_Safe_Supply_Report.pdf | 2019 |
| 71. Frequently Asked Questions: New Legislative Requirements related to Mandating Community Safety and Well-Being Planning | Region of Waterloo | The goal of CSWB planning is to achieve the ideal state of a sustainable community where everyone is safe, has a sense of belonging, has access to services and where individuals and families can meet their needs for education, health care, food, housing, income, and social and cultural expression. | CSWB planning supports a collaborative approach to addressing local priorities by implementing programs/strategies in four planning areas, including social development, prevention, risk intervention and incident response. | CSWB Planning - Frequently Asked Questions - English pdf.pdf (regionofwaterloo.ca) | 2018 |

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| 72. Grand River Area Family YMCA's (Website) | Grand River Area Family YMCA | The Grand River YMCA's goal is to put Christian principles into practice through programs that build a healthy spirit, mind, and body for all. | The organization focuses on youth development, healthy living, and social responsibility. | https://www.grandriverymca.org/ | na |
| 73. Health Fact Sheets, Statistics Canada | Statistics Canada | Health fact sheets will include short, focused, single-theme analysis documents. The analysis will include topics on health conditions, lifestyle, well-being, disability, prevention and detection of disease, deaths, pregnancy and birth, health care services, and environmental factors throughout the series. | Data source | https://www150.statcan.gc.ca/n1/en/catalogue/82-625-X | na |
| 74. How We Can Help – Family and Children Services | Family and Children Services Waterloo Region | <p>Family and Children Services Waterloo Region support safe homes for children and families through:</p> <ul style="list-style-type: none"> • Improving partner relationships • Deepening parental connection to baby or toddler play • Teaching parenting skills • after school groups to build relationships and self-confidence | The work aims to support families in caring safely for their children at home and plan together with families and their support networks at the earliest stage possible. | https://www.facswaterloo.org/helpingfamilies | 2021 |

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| | | <ul style="list-style-type: none"> Improving parent-teenager relationships | | | |
| 75. Immigration Partnership - 2020 Partner Survey Reference Report | Immigration Partnership of Waterloo Region | The Immigration Partnership aims to collaboratively develop and implement strategies to create the conditions for immigrants to succeed and help build a welcoming, dynamic community. | The IP Partner Survey aims to understand immigrants' settlement and community integration in Waterloo Region and how the Immigration Partnership's collaborative work contributes to their success. | IP-2020-Partner-Survey---reference-report.pdf (immigrationwaterloooregion.ca) | 2020 |
| 76. Immigration in Waterloo Region, Primer 2019 | Immigration Partnership of Waterloo Region | <p>The primer highlights that initiatives that would better support immigrant settling, working and belonging in Waterloo Region related to:</p> <ul style="list-style-type: none"> Work-related options Housing Service improvements Connectedness/welcoming/anti-racism/discrimination options | This document integrates findings of immigration and immigrants in Waterloo Region and Canada from several available local surveys, demographic profiles, and relevant research. The shifting nature of immigration has major implications for Waterloo Region regarding community composition, cohesion, population growth, economic development planning, service delivery, and more. | Immigration-in-Waterloo-Region-Primer-2019.pdf (immigrationwaterloooregion.ca) | 2019 |
| 77. Immigration Matters Survey 2019, Full Report | Immigration Partnership of Waterloo Region | The report highlights survey findings under several categories, including immigration status, | The report outlines findings from the Immigration Matters Survey. It provides a snapshot of immigrant | Immigration-Matters-Survey-Report-2019.pdf | 2019 |

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| | | <p>population characteristics, and language. It highlights data on living patterns, education, employment, service navigation, social connectedness, experiences of discrimination. It suggests the solutions seen as likely to make the most significant difference for immigrants were:</p> <ul style="list-style-type: none"> • Employment-oriented solutions • More affordable housing options | experiences accessing services and living in Waterloo Region, as perceived by immigrants and refugees themselves. | immigrationwaterlooregion.ca | |
| 78. Immigration Waterloo Region Resources and Publication | Immigration Waterloo Region | The website provides information and publications. | Resources and Publications | https://www.immigrationwaterlooregion.ca/en/business-opportunities/resources-and-publications.aspx | na |
| 79. Impact Report: COVID One Year | Waterloo Region Food Bank | The impact Report provides direction on using lessons learned to plan for the future. | Community Food Assistance Network - a system of 100+ community programs and agency partners working together to ensure no one goes hungry: A look at how The Food Bank of Waterloo Region has supported the | https://www.thefoodbank.ca/wp-content/uploads/2021/07/2021_06_29_Communications_COVIDOneYear.pdf | 2021 |

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| | | | community during COVID-19. | | |
| 80. Indigenous Calls to Action – Indigenous Community Hub as a step towards Reconciliation | Land Back Camp | <p>The Land Back Camp letter of support to take the following actions for the Region of Waterloo to:</p> <ul style="list-style-type: none"> • Support and lead alongside Indigenous communities in advocating for an Indigenous community hub in the heart of Kitchener • Support Indigenous leaders and organizations as they design and craft a plan for the space • Publicly share how much of the \$15 million designated for Black and Indigenous initiatives is earmarked for the Indigenous community • Use that earmarked funding for the Indigenous community in the creation of an Indigenous community hub • Explicitly keep any police-led organizations, inclusive of Wellbeing Waterloo Region, from | Land Back Camp Calls to Action | https://static1.squarespace.com/static/5f767d69d76f567f4738e3fd/t/60d0e321816dec6553ec6d8c/1624302369256/LBC+ReAllocate+Letter+of+Support.pdf | 2021 |

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| | | <p>leading these engagements.</p> <p>In addition, the letter calls on Waterloo Regional Council to reallocate and prioritize in the 2022 Budget the funding of:</p> <ul style="list-style-type: none"> • Indigenous-led Community Care Services • Indigenous-led Inclusive and Accessible Housing and Supportive Housing • The creation and sustainability of an Indigenous Community Hub | | | |
| 81. Indigenous Engagement | Wellbeing Waterloo Region | WWR aims to honour the TRC Principle that Reconciliation must create a more equitable and inclusive society by closing the gaps in social, health, and economic outcomes between Indigenous and Non-Indigenous Canadians. | WWR aims to provide safe facilitation and spaces for conversations that acknowledge the impacts of colonization and support actions that promote reconciliation and support Indigenous wellbeing. | http://www.wellbeingwaterloo.ca/blog/indigenous-engagement/ | 2019 |
| 82. Indigenous Reconciliation Action Plan | City of Kitchener | A Reconciliation Action Plan is a recommended approach to consider the many voices of the local Indigenous communities to address the systemic issues and barriers | This report provides additional details on a region-wide Reconciliation Action Plan - a collaborative process between the Indigenous communities, | https://lf.kitchener.ca/WebLinkExt/DocView.aspx?dbid=0&id=1860150&page=1&cr=1 | 2020 |

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| | | for Indigenous Peoples that are inherent in municipal processes, services, programs, and spaces. | the Region, and area municipalities. | | |
| 83. Initial Analysis of Socio-Demographic Indicators for COVID-19 Cases | Region of Waterloo | The analysis looks at addressing the social determinants of health, which underlie the increased risk of COVID, which a single organization does not control. It highlights a need for a greater collective, community response is imperative. | Data source. | Initial Analysis of Socio-Demographic Indicators for COVID-19 Cases (regionofwaterloo.ca) | 2020 |
| 84. Inner-City Health Alliance website | Inner-City Health Alliance | N/A | The Alliance is a responsive local village of health and social supports serving those living in vulnerable conditions, specifically the homeless and those at risk of homelessness and refugees. | https://innercityhealthalliance.ca/ | na |
| 85. Integrated Health Service Plan 2019 2022: Community Engagement | Waterloo Wellington LHIN | The plan provides health care decision-makers and residents with an overview of stakeholder feedback received from May to August 2018 to improve patient experience, population health, and health equity, | This report summarizes the engagement findings from the local community and stakeholder consultation. It supports how the health system strategy will be defined and developed over the next three years. | http://www.waterloowellingtonlhin.on.ca/~media/sites/www/files/goalsandachievements/RPT_2019-2022_IHSP_CommEngagement_ENG.docx?la=en | 2019 |

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| | | navigating the system and continuity of care. | | | |
| 86. Islamophobia in Waterloo Region | Waterloo Region Crime Prevention Council | <p>The report summarizes themes from consultation and provides recommendations for local policymakers to address the issue of Islamophobia. The report hopes to act as a catalyst for action-based community responses to Islamophobia, underlying racism, and xenophobia and further advance upstream approaches that create harmonious and peaceful communities.</p> <p>In addition, the report aims to develop an understanding of the extent and impact of Islamophobia in the Waterloo community and generate solutions.</p> | <p>The report aims to encourage the reader to:</p> <ul style="list-style-type: none"> • Learn something they didn't know about Islamophobia • Be critical of media depictions of Islam and the Muslim community • Have the courage to connect with people or organizations that are actively working to address and eradicate Islamophobia • Have the courage to speak out the next time someone makes an Islamophobic slur | https://preventingcrime.ca/wp-content/uploads/2019/05/REPORT-Islamophobia-WEB.pdf | 2019 |
| 87. Islamophobia Calls to Action - Islamophobia In Waterloo Region | Waterloo Region Crime Prevention Council and Coalition of | <p>The report includes a series of calls to action, including:</p> <ul style="list-style-type: none"> • Increase support for organizations serving and led by Indigenous, Black, racialized, Muslim, and LGBTQ people | Calls to Action - Islamophobia | https://preventingcrime.ca/wp-content/uploads/2019/05/REPORT-Islamophobia-WEB.pdf | 2019 |

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| | Muslim Women KW | <ul style="list-style-type: none"> • Term Islamophobia to be specifically used by policymakers, media, political leaders, and the community in general • Develop leadership training programs for young Muslim women • Specific funding for anti-Islamophobia awareness campaigns • Resource anti-Islamophobia and anti-racism efforts | | | |
| 88. Key Solutions to Newcomer Challenges - Immigration Partnership Community Survey 2021 | Immigration Partnership of Waterloo Region | <p>The community survey highlights the following actions:</p> <ul style="list-style-type: none"> • Develop employment-related solutions • More/better programs for immigrants and refugees to find work • Educate employers on the value of hiring immigrants and ways to hire and retain immigrants and refugees • ESL opportunities in workplaces • More affordable housing options • Focus actions on reducing racism and | Call to Action | Unpublished. | 2021 |

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| | | discrimination towards immigrants and refugees | | | |
| 89. Kinbridge Community Association Programs and Services | Kinbridge Community Association | Kinbridge Community Association aims to meet community needs and foster relationships with the people next door, with police officers, other community agencies, schools, fire departments, and people who work every day to make the community a great place to be. | The vision is to create a place and purpose for all. | https://www.kinbridge.ca/programs-services/ | |
| 90. Langs Strategic Plan | Langs | The strategic plan articulates Lang's objectives to ensure every person in Langs' neighbourhoods will have a place to call home for health, wellness, and community support. | The plan outlines strategic directions, participants, communities, systems, organizational capacity. | strategic-plan-2018-2020.pdf (langs.org) | 2018 |
| 91. Laurier Strategy: 2019-2024 | Laurier | <p>The strategy aims to:</p> <ul style="list-style-type: none"> • Enrich partnerships, inclusive community, indigeneity, intellectual climate, internationalization, and future-readiness • Create a thriving community where all members can reach their potential | <p>The strategy supports an interest in preserving the unique character of the university and a sense of community built on purposeful learning and research.</p> <p>The strategy highlights a desire to innovate and harness opportunities,</p> | https://www.wlu.ca/about/discover-laurier/laurier-strategy/index.html | 2019 |

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| | | <ul style="list-style-type: none"> Upon this foundation, future-ready people who will transform where they live, work, and learn are developed | adaptability, creativity, partnerships, and to inspire. | | |
| 92. Lyle S. Hallman Foundation -About Us | Lyle S. Hallman Foundation | The Lyle S. Hallman Foundation invests so that children grow up loved and resilient with strong families, connected neighbourhoods, healthy institutions, and creative and dynamic systems. | The Foundation invests more in prevention and early intervention than tertiary approaches. Support goes to projects working upstream before problems occur, rather than downstream. | https://www.lshallmanfdn.org/Who-We-Are.htm | na |
| 93. Make it Kitchener 2.0 | Economic Development Kitchener | <p>Make It Kitchener is the City's economic development strategy. The strategy highlights the opportunity for the City to deploy up to \$110 million in catalytic investments from 2020 to 2030 to:</p> <ul style="list-style-type: none"> Immediately support businesses impacted by the pandemic Lead the impact economy Support the critical infrastructure and programs to enable 'Difference Makers.' | The strategy aims to support economic recovery and propel the community and economy forward by investing in catalytic growth opportunities and creating a resilient future where everyone can make a difference. | https://www.makeitkitchener.ca/make-it-kitchener-2.0-page/make-it-kitchener-2.0-update-file | 2020 |

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| 94. Mental Health and Addictions Supports and Housing Services | Waterloo Region Housing | <p>Waterloo Region Housing aims to:</p> <ul style="list-style-type: none"> • Provide better-coordinated housing • Access to affordable housing with specialized addiction services • Increase the number of individuals with substance use and mental health impacts who are housed • Maintain this housing | To decrease the amount of emergency response and intervention and improve integration in the housing community. | https://www.regionofwaterloo.ca/en/living-here/housing-support-programs.aspx | 2018 |
| 95. MMIWG2SLGBTQQIA+ National Action Plan | 2SLGBTQQIA+ Sub-Working Group | <p>The report includes a series of guiding principles and calls to action relating to:</p> <ul style="list-style-type: none"> • MMIWG2SLGBTQQIA+ action plan • Federal legislation and UNDRIP • Expansion of 2SLGBTQQIA+ programs and services • Establish a 2SLGBTQQIA+ national committee • Right to Culture • Health and Wellness • Right to Safety and Security • Right to Justice | The National Inquiry into Missing and Murdered Indigenous Women and Girls (NIMMIWG) released its final report on June 3, 2019, which included 231 Calls for Justice ¹ . Following the release of the Final Report, the development of a National Action Plan was announced by the Prime Minister. This commitment was a first step toward addressing Call for Justice 1.1, which recommends that the federal, provincial, territorial, and Indigenous governments work together | https://mmiwg2spluses-nationalactionplan.ca/wp-content/uploads/2021/06/2SLGBTQQIA-Report-Final.pdf | 2021 |

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| | | The report includes a section on the alignment of MMIWG2SLGBTQQIA-Specific Calls for Justice with 2SLGBTQQIA+ Sub-Working Group Recommendations, as well as examples of wise practices. | to develop a National Action Plan. The Government of Canada committed to working together with Indigenous, provincial, and territorial partners on the development of the National Action Plan and to driving transformative change to end systemic racism and violence against Indigenous women, girls, and 2SLGBTQQIA+ people. As such, the Core Working Group will be supported by a number of sub-working groups that will support the Core Working Group throughout development of the National Action Plan and its implementation. | | |
| 96. Multi-Year Diversity, Accessibility, and Inclusion Plan 2018–2022, Region of Waterloo | Region of Waterloo | The Plan focuses on Region's actions to achieve the following outcomes: <ul style="list-style-type: none"> To remove barriers to accessing public spaces to ensure that customers and staff feel welcomed and safe in Regional facilities | The plan's vision is to create an inclusive, equitable and accessible Region of Waterloo. | https://www.regionofwaterloo.ca/en/regional-government/resources/Multi-year-Diversity-Accessibility-and-Inclusion- | 2018 |

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| | | <ul style="list-style-type: none"> To deliver customers and clients with services appropriate to their needs To meaningfully engage diverse community members for feedback and advice on Regional programs, services and facilities. Information provided by the Region to the public is accessible. To recruit and retain diverse staff who feel that their knowledge and skills are valued | | Plan_FINALaccess.pdf | |
| 97. National Centre for Truth and Reconciliation | National Centre for Truth and Reconciliation | <p>The website includes a repository of reports to foster learning about truth, reconciliation and the residential school system, under the categories of:</p> <p>Highlighted Reports</p> <ul style="list-style-type: none"> Truth and Reconciliation Commission Reports National Centre for Truth and Reconciliation Reports Modern Reports issued in recent years related to the Residential School system | The NCTR is a place of learning and dialogue where the truths of the residential school experience will be honoured and kept safe for future generations. | https://nctr.ca/reports/ | 2021 |

