



CITY COUNCIL

**Thursday, November 25, 2021
1:00 PM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

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**Agenda
City Council
Thursday, November 25, 2021**

Approval of Public Agenda

DELEGATIONS AND COMMITTEE REPORTS

- DE21-319 Judith Veresuk and Alyssa Marinos, Regina Downtown Business Improvement District
- CR21-168 A Review of “Unwanted Guests”

Recommendation

That City Council:

1. Forward this report with recommendations to the Regina Board of Police Commissioners for review and consideration of future decisions.
2. Allocate \$200,000 as a one-time grant to the Regina Downtown Business Improvement District from the Community Investment Grants Program Reserve Funds to allow for the continuation of the Community Support Program in 2022.
3. Delegate authority to the City Manager or designate to negotiate and approve a funding agreement with the Regina Downtown Business Improvement District regarding the continuation of the Community Support Program in 2022.
4. Authorize the City Clerk to execute the funding agreement after review and approval by the City Solicitor.
5. Remove MN20-12 from the outstanding items list for City Council.



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- DE21-320 Andre Nogue, Age Friendly Regina Steering Committee
- DE21-321 Rhonda Rosenberg, Multicultural Council of Saskatchewan
- CR21-169 Community Safety and Well-being Plan

Recommendation

That City Council:

1. Endorse the Community Safety and Well-Being Plan for Regina (Appendix A).
2. Direct Administration to develop the terms of reference for the Mayor's Leadership Committee on Community Safety and Well-Being, for consideration by Council in Q1 2022.
3. Approve the City of Regina Action Plan (Appendix B), and direct Administration to report back to the Community Wellness Committee annually on its progress.
4. Direct Administration to bring back a Social Well-Being Policy with a community impact methodology for Council reports in Q2 2022.
5. Delegate authority to the City Manager or designate to approve criteria for the expansion of transit and leisure pass distribution to organizations advancing the priorities outlined in the Community Safety and Well-Being Plan.
6. Consider approval of one-time funding of \$75,000 through the 2022 budget process to develop a comprehensive overdose prevention strategy in collaboration with the Saskatchewan Health Authority, Regina Police Service, and other community partners.
7. Consider approval of annual funding of \$500,000 in the 2022 budget process to establish ongoing grant funding for harm reduction initiatives in the Community Investment Grant Program.
8. Delegate authority to the City Manager to adjudicate, approve, and administer the Harm Reduction Funding Stream of the Community Investment Grants Program.



OFFICE OF THE CITY CLERK

9. Consider approval of annual funding of \$800,000 through the 2022 operating budget process to create an external support structure, (Option 2) as described in this report, that will work with the Mayor's Leadership Committee on Community Safety and Well-Being to implement the community plan.
10. Remove items MN19-21 and MN20-24 from the outstanding items list for City Council.

Adjournment

November 25, 2021

Good Afternoon Mayor Masters and City Council,

Thank you for the opportunity to address you today. My name is Judith Veresuk and I am the Executive Director of the Regina Downtown Business Improvement District and Project Manager for the Community Support Program. With me today is Alyssa Marinos, Team Supervisor with the Community Support Program. Alyssa will be available for questions at the end of the presentation.

We are here today in support of the recommended allocation of \$200,000 as a one-time grant for the continuation of the Community Support Program in 2022.

As you know, the safety and security of everyone in Downtown has always been a priority for Regina Downtown. Over the years, we have tried to address safety concerns through a piecemeal approach – whether it was providing input to the RPS on the Unwanted Guests bylaw, hosting safety forums for our members, providing training and educational opportunities for our staff and member businesses, or advocating for better lighting in Victoria Park. Each effort we made was important, however, each effort seemed disconnected from the next.

2020 brought us COVID which really shone a light on the challenges being faced by the most vulnerable in our community. The lack of vehicle and pedestrian traffic, combined with the closure of many social service and community organizations, created the perfect environment for safety and security issues in downtown and throughout the City.

After much research, we decided to model our Community Support Program on the program operating in Saskatoon for the past nine years. Over the past year, we worked with the RPS, the City of Regina and many community based organizations to develop a Community Support Program

that works for Downtown Regina. With your generous support, we were able to convene our Community Well-Being Steering Committee, made up of community members with lived experience, an Indigenous Elder, a community based organization stakeholder, the City of Regina, RPS and the RDBID. Our Steering Committee mobilized this in April of this year and worked hard to launch our own Community Support Team. Our team members include Alyssa Marinos, Alejandra Cabrera, Alex Lien and Del Majore.