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| | | <ul style="list-style-type: none"> Government Reports - historical reports related to the Residential School system Legislation - created by the Canadian Government regarding First Nations, Métis and Inuit peoples Aboriginal Healing Foundation Reports | | | |
| 98. NCCM Recommendations National Summit on Islamophobia | National Council of Canadian Muslims | The report identifies policy recommendations to the federal government, provincial and municipal governments across Canada to tackle violent and systemic forms of Islamophobia. It includes a series of 61 recommendations. | The National Council of Canadian Muslims (NCCM) is an independent, non-partisan and non-profit organization that protects Canadian human rights and civil liberties, challenges discrimination and Islamophobia, builds mutual understanding, and advocates for the public concerns of Canadian Muslims. | https://www.nccm.ca/wp-content/uploads/2021/06/Policy-Recommendations-NCCM.pdf | 2021 |
| 99. North Dumfries 2020-2025 Multi-Year Accessibility Plan | Township of North Dumfries | <p>The Plan aims to provide:</p> <ul style="list-style-type: none"> Accessible customer service Communicate disruptions to accessible features and facilities Accessible elections | The plan is a commitment to promptly meeting the needs of people with disabilities by preventing and removing barriers to accessibility and meeting accessibility requirements under the AODA. The | https://www.northdumfries.ca/en/township-services/resources/Documents/North-Dumfries---2020-to-2025-Multi-Year- | 2020 |

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| | | <ul style="list-style-type: none"> • Accessible information and communication • Equitable employment standards and accommodations • Accessible public space design | Township aims to treat people with disabilities in a way that allows them to maintain their dignity and independence | Accessibility-Plan.pdf | |
| 100. North Dumfries Annual Accessibility Status Report | North Dumfries | The Township is committed to promptly meeting the needs of people with disabilities and will do so by preventing and removing barriers to accessibility and meeting accessibility requirements. | The status report aims to make the public aware of the Township's progress regarding the Multi-Year Accessibility Plan. This plan summarizes key accomplishments made towards inclusions in 2020 and looks ahead to 2021. | https://www.northdumfries.ca/en/township-services/resources/Documents/2020-Annual-Accessibility-Status-Report.pdf | 2020 |
| 101. North Dumfries Strategic Plan – CAO Report | Township of North Dumfries | <p>The CAO's report highlights the addition of a new goal to the pillars to success – Key Strategies Recreation & Leisure Goal 5 - Ayr Bicentennial Event – 2024 Objective:</p> <ul style="list-style-type: none"> • Planning and preparation for events to recognize the 200th anniversary of Ayr, which will occur in 2024 • Develop and recommend to Council legacy project(s) to recognize | Corporate Strategic Plan. | 4.4.5---CAO-Report-16-2019-2nd-Draft-Corporate-Strategic-Plan.pdf (northdumfries.ca) | 2019 |

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| | | and memorialize the bicentennial anniversary of Ayr | | | |
| 102. On The Table Report | The Kitchener and Waterloo Community Foundation | <p>The report highlights key actions the community can do, including:</p> <ul style="list-style-type: none"> • Get involved • Get to know their neighbours • Advocate for themselves (civic action) • Reduce barriers to services, and basic needs inspire people to be an ally become a leader and volunteer. | The conversations were held to ensure that no topic was “off the table” and bring people together to discuss issues that matter. | https://static1.squarespace.com/static/59bc2760ccc5c50c96e69ac8/t/5dfcfceaaaf32d079f7e7557f/1576860918813/On+the+Table+2019+Reflections+%26+Insights+about+Waterloo+Region-compressed.pdf | 2019 |
| 103. Overdose Prevention Resources, Reports and Initiatives | Waterloo Region Crime Prevention Council | The focus of these resources is to prevent overdose and expand awareness about the Good Samaritan Drug Overdose Act by sharing print and film resources. | Highlighting the intersection of multiple opportunities for improving individual and community health, safety, and wellbeing, the evidence and local findings suggest immediate and cost-effective benefits for individuals, communities, not-for-profit, public, and private sectors. | https://preventingcrime.ca/our-work/overdose-prevention/ | 2018 |
| 104. Pandemic Plan | Family and Children Services | <p>The Pandemic Plan aims to:</p> <ul style="list-style-type: none"> • Support staff, children, youth, and families | The Plan highlights that the health and safety of all employees and the children, youth, and families | Pandemic Plan to address COVID-19 Family & Children's Services | 2020 |

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| | Waterloo Region | <ul style="list-style-type: none"> • Exploration of the best use of the Cambridge site • Longer-term strategy regarding the best use of existing office space • Best practices when considering virtual contact with service recipients • Offer flexible work hours and building access hours | supported by the organization is the priority. | of the Waterloo Region (facswaterloo.org) | |
| 105. Peaceful Homes - A Guide to the Prevention of Violence in the Home During and After Lockdowns | The Canadian Municipal Network on Crime Prevention | The factors that lead to violence are complex and span multiple levels, and therefore, any approach to violence prevention should reflect this complex and multi-level reality. | A practical resource for decision-makers, municipal stakeholders, and organizations to better understand the increased risk of family violence during COVID-19, highlight the potential long-term effects of violence and identify approaches and programs that can help prevent violence in homes. | CMNCP PEACEFUL HOMES A Guide to the Prevention of Violence in the Home During and After Lockdowns april Final AODA.pdf - Google Drive | 2021 |
| 106. Police-reported crime in Canada 2020 (Infographic) | Waterloo Regional Police Services Board | Report crime statistics in Canada. | Data source. | https://calendar.wrps.on.ca/Board/Detail/2021-09-08-1030-Police-Services-Board-Meeting/7a9680fc- | 2021 |

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| | | | | b516-41cd-bd19-ad9800d23885 | |
| 107. Practitioner Guide on Crime Prevention and Community Safety & Well-Being Planning | The Canadian Municipal Network on Crime Prevention | Identify and achieve community goals for community safety and wellbeing. Monitor and evaluate success. | The purpose is to communicate to plan makers that there is no one-size-fits-all approach, that flexibility is key, and to emphasize the importance of upstream, preventative approaches. This is often a challenge, but investing in early responses will significantly reduce the need for interventions later. Community collaboration is needed to build relationships and leverage existing connections at all stages. | https://drive.google.com/file/d/1Zko5NZ-xqQpgWJTWfCpK2_QNS34Cu3xT/view | 2020 |
| 108. Public Health and Emergency Services Annual Report | Region of Waterloo | Public Health and Emergency Services aim to build healthy and supportive communities in partnership with others. | Annual report. | https://www.regionofwaterloo.ca/en/regional-government/resources/Reports-Plans-Data/Public-Health-and-Emergency-Services/AnnualReport_2018.pdf | 2018 |

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| 109. Public Perceptions of Immigration in Waterloo Region | Immigration Partnership of Waterloo Region | The findings support better understanding public perceptions that influence community behaviours, impact the experiences of immigrants, and their desire to stay and contribute to a thriving, prosperous community. | The research aimed to measure public perceptions of immigration at the local level and the reasons behind those perceptions to understand local public opinions and foster support for immigration at a local level through public education and messaging for the success of future economic growth and community development. | Public-Perceptions-of-Immigration-in-Waterloo-Region-Sept-2020.pdf (immigrationwaterloo.ca) | 2020 |
| 110. Publications and Resources: Strategic Plans, Annual Reports | YWCA KW | The YWCA KW strives to provide essential programs for women and children in the community. Programs and services include childcare, before- and after-school care, summer camp, youth recreation for girls, employment and entrepreneurship training for women, and emergency and supportive and affordable housing for homeless women and families. | The YWCA KW aims to improve the lives of women and girls by offering: <ul style="list-style-type: none"> • Early learning and care • Before- and after-school programs • Newcomer support • Youth development • Emergency, supportive, and affordable housing • Entrepreneurship and employment training • Collaborative community leadership | https://ywk.ca/publications-resources/ | 2019 |
| 111. Race-Based Data Collection Strategy - Update | Waterloo Regional Police | The report updates the call for an academic partnership to support the race-based data collection strategy. The | The partnership aims to produce concrete actions and accountability mechanisms to address | https://calendar.wrps.on.ca/Board/Detail/2021-06-16-1030-Police- | 2021 |

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| | Services Board | partnership outcomes would inform WRPS contributions to initiatives undertaken with Regional, provincial and national partners from and external to the policing community. | systemic racism and discrimination and inform the evolution of goals and objectives achieved under the WRPS Equity, Inclusion and Diversity Strategic Plan. | Services-Board-Meeting/9b9e28e6-b9df-4dd7-ba28-ad4400c89fa3 | |
| 112. Reallocate WR Calls to Action | ReAllocate WR | <p>ReAllocateWR provided the following key calls to action for the Region of Waterloo:</p> <ul style="list-style-type: none"> • Develop an Indigenous Community Hub at the Charles Street Terminal in relationship with the Indigenous community • Reject the WRPS budget increase proposal and demand a 0% increase in the WRPS budget • Immediately fulfill its commitment of \$250,000 to facilitate community conversations and subsequent action plans for a police-free community care model • Allot the equivalent of the maximum WRPS budget increase request (\$10-12 million) to a community-led homelessness and housing affordability strategy, including the | To support local Black community leaders in their call to defund the police and reinvest in services for underfunded communities. | https://reallocatewr.ca/ | na |

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| | | <p>immediate development and/or procurement of housing stock and shelter space</p> <ul style="list-style-type: none"> Commit \$1 million towards funding mental health and neurodevelopmental resources & services for IBPOC, 2SLGBTQIA, persons living with disabilities and other communities impacted by the trauma of police violence | | | |
| 113. Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls | National Inquiry into Missing and Murdered Indigenous Women and Girls | The National Inquiry's Final Report reveals that persistent and deliberate human and Indigenous rights violations and abuses are the root cause behind Canada's staggering rates of violence against Indigenous women, girls and 2SLGBTQIA people. The two volume report calls for transformative legal and social changes to resolve the crisis that has devastated Indigenous communities across the country. | The Final Report is comprised of the truths of more than 2,380 family members, survivors of violence, experts and Knowledge Keepers shared over two years of cross-country public hearings and evidence gathering. It delivers 231 individual Calls for Justice directed at governments, institutions, social service providers, industries and all Canadians. | https://www.mmiwg-ffada.ca/wp-content/uploads/2019/06/Final_Report_Vol_1a-1.pdf https://www.mmiwg-ffada.ca/wp-content/uploads/2019/06/Final_Report_Vol_1b.pdf | |

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| 114. Recommendations for the Federal, Provincial, and Municipal Governments to address Islamophobia | Coalition of Muslim Women Kitchener-Waterloo | The report provides key recommendations for the Federal, Provincial, and Municipal governments to effectively prevent and address Islamophobia at structural, systemic and interpersonal levels. | The report compiles responses into one document and shares it with NCCM to add Waterloo Region's voices to the NCCM's Call to Action document submitted for the National Action Summit on Islamophobia. | http://cmw-kw.org/pdf/IslamophobiaSummit.pdf | na |
| 115. Region of Waterloo 10-Year Housing and Homelessness Plan – Five-Year Review | Region of Waterloo | The 10-Year Housing and Homelessness Plan – Five-Year Review provides an opportunity to assess the current local context (e.g., ongoing challenges, current housing and homelessness data), consult with community partners and update the strategic directions and actions for 2019-2024. It provides updated strategic directions and actions that reflect the current local context and merges the Housing Action Plan and Homelessness to Housing Stability Strategy from the original 10-Year Plan into one consolidated document. | <p>The five-year review of the 10-Year Plan guides service planning and delivery across the housing and homelessness sector in Waterloo region. There are two core purposes of this 10-Year Plan:</p> <ul style="list-style-type: none"> • To set revised strategic directions, actions, and targets to increase housing affordability and expand supports to help low and moderate-income households find and maintain appropriate housing • To introduce the affordable housing target for Waterloo region for 2019-2041 | https://www.regionofwaterloo.ca/en/living-here/resources/Documents/Housing/Five-Year-Review-of-the-Waterloo-Region-10-Year-Housing-and-Homelessness-Plan-access.pdf | 2019 |

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| 116. Region of Waterloo Community Services Annual Report | Region of Waterloo | <p>The Community Services Annual Report highlights the goals of:</p> <ul style="list-style-type: none"> • Service improvement and people-centred improvements • Partnerships and service integration • Community and citizen satisfaction • Staff enjoyment | Annual report. | https://www.regionofwaterloo.ca/en/living-here/resources/Documents/Housing/DOCS_ADMIN-2783797-v1-Community_Services_2017_Annual_Report_access.pdf | 2017 |
| 117. Region of Waterloo Early Learning and Child Care Service Plan - Update 2019 | Region of Waterloo | <p>The plan contributes to an accessible, affordable, high-quality, equitable, and inclusive early learning and childcare system. The Plan includes five key actions and supporting strategies, including:</p> <ul style="list-style-type: none"> • Develop a master plan for the development of licensed, high-quality ELCC in Waterloo Region • Improve access to affordable, high quality, licensed early learning and childcare services and experiences for all families • Build capacity to support inclusion of all children in high quality, early | This plan will act as the road map for the next four years. The plan identifies working with community partners and taking a strategic approach to ensure that Waterloo Region is a community where all children thrive. | https://www.regionofwaterloo.ca/en/living-here/resources/Childrens-Services/Planning-and-Research/Early-Learning-and-Child-Care-Service-Plan-Progress-Update-2019-access.pdf | 2019 |

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| | | <p>learning and childcare experiences</p> <ul style="list-style-type: none"> • Address the service experience for families within early years services • Mobilize a renewed approach to continuous quality improvement for all early years service that is responsive, effective and measurable | | | |
| 118. Region of Waterloo Strategic Focus 2019-2023 | Region of Waterloo | <p>To align with sustainable development goals and improve the quality of life for residents.</p> <p>The vision is an Inclusive, thriving, sustainable region of connected rural and urban communities with global reach, fostering opportunities for current and future generations.</p> | The plan describes a future view of what is to be achieved. It provides a common focus for Council and staff and helps guide priorities and ensure programs and services address the community's needs. | Region of Waterloo Strategic Focus 2019-2023 | 2019 |
| 119. Risk-driven Tracking Database 2019 Annual Report | Solicitor General - Ontario | Community safety and wellbeing planning support individuals experiencing many risk factors by bringing together various service providers to ensure those in imminent danger of experiencing harm receive | A risk-driven tracking database is a tool that communities can use to collect risk-based information and information on vulnerable groups and protective factors to inform their planning process. | https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=240571 | 2019 |

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| | | the most appropriate response. | | | |
| 120. Risk-driven Tracking Database 2020 Annual Report | Solicitor General - Ontario | Community safety and wellbeing planning support individuals experiencing many risk factors by bringing together various service providers to ensure those in imminent danger of experiencing harm receive the most appropriate response. | A risk-driven tracking database is a tool that communities can use to collect risk-based information and information on vulnerable groups and protective factors to inform their planning process. | Not Published. | |
| 121. Road to 2020, 2012-2020 Strategic Plan Overview | Lutherwood | Lutherwood aims to improve client experiences and outcomes, build an integrated and responsive mental health system, and enhance organizational capacity and excellence. | The strategic plan highlights an interest in bringing together services for the benefit of Lutherwood clients, using social enterprise and innovation for financial strength and stability, and maintaining strong human values to guide work. Lutherwood aims to work closely with funders and community partners to improve services and transform the systems they operate. | https://www.lutherwood.ca/assets/documents/2017-Strategic-Plan-Report-March-6-Edit.pdf | 2020 |
| 122. Root Causes Approach to Crime 2017 | Waterloo Crime | The root causes approach aims to prevent crime and victimization from occurring in | This research provides an essential understanding of the many factors that | https://preventingcrime.ca/our- | 2017 |

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| | Prevention Council | <p>the first place by building a society that supports the wellbeing of everyone. Developing and building upon the assets and resources of individuals, families, and communities promotes thriving and bolstering resilience to cope with adverse circumstances.</p> <p>Effective prevention approaches are:</p> <ul style="list-style-type: none"> • Intensive never ad-hoc • Happen in natural settings • Start as early as possible • Based on sound evidence and community wisdom • Work on multiple levels • Place a high value on future generations • Encourage citizen engagement and leadership | increase or decrease adverse outcomes such as crime. It looks at broad systemic, cultural, and legislative contexts and shares knowledge about risks and protective factors. | research/root-causes/ | |
| 123. Smart Waterloo Region Proposal | Region of Waterloo | The proposal focuses on Waterloo Region becoming the benchmark community in Canada for child and youth wellbeing. It applies early intervention, youth engagement, and a | A proposal for funding and a way to communicate program offerings and successes. | Healthy Children and Youth (childrenandyouthplanningtable.ca) | 2019 |

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| | | connected-community framework to create adaptive, data-driven programs and scalable learning technologies that improve early child development, mental health, and high school graduation rates. The goal is to be the best place in the world to grow up. | | | |
| 124. Social Determinants of Health and Covid-19, Presentation to Board of Health | Region of Waterloo Public Health and Emergency Services | <p>The goals include:</p> <ul style="list-style-type: none"> • Listening, learning, and acting • Data collection • Building strong, trusting relationships | Data analysis to identify who is at risk (using exposure to covid-19 as the measure). Those identified as high risk include those who identify as visible minorities and Black, are part of a large household, and have non-official childhood languages. | PowerPoint Presentation (regionofwaterloo.ca) | 2021 |
| 125. Spectrum NON-LGBTQ2+ Perception Survey (2021) | SPECTRUM Waterloo Region | The survey aimed to better understand community perceptions of LGBTQ2+ people, knowledge gaps, and what support SPECTRUM can provide to non-LGBTQ2+ people looking to become better allies. | Survey findings. | https://www.ourspectrum.com/wp-content/uploads/2021/08/Non-LGBTQ2-Survey-Report.pdf | 2021 |

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| 126. Sustainable Waterloo Region - 2020 Year-End Report | Sustainable Waterloo Region | The report highlights aligning with United Nations Sustainable Development Goals, resilient business, support growth of community organization. | Going beyond environmental reporting, weave intersectionality into sustainability work. | https://www.sustainablewaterlooregion.ca/year-end-report/ | 2020 |
| 127. The Cost of the Nutritious Food Basket | Region of Waterloo | The cost data supports a better understanding of how to effectively or permanently address the root cause of food insecurity, which is poverty. | <p>The Nutritious Food Basket (NFB) is a tool used to estimate the basic cost of healthy eating for individuals and households. The purpose is to:</p> <ul style="list-style-type: none"> • Compare the basic cost of healthy eating with income and other basic living expenses • Educate on the root cause of food insecurity • Support advocacy efforts to address the root cause of food insecurity (poverty) • Inform policy decisions | https://www.regionofwaterloo.ca/en/regional-government/resources/Reports-Plans--Data/Public-Health-and-Emergency-Services/NutritiousFoodBasket_2019.pdf | 2019 |
| 128. The Impact of COVID-19 on Building Community Through Immigration | Immigration Partnership of Waterloo Region | The resource compilation aims to understand the impacts of Covid-19 on community building through immigration. | This is a compiled resource for the Immigration Partnership Council in understanding how COVID is or is likely, impacting immigration and immigrant experiences in Waterloo Region. It provides context | https://www.immigrationwaterlooregion.ca/en/business-opportunities/resources/Resources--Publications/The_Impact_of_COVID-19_on_Building_C | 2020 |

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| | | | for their work and others working to build community through immigration. | ommunity Through Immigration.pdf | |
| 129. The OutLook Study: webpage | Rainbow Community Council | The Rainbow Community Council is seeking funding for various and future phases of the project. The website provides a variety of fact sheets that highlight key study findings. | The website provides helpful fact sheets, presentations, reports, and other information to individuals and organizers to give voice to those who are usually silenced. This is designed to learn more about LGBTQ people who live, work, or go to school in Waterloo Region. | https://yourwrrc.ca/rcc/outlook-study/ | 2018 |
| 130. The Outlook Study: Men Who Have Sex with Men | Rainbow Community Council | The study's goal was to produce several resources related to various health-related aspects to the LGBTQ2S population to contribute to this community's overall health and wellbeing. | This report is part of the larger "OutLook Study," designed to learn more about LGBTQ2S people in Waterloo Region. | https://www.regionofwaterloo.ca/en/regional-government/resources/Reports-Plans-Data/Public-Health-and-Emergency-Services/Men_Who_Have_Sex_With_Men_Study.pdf | 2018 |
| 131. Toolkit for Developing Crime Prevention and Community Safety | The Canadian Municipal Network on | The toolkit provides resources and a process for CSWBP development. | The toolkit's purpose is to assist the development of CSWBPs and monitoring progress. | https://drive.google.com/file/d/1HVJJJe3Ey8ddwXH-HxYotOErg9_Ow6hgqf/view | 2020 |

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| and Well-being Plans | Crime Prevention | | | | |
| 132. Township of Wellesley Strategic Plan | | <p>The strategic plan identifies a vision to be achieved through 14 strategies centred around:</p> <ul style="list-style-type: none"> • Working with the communities within the Township to build common understanding and celebrate uniqueness • Working with neighbouring Townships to seek out operating efficiencies • Partnering with the world-class technical and agricultural institutions to enable low-impact growth via leading-edge technologies • Engaging regional, provincial and federal governments, as well as industry and academic institutions to seek out and deploy best practices in rural/urban planning and governance | The strategic plan sets the priorities for the community for 2019-2023. | https://www.wellesley.ca/en/township-services/resources/Documents/Strategic-Plan-2019-2023.pdf | 2020 |

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| 133. United Way Waterloo Region Communities Annual Report (2019-2020) | United Way Waterloo Region Communities | <p>The Annual Report provides highlights of key achievements and identifies the following areas for ongoing action looking ahead, including:</p> <ul style="list-style-type: none"> • A modernized funding approach • A more responsive to community needs and local solutions to address those needs | The United Way aims to work together to build a stronger Waterloo Region. | https://www.uwaywrc.ca/wp-content/uploads/2021/04/UWWRC_AnnualReport_2020_FINAL.pdf | 2020 |
| 134. University of Waterloo: Strategic Plan 2020-2025 | University of Waterloo | <p>The strategic plan highlights the areas for impact, including:</p> <ul style="list-style-type: none"> • Educate global citizens for the future of work and learning, putting learners at the centre. • Lead the world in cooperative education and support the workforce of the future. • Establish a unique Waterloo approach to support learning at various stages of individuals' professional lives. | The plan aims to catalyze change and renewal. It imagines a Waterloo for 2025 and beyond. It presents a challenge to bring the ideas in this plan to life, monitor progress, and be accountable to one another. | https://uwaterloo.ca/strategic-plan/sites/ca.strategic-plan/files/uploads/files/c017209-stratplan2019-simple-oct316_accessible-ua_59906.pdf | 2020 |

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| 135. Victimization and Community Safety among LGBTQ People in Waterloo Region Fact sheet | Rainbow Community Council | The fact sheet includes information and guidance to create change for LGBTQ individuals locally. | Concerned with hate crimes, violence, feelings of safety, the fact sheet is intended to be helpful for organizations to create change with their work. | https://yourwrrc.ca/rcc/wp-content/uploads/2018/02/BtS_Infosheet-Victimization-2018.pdf | 2018 |
| 136. Vision 2021 | Reception House Waterloo Region | <p>The strategic plan includes the following four priorities:</p> <ul style="list-style-type: none"> • To strengthen and evaluate programs and service delivery • To build community partnerships and strengthen the Region's role in the sector • To support staff and board leadership, governance, and development • To diversify funding | The vision aims to be relevant and responsive to community needs. Their work and relationships with refugees, community partners, and systems players make lasting impacts on refugee lives and contribute to long-term wellbeing. | https://receptionhouse.ca/about-us/vision-2021/ | 2021 |
| 137. Vision, Mission, and Values | KW4 Primary Care | KW4 Primary Care strives to be a trusted community for primary care providers. Their mission is to provide important information about health services, referral processes, practice opportunities, and professional development to provide one place for the KW4 primary care community | KW4 is building a communication strategy to link primary care providers to serve patients, healthcare professionals, and community citizens. A commitment to the communities in which care is provided and value integrity, compassion, and collaboration are | http://www.kw4primarycare.com/Vision-Mission-Values.htm | na |

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| | | to access local and current information that is helpful to practice and serve the community. | fundamental requirements that enable the fulfillment of the mission. | | |
| 138. Vital Signs | Kitchener Waterloo Community Foundation | The Waterloo Region 2021 Vital Signs Report shines a spotlight on the region's current state of affordable housing. | Vital signs reports measure the vitality of the Waterloo Region. Affordable Housing has emerged as a critical issue for Waterloo Region. As a result, Kitchener Waterloo Community Foundation (KWCF) has researched and created a Waterloo Region Vital Signs Report focused specifically on affordable housing. This report provides more information about this issue that matters to our community and helps people and organizations across our region turn that knowledge into action. | https://www.kwcf.ca/vital-signs | 2021 |
| 139. Waterloo Region Area Survey Summary of Results | Waterloo Region Crime Prevention Council | The survey aims to understand perceptions of safety amongst various populations and their circumstances in different locations and areas of the Region. | Annual survey run out of the Survey Research Centre housed at the University of Waterloo. | https://preventingcrime.ca/wp-content/uploads/2018/04/WRAS_Full_Report_-_Summary_of_Results.pdf | 2017 |

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| 140. Waterloo Region Community Wellbeing Survey webpage | Wellbeing Waterloo Region | The webpage links to the research findings from the Waterloo Region Community Wellbeing Survey (2018). | Webpage information. | http://www.wellbeingwaterloo.ca/blog/wellbeing-survey/ | 2019 |
| 141. Waterloo Region Community Wellbeing Survey: A prompt for discussion | Region of Waterloo | The report highlights findings from the Waterloo Region Community Wellbeing Survey (2018) compares findings to a similar survey conducted in 2013. | This report is intended as a prompt for discussion to encourage further conversations with diverse voices to generate the most impactful solutions to improve wellbeing in Waterloo Region. | https://www.wellbeingwaterloo.ca/blog/wp-content/uploads/2019/06/Community-Wellbeing-Survey-A-prompt-for-discussion-1.pdf | 2019 |
| 142. Waterloo Region Area Survey -Summary of Results | Waterloo Region Crime Prevention Council | The survey aims to understand perceptions of safety amongst various populations and their circumstances in different locations and areas of the Region. | Annual survey run out of the Survey Research Centre housed at the University of Waterloo. | https://preventingcrime.ca/wp-content/uploads/2018/04/WRAS_Full_Report_-_Summary_of_Results.pdf | 2017 |
| 143. Waterloo Region Community Wellbeing Survey Results | Region of Waterloo | The report provides details about the findings from the Waterloo Region Community Wellbeing Survey (2018) compares findings. It is comprised mainly of summary, descriptive statistics. It provides frequency distributions and measures of central tendency for all questions across the | This report provides a detailed analysis of the survey findings. | https://www.regionofwaterloo.ca/en/regional-government/resources/Wellbeing_Survey_WATERLOO_Region-Survey_Results-Feb2019_pdf.pdf | 2019 |

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| | | eight domains comprising the CIW conceptual framework. It includes a demographic profile of residents and reported measures of overall well-being. | | | |
| 144. Waterloo Region Crime Prevention Council Reports | Waterloo Region Crime Prevention Council | Understand community perceptions of crime prevention and community safety. | Reports. | https://preventingcrime.ca/our-research/reports/ | na |
| 145. WRCPC Upstream Assessment Tool and Definitions – DRAFT | Waterloo Region Crime Prevention Council | Provide definitions, examples and a checklist | Assessment tool. | Not Published. | 2021 |
| 146. Waterloo Region Housing Master Plan, 2019 | Waterloo Region Housing | The Housing Master Plan vision is to create vibrant, people-centred affordable housing communities that contribute to quality of life, belonging, and realizing potential. | The purpose of the Waterloo Region Housing (hereafter WRH) 20-year Master Plan is to provide a strategic framework to achieve the vision and mission, focusing on the Region of Waterloo's role as a housing provider. | https://www.regionofwaterloo.ca/en/living-here/waterloo-region-housing-master-plan.aspx | 2019 |
| 147. Waterloo Region Integrated Drugs Strategy (Report) | Waterloo Region | The Drug Strategy vision is to make Waterloo Region safer and healthier through preventing, reducing, or eliminating problematic | The report highlights the need to work collaboratively with other organizations and pilot solutions to continue to reach out to additional | WRIDS-Summary-Report-2015-2017.pdf | 2017 |

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| | | <p>substance use and its consequences.</p> <p>The report includes 99 recommendations for change across Waterloo Region.</p> | partners, sectors, and businesses to expand the capacity and scope of the Drugs Strategy work. | waterlooregiondrugstrategy.ca) | |
| 148. Waterloo Region Integrated Drug Strategy – Youth Engagement Strategy (WR-YES) | Waterloo Region Crime Prevention Council | The Waterloo Region Youth Engagement Strategy (WR YES!) aims to address barriers to equity and engagement for youth in Waterloo Region, particularly for youth farthest from opportunities. The aim is to achieve lower rates of substance use. | YES aims to infuse community safety efforts with the knowledge that youth engagement prevents crime and is a smart investment. | https://calendar.regionofwaterloo.ca/Council/Detail/2019-03-29-1400-All-Councils-Meeting/e1314b08-9888-4c6e-9b9e-aa2d01006183 | 2019 |
| 149. Waterloo Region Opioid Bulletin | Region of Waterloo | The bulletin provides information on local opioid use statistics to highlight the issue. | Summary report, data. | https://www.regionofwaterloo.ca/en/regional-government/resources/Reports-Plans-Data/Public-Health-and-Emergency-Services/Waterloo-Region-Opioid-Bulletin-June-2021.PDF | 2021 |

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| 150. Waterloo Region Opioid Response Plan | Waterloo Region | <p>The four pillars of the Opioid Response Plan include:</p> <ul style="list-style-type: none"> • Prevention and harm reduction • Recovery and rehabilitation • Enforcement and justice • Integration and communication | The response plan builds on the existing work of community partners and details the community's comprehensive and integrated response to opioid issues. The plan lists and describes strategies currently happening in Waterloo Region to address the opioid crisis. It also identifies needed strategies, either new strategies or enhancement of existing strategies. | https://www.regionofwaterloo.ca/en/health-and-wellness/opioid-response.aspx | 2018 |
| 151. Waterloo Regional Police Community Focus Group | Waterloo Regional Police | The community focus group aimed to hear first-hand from community members about their public safety concerns and policing priorities. It provided a chance to dive deeper into quantitative results and ask about the "why" behind the "what". | To obtain feedback from populations that may be underrepresented in third-party conducted, statistically stratified, community surveys. | https://www.wrps.on.ca/en/about-us/resources/Community-Focus-Group-Summary.pdf | 2020 |
| 152. Waterloo Regional Police Community Survey | Waterloo Regional Police | The community survey typically asks about perceptions of crime, feelings of safety, policing priorities, police visibility, and police performance. | Along with other data collection pieces, it helps satisfy the stakeholder consultation component of the Strategic Business Plan (SBP) development for the | https://www.wrps.on.ca/en/about-us/resources/Community-Survey-Summary.pdf | 2020 |

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| | | | Police Services Board (PSB). | | |
| 153. Waterloo Regional Police Service Equity, Inclusion and Diversity Strategic Plan | Waterloo Regional Police | <p>The EDI Strategic Plan provides a series of five goals, including:</p> <ul style="list-style-type: none"> • Total community engagement • Diversity competent members • Diverse workforce • Leadership reflects community • Members feel secure & supported | The Waterloo Regional Police Service's Equity, Diversity and Inclusion (EDI) Unit was inaugurated in 2017 and began to lead the Service in actively pursuing a diverse and inclusive workforce and creating equitable outcomes for members and the community served. The strategic plan sets the direction for this work. | https://www.wrps.on.ca/en/staying-safe/resources/WRPS-Report-2020-054---2019-2022-WRPS-Equity-Inclusion-Diversity-Plan.pdf | 2020 |
| 154. Waterloo Regional Police Services Board Strategic Priorities 2018-2020 | Waterloo Regional Police Services | <p>The goal is a community that is safe and feels safe. The strategic priority areas of focus include:</p> <ul style="list-style-type: none"> • People • Performance and progress • Principled planning | The strategic priorities serve as a touchstone. They guide the PSB issue emphasis and decision-making and further engage board members in the critical role of providing civilian oversight. Ultimately, the strategic priorities inform future updates to the WRPS Operations Plan. | https://www.wrps.on.ca/en/about-us/resources/Operations-and-Strategic-Plans/WRPS-Strategic-Plan-2018-2020-accessible.pdf | 2018 |
| 155. Waterloo Catholic District | Waterloo Catholic | <p>The strategic plan aims to:</p> <ul style="list-style-type: none"> • Increase attendance and engagement | The Waterloo Catholic School Board objectives are to: | https://www.wcdsb.ca/wp-content/uploads/sit | 2018 |