Since the Community Support Program was launched on June 21:

- Our team has had walkabouts with: Mayor Masters, Chief Evan Bray, Councilor Andrew Stevens, Meara Conway, the Saskatoon CSP team, members from the Regina Public Library and several other media related requests.
- Presented at the Anti-Poverty Ministry Board Meeting
- CSP has been invited to the bi-weekly CHIP intake meetings hosted by Phoenix residential Society, recognizing the CSP team's unique ability to create relationships with individuals experiencing homelessness in the downtown and surrounding area we have been a great asset to knowing where some of these folks are who agencies cannot locate.
- CSP has picked up over 200 needles since the inception of our program.
- Distributed water, coffee and healthy snacks to individuals in need
- Participated in the Cold Weather Strategy meeting hosted by the City of Regina to discuss extreme weather and warming spaces throughout the City. We are still on the look out for an emergency warming shelter in Downtown for the winter months.
- Provided support at the RSBID Cinema Under the Stars event, where they were able to intervene with intoxicated individuals in the park, diverting them from RPS

- Provided support to a community member in making and attending a language assessment appointment in order to register and access support services
- Deescalated multiple altercations in Victoria Park, reducing the need for RPS attendance
- Housed three individuals who have collectively experienced years of homelessness. They will continue to need long term support, however, obtaining housing before winter is a huge win

We have had over 800 hours of on-street presence. During this time:

- 51% of the CSP Team Interactions were outreach based (mental health, wellness checks, food/water, shelter, first aid) – 349 of 681
- 16% of the CSP Team interactions were education based (tourism information , directions, transit)
- 85% of the CSP team interactions were low in severity

As we move through the rest of our pilot year, we will continue to track our activities and report on our successes and challenges.

We are pleased with the progress the team has made over the past summer. Heading into a very cold winter, our team will continue to be present and available for our most vulnerable populations.

The Community Support Program is identified in the Community Safety and Well-Being Plan as a recommended action under the Safety priority. In particular, the action on page 85 – Expand and support business improvement district community support and ambassador programs. Approving funding for year two of the community support program is a tremendous step in the implementation of the Community Safety and Well Being Plan.

Thank you for this opportunity. Alyssa and I are happy to answer any questions you may have.



A Review of “Unwanted Guests”

Date	November 25, 2021
To	Mayor Masters and City Councillors
From	Community Wellness Committee
Service Area	Parks, Recreation & Cultural Services
Item #	CR21-168

RECOMMENDATION

That City Council:

1. Forward this report with recommendations to the Regina Board of Police Commissioners for review and consideration of future decisions.
2. Allocate \$200,000 as a one-time grant to the Regina Downtown Business Improvement District from the Community Investment Grants Program Reserve Funds to allow for the continuation of the Community Support Program in 2022.
3. Delegate authority to the City Manager or designate to negotiate and approve a funding agreement with the Regina Downtown Business Improvement District regarding the continuation of the Community Support Program in 2022.
4. Authorize the City Clerk to execute the funding agreement after review and approval by the City Solicitor.
5. Remove MN20-12 from the outstanding items list for City Council.

HISTORY

At the November 10, 2021 meeting of the Community Wellness Committee, the Committee considered the attached CWC21-12 report from the City Planning & Community Development

Division.

The following addressed the Committee:

- Judith Veresuk and Alyssa Marinos, representing Regina Downtown Business Improvement District; and
- Inspector Shawn Fenwick and Sergeant Sheri Wild.

The Committee adopted a resolution to concur in the recommendation contained in the report after amending Recommendation #6 to read:

6. Approve these recommendations at a special meeting of City Council to be called in November 2021.

Recommendation #6 does not require City Council approval.

Respectfully submitted,

COMMUNITY WELLNESS COMMITTEE

ATTACHMENTS

CWC21-12 - A Review of “Unwanted Guests”

Appendix A: MN20-21 - A Review of Unwanted Guests

Appendix B: Regina Police Service Information in relations to the Unwanted Guest Initiative Discussion (Briefing Note prepared by RPS)

Appendix C: Community-Based Organizations Consultation Summary

Appendix D: RDBID Community Support Program Report (Interim Report prepared by RDBID)



A Review of “Unwanted Guests”

Date	November 10, 2021
To	Community Wellness Committee
From	City Planning & Community Development
Service Area	Parks, Recreation & Cultural Services
Item No.	CWC21-12

RECOMMENDATION

The Community Wellness Committee recommends that City Council:

1. Forward this report with recommendations to the Regina Board of Police Commissioners for review and consideration of future decisions.
2. Allocate \$200,000 as a one-time grant to the Regina Downtown Business Improvement District from the Community Investment Grants Program Reserve Funds to allow for the continuation of the Community Support Program in 2022.
3. Delegate authority to the City Manager or designate to negotiate and approve a funding agreement with the Regina Downtown Business Improvement District regarding the continuation of the Community Support Program in 2022.
4. Authorize the City Clerk to execute the funding agreement after review and approval by the City Solicitor.
5. Remove MN20-12 from the outstanding items list for City Council.
6. Approve these recommendations at its meeting on November 24, 2021.

ISSUE

The Trespass to Property Initiative or “Unwanted Guests” initiative (the Initiative) was implemented in 2015 by the Regina Police Service (RPS) to respond to disruptive conduct occurring at businesses. The Initiative utilizes legislation under the *Trespass to Property Act (2009)* to respond to these disturbances. Under the Initiative, summary tickets can be issued in cases where individuals repeatedly attend a business after being issued a ban prohibiting them from attending that business.

On August 26, 2020, Council passed MN20-12 (Appendix A) directing Administration to conduct a review of the Initiative and produce a report exploring implications and recommendations.

Since the motion was passed, consultation with various key stakeholder representing the Regina Downtown Business Improvement District (RDBID), Regina Anti-Poverty Ministry, and community-based organizations (CBOs) from the City’s Community Well-Being Table have taken place. Through these consultations, a number of concerns were identified with the Initiative, including a concern that the approach contributes to criminalizing homelessness and addictions and reinforces stigma and discrimination already faced by the predominantly racialized and poor individuals who received ban or tickets.

Additionally, Administration has met with members of the RPS to learn about recommended changes to the Initiative following an analysis conducted in 2020 on enforcement of the *Trespass to Property Act (2009)*. This has resulted in changes to how RPS responds to trespassing issues.

Contained within this report is information for consideration by Council and the Regina Board of Police Commissioners on MN20-12.

IMPACTS

Social Impact

At this time, the social impacts of the recommendations remain minimal. However, recent changes made to the enforcement of the Initiative are showing a decline in the number of calls to police. A decrease in the number of tickets issued in 2020 and 2021 and beyond can be anticipated. Future review of the Initiative can confirm if this is an early signal. Ongoing commitment to increasing support for alternative approaches for response can lessen the potential negative implications of this Initiative on vulnerable populations within Regina.

Financial Impact

It is recommended that the City invest \$200,000 to extend the RDBID’s Community Support Program for a second year. The source of this funding would be the Community Investment Grants Reserve Funds, which currently has a balance of \$359,405.

Policy/Strategic Impact

Design Regina: The Official Community Plan Bylaw No 2013-48 (OCP) recognizes that over the years, the social and economic gap between residents and communities has widened, creating social challenges such as poverty, food insecurity, homelessness, and other issues relating to inequality. The approaches discussed in this report demonstrate alignment with the OCP Social Development Policy.

Community Safety and Well-Being Plan:

Future action taken by the City, stakeholders, and collaborators on the Initiative can utilize the Community Safety and Well-Being (CSWB) Plan that is currently under review by Council. By maintaining strong alignment with the CSWB Plan, the City can ensure its actions are informed by a strong community consultation process, based in evidence, and make progress on key CSWB priorities for Regina.

OTHER OPTIONS

1. Amend Recommendation #2 to provide a reduced level of funding to the RDBID for the Community Support Worker program. A reduction in funding may result in a reduced level of service in the downtown should the funding not be secured from other sources.
2. Refer the report back to Administration. If City Council has specific concerns with the proposed plan, it may refer the plan back to Administration to address or make additional recommendations and return back to Community Wellness Committee or City Council.
3. Do not endorse this plan and Receive and File this report.: The Community Safety and Well-Being Plan aims to advance work related to safety and well-being through a collaborative approach that will include partners such as the RPS. In this case, Council may opt only to receive and file this report and not provide any funding for the Community Support Worker Program through this source.

COMMUNICATIONS

Administration will provide a copy of this report and notification of the Community Wellness Committee meeting to stakeholders and CBOs consulted during the review process.

DISCUSSION

The information provided below has been gathered with assistance from RPS (see Appendix B), as well as various stakeholders (see Appendix C) who were consulted as part of the process.

Background

The Trespass to Property Act (2009) is provincial legislation that prohibits trespassing under certain conditions. It allows property owners to address prohibited activities on their property and, if violated, the property owner can ban a person from entering their property. If a property owner chooses to ban a person, police can issue a Summary Offence Ticket to those who ignore the ban. This

legislation offers business owners a proactive non-criminal route to address persons who are disrupting their business operations.

In 2015, the RPS educated business owners about the *Trespass to Property Act (2009)*. The RPS, the RDBID, and local businesses collaborated to address community safety concerns regarding a disproportionate number of police calls for service in the downtown involving public intoxication, harassing and disturbing behaviour, and shoplifting. This resulted in an increase in bans and tickets issued under the Initiative, as is illustrated in Table 1 below. The feedback from businesses was positive; however, there was some community concern about criminalizing homelessness and addictions.

Table 1 - # of Bans and Tickets Issued under the Initiative

Year	Bans	Tickets
2015 (Feb-Dec)	302	39
2016	458	24
2017	358	26
2018	354	63
2019	433 ¹	47
2020	263	22

In 2020, RPS reviewed its practices regarding enforcement for the Initiative. This review resulted in a number of recommendations to improve public safety in the area of trespass bans and tickets. To date, RPS has taken action to mitigate and review the role law enforcement plays in this Initiative. This has resulted in three recommendations being implemented in 2020:

1. Discontinuing the practice of scanning and retaining bans, unless they are submitted as part of a loss prevention officer's package of evidence or if they are necessary evidence that substantiates a trespassing ticket or criminal mischief charge.
2. A focus on long-term solutions, permanently solving issues, and reducing calls for service by re-balancing the need to protect businesses and not over-penalizing vulnerable populations.
3. Continuing work to support collaborations, leading work integration and cooperating with partners to share work and fill gaps when other organizations are not able to.