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|--|---------------------------|--|---|---|------|
| Schools: Strategic Plan 2018-2021 | District School | <ul style="list-style-type: none"> • Provide equitable access to learning opportunities • Increase parent and community engagement | <ul style="list-style-type: none"> • Live in faith • Nurture the Catholic community • Build capacity to lead, learn and live authentically • Focus on student engagement, achievement, and innovation | es/36/2017/01/Multi-year-Strategic-Plan-2018-2021-Summary-Brochure.pdf | |
| 156. Wellbeing Waterloo Region (WWR) Community Engagement documents | Wellbeing Waterloo Region | <p>Wellbeing Waterloo Region strives to:</p> <ul style="list-style-type: none"> • Convene and connect • Amplify and align Respond and act (new solutions and actions to address community issues) • Educate and enhance knowledge to learn from one another and understand system-wide issues • Address inequities | Community Engagement Documents. | http://www.wellbeingwaterloo.ca/blog/community-engagement-docs/ | 2017 |
| 157. Wellbeing Waterloo Region Progress Report | Wellbeing Waterloo Region | <p>Wellbeing Waterloo Region's purpose is to:</p> <ul style="list-style-type: none"> • Convene and connect • Amplify and align • Respond and act (new solutions and actions to address community issues) | The report documents progress for 2020 and provide an overview of how Wellbeing Waterloo Region responded to the impacts of COVID-19. | http://www.wellbeingwaterloo.ca/blog/wp-content/uploads/2021/04/Wellbeing-Waterloo-Region-Executive-Summary- | 2020 |

| Document Title | Owner | Goals / Desired Outcomes | Plan Rationale / Purpose | Link | Year |
|---|---|---|---|---|------|
| | | <ul style="list-style-type: none"> Educate and enhance knowledge to learn from one another and understand system-wide issues Address inequities | | Progress-Report access-1.pdf | |
| 158. Wellbeing Waterloo Region (WWR) Summary of high-level themes from Public Engagement | Wellbeing Waterloo Region | The summary provides high-level themes derived from the community survey. | Summary of high-level themes from Public Engagement - Qualitative Results | http://www.wellbeingwaterloo.ca/blog/wp-content/uploads/2016/08/Summary-of-high-level-themes-from-Public-Engagement-Qualitative-Results.pdf | 2017 |
| 159. Wilmot Township Strategic Plan Update | Wilmot Township | <p>The strategic plan includes five goals:</p> <ul style="list-style-type: none"> Responsible governance Community engagement Economic prosperity Environmental protection Quality of life | This plan establishes a roadmap to guide decision-making in the Township. | https://www.wilmot.ca/en/resourcesGeneral/Township-of-Wilmot---Strategic-Plan-2020---Final.pdf | 2020 |
| 160. WWLHIN Care Community Health Profile: Kitchener-Waterloo Wellesley Wilmot-Woolwich | Waterloo Wellington: Home and Community Care Support Services | <p>The Health Profiles assist communities with:</p> <ul style="list-style-type: none"> Assessing population needs through a health-equity lens Assessing service capacity to meet population needs | A care community model is a planning tool that allows WWLHIN to better plan, integrate, and improve the performance of local health services. | http://www.waterloowellingtonlhin.on.ca/goalsandachievements/our_communities.aspx | 2018 |

| Document Title | Owner | Goals / Desired Outcomes | Plan Rationale / Purpose | Link | Year |
|----------------|-------|---|--------------------------|------|------|
| | | <ul style="list-style-type: none"> Understanding the patient experience, helping to advance targeted improvements in local and provincial priority areas | | | |

Additional Resources

Table 4: Additional Resources relating to community safety and wellbeing published before 2016.

| Document Title | Owner | Link | Year |
|---|--|---|------|
| 161. A Snapshot in Time: The Root Causes of Crime in Waterloo Region | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2012-SnapshotInTime.pdf | 2012 |
| 162. A Summary of Cambridge's Economic and Social Features | City of Cambridge | https://www.cambridge.ca/en/learn-about/resources/CambridgeCommunityProfile.pdf | 2016 |
| 163. About: Waterloo Region's Rainbow Community Space | Spectrum | https://ourspectrum.com/about-us/ | 2016 |
| 164. Addressing Social Determinants of Health in the Waterloo Wellington Local Health Integration Network Area | Waterloo Wellington Local Health Integration Network | http://www.waterloowellingtonlhin.on.ca/~media/sites/ww/files/aboutus/RPT_EQUITY_20111018_PublicHealth_SocialDeterminants.pdf?la=en | 2011 |
| 165. Affordable Housing, Community Improvement, 2016 | City of Cambridge | community improvement plan (cambridge.ca) | 2016 |
| 166. Belonging Report "We Can Design Belonging" | Kitchener Waterloo Community Foundation | https://uwaterloo.ca/canadian-index-wellbeing/sites/ca.canadian-index-wellbeing/files/uploads/files/kwcf_belonging_report_community-edition-2014_1.pdf | 2014 |

| Document Title | Owner | Link | Year |
|--|--|---|------|
| 167. Between Life and Death: The Barriers to Calling 911 During an Overdose Emergency | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/911Report.pdf | 2012 |
| 168. Breaking the Silence on Hidden Violence Report (2015) | Waterloo Region Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2015/09/2015-BreakingTheSilence_web.pdf | 2015 |
| 169. Census: Agriculture data, 2016 | Region of Waterloo | Census: Agriculture (regionofwaterloo.ca) | 2016 |
| 170. Census: Dwellings and Households data, 2016 | Region of Waterloo | Census: Dwellings and households (regionofwaterloo.ca) | 2016 |
| 171. Census: Employment and Education data, 2016 | Region of Waterloo | Census: Employment and Education (regionofwaterloo.ca) | 2016 |
| 172. Census: Ethnic origins, visible minorities and aboriginal peoples data, 2016 | Region of Waterloo | Census: Ethnic origins, visible minorities and aboriginal peoples (regionofwaterloo.ca) | 2016 |
| 173. Census: Households data, 2016 | Region of Waterloo | Census: Households, families and marital status (regionofwaterloo.ca) | 2016 |
| 174. Census: Income data, 2016 | Region of Waterloo | Census: Income (regionofwaterloo.ca) | 2016 |
| 175. Census: Language Bulletin, 2016 | Region of Waterloo | Region of Waterloo Census Bulletin 2016 - Language | 2016 |
| 176. Census: Mobility, Migration and Immigration, 2016 | Region of Waterloo | Census: Mobility, Migration and Immigration (regionofwaterloo.ca) | 2016 |
| 177. Census: Place of Work and Commuting to Work data, 2016 | Region of Waterloo | Census: Place of work and commuting to work (regionofwaterloo.ca) | 2016 |
| 178. Census: Population, Age and Sex data, 2016 | Region of Waterloo | Census Bulletin 2016: Population, age and sex (regionofwaterloo.ca) | 2016 |

| Document Title | Owner | Link | Year |
|--|--|---|------|
| 179. Census: Summary, 2016 | Region of Waterloo | Census Bulletin 2016 Summary (regionofwaterloo.ca) | 2016 |
| 180. Changing Perceptions: 2011 Waterloo Region Area Survey | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2011PerceptionsOfCrime-REPORT.pdf | 2011 |
| 181. City of Waterloo Older Adult Recreation Strategy | City of Waterloo | Older Adult Strategy Appendices (waterloo.ca) | 2015 |
| 182. Climate Action Plans | Climate Action Waterloo | https://climateactionwr.ca/climate-action-plans/ | 2013 |
| 183. Community Parks, Recreation and Culture Strategic Master Plan, Township of Wellesley | Township of Wellesley | Microsoft Word - 13-1900 Township of Wellesley Parks Rec Culture Master Plan FINAL July 2014 | 2014 |
| 184. Ending Family Homelessness Report Summary | Waterloo Region | https://www.regionofwaterloo.ca/en/living-here/resources/Documents/Housing/Ending-Family-Homelessness-in-Waterloo-Region-Summary-access.pdf | 2014 |
| 185. Fear of Crime in Waterloo Region and Beyond: Crime Prevention and Social Capital Re-Examined | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2014-Fear-of-Crime-and-Social-Capital-in-Waterloo-Region-Report.pdf | 2014 |
| 186. Fear of Crime, Perceptions in Waterloo Region | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2009-FearOfCrimeReport-rev.pdf | 2009 |
| 187. Final Evaluation Report - Hate Crimes Project | Coalition of Muslim Women of KW Against Hate Crime | http://cmw-kw.org/pdf/hatecrimes.pdf | 2014 |
| 188. From One System to Another: Crossover Children in Waterloo Region | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2012-CrossoverChildreninWR.pdf | 2012 |
| 189. Homeless to Housing Stability Strategy | Region of Waterloo | https://www.regionofwaterloo.ca/en/living-here/resources/Documents/Housing/homelessness-to-housing-stability-strategy-2012-access.pdf | 2012 |

| Document Title | Owner | Link | Year |
|--|---|---|------|
| 190. Honouring the Truth, Reconciling for the Future - Summary of the Final Report of the Truth and Reconciliation Commission of Canada | Truth and Reconciliation Commission of Canada | https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Executive_Summary_English_Web.pdf | 2015 |
| 191. inREACH (Street Gang Prevention) | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2015/05/2009-StreetGangOverview1.pdf | 2009 |
| 192. inREACH: Final Process and Monitoring Evaluation Report | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2018/01/inREACH_EvaluationReportv3.pdf | 2013 |
| 193. Mayor's Advisory Committee for Age-Friendly Waterloo: Report to the Mayor | City of Waterloo | https://www.waterloo.ca/en/government/resources/Documents/Cityadministration/Age-Friendly-Action-Plan.pdf | 2012 |
| 194. No Place Like Home: Housing and Harm Reduction Summary Report and Survey | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2009-NoPlaceLikeHomeReport.pdf | 2009 |
| 195. Our Vision for Quality in Waterloo Region | Early Years Engage | Early Years PocketGuide (regionofwaterloo.ca) | 2016 |
| 196. Oxy to Oxy 2: Impacts & Recommendations Community Forum | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2012-OxyToOxySummaryReport.pdf | 2012 |
| 197. Oxy To Oxy: Impacts & Recommendations Report | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/oxy_to_oxy_2_final.pdf | 2012 |
| 198. What We Have Learned Principles of Truth and Reconciliation | Truth and Reconciliation Commission of Canada | https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Principles_English_Web.pdf | 2015 |
| 199. Public Health Strategic Plan | Region of Waterloo | https://www.regionofwaterloo.ca/en/regional-government/public-health-strategic-plan.aspx | 2015 |

| Document Title | Owner | Link | Year |
|--|---|---|------|
| 200. Quality Project: Key Informant Community Summary | Region of Waterloo | Quality Project Key Informant Community Summary (regionofwaterloo.ca) | 2016 |
| 201. Reducing Violence by Enhancing Human and Social Development – a 40 Year Plan for Waterloo Region | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2006-VPpcover.jpg | 2006 |
| 202. Region of Waterloo Affordable Housing Strategy | Region of Waterloo | https://www.regionofwaterloo.ca/en/living-here/resources/Documents/Housing/Affordable-Housing-Strategy-2014-2019-access.pdf | 2014 |
| 203. Sharing our Story: Lessons Learned from the inREACH Experience | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2013-inREACH_SummaryEvalFinal.pdf | 2013 |
| 204. Smart on Crime in Waterloo Region: Community Report 2010-2014 | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2015-Smart-onCrimeEvaluationSummary_FINAL.pdf | 2015 |
| 205. Suicide in Waterloo Region, Region of Waterloo Public Health and Emergency Services | Region of Waterloo | https://www.regionofwaterloo.ca/en/regional-government/resources/Reports-Plans--Data/Public-Health-and-Emergency-Services/Suicide_WR_HealthStatusSummary_2016.pdf | 2016 |
| 206. Suicide in Waterloo Region, Summary Report 2016 | Region of Waterloo | https://www.regionofwaterloo.ca/en/regional-government/resources/Reports-Plans--Data/Public-Health-and-Emergency-Services/Suicide_WR_HealthStatusSummary_2016.pdf | 2016 |
| 207. Truth and Reconciliation Commission of Canada: Calls to Action | Truth and Reconciliation Commission of Canada | https://ehprnh2mwo3.exactdn.com/wp-content/uploads/2021/01/Calls_to_Action_English2.pdf | 2015 |
| 208. The 2016 CIW National Report (Canadian Index of Wellbeing) | University of Waterloo | HOW ARE CANADIANS REALLY DOING? THE 2016 CIW NATIONAL REPORT (uwaterloo.ca) | 2016 |

| Document Title | Owner | Link | Year |
|---|---|---|------|
| 209. The Missing Pieces: An Assessment of Service Assets and Gaps for Offenders and Victims of Interpersonal Violence in Waterloo Region | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2010-TheMissingPieces.pdf | 2010 |
| 210. The Urban Indigenous Action Plan Discussion Paper | Ontario Federation of Indigenous Friendship Centres Ontario Native Women's Association Métis Nation of Ontario Ministry of Indigenous Relations and Reconciliation | https://www.metisnation.org/wp-content/uploads/2017/02/uiap-discussion-paper-final-version.pdf | 2016 |
| 211. The Review of the Roots of Youth Violence | Government of Ontario | http://www.children.gov.on.ca/htdocs/english/documents/youthandthelaw/rootsofyouthviolence-summary.pdf | 2008 |
| 212. Township of Woolwich Strategic Plan 2020 | Township of Woolwich | https://www.woolwich.ca/en/township-services/resources/Strategic-Plan.pdf | 2015 |
| 213. Township of Wellesley Strategic Plan 2015-2019 | Township of Wellesley | https://www.wellesley.ca/en/township-services/resources/Documents/Strategic-Plan.pdf | 2015 |
| 214. Township of Wilmot Community Profile | Township of Wilmot | Microsoft Word - Cover (wilmot.ca) | 2015 |
| 215. Violence Prevention Plan Prospectus | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2008-VPP.jpg | 2008 |
| 216. Violence Prevention-A Guide of Practical Interventions for Consideration in Waterloo Region | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2010-VP-BEST_PRACTICES_GUIDE.pdf | 2010 |

| Document Title | Owner | Link | Year |
|---|---|---|------|
| 217. Waterloo Region District School Board: WRDSB Strategic Plan | Waterloo Region District School Board | https://www.wrdsb.ca/learning/2016-19-operational-goals/well-being/ | 2016 |
| 218. Waterloo Region Economic Development Strategy | Waterloo Region | https://www.regionofwaterloo.ca/en/resources/waterloo-region-economic-development-strategy-access.pdf | 2014 |
| 219. Waterloo Region Integrated Drugs Strategy Summary Report: 2015-2017 | Waterloo Region Integrated Drugs Strategy | WRIDS-Summary-Report-2015-2017.pdf (waterlooregiondrugstrategy.ca) | 2015 |
| 220. Waterloo Region Integrated Drugs Strategy | Waterloo Region | 2012-WRIDS-FINAL.pdf (waterlooregiondrugstrategy.ca) | 2011 |
| 221. Waterloo Region's VitalSigns Priority Report | The Kitchener and Waterloo Community Foundation | WRVS+Report+2015.pdf (squarespace.com) | 2015 |
| 222. Won't You Be My Neighbour: Crime Prevention, Social Capital and Neighbourhood Cohesion in Waterloo Region | Waterloo Crime Prevention Council | https://preventingcrime.ca/wp-content/uploads/2014/08/2012-WontYouBeMyNeighbour-Report.pdf | 2012 |
| 223. Working Together to Prevent Crime: The Integrated Model for Crime Prevention Who Leads What and When | Community Safety and Crime Prevention Council | Microsoft Word - DOCS ADMIN-#186550-v5-INT MODEL-REV 5.DOC (preventingcrime.ca) | 2005 |

Chapter 2: Engagement Summary

Understanding the community's perspectives, priorities, and needs is vital to successfully developing the Community Safety and Wellbeing (CSWB) Framework. Recognizing the extensive engagement conducted by many organizations and collaboratives across Waterloo Region on community safety and wellbeing, the CSWB engagement process was designed to build on existing engagement, identify gaps, and specifically identify barriers to action. It was also designed to take a pulse check following the pandemic, identifying any new and emerging themes and needs since the engagement was conducted prior to COVID-19. Three committees (Steering Committee, Advisory Group and Youth Advisory Committee) were created to provide foundational guidance to develop the Framework. These committees bring together local leaders, youth, area municipalities, the Region's Anti-Racism Advisory Committee and First Nations, Métis and Inuit, and community organizations focused on wellbeing.