Additionally, a new process guide was developed and shared with front-line officers, directing officers not to continue issuing tickets to repeat unwanted guests and explore other problem-solving options. Policy changes were also approved by the RPS Executive team that encourage officers to find other solutions outside of enforcement. Preliminary data as of July 31, 2021, indicates that these changes have resulted in a decrease in the number of tickets written, with only 19 issued.

¹ The total was originally reported to be 470, but after manual review and removal of duplicates, the total is 433. There is no data quality on bans and duplicate submissions and scanning are common.

Implications for Poor and Vulnerable Populations

In consultation with stakeholders and CBOs, Administration heard three major themes regarding the implications of the Initiative on vulnerable and marginalized populations. These include:

Reinforcement of Discrimination by Businesses

It was seen that the Initiative reinforces discrimination of vulnerable populations and increases marginalization of these populations. This was viewed to be particularly damaging to poor and racialized groups because of the potential for profiling.

Increased Financial Strain for Vulnerable People

It was stressed that individuals currently do not have access to the funds they need to sustain themselves. It was also noted that the fines for the Initiative are roughly equal to the basic benefit offered under the Saskatchewan Income Support (SIS) program intended to cover food, clothing, travel, and personal items. This means that in, months where an individual on the SIS program faces a fine under the Initiative, it can be expected their basic needs will go un-funded, placing them in a place of increased precarity and vulnerability. For individuals facing this level of precarity, it was felt that fines did not make sense, as they are an ineffective deterrent and have the potential to perpetuates the cycle of poverty.

Over-Criminalization of Vulnerable Individuals

Great concern was shared that this Initiative has the potential to over-criminalize vulnerable individuals. It was suggested that police response is an ineffective tool at reducing situations of desperation that often lead individuals to engage in shoplifting or other disruptive behaviour to businesses. It was explained that issuing bans and tickets can actually have the potential to escalate and increase aggression in disruptive individuals. Concern regarding the amount of discretion offered to businesses in determining who is fined was also emphasized and a need to move away from enforcement needed.

Consensus among stakeholders and CBOs consulted suggested that the Initiative does not deal with root causes. Rather, it is suggested that a focus on upstream prevention and increased supports/services for vulnerable individuals is key in improving the situations of individuals and reducing instances of trespassing and the need to ban individuals from businesses.

Race-based Data Collection

In July 2020, the Canadian Association of Chiefs of Police and Statistics Canada announced they were working together to bring forward a process for reporting statistics on Indigenous and ethno-cultural groups in police-reported crime statistics on victims and accused persons. The agencies stated they would be reaching out to partners and stakeholders to advance this Initiative. The RPS is waiting on direction from the outcome of this partnership to ensure that there is uniformity in reporting by policing agencies across the country. At this point it is unclear if victims and accused will be compelled to provide race-based data or if the information will be gained voluntarily. There is a concern about breaching the Charter of Rights and Freedoms in relation to compelling someone to share that information. The RPS understands that this data is important; however, wants to ensure there is a national framework on how the collection of this information occurs.

The Canadian Center for Justice Statistics is currently leading this work at the national level. There currently is no timeline for the completion of their work.

In Administration's consultation with stakeholders and CBOs, it was stressed that any potential collection of race-based data be approached with some degree of caution to ensure discrimination is not reinforced through data. Considerations around the potential purpose and usage of this data were raised. It was suggested that its use could be potentially limited to determining preventative programming or intervention, rather than strictly for monitoring.

Alternative Approaches to Response

In addition to the recent changes to enforcement made by the RPS, there are a number of options for alternative approaches for responding to disruptive incidents at businesses that are sensitive to the needs of marginalized populations. The objective of such approaches should aim to advance the overall well-being and better support individuals made vulnerable in Regina.

Social Navigation Programming

Programming that focuses on offering systems navigation support for vulnerable individuals can support these individuals receive the services (such as income assistance or emergency shelter) they require. Social Navigation acts as a connector between vulnerable individuals in the community and large support systems. It is a common approach used throughout Canadian cities, with programs operating at the community-level or operated by business improvement organizations. Through offering outreach activities in a face-to-face manner, they provide connection and personalized support for individuals needing assistance to ultimately:

- Reduce social disorder
- Decrease calls to police for non-policing matters
- Provide non-emergency response
- Connect vulnerable individuals to services they require, etc.

In the spring of 2021, the RDBID began preparations to operate a pilot program through joint funding from the City of Regina (\$200,000) and RPS (\$67,000). The Downtown Regina Community Support Team has been operational in the downtown area of Regina since June 21, 2021. They provide ongoing support and outreach in the Regina downtown area and act as a liaison with businesses in the area to improve relations and offer an alternative approach to the Initiative discussed in this report. To date, the majority of their work has focused on outreach and relationship building.

An interim report of the first 6-months of this program is included in Appendix D. The program is making progress on achieving its objectives and as of mid-September have received 34 calls for service and recorded 380 interactions. Additional work to analyze social navigation programs for Regina is underway as part of the City's Community Safety & Well-being planning process. Prior to this work being complete, Administration is recommending that Council consider investing \$200,000 in extending the RDBID Community Support Program for a second year until a full evaluation can be conducted.

Community Space

The need for drop-in spaces that are barrier-free and operate after-hours (including 24 hours/day) can also be a critical component of supporting vulnerable individuals. These spaces offer access to basic needs such as washrooms, food, and water. Further connection to services can also be facilitated by being a touchpoint for system entry and providing access to telephone and internet. In addition to providing basic needs and services, low barrier, drop-in spaces meet greater needs where individuals can find temporary safety, community, and begin to build support networks to carry them through their journey of healing. This topic is also being explored further through the Community Safety & Well-being Plan.

Educational Approaches

Education for businesses and the public was suggested as a foundational component to understanding and addressing the implications of the Initiative on vulnerable populations. This can be achieved through greater engagement and facilitated conversations between the business community and vulnerable individuals (as well as the individuals that support them) and be the first step in seeking appropriate and effective solutions.

This combined with increased training, tools, and knowledge of resources for addressing the needs of individuals such as crisis response services or hotlines can better meet the needs of individuals that may be causing disruption to businesses.

Recommendations for Consideration by the Regina Board of Police Commissioners

In recognition of information presented in this report, Council can consider the following recommendations to advance to the Regina Board of Police Commissioners.

1. Continue to review and monitor enforcement changes made to the Initiative in 2020 regularly.
2. Await national advice and information regarding race-based data collection from the Canadian Center for Justice Statistics. When available, take under review for future direction in relation to the Initiative.
3. Once endorsed by Council, take the Community Safety and Well-Being Plan for Regina under review/advisement to inform future planning, approaches, and collaboration to address issues of crime and safety from a policing perspective.
4. Continue to work collaboratively with, and provide in-kind support, to the RDBID Community Support Program in 2021-2022.

In consultation with RPS regarding the Initiative, the *Trespass to Property Act (2009)* is a useful tool for business owners when an individual may need to be removed from an environment and do so in a manner that does not criminalize or overly punish individuals. This legislation is commonly used by school resource officers to remove problematic individuals and to maintain a safer school setting for students and staff. For this reason, policy recommendations specific to the *Trespass to Property Act (2009)* to advance to the provincial government and the Regina Board of Police Commissioners are not included in this report.

DECISION HISTORY

On August 26, 2020, Council passed MN20-12 directing Administration to conduct a review and report back to Council upon completion.

Respectfully submitted,



Laurie Shalley, Director, Parks, Recreation & Cultural Services

Respectfully submitted,



10/28/2021

Diana Hawryluk, Executive Director, City Planning & Community Dev.

11/3/2021

Prepared by: Kelly Husack, Policy Analyst

ATTACHMENTS

Appendix A: MN20-21 - A Review of Unwanted Guests

Appendix B: Regina Police Service Information in relations to the Unwanted Guest Initiative Discussion (Briefing Note prepared by RPS)

Appendix C: Community-Based Organizations Consultation Summary

Appendix D: RDBID Community Support Program Report (Interim Report prepared by RDBID)

MOTION

August 26, 2020

City Clerk
City Hall
Regina, Saskatchewan

Dear Sir:

Re: A Review of “Unwanted Guests”

WHEREAS the City of Regina is committed to be “Canada’s most vibrant, *inclusive*, attractive, sustainable community, where people live in harmony and thrive in opportunity”;

WHEREAS the City of Regina has committed to building a Community Wellbeing and Public Safety strategy as a means of addressing the root causes of crime;

WHEREAS the Trespass to Property Initiative (also known as the “Unwanted Guest” initiative) (in accordance with Section 3-1 of *The Trespass to Property Act*) was introduced in 2015 “to allow businesses to ban individuals who repeatedly cause problems on their property by being intoxicated, harassing customers, shoplifting, panhandling, etc.”

WHEREAS on January 18, 2010 City Council repealed *The Tag Day Bylaw, Bylaw No. 9001* in response to unconstitutional panhandling targeting Regina’s most marginalized populations;

WHEREAS on June 28, 2010 Regina City Council considered item CR10-79 Regulation of Street Use and Panhandling and approved that the City not enact a panhandling regulation bylaw, but rather amend *The Traffic Bylaw, Bylaw No. 9900* to define the word “solicit”, prohibit pedestrians entering onto the roadway to solicit donations or offer services (such as windshield cleaning) to passengers in vehicles stopped in traffic, prohibit the use of medians or other traffic control devices as a base of solicitation, and prescribe a fine for failing to comply;

WHEREAS the “Initiative” is a program advanced by the Regina Police Service based on a provincial statute;

WHEREAS since 2015 the Regina Police Service (RPS) has received over 800 “ban notifications” from businesses related to the “Initiative”;

WHEREAS 114 charges under the “Initiative” have been laid since 2016;

WHEREAS in 2018 one person was charged 23 times under the “Initiative”;

WHEREAS data related to race and economic status is not collected by the RPS in the enforcement of this “Initiative”;

BE IT RESOLVED that Administration conduct a review of the “Initiative”, in consultation with the Regina Downtown Business Improvement District Board (RDBID), Regina Anti-Poverty Ministry, Reconciliation Regina, and other community based organizations, and provide a report to Council by Q2 of 2021 that:

1. Addresses the implications of the “Initiative” for poor and vulnerable populations in Regina;
2. Addresses the implications associated with collecting race-based data in the course of enforcing the “Initiative”;
3. Recommends alternative mechanisms of responding to associated calls for service that are sensitive to the needs of marginalized populations that might be targeted by the “Initiative”;
4. Provides Council with policy recommendations that it can then advance to the provincial government and the Regina Board of Police Commissioners.