Details on the membership of the Steering Committee, the Advisory Group and the Youth Advisory Committee can be found on the following webpage:

[Region of Waterloo Community Safety and Wellbeing Plan](#)

Steering Committee

While the provincial government requires an advisory committee of sector leaders, a steering committee was intentionally created to ensure diverse voices at the governance and decision-making level. The Steering Committee membership includes two members of the Region's Anti-Racism Advisory Working Group, two members representing racialized communities, four community leaders involved in work to improve community safety and wellbeing, the Regional Chair and Chair of the Police Services Board, a member of the Regional Council, and a member of the Police Services Board.

Advisory Group

The Advisory Group is a cross-sector table of leaders, meeting the provincial requirement to include leaders from sectors including health, municipal, housing, family and children's services, mental health, education, justice, etc., that can commit their organizations to action. The Advisory Group is an expanded table of the Wellbeing Waterloo Region Systems Change Champions table designed to identify system barriers and capacity for action.

Youth Advisory Committee

The Waterloo Region Community Safety and Wellbeing Youth Advisory Committee, created in partnership with the Children and Youth Planning Table/Smart Waterloo Region, is an autonomous group of 20 diverse youth committed to identifying opportunities to improve community safety and wellbeing for all.

Community Leaders & Members

In addition to reviewing existing engagement and listening to the advice and direction of the committees, an engagement process was launched to capture diverse community voices through consultation with community leaders/members. These intentional conversations were meant to ensure traditionally underrepresented voices were heard and integral to the development of the Framework.

Engagement Methods

While the process was originally designed to focus on risks to safety and wellbeing for all, direction from the Steering Committee changed the process to focus on engaging those most unwell and unsafe in Waterloo Region. This focused the engagement on conversations with community leaders closest to these communities to understand needs and barriers, and reviewing past relevant engagement information.

In addition, the value of "always space at the table" was used to ensure those who are not part of existing networks could be invited to join the conversation. Community leaders and community organizations were asked to suggest other leaders or organizations who should be invited into this process.

By offering flexible options for engagements, barriers to accessibility were reduced. This included offering both individual engagements and group engagements, both daytime and evening options. Responses were collected from the Steering Committee, Advisory Group, Youth Advisory Committee, Regional and Municipal Council members, and the Police Services Board members through virtual workshops and meetings.

While this approach reduced the potential for engagement fatigue amongst individuals with lived experience, there are limitations to the perspectives captured. The project team recognizes that many individuals, organizations, and groups have perspectives to share on what makes a community safe and well. One voice does not speak for an entire community.

Participants highlighted the importance of providing opportunities to gather insights, perspectives and contributions from those with lived experience as the process moves from framework development to action and implementation. In addition, given the COVID-19 pandemic, all engagements were conducted virtually, creating a potential technological access barrier to participation.

The engagement process consisted of two phases. Phase 1, occurring between June and November 2021, and Phase 2, occurring between December 2021 and February 2022. Phase 1 focused on developing a shared understanding of the community's priorities for making a community safe and well. Phase 2 presented and solicited feedback on an emerging Framework through co-planning sessions – working with the community to develop meaningful actions that will move collective priorities forward. Individuals who participated in Phase 1 were invited to Phase 2 (along with system and regional leaders). Due to the fluidity of these conversations, there was some overlap between phases.

Engagement Questions & Activities⁵

Phase 1 engagement activities centred around the following key questions:

- What does a community look like that has achieved CSWB for all?
- How might community safety and wellbeing look different or similar across communities within Waterloo Region?
- What are the greatest assets?

⁵ It should be noted that these questions were used as a guide or starting point in the conversations. Discussions followed the lead of participants and focused on the topics they wanted to share and discuss.

- Based on your understanding of the community, what do you think are the top priorities for CSWB in Waterloo Region?
- Where do we most need big change right now?

Phase 2 engagement activities built on questions from Phase 1, with the addition of the following key questions:

- What does a safe and well community mean to you?
- What are the biggest wellbeing and safety needs across the region?
- What things are having a positive impact on wellbeing and safety? (Strategies, initiatives, partnerships etc.).
- There are many initiatives related to wellbeing and safety already underway in the community. How can we ensure alignment and connection across our work?
- Reflecting on the emerging Framework...
 - What stands out to you?
 - What are you most encouraged to see here?
 - What needs to be added or changed?
- What is the first thing (or things) we, as a community, need to move forward?
- How can accountability be ensured moving forward?
 - What are the new ways this work should be governed?
 - Who needs to be involved?
 - How do you want to be involved in the work moving forward?
 - How would we track our change and ensure transparency?

Engagement activities included:

Table 5: Summary of Engagement Activities

| Phase | Audience | Activities | Number of meetings / conversations | Number of Participants |
|------------------|--|---------------------------|------------------------------------|------------------------|
| 1 | Steering Committee | Interactive meetings | 3 | 21 |
| 1 | Advisory Group | Interactive meetings | 3 | 21 |
| 1 | Youth Advisory Committee | Interactive meetings | 3 | 19 |
| 1 & 2 | Community Leaders / Members | Small group conversations | 27 | 182 |
| 2 | Community Leaders / Members | Co-planning workshops | 3 | 116 |
| 2 | Regional & Local Municipal Council Members | Presentation & discussion | 1 | 20 |
| 2 | Regional & Local Municipal Council Members | Small group conversation | 1 | 2 |
| 2 | Police Services Board | Presentation & discussion | 1 | 10 |

Community leader conversations included⁶:

- First Nations, Métis and Inuit communities
- African, Caribbean, Black communities
- People with Disabilities
- Community organizations and leaders involved in vaccine roll-out in high priority communities
- Chinese Community
- Jewish Community
- 2SLGBTQ+
- Muslim Community
- Immigrant and Newcomers
- Women/Children
 - (Victims of sexual assault/abuse, sexual health education and supports)

Feedback Analysis

Qualitative feedback was gathered through meetings, workshops, conversations involving various community organizations/groups/leaders and representing various communities (as shown in the tables above). Feedback was collected, recorded and tabulated by LURA Consulting and summaries of community leaders'/members' conversations were shared back with participants to ensure it was reflective of the conversations. All qualitative responses received have undergone a thematic analysis. This involves summarizing and categorizing qualitative data to capture important concepts with the data set. The results of this analysis are presented in the following sections.

Phase 1: What We Heard

This section summarizes the details of what we heard so far from diverse members of local communities about community safety and wellbeing in Waterloo Region through various engagement activities, including community meetings, workshops, and interviews.

The following summarizes the feedback received from community leaders/members, the Youth Advisory Committee, the Advisory Group, and the Steering Committee members. The summary is organized into the following sub-sections:

- What makes a community safe and well;
- Key conditions needed to create safety and wellbeing for all;
- Additional insights shared to inform the CSWB framework.

A Safe and Well Community for All

At the outset and throughout this process, the community leaders/members, the Advisory Group and the Steering Committee members were asked to describe **what a safe and well community would look and feel like**.

⁶ Please note that this list is an oversimplified grouping. The project team acknowledges intersectionality and that people spoke to many lenses or issues and identities within a specified group.

Participants emphasized that, in a safe and well community, all community members would have their basic needs met, including housing, childcare, food, income, education, and justice. Participants stated that a community is safe and well when the appropriate supports are in place for people in crisis. Mental health would receive significant attention and supports for all. People have the physical space they need for cultural practices and ceremonies. People who are Indigenous, Black, African, Caribbean, racialized, marginalized, and others who are traditionally underrepresented are represented in positions of power. All people would have equal access to participate in conversations related to their safety and wellbeing. They would feel safe, valued and able to express themselves freely.

Ultimately, inequities in the community would be addressed at the systems level to support the wellbeing and safety of those at the greatest risk, and communities would be resourced to self-determine the programs, services, and initiatives needed so that everyone is safe and well.

Throughout the discussions, participants identified a series of core elements that ensure that a community remains safe and well. While there can be many factors that can make a community safe, there are some that strongly resonated with the community throughout engagement. These are summarized below.

Strong Families & Connections

According to participants, strong families (and informal support networks) are at the heart of community safety and wellbeing. Strong families provide the structure that holds communities together and helps them to remain resilient when confronted with crises. It is families that make up communities, and without strong families, communities cannot be strong. Participants particularly noted the family support systems that can be provided by families embedded in communities. These support systems can ensure circles of support to meet the various needs of the community with less dependency on systems to fill the gaps. Families were most often described as circles of support which can look different for many people and may be friends, community leaders, neighbours and others rather than a traditional view of family.

As a community and Nation, we have not acknowledged the history and ongoing impact of the legacy of the residential school system on families and the resulting need for support to connect Indigenous residents with their communities and cultural networks of support.

Self-determined Communities

Participants noted that without any sense of power, communities could not flourish. Empowered, self-determined communities lay the foundation for their safety and wellbeing. But communities are often disempowered by systems placing barriers in their way. Systems can take away their sense of power and limit them from reaching their full potential. Power comes when communities are supported in defining and pursuing their own future when they can be represented by their own when they are able to practice, preserve and promote their own value systems and traditions without being made to lose their sense of identity and worth.

Accountable Systems

Systems accountability starts with those responsible for creating and running the system. Participants advocated for greater accountability from politicians and those in positions of power and decision-making. According to participants, systems that remain accountable are designed and structured in a manner consistent with the aspirations of the communities and keep their wellbeing as central. Such systems work with communities in defining their better future and

then support them in achieving it. There are measurable and attainable goals with clear outcomes.

Conditions for Safety & Wellbeing

Through discussions with community leaders/members, the Youth Advisory Committee, the Advisory Group, and the Steering Committee, participants discussed key barriers to safety and wellbeing. They identified a series of elements or system conditions that would foster a safe and well community. The key conditions shared are organized as follows:

- Demonstrate commitment to Truth and Reconciliation
- Addressing Systems that Limit Our Sense of Safety and Wellbeing;
- Making Representation Meaningful and Powerful;
- Committing to Anti-Hate and Anti-Racism;
- Building Understanding and Pursuing a Sense of Belonging;
- Creating Intentionally Structured Accountability;
- Creating Cultural Safety;
- Strengthening Communities – Building Social Capital; and,
- Providing Basic Supports and Services that Meet Community Needs.

Demonstrate commitment to Truth and Reconciliation

For Truth and Reconciliation to be meaningful, municipalities and other sectors and systems need to first address the "Truth" and take the necessary actions towards Reconciliation. This includes acknowledging and restoring Indigenous sovereignty and self-determination; and honouring and respecting Indigenous worldviews, knowledge, traditions, customs, and ceremonies.

Municipalities and other sector and system leads need to respond to the Truth and Reconciliation Commission of Canada (TRC) calls to action and local calls to actions already made by taking action now. Participants shared that First Nation, Metis and Inuit communities are willing to work alongside municipal and system leaders in implementing these recommendations. They shared that more conversations are happening and some actions are being taken as a result and that this needs to be amplified.

It was shared that systems continue to be behind in addressing First Nation, Metis and Inuit concerns related to systemic barriers and discrimination in health care, education, justice, and children's aid and childcare. Specifically, there are needs for:

- Culturally appropriate health care service and Indigenous wholistic health care model.
- Training for service providers to understand Indigenous histories, intergenerational trauma and impacts of residential schools on safety and wellbeing.
- Supportive and safe spaces for First Nation, Metis and Inuit youth in school systems. Indigenous youth centers and safe spaces are needed in elementary, middle and high schools.
- Opportunities and spaces for land-based learnings, especially for youth.
- Land and space for community gatherings and ceremonies, a safe space for this could look like an Indigenous hub.
- Greater access to services such as a central, one-stop space to access many services in culturally safe ways.

- Broader representation of, and engagement with, the diverse First Nation, Metis and Inuit organizations and leaders and experiences (including youth and Indigiqueer youth, Metis, and Inuit peoples). Participants raised that there seems to be the same set of voices representing the First Nation, Metis and Inuit peoples at planning tables and committees when there are thousands of voices to be heard. The Region, systems and sector leaders need to engage a broader range of organizations, leaders, and residents.

When discussing data, there were unique considerations related to data for First Nation, Metis and Inuit communities raised. This includes past experiences and harms faced by the community that makes them less willing to self-identify and provide demographic data. First Nation, Metis and Inuit communities need to be meaningfully engaged in the data collection process. Colonial informed processes, tools, and definitions do not meet the unique needs and identities within First Nation, Metis and Inuit communities. Participants shared that data collection should be community-driven and community-based, with First Nation, Metis and Inuit communities leading their own research and conducting their own data collection with adequate and appropriate funding and resources.

Address Systems That Limit Our Sense of Safety and Wellbeing

Participants strongly indicated the need to develop the CSWB Framework through the lens of addressing systemic barriers responsible for creating and perpetuating obstacles for those traditionally underserved and underrepresented. Opportunities to address systemic barriers were identified across multiple systems, including healthcare, education, justice, employment and immigration, and across the Region's economy as a whole.

Health care

Across systems, participants highlighted the importance of culturally-sensitive and safe care and service provision. For example, it was recommended that healthcare workers be supported in developing skills, understanding, and tools to better serve culturally diverse residents and those facing the greatest access barriers. This was noted as particularly important for those who may be deterred from accessing support due to language barriers, mistrust, or mental health challenges.

Concern for the safety and wellbeing of seniors came up across conversations with different community leaders/members. Current gaps related to culturally appropriate and trauma-informed care among service providers and health care providers were a key issue. This was directly attributed to the current gap in curriculum and training for health care professionals and social services providers related to offering culturally sensitive, safe and trauma-informed care for the aging population.

The pandemic has further compounded the barriers that many elderly and seniors face by increasing social isolation and reducing services and supports. It was shared that the way forward should include better policies to support elders and seniors across government levels and sectors that address physical safety and accessibility, financial security and enhanced services for mental health and belonging.

Education

Participants shared the importance of the education system in addressing hate and oppression and as a foundation for Truth and Reconciliation. It was also recommended that race disparities be addressed in the education system and that educators be supported in developing their

understanding of students from different socio-cultural backgrounds and experiences to feel a sense of belonging in the classroom.

Supporting Youth

Participants shared a need to focus on Indigenous (First Nation, Metis, and Inuit), Black (African, Caribbean and Black) and other racialized youth as they are disproportionately represented in the criminal justice system, family and children's services, and are most likely to face racism, discrimination and experience homelessness.

More opportunities for youth to have meaningful jobs, internships and experiences across sectors are needed. This would include positive role models with whom youth would feel connected and represent the diversity of youth identities and experiences. Participants shared that racialized students and youth are leaving the region because they don't feel like they belong here due to the lack of visibility and representation of role models in local media and government and different levels of leadership across sectors (education, health care, justice, social services etc.) Participants shared that systems (for example, education, justice) give young boys (Indigenous, Black and racialized) the wrong message that they are not worth investing in or that they don't belong in mainstream spaces when there aren't opportunities, role models and representation of people like them within these systems.

The Youth Advisory Committee (YAC) looked specifically at what a youth-centred approach to safety and wellbeing would look like. Many identified the core need for belonging and inclusion. In order to achieve this goal, youth are advocating for their voice in decision-making and change-making at all levels as much as possible. In addition, the YAC sees a way forward with youth not just addressing youth-based topics but having their ideas and collaboration on issues at large. During their work together, the YAC discussed how systems of oppression were limiting not just them but their families, friends and neighbours, and expressed many ideas and plans on how to create system change. Valuing youth ideas as equal and just as valid as older people in the community was seen as a necessary and positive way forward.