Respectfully submitted,



Andrew Stevens
Councillor - Ward 3

Subject: Regina Police Service Information in relation to the Unwanted Guest Initiative Discussion

To: Mr. Dave Slater, Ms. Kelly Husack – City of Regina

From: Ms. Karen Williams – Regina Police Service – Strategic Services
 Sup't Lorilee Davies – Regina Police Service – Community Services Division

Date: July 29, 2021

Race-based data collection

In July 2020, the Canadian Association of Chiefs of Police (CACP) and Statistics Canada announced they were working together to bring forward a process for reporting statistics on Indigenous and ethno-cultural groups in police-reported crime statistics on victims and accused persons. The agencies stated they would be reaching out to partners and stakeholders to advance this initiative. The Regina Police Service is waiting on direction from the outcome of this partnership to ensure that there is uniformity in reporting by policing agencies across the country. At this point it is unclear if victims and accused will be compelled to provide race-based data or if the information will be gained voluntarily. There is certainly a concern about breaching the Charter of Rights and Freedoms in relation to compelling someone to share that information. The Regina Police Service understands that this data is important however wants to ensure there is a national framework on how the collection of this information occurs.

The Canadian Center for Justice Statistics (CCJS) is currently leading this work at the national level. We do not currently have a timeline for the completion of their work.

Trespass to Property Act

Background

The Trespass to Property Act (2009) is provincial legislation that prohibits trespassing under certain conditions. It allows property owners to address prohibited activities on their property and, if contravened, the occupier (the property owner) can ban a person from entering their property. If an occupier (the property owner) chooses to ban a person, police can issue a Summary Offence Ticket to those who ignore the ban. This legislation offers business owners a proactive non-criminal route to address persons who are disrupting their business operations.

In 2015, the Regina Police Service (RPS) educated business owners about the *Trespass to Property Act*. The RPS, the Regina Downtown Business Improvement District (RDBID) and local businesses collaborated to address community safety concerns regarding a disproportionate number of police calls for service in the downtown involving public intoxication, harassing and disturbing behaviour, and shoplifting. The feedback from businesses was positive however, there was some community concern about criminalizing homelessness and addictions.

In 2020, the RPS conducted an analysis of the *Trespass to Property Act* enforcement.

	Bans	Tickets
2015 (Feb-Dec)	302	39
2016	458	24
2017	358	26
2018	354	63
2019	433 ¹	47
2020	263	22

A deeper dive into the 2019 statistics revealed the following information:

Bans

There were 433 bans scanned into the RPS database in 2019, attached to 361 unique file numbers and 357 unique persons. There was an even split with 50% male and female persons being issued bans who were between the ages of 11-80 with an average age of 33.

90% of bans were issued by major retail stores; 4% malls, 3% schools, and the remaining 3% included restaurants, casinos, hotels, and libraries. Five addresses issued 70% of bans and could be described as big box stores. By zone, most bans were issued in the South East (37%), North West (28%), and South (21%). Close to 90% of all bans were issued as a result of fraud or theft charges and a number had accompanying breach charges.

There were 47 persons issued more than one ban, sometimes multiple times. For example, an individual was banned nine times from the same store location within a 1-week period. On many occasions, stores issued redundant bans to the same individual that overlapped concurrent time periods. In other examples, stores gave out bans for 99 years, 30 years, 15 years, and then decided to re-issue them for shorter time periods. In one case, a store issued a ban to an 'unknown person'. There were also around 25 instances where RPS received multiple copies of the same ban, resulting in documents being double and sometimes triple scanned into police information systems.

Trespass Tickets

In 2019, there were 47 tickets issued to 18 persons. 53% or 25 of the 47 tickets were issued to the same person resulting in approximately \$6,150 dollars in fines for this one individual that later became default convictions. According to police records, this 36-year-old male had a lengthy history of police interactions including events such as: missing person, fraud, breach, intoxication, indecent exposure, shoplifting, community treatment order, mischief, mental health, and more. His cautions and flags indicate that it was believed that he has a mental illness, and addictions issues. He was banned from three different locations including a parking lot, a business, and a community-based organization. According to members of the Police and Crisis Team (PACT), they were working hard to connect him with HUB but he had lost housing and most of his family support.

¹ The total was originally reported to be 470, but after manual review and removal of duplicates, the total is 433. There is no data quality on bans and duplicate submissions and scanning are common.