Additional insights from youth have been heard through the Community Safety and Wellbeing Youth Advisory Committee.

Members of the queer community shared a heightened sense of concern for safety which is compounded if you are Indigenous, racialized or a combination of both with added intersectionality of being a youth. For example, Indigequeer or Two-Spirit. They shared that there are very few safe spaces and tailored programs where Indigequeer and Two-Spirit youth feel welcome and included. Community members acknowledged that Indigequeer and Two-Spirit youth voices were missing from the YAC.

Justice, Police, and mental health responses

Participants shared different experiences interacting with police across their communities. While there is an appreciation for the role that police play in keeping people safe, this has not been true for all communities equally. The perceptions of police presence and surveillance and resulting feelings of safety are mixed. This was consistently voiced in conversations related to safety and wellbeing for First Nation, Metis and Inuit communities and African, Caribbean, and Black communities (especially for youth). Alternative safety and crisis response models that included care and concern without punitive measures were discussed that would centre community-led approaches partnered with mental health and social service professionals.

Having the right supports available is essential, especially one that connects the individual experiencing the crisis with the right supports within a community to address the immediate and root causes and issues that led to the crisis. Participants shared the need for continued training of officers and other front-line emergency responders in mental health.

Some participants shared experiences with community-oriented policing initiatives they felt were important to continue, while others highlighted the need for increased police services to support road safety, particularly in rural communities.

Through community consultations, restorative justice was noted as a potential framework for conflict management when supporting people from different community groups, mainly when there are differing priorities.

Immigration & Employment

From an immigration and employment perspective, participants highlighted the challenges of recognizing accreditation and skillsets from abroad and working in a second language. It was suggested that newcomers could be supported in navigating systems for upgrading their credentials or obtaining the necessary licenses to obtain jobs that reflect their full set of skills.

The language was one of the biggest barriers consistently discussed across consultations. This was shared in relation to most new immigrants and refugees (although this can still be true for immigrants who have lived here for many years). Sectors and systems continue to disadvantage people by only offering services, programs and information in English. A coordinated approach to offering language-based supports is a huge gap and continues to impact safety and wellbeing negatively.

Employment was another big concern raised, as well as the ongoing racism and discrimination faced during employment. Participants shared that employers are not valuing, rewarding and investing in the diverse set of skills, experiences and attributes immigrant employees bring to the workforce.

Participants also discussed the importance of supporting infrastructure in complete communities as a holistic view of community safety and wellbeing. They noted a need to improve accessibility and safety for people with disabilities and emphasized the development, improvement, and maintenance of physical infrastructure (sidewalks, trails, safe roads, etc.).

Making Representation Meaningful and Powerful

Participants noted that representation at the highest level is essential for uplifting and validating diverse, underrepresented community groups. Meaningful representation allows communities' voices to be heard through a lens of shared experiences, histories and identities. These could include, for example, attaining management and leadership positions in diverse sectors of the economy. Participants also emphasized that racialized communities should be represented at all levels of government, including the Regional Council. They should hold political offices and leadership roles in policymaking and service delivery.

Committing to Anti-Hate and Anti-Racism

Addressing systemic inequities was identified as a cornerstone to a successful CSWB Framework. Participants recognized the work occurring to foster equity, inclusion and recognize diversity across Waterloo Region. However, it was noted that racism and hate could be lost within the definition and discussions of equity, diversity and inclusion. It was recommended that

anti-hate and anti-racism be elevated to an overarching principle within the CSWB Framework and for commitment to anti-hate and anti-racism to be explicitly stated within Equity, Diversity, and Inclusion (EDI) initiatives. It was also recommended that EDI policies have a monitoring and review framework to ensure that they achieve the objectives of safety and wellbeing for traditionally marginalized and underrepresented groups who face the greatest barriers.

Participants emphasized that community-wide education on the unique obstacles and challenges faced by those who experience hate and racism can effectively address hate and racism. In particular, education and public awareness efforts can focus on understanding diverse religious practices and different lived experiences in terms of abilities (disabilities, neurodiversity, etc.) and cultural backgrounds.

Governments and systems need to take responsibility and create opportunities for open dialogue and discussions on hate, racism and discrimination. It was recommended that part of this needs to be a "truth campaign" that actively works to dispel lies, myths, and stereotypes perpetuated on the media, social media, and other communication channels.

Anti-racism and anti-hate policies across organizations, sectors and government systems are needed. Racism and discrimination that manifests in Anti-Indigenous racism, Anti-Black racism, Islamophobia, Anti-Semitism, Anti-2SLGBTQ+ discrimination and Anti-Asian racism need to be addressed proactively and not reactively. Policies would include Anti-racism assessment and decision-making principles.

Intersectionality

Another essential theme that came up across conversations is the impact that intersectionality has on people's experiences. Experiences of barriers, oppression and discrimination are compounded by people's different social identities and the intersection of these identities. Governments and systems need to acknowledge and understand the realities of intersectionality to be able to respond to the impacts of intersectionality on people's experiences of discrimination and oppression, safety and wellbeing. The overlap and intersections raised in the consultations include race, age, gender, gender expression, sexual orientation, religion, immigrant/newcomer status, and physical ability (but can include anything that can marginalize people) and how these combine to produce different levels and experiences of discrimination and oppression or privilege and power. For example, for some, the experiences of racism and discrimination are multiplied by also identifying as Two-Spirit and/or queer and further compounded by also being a youth. As the intersectionality increases, fewer and fewer culturally safe and inclusive spaces, programs, and services exist, contributing to further isolation and othering.

Building Understanding and Pursuing a Sense of Belonging

Belonging creates a sense of security, support, acceptance, identity and inclusion. It encompasses feeling valued and heard as part of a community. Participants noted the importance of developing neighbourhoods that welcome diverse backgrounds, such as providing spaces for different cultural groups and enabling multi-generational housing. They highlighted the importance of creating opportunities and systems that make sure diverse voices are valued, recognized and heard. Opportunities to build connections through community-building activities and partnering were highlighted.

Participants emphasized the power of reflecting the diversity of identity in how events and programs are planned and delivered to foster a greater sense of community and belonging. For example, including culture-specific food options such as kosher and halal are deeply meaningful and welcoming for people from diverse backgrounds. It is imperative that programs and community outreach be delivered by individuals from the communities being served.

Creating Intentionally Structured Accountability

Community members know the drivers for change and the barriers to safety and wellbeing based on lived experiences. In recent years, community groups have brought forward many calls to action to address racism, discrimination and elevate safety and wellbeing. The calls to action support the need for and are critical to the development of this Framework. While each is unique, many of the calls to action were consistently echoed across the consultations, such as support for community-led organizations, issues of representation, acceptance and recognition, funding, systems change, anti-racism and anti-hate, affordable and accessible housing, healthcare access, land, education, and reporting on action. Participants shared a need to develop appropriate accountability structures to ensure these calls to action are being implemented. Participants specifically emphasized that the Truth and Reconciliation calls to action should inform the development of all elements of the CSWB Framework.

A key theme from the consultations was collecting, interpreting, and disaggregating data to provide a more fulsome understanding of community-specific wellbeing and safety. There are also concerns that the data collected can be biased against specific groups, depending on the language and tools used in the data collection. For this reason, community members from underrepresented groups should be involved in the design, administration, and evaluation of data collection specific to their population and ultimately own the data collected. Participants emphasized there is an opportunity to increase engagement with traditionally underrepresented groups on the data collected and how it is being used to advance the outcomes of this CSWB Framework. This can help build trust and partnerships between the Region and local groups towards addressing their community's needs and challenges.

Creating Cultural Safety

Each community has unique stories and experiences with unique socio-cultural, religious, spiritual connections, relationships, and values. There is a desire to create an equitable sense of power across groups and the community. Many participants pointed out the significance of protecting these diverse values and systems by creating physical and psychological space for communities. These spaces would allow individuals to feel their unique background is valued and express themselves freely. Participants discussed the value of Governments and systems and communities working together in truly valuing different communities. This will involve recognizing, acknowledging, and confronting the nature of structural and cultural violence perpetrated against Indigenous, Black, African, Caribbean, and marginalized community groups.

The importance of creating spaces and ensuring safety and equity for community groups representing diverse value systems to come together and express themselves fully without any fear was emphasized. Governments and systems were encouraged to work with various communities to support their needs for safe physical spaces. The provision of safe physical spaces was critical for creating a sense of personal, spiritual, and cultural safety and wellbeing and resonated strongly in all conversations. This includes the creation of a community hub for First Nations, Métis, and Inuit peoples, building visibility for gender-neutral washrooms and spaces for the transgender community, and provision of queer-friendly, queer-only spaces.

Participants shared that community programs at community centers should reflect the community and offer culturally appropriate and relevant programs and be offered by staff and volunteers who reflect the diversity of community members accessing the centres. Participants also noted that the education system could create support structures to meet the specific cultural and religious needs of the various communities and awareness initiatives around different community groups.

Strengthening Communities – Building Social Capital

Participants across all conversations agreed that in a safe and well community, the needs of all individuals are met, whether the needs relate to healthcare, education, housing or safety and security. Strong families and support networks were seen as the pillars of a healthy community. There was a consensus among participants that investments in families and support networks must be prioritized and require intentional, sustainable support.

Grassroots organizations + Self-determination

Across conversations with different communities, the role of grassroots and other community organizations in understanding and providing needed support that was welcomed by community members was highlighted. Communities can best create a sense of belonging through informal and formal networks and groups. Often, such grassroots organizations took action and developed programs to fill gaps in services and supports many community members face. This approach is community-defined and community-led. Programs reinforce community self-identity, cultural practices and historical roots to help members feel connected and positively contribute to a sense of wellbeing. Examples included land-based programs, cultural expressions in arts and other creative expressions, or alternative programs to keep youth meaningfully engaged. All of these provide safe spaces and culturally appropriate experiences and center around what communities have determined to be meaningful.

Community-led strategies and programs are transformative but require adequate funding and resources. More funding and resources from municipal governments and other sectors to grassroots and community organizations are needed. Participants stressed the need to review existing funding models to maximize the impact of grassroots organizations and upstream prevention and intervention.

Providing Basic Supports and Services that Meet Community Needs

Participants emphasized that a systems approach is needed instead of service-specific changes so that all community members have access to basic supports and services. Participants acknowledged that while many basic services, such as healthcare and childcare, are dependent on the action from other levels of government, the Region should strongly advocate for systemic changes that account for the diverse needs of traditionally underserved groups who face the greatest barriers to safety and wellbeing. For example, the Region can advocate for affordable childcare options that are accessible to children with developmental disabilities and advocate for more youth, queer, and transgender-focused mental health care services, recognizing that mental health issues disproportionately impact these groups.

Participants also recognized how increased social services greatly benefited traditionally underserved groups during the COVID-19 pandemic and expressed concern about services being cut as funding sources come to an end. Participants strongly advocated for a continuation of the social services that were enhanced during the pandemic. In particular, programs that support residents suffering from isolation, addiction, homelessness, and mental health

challenges were noted as things to grow. It was suggested that programs be designed to support residents beyond crisis management, enabling them to build sustained security.

Community Safety & Wellbeing – Community's Advice to the Region

Through conversations, participants provided several recommendations to strengthen the CSWB planning and implementation process.

Building on Existing Work

Early in the process, the Steering Committee and Advisory Group highlighted the importance of building on the good work occurring in the community to address community safety and wellbeing. This sentiment was shared through conversations with community leaders/members. There was also recognition that good work is happening across large and smaller grassroots organizations. Through the scan of strategic plans and calls to action, more than 220 resources were identified by community leaders that recommend action in some facet of community safety and wellbeing. These reports and plans provide a strong foundation for the work as a community. As such, it was recommended that this initiative focus on the individuals, groups, and communities who are the least safe and well.

Similarly, several substantial engagements related to community safety and wellbeing have occurred in Waterloo Region within the last five years. For example, surveys such as the Waterloo Region Community Wellbeing Survey, Youth Impact Survey, Immigration Matters Survey, Waterloo Region Area Survey, and community conversations about substance use in youth, Indigenous Community priorities, Islamophobia, and more, provide a foundation of community perceptions on issues and priorities.

Lastly, it is important to recognize the local organizations already working in this space. It is imperative that we collectively work together to strengthen processes, collaboration, and ultimately safety and wellbeing outcomes.

Engaging Purposefully & Letting Communities Decide What Makes Them Feel Safe

Participants highlighted the importance of being respectful and inclusive of different lived experiences and perspectives. It was noted that some groups might be more comfortable engaging in the process and voicing concerns. Governments and systems must intentionally create a balance of representation and opportunity to share input for all the people it engages.

While noting the diversity of communities, their needs, and aspirations, participants advocated for a broad definition of safety and wellbeing. Participants emphasized the importance of co-planning community safety and wellbeing to shape a future where each community's identity is reflected and valued.

Participants highlighted the importance of engaging youth and ensuring their aspirations, concerns, experiences, and recommendations are incorporated into the CSWB framework. There was recognition that seniors also face unique safety and wellbeing barriers and that seniors themselves should define solutions.

Collaboration and Partnerships

While there is significant work occurring in the region, organizations highlighted the need to define new ways of working together that break down silos, recognize and build on the strengths of others, and avoid duplication of efforts. Participants highlighted that opportunities to collaborate and partner are deeply valued by those traditionally underrepresented and should

be central to developing the CSWB Framework. As such, participants asked that timing be strategic so that these community members avoid consultation fatigue and can have confidence in there being beneficial outcomes to their involvement.

Need for Action Now

Many participants expressed frustrations and concerns about the progress on previous calls to action, consultations, and engagements.

Communities are asking governments and systems to act now and be accountable in appropriately taking action on the issues raised through these conversations and in the many previous consultations, engagements, and calls to action.

Clear, attainable goals and outcomes with proper measurement and an accountability framework are needed to ensure systems change and demonstrate action. To be accountable for meaningful systems change that addresses systemic racism and discrimination at its roots, community engagement and leadership in the design, implementation and monitoring is critical. This model will also ensure that responses made by systems and governments to bring change and improve safety and wellbeing match community-identified needs and priorities.

Phase 2: What We Heard

Introduction – Building on Existing Work

In November 2021, the project team developed an emerging CWSB Framework (below) that reflects the inputs received from the community in Phase 1 – building on all the good work underway in the community. During December 2021 and January 2022, staff hosted a series of subsequent conversations to share and validate what we heard and learned about community priorities, share and further build elements of a CSWB framework, and develop insights into actionable next steps and opportunities to enhance collaboration, connection, alignment and accountability.

The Region hosted three co-planning sessions in December and January and presented the emerging Framework to All Council and the Police Services Board for their review and feedback. The All Council and Police Services Board sessions further explored what safety and wellbeing mean for communities, greatest needs, positive impacts, initiatives and programs, and opportunities for alignment and continued connection. The co-planning sessions explored initial reactions to the emerging Framework, including gaps, actions to move forward and mechanisms to ensure accountability. In addition, the Region continued conversations with individuals and organizations, building on the information gathered in Phase 1.