A review of the 22 remaining trespassing tickets that were issued to 17 persons who had received prior location bans revealed some of the following scenarios:

- A male youth received a ticket for causing a fire in a washroom.
- A female who was frequently at a hotel and was not a guest.
- A male youth was at the library using the computer.
- A male was caught stealing a bottle of mouthwash. He had 25 prior shoplifting occurrences and was involved in 40 prior police files in 2019. He was issued a ticket and a new indefinite ban, and had been issued six bans already in 2019 from two stores.
- A male was found stealing bread and steak from a grocery store.
- A loss prevention officer attended the police station to submit photos of someone who attended a store who was banned. A notification was placed in the police database and the individual was arrested later and given a ticket.
- RPS served a trespass ticket summons on behalf of Moose Jaw Police Service.
- A male who was loitering at the mall and had a concealed weapon.
- A school resource officer issued a parent a ban for uttering threats, when they returned a ticket was issued.
- A male attended the stadium, he was directed to leave but he came right back shortly after and was issued a ticket.

Our Provincial Traffic Court partners provided disposition data for the 47 tickets issued in 2019. The outcomes of the tickets were:

- 44 default convictions
- 1 withdrawn
- 1 dismissed
- 1 bench warrant

In the cases of default conviction, the person was found guilty in their absence and assessed the fine on the face of the ticket. The individual issued the ticket would have received notification by mail advising them of the conviction and instructions indicating how the fine should be paid. According to information from the Fine Collection Branch Government of Saskatchewan website, “failure to pay or appear may result in additional charges. Unpaid fines will be sent to a collection agency or Canada Revenue Agency, or both.”²

Changes to the RPS response to Trespass issues

The Trespass to Property Initiative Review fits into current conversations happening in 2020 and 2021 on a global scale questioning the role law enforcement play in society. The current structure of policing has evolved organically, partly out of deep rooted problems in society, gaps and voids in services, and the neglect of some issues. Police remain busy as they fill the gaps left by others and respond to calls that often intersect with social issues, such as, mental health, homelessness, and substance use. Given this context, RPS managers made recommendations to the Executive team to improve public safety in the area of trespass bans and tickets:

Recommendations:

1. To reduce administrative work, for property crime files such as shoplifting, discontinue scanning and retaining bans, unless they are submitted as part of a loss prevention

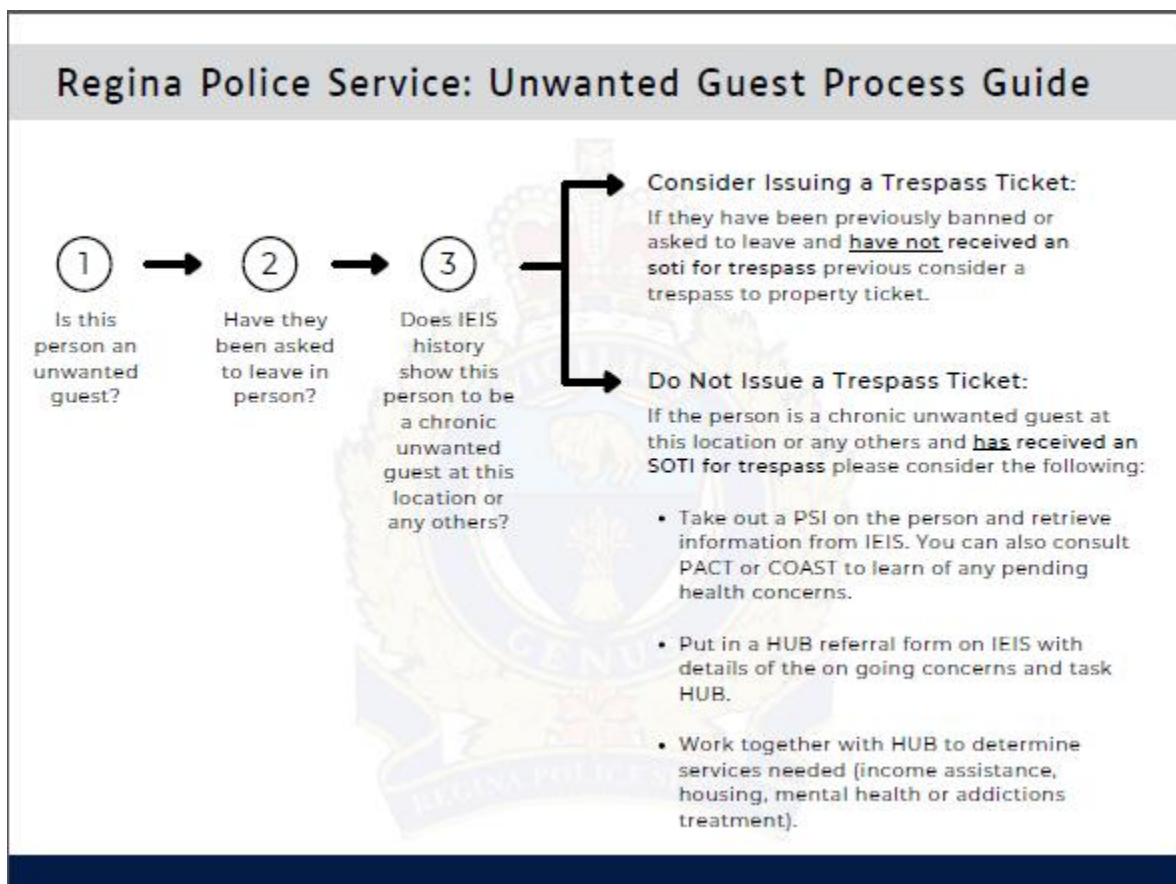
² Government of Saskatchewan – Fine Collection Branch. *Information on Provincial Violation Tickets*. <https://saskatchewan.ca/residents/justice-crime-and-the-law/information-on-provincial-violation-tickets>.

officer's package of evidence. Only scan bans if they are necessary evidence that substantiate a trespassing ticket or criminal mischief charge.