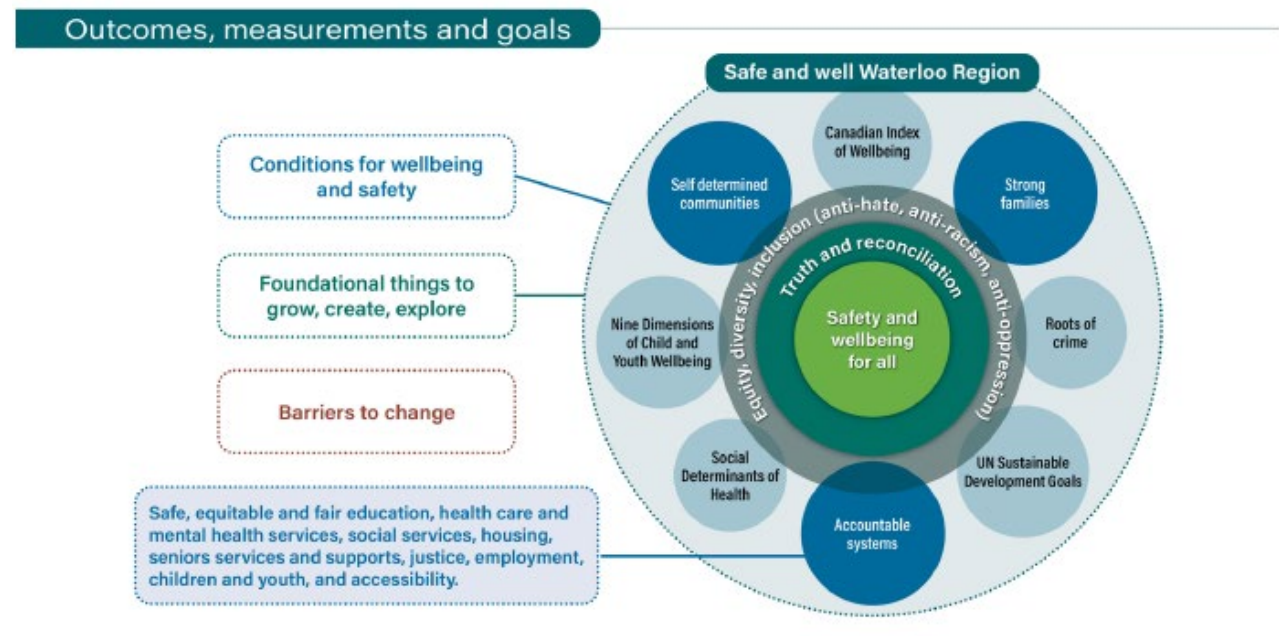


Figure 4: Emerging Framework as presented in co-planning sessions - outcomes, measurements and goals

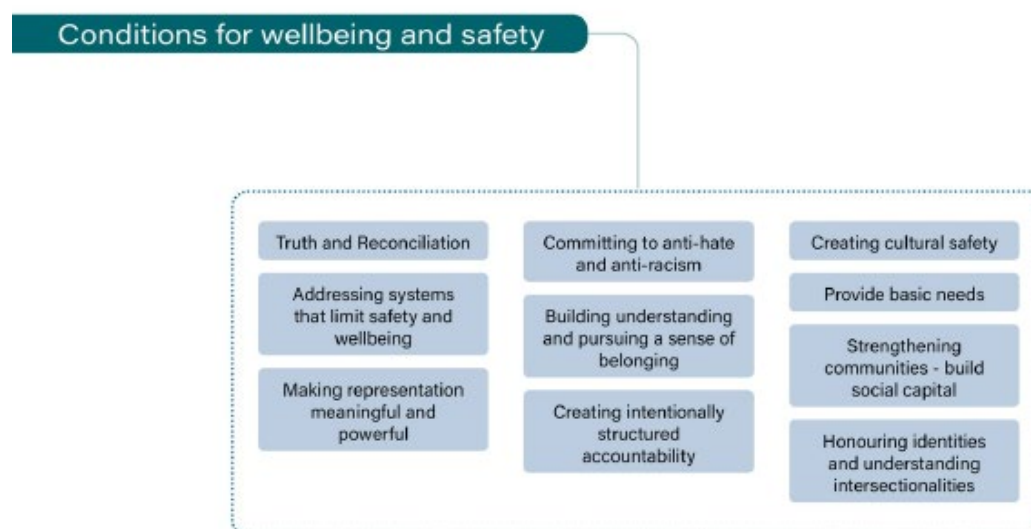


Figure 5: Emerging Framework as presented in co-planning sessions - conditions for wellbeing and safety

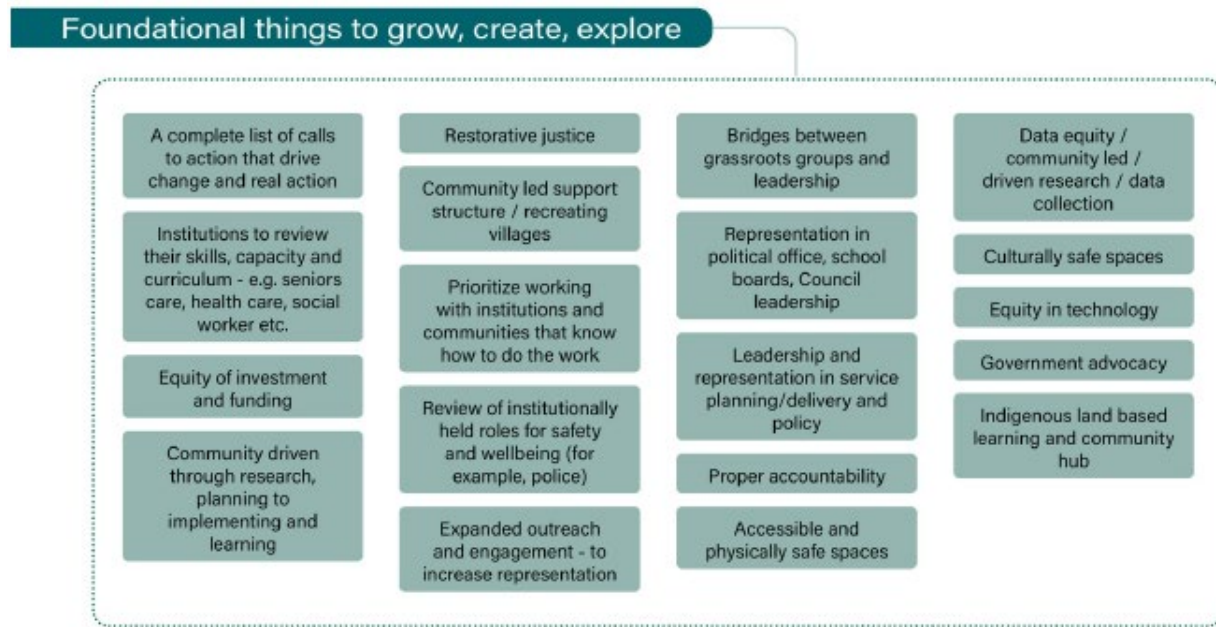


Figure 6: Emerging Framework as presented in co-planning sessions - foundational things to grow, create, explore

The following sections summarize the feedback received from all audiences. While the discussions took place in fluid formats, the highlights below are organized to align with the core elements of the emerging Framework. In some cases, participants reiterated elements of importance, while others provided additional (new) insights. It should be noted that not all the conditions noted in Phase 1 were addressed during these conversations.

To align with the Phase 1 summary above, key insights are organized into the following sub-sections:

- What makes a community safe and well;
- Key conditions needed to create safety and wellbeing for all;
- Additional insights shared to inform the CSWB framework (and implementation).

A Safe and Well Community for All

During each workshop, the elements of the emerging Framework were reviewed, including a review of the **core elements** that ensure that a community remains safe and well. Within the emerging Framework, the core elements include:

- Truth and Reconciliation
- Equity, diversity and inclusion (anti-hate, anti-racism, anti-oppression)
- Strong families and connections (circles of support)
- Self-determined communities
- Accountable systems

Demonstrate Commitment to Truth & Reconciliation

Participants generally agreed that, as presented, Truth and Reconciliation need to be at the centre of this work. One suggestion was that a "two-eyed seeing approach" could encompass Western and Indigenous ways of knowing.

Indigenous participants expressed a desire to create Indigenous-led solutions for community safety and wellbeing. In particular, participants expressed a need for an Indigenous-led health clinic and the provision of lands (land back) to support healing and wellness. It was also reiterated that one voice does not speak for the entire community, and there is a need to include more voices in the self-determination of wellness.

Equity Diversity & Inclusion – Committing to Anti-Hate and Anti-Racism

Most participants agreed that equity, diversity and inclusion form an important part of the emerging Framework. Some participants noted opportunities to see inclusion for all as a key positive outcome and the need to create a community that embraces differences. Addressing anti-hate, anti-racism and anti-oppression were identified by many participants as a key next step to creating safety and wellbeing for all.

Participants reiterated the need to incorporate elements of anti-racism and anti-oppression separately from Equity, Diversity, and Inclusion (EDI) as they impact certain population groups in specific ways that go beyond the realm of EDI. Furthermore, there was a desire for the Framework to explicitly name the systems creating marginalization and discrimination in the community. Terms like colonialism, surveillance, white supremacy, and white privilege need to be acknowledged.

Participants urged the Region to ensure the development and implementation of the emerging Framework is led by the perspectives of people with lived experiences and those historically left out of community safety and wellbeing conversations. At the same time, participants also wished to recognize that this work, for communities, is challenging, emotionally and mentally exhausting, time-consuming, and can potentially trigger the past.

Circles of Support Creating a Sense of Belonging

Participants reiterated and acknowledged the importance of circles of support, including (chosen) families. Participants would like to see a broadened definition of families reflected in the Framework diagram. The sense of belonging that circles of support provide is vital in allowing the space for this work and conversations about safety and wellbeing. Individuals need to feel safe and supported to speak honestly about their experiences which can result in a framework that brings trust back into communities. It was also noted that disruptions in these supportive relationships could negatively impact feelings of safety and wellbeing.

Systems Accountability & Transparency

Participants emphasized the need to prioritize the community's input in developing the Framework and keep them informed on how their input is included in the process. A lack of clarity was acknowledged regarding government spending for upstream interventions.

Data was noted to be critical in understanding the existing gaps, prioritizing community needs and informing the ongoing pandemic and post-pandemic recovery efforts. It was acknowledged that there could be biases in how data is collected and interpreted. There is a need to understand and mitigate the effects of bias to keep systems accountable. The direct

involvement of the community was seen as vital for the integrity of data collection and interpretation.

Conditions for Safety & Wellbeing

The emerging Framework, as presented, also acknowledged **key conditions** for safety and wellbeing that build on barriers as identified through discussions with community leaders/members, the Youth Advisory Committee, the Advisory Group, and the Steering Committee. Participants discussed key barriers to safety and wellbeing. The key conditions shared are organized as follows:

- Demonstrate commitment to Truth and Reconciliation (*addressed above*)
- Addressing Systems that Limit Our Sense of Safety and Wellbeing;
- Making Representation Meaningful and Powerful;
- Committing to Anti-Hate and Anti-Racism (*addressed above*);
- Building Understanding and Pursuing a Sense of Belonging;
- Creating Intentionally Structured Accountability (*addressed above*);
- Creating Cultural Safety;
- Strengthening Communities – Building Social Capital; and,
- Providing Basic Supports and Services that Meet Community Needs.

Addressing Systems that Limit Our Sense of Safety and Wellbeing

Participants reiterated the need for systems to be held accountable – both in terms of the harm caused to community members and in terms of following through with concrete action. There was an acknowledgement that all systems in our community (government, healthcare, education, police, etc.) need to work collaboratively towards a common goal of wellbeing, putting aside organizational ego. There is a strong desire for the community to be involved in discussions and decision-making around safety and wellbeing.

Making Representation Meaningful and Powerful - Complete Representation of Communities

Participants agreed that safety and wellbeing could have different meanings depending on one's positionality and identity in the community. There is a diversity of experiences within communities and how power is experienced and held. Participants emphasized the need to ensure all communities are equally and fully represented, and their voices are being heard and included in the process. Participants highlighted there is still work to be done to create greater trust in the community.

Building Understanding and Pursuing a Sense of Belonging

Participants reiterated the importance of encouraging connections between neighbours – especially those with different lived experiences – fostering a sense of belonging. Neighbourhoods need to be equipped to receive, accept and support individuals from all walks of life and provide a sense of belonging. There is value in learning about other cultures, religions and experiences, and this should be instilled in youth. There was a cautious sense of hope amongst some participants that – together – the community can achieve safety and wellbeing for all.

Creating Cultural Safety

Participants reiterated the need to create new and support existing safe spaces within the community and existing institutions. When reflecting on engaging with the community,

participants acknowledged the importance of creating spaces for a dialogue where people can experience a sense of safety and belonging and speak honestly about their experiences.

Strengthening Communities – Building Social Capital

Participants appreciated the acknowledgement of the work being done by grassroots organizations. There was a desire to continue to engage and appropriately fund grassroots organizations embedded in communities, with a focus on those that represent diverse community members.

At the same time, there was an acknowledgment that community leaders and groups were being stretched thin. It is necessary to provide compensation for these individuals. There was an acknowledgment that community leaders and members involved in such consultation processes be appropriately compensated for their time and energy.

Providing Basic Supports and Services that Meet Community Needs

Participants reiterated the immediate need to provide basic supports in the community so that all can feel safe and well. The COVID-19 pandemic has further highlighted the disparities between groups and the services available. Building a community is impossible if individuals are worried about their basic needs being met. Ensuring culturally specific and trauma-informed services would benefit local health, housing, and food systems. In rural areas, residents would benefit from greater access to public transportation as a means to access key services. A specific need for senior-friendly policies was noted.

The issue of mental health, in particular, was highlighted as being significantly impacted during the pandemic. It was also noted that conversations around mental health are becoming less stigmatizing. The momentum being built should be capitalized to encourage further discussions and introduce appropriate interventions.

While discussing practical interventions as part of the implementation of the Framework, some participants emphasized the need for the higher levels of government to invest in local systems – such as housing and purpose-built rental units in Waterloo Region. Housing needs vary across different population groups and their specific experiences. Housing and other wraparound supports were noted to be the foundation for a safe and well community. Access issues to affordable housing and shelter systems and evictions are routinely experienced by vulnerable populations resulting in more people being pushed into homelessness.

Foundational Things to Grow, Create, Explore

The emerging Framework, as presented, also identified areas to **grow, create and explore** in the implementation of the CSWB Framework. While many participants did not reflect on "things to grow, create, explore" explicitly, the following provides a summary of feedback received. A number of participants noted that the details of how the Framework is implemented will still need to be determined. The bulleted lists below are provided for reference only and are not meant to prioritize or exclude specific items.

Things to Grow

- Build on existing work and address previous calls to action
- Continue to support basic needs – equitable access to healthcare, housing, food
- Identify funding and support for grassroots organizations already doing this work in the community

- Collaborate and commit to change across all systems – as seen throughout the pandemic in the community's ability to work together, bring diverse voices to the table, and apply multi-disciplinary approaches
- Enhance community education and awareness around cultural diversity
- Focus on upstream – rather than crisis intervention
- Bolster circles of support and create a sense of belonging
- Create connections, respect and belonging between neighbours
- Involve youth in these types of processes
- Provide green spaces as places of connection
- Provide access to public transportation in rural areas
- Age-friendly communities

Things to Create

- Create spaces for everyone in the community to "come to the table" and discuss safety and wellbeing – reducing duplicative efforts
- Create physical spaces that create a sense of belonging (e.g., Indigenous community space)
- Identify opportunities for the community to lead data collection and analysis
- Ensure programming is informed and led by those with lived experience
- Compensate participants in engagement processes
- Create a reporting system for racism in healthcare
- Equity in school nutrition programs

Things to Explore

- Recentring Indigenous and other methods of evaluating success
- Ways to decentralize power in the community
- Holistic, non-siloed approaches to safety and wellbeing
- Ways for diverse voices to remain engaged and define action
- Opportunities for community-led conversations and decision-making
- Spaces for solutions-based discussions
- Trauma-informed approaches to safety and wellbeing

Areas for Improvement – Community's Advice to the Region

Through conversations, participants provided several recommendations to strengthen the CSWB Framework planning and implementation process. In addition to the feedback below, some participants commended the Region for undertaking these difficult conversations, reflecting community voices and presenting themes for discussion. Many participants appreciated the acknowledgement of existing work, calls to action and the centering of Truth and Reconciliation in the emerging Framework.

Throughout the co-planning sessions, there were several recommendations to support positioning the Framework so that the community can understand how it was developed, who was involved, what is included, and the next steps in the process. Participants highlighted some areas to improve the emerging Framework, as noted below. These include:

1. Acknowledging Privilege & Systems
2. Acknowledging Intersectionality
3. Ensuring all Work is Trauma-Informed

4. Consider Multiple Diverse Lenses
5. Elevating the Importance of Climate Change
6. Building an Action Plan that is Mindful of Existing Initiatives
7. Clarifying Governance Structure and Implementation Roles
8. Collaborating and Reflecting Diverse Voices, especially those with Lived Experience
9. Building Trust
10. Identifying Mechanisms to Evaluate and Measure Progress
11. Securing Funding and Resources to Support Implementation

Acknowledge Privilege & Systems

Participants commented that those leading this process have greater privilege and privilege needs to be reflected upfront and often. For this framework to be accurate and inclusive, there is a need to constantly look at who has been invited and ensure that all communities are being heard. Proper representation in these discussions is vital to the framework's integrity, as is balancing each of the group's unique perspectives and needs. The process must ensure equal representation by all groups and subgroups. According to participants, the Framework should explicitly name the systems responsible for perpetuating marginalization and discrimination.

Acknowledge Intersectionality

As we heard in Phase 1, participants highlighted the need to understand and recognize that intersectionality influences people's experiences. Experiences of barriers, oppression and discrimination are all intertwined and have a lasting impact on individuals. Participants reiterated that the Framework and its implementation need to be mindful of intersectionality.

Ensure all Work is Trauma-Informed

The importance of ensuring the work to develop the Framework and its implementation be trauma-informed was reiterated. Participants highlighted that this work, for communities, is challenging, emotionally and mentally exhausting, time-consuming and potentially triggering. These experiences need to be respected and appropriately responded to throughout the process by all systems. This needs to move beyond catchphrases to become a lens to inform all delivery.

Consider Multiple Diverse Lenses

Through the discussion of trauma, participants highlighted multiple lenses that inform this work, including gender-informed lens; equity lens; anti-hate/anti-racism lens; anti-patriarchal lens. These lenses must be truly integrated into the Framework and are not simply buzz words.

Elevate the Importance of Climate Change

The environment and climate in particular impacts safety, wellbeing and health for all. Participants highlighted the need to recognize the climate crisis and associated issues of climate equity as core elements within the emerging Framework.

Build an Action Plan that is Mindful of Existing Initiatives

Participants reiterated that many programs, services, and initiatives relating to community safety and wellbeing are already being delivered in the region by governmental organizations, system leaders, and grassroots organizations. There is a need to ensure that the emerging Framework recognizes the good work in the community and builds upon it.

There was a strong desire to articulate the next steps, tangible actions and concrete solutions with (not for) the community. Community-defined actions should be advanced in close

coordination with the community to move the initiative forward. A key next step is to identify what needs to be done, who is best positioned to lead various initiatives and then bring the community together to do the work.

Identify the Governance Structure

It will be an important next step to define the governance structure to oversee the transition of the Framework towards implementation planning. Participants provided a series of considerations relating to governance as noted below:

Community Directed Action

Throughout the discussions, participants highlighted the importance of community leadership in setting the agenda, hosting conversations, identifying needs, taking part in implementation, and evaluating progress. There is an interest in ensuring pathways for continued involvement and action by the community for the community.

Opportunities for Ongoing Participation

Many community members have a vested interest in this process and wish to remain involved and connected. They recommended that the governance structure intentionally provide flexibility to bring many voices to collective solution-building and evaluation processes.

Representation

Participants highlighted the need to ensure that Steering Committees or Advisory Groups reflect the community and bring together diverse voices. These do not necessarily need to be system leaders or senior officials but should provide avenues for those with lived experience to contribute equitably and reflect the community.

Implementation Roles

The emerging Framework and subsequent action plan should include clear directives about what is within the control of the Region and what is not. For the framework to be actionable, it needs to be realistic and clear on the role of the Region vs. other levels of Government or system leaders. A further suggestion would be to hire a third party to oversee and evaluate this programming. This would allow for independent oversight and transparency for those consulted.

Finally, it was acknowledged that all members of the community have a role to play in safety and wellbeing. Work needs to be done so that everyone in the community feels safe and empowered to speak out against injustice.

Role of Elected Officials

Participants noted that the role of elected officials is to truly listen to communities' needs. Elected officials acknowledged a need to be more intentional about creating spaces for historically underrepresented communities to share their experiences and voice what matters to their safety and wellbeing. Ensuring meaningful dialogue for marginalized communities is very important as the Framework moves forward.

According to participants, while it is challenging to hear critique and frustration, elected officials and community leaders acknowledged that these both need to be recognized, and efforts should be made to continue building community connections.

Role of the Police

A number of participants emphasized the CSWB Framework should be driven by the community. While there is positive support and relationships with the police in some

communities, some feel safer without police intervention. As the work around the development and implementation of the CSWB Framework moves forward, the police's role will need to be critically addressed and communicated to stakeholders and the public.

Collaborate and Reflect Diverse Voices, especially those with Lived Experience

Participants agreed that the Framework should be developed to reflect the needs of everyone in the community. The engagement process should be developed through a bottom-up approach, ensuring that everyone's voices are included. While recognizing the need for the diversity of voices and leadership to move the process forward, some participants particularly called for the inclusion of lived experience perspectives, Indigiqueer, those coming out of incarceration, migrant workers, rural communities, sex workers, and youth. In emphasizing this, it was noted that a gap analysis could be beneficial to identify the voices missing from the conversations and how these can be prioritized. There was a consensus that the emerging CSWB Framework and the next steps should be shared with the community before implementation.

The following are three examples of missing voices, as identified by participants, this is not meant to prioritize certain groups or experiences over others.

- **Youth Voices:** There is a need to ensure that the youth voice is an integral part of the discussion. While there may be separate conversations with youth going on, participants want to see young people involved in every step of the process to ensure they are being heard. Young people in marginalized groups have been historically left out of these conversations, and this program should be intentional about including them.
- **Indigiqueer Voices:** It is necessary and valuable to ensure that the voice of Indigiqueer communities, and youth specifically, are included in this work. This framework cannot be complete without listening to their voices and including their experiences. Furthermore, this outreach should be led by the Indigenous community itself.
- **Older Adult Voices:** There is a lack of visibility of the aging population in the Framework. It was acknowledged that this population has unique needs and requires specific resources and interventions and should be included in these discussions.

Build Trust

The commitment to highlighting community activist voices and work is critical in moving this framework forward. There was a desire from participants to bring different voices into leadership positions. There is a history of mistrust between communities and systems. Some participants acknowledged that this project provides an opportunity to rebuild that trust. Participants reiterated that they would be holding the Region accountable for this work and process in community safety and wellbeing.

Identify Mechanisms to Evaluate and Measure Progress

Participants called for a clear and transparent format for evaluating the process, progress, and success of this work to ensure accountability and build trust. It is important to examine and explain how this process will be measured, who is measuring, and if this style of data collection reflects the participants' intent. Participants acknowledged that many styles of data collection are entrenched in colonialism. Bias is inherent in data collection and interpretation. This needs to be understood and accounted for.

There was a desire amongst participants to explore ways of sharing success that accurately reflect the community's needs. It was noted that success looks different for diverse groups and

there is a need to recenter Indigenous ways of sharing success. Participants called for a clear and transparent format for evaluating this work's process, progress, and success to ensure accountability.

Effectively Communicate & Reflect Learning

While some participants commended the Region on the comprehensiveness of the emerging Framework, others noted that, as presented, the Framework can seem overwhelming. The concept of community safety and wellbeing must be clearly articulated and shared to build a common understanding of what this means for the community and how they are part of the solutions. There were a series of recommendations on how to best share and communicate the emerging Framework and key learnings as the process evolves through implementation planning, as highlighted below.

Ensure Language is Accessible and Understandable

The language used needs to be accessible to everyone to ensure that the framework is successful. This can be accomplished by using less academic language or social justice jargon. The use of complex language perpetuates inequity and excludes the community.

Many participants appreciated the broadened and descriptive language used by presenters during the co-planning sessions to describe the desired outcomes and core elements within the emerging Framework and encouraged incorporating this language into further iterations of the Framework.

There were calls from participants for the Framework to speak actively about how systems continue to perpetuate harm and to name who benefits from existing systems. It will be critical to the success of this framework that concepts such as colonialism, white supremacy, and power are named and reflected accurately.

Participants indicated that some terms resonate more than others. For example, there was a preference for the term "belonging" rather than inclusion and a recommendation to be mindful of how the language around power is constructed and used (i.e. power is often not just "held" but also "taken").

Participants also indicated that clear definitions should be included. This includes definitions of the systems we are dismantling and who is benefiting from systems. Adding a glossary of key terms and ensuring language is accessible were noted as important to improve clarity and understanding.

Integrate Other Communication Strategies

Several participants spoke about the importance of recognizing that not all community members have equal access to technology and digital platforms. Similarly, other ways of learning and knowing are shared amongst community. There is a recommendation to explore diverse pathways for communication that move beyond digital and print to incorporate audio, visual and art.

Mobilize Knowledge and Information Sharing

Participants highlighted the importance of data collection, analysis, and sharing information. There was an interest in exploring different ways to share information as part of an overall move towards community-based information sharing.

Create Intentional Feedback Loops

Building on some of the ideas shared during discussions on communications, participants indicated that feedback loops are crucial to building trust and systemic change. Feedback loops allow those who have contributed to solutions to see how their input has been used and influenced the outcomes.

Share and Celebrate Successes

Many participants reflected on the depth and breadth of work already being done in the community and that there are many initiatives tied to this Framework that should be shared. There is a desire to celebrate and acknowledge success and progress moving forward while recognizing the work still to be done.

Resourcing and Funding

As highlighted in Phase 1, this systemic change takes time and investment. Participants noted that resources need to be allocated to this initiative, and funding structures are needed to ensure community safety, and wellbeing work in the community moves forward.

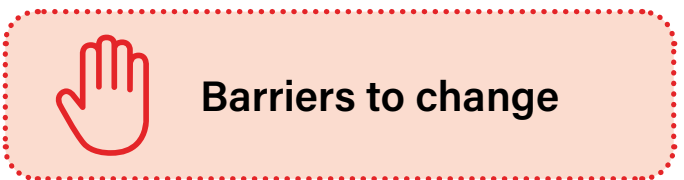
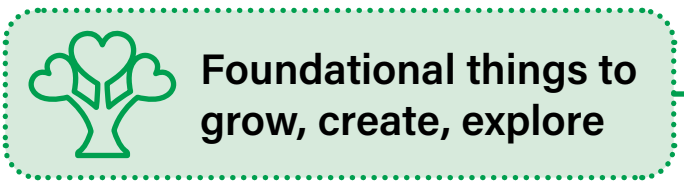
Participants further emphasized the need to start with small community-based projects led by the communities, funding grassroots organizations embedded in communities represented by diverse community members, and ensuring secure funding for initiatives that result from the emerging Framework instead of requiring community organizations/groups to fulfill stringent grant application requirements.

Chapter 3: Emerging Framework

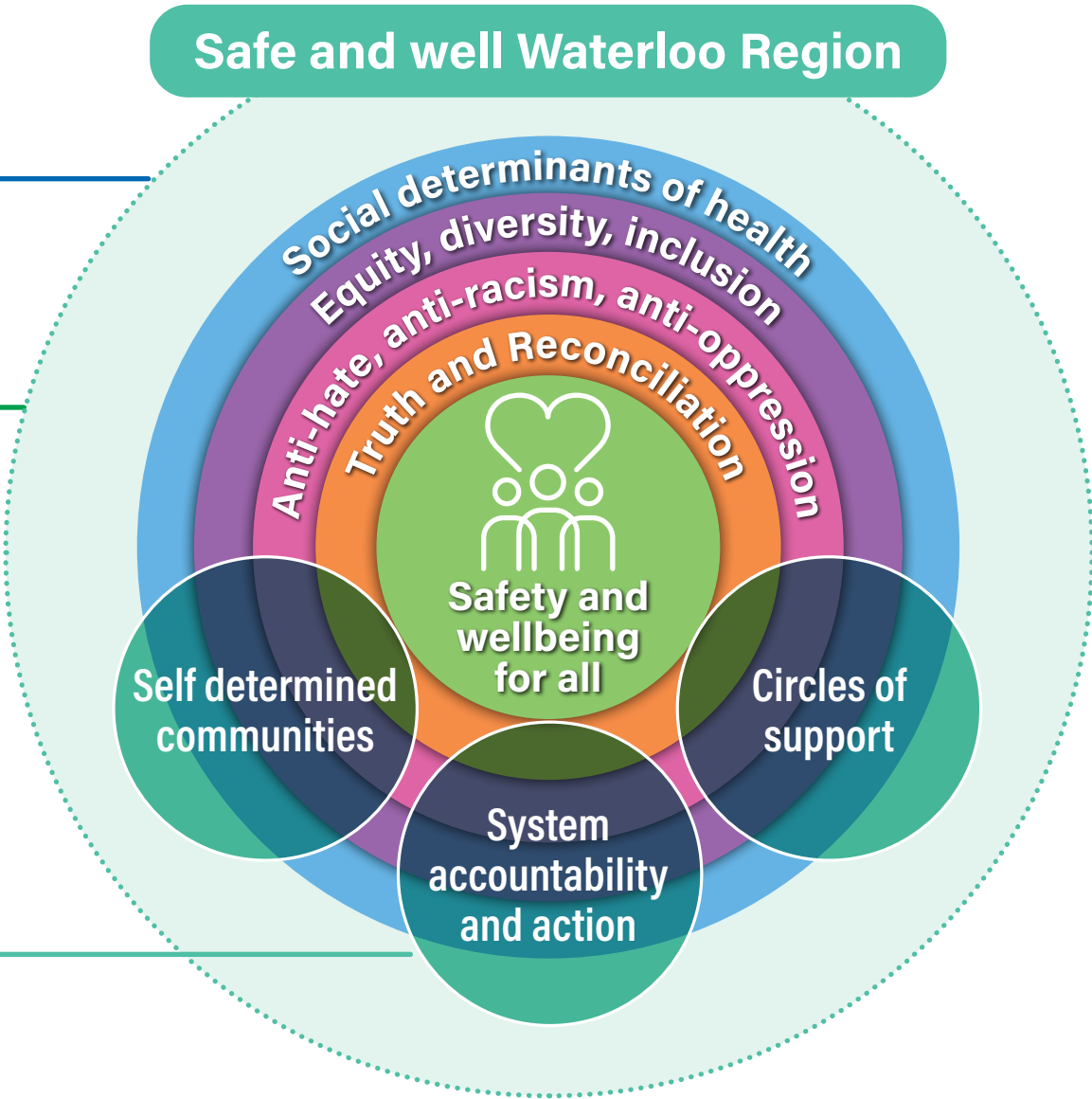
The emerging Framework, updated to reflect all feedback received from community and stakeholders, is presented in the following section. Please note that the Framework is not static and will continue to evolve as we move forward together.

Framework for community safety and wellbeing

Safe and well Waterloo Region



Equitable, accessible, and trauma informed health care; mental health services; social services; housing; employment; justice; and education, with a special focus on seniors, children and youth.





Conditions for wellbeing and safety

Truth and Reconciliation

Addressing systems
that limit safety and
wellbeing

Making representation
meaningful and
powerful

Committing to anti-hate
and anti-racism

Building understanding
and pursuing a sense of
belonging

Creating intentionally
structured
accountability

Creating cultural safety

Provide basic needs

Strengthening
communities - build
social capital

Honouring identities
and understanding
intersectionalities





Foundational things to grow, create, explore

A complete list of calls to action that drive change and real action

Institutions to review their skills, capacity and curriculum - e.g. seniors care, health care, social worker etc.

Equity of investment and funding

Community driven through research, planning to implementing and learning

Restorative justice

Community led support structure / recreating villages

Prioritize working with institutions and communities that know how to do the work

Review of institutionally held roles for safety and wellbeing (for example, police)

Expanded outreach and engagement - to increase representation

Bridges between grassroots groups and leadership

Representation in political office, school boards, Council leadership

Leadership and representation in service planning/delivery and policy

Proper accountability

Accessible and physically safe spaces

Data equity / community led / driven research / data collection

Culturally safe spaces

Equity in technology

Government advocacy

Indigenous land based learning and community hub



Barriers to change

Tokenism vs.
meaningful
engagement

Systemic oppression

Not recognizing
the diversity within
communities (unique
identities, histories and
needs)

Limited representation

Crisis vs. upstream

Power distribution

Inequitable and harmful
experiences with
systems

Professionals' lack of
knowledge

Egos and silos

Lack of representation
at decision making
and planning tables
including diversity
within communities

Lack of appropriate
legislation, policies

Unclear accountability

Truth, acknowledgment
and awareness of
ongoing systemic
racism

Systems that are not
responsive

Unbalanced safety and
wellbeing funding



Framework for community safety and wellbeing