The RPS will only enter bans that are required for evidence as a result of a charge being laid. Business owners who ban people will maintain their own record keeping systems. This information has been shared with Loss Prevention Officers, who issue the large majority of bans within the City of Regina.

2. Find a better balance between protecting businesses and not over-penalizing vulnerable populations. Focus on long-term solutions, permanently solving issues, and reducing calls for service.

The RPS has educated front-line officers about other options for vulnerable persons in our community. The following process guide has been developed and communicated to front-line officers:



Regina Police Service: Unwanted Guest Process Guide

Options to problem solve the concern at the time of the call for service:

- If during the hours of 8-12pm and 1-5pm consider taking to social services (2045 Broad St) to connect with an emergency worker if there is need for shelter.
- If after 5pm, consider taking to Mobile for emergency shelter.
- If the person needs a place to go from the hours of 9am–4pm or between 9pm–7am consider All Nations Hope at 2735 5 Ave.
- If the person has used drugs or alcohol, consult Brief Detox to see if they are an option.
- If you have crisis concerns for the person consider consulting PACT during 8-8; or COAST Mon-Fri 8:30-midnight, weekends and stat holidays 1-9pm.

See RPS Policy Manual Part 9 Chapter C - Trespass to Property Act for additional information.

In addition, policy changes have been approved by the RPS Executive team that encourage officers to find other solutions outside of enforcement.

3. Continue work to support our 2021 budget proposal key message of collaborations; 'leading integration and cooperating with partners to share work and fill gaps when other organizations are not able to.

The RPS supports the creation of the downtown Community Support Team. It is hoped that collaboration with this group will result in their handling of minor disturbances that will negate the need for police to attend. Their knowledge of community supports and connection to service is another way to support downtown businesses and vulnerable persons.

The RPS will continue to advocate for expansion of teams and models like the PACT and HUB models that help person in the community connect with supports and services. We continue to support programs that have reduced calls for service such as the Phoenix Residential Society's Homes Program. We will also continue to explore other alternatives, and partnerships with other agencies that will assist vulnerable populations. The RPS will continue to educate front-line officers on collaborations with partners to connect vulnerable persons with supports. We will also continue to monitor trespass bans and tickets and look for improvements in processes.

Community-Based Organizations Consultation Summary

Date: July 13, 2021

Participants:

- Canadian Mental Health Association (Regina Branch)
- Carmichael Outreach
- Catholic Family Services
- Eden Care Communities
- Ehrlo Housing
- FASD Network
- Family Services Regina
- Pro-Bono Law Saskatchewan
- Salvation Army – Waterston Centre

Community Support Program Interim Report

September 17, 2021



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Terms of Reference

Regina Downtown Business Improvement District (RDBID): We act on behalf of our members to favourably position Regina's downtown as a unique, attractive and desirable neighbourhood for visitors, residents and businesses. We strive to make a downtown where people want to be and businesses want to invest.

Non-emergencies: Instances where there is little to no threat to life or property. (Example: loitering, public intoxication, public urination, verbal harassment, etc.)

Emergencies: Instances where there is serious and or inevitable threat to life or property. (Example: physical violence, weapons, theft, medical emergencies, etc.)

Member(s): Those who own and/or operate businesses, organizations and property in the Regina Downtown Business Improvement District as well as their employees.

Vulnerable/Priority population/people/community members: Those experiencing any/all of the following: housing crisis, mental health crisis, addiction crisis, income crisis, violence and/or abuse, any of which may be related to their race, ethnicity, gender, and/or sexual orientation.

CBO(s): Community Based Organizations. (Example: YWCA, Salvation Army, Carmichael Outreach, etc.)

Community Well-Being Steering Committee (CWBS): A committee made up of a staff member from RDBID, Regina Police Service, City of Regina, a community stakeholder, an Indigenous Elder and a person with lived experience. The purpose of the committee is to offer guidance to the Community Support Program when needed. The committee meets quarterly to discuss the program's progress. The CWBS Terms of Reference was created jointly between the City of Regina and RDBID.

Incidents/Interactions: Refers to the variety of engagements the Downtown Regina Community Support Team experiences.

RPS: Regina Police Service

Executive Summary

On September 30, 2020, the Regina Downtown Business Improvement District (RDBID) provided the Community Support Program Pilot project proposal to the City of Regina. On February 24, 2021, RDBID and the City of Regina entered into a contribution agreement securing the funding for the pilot year.

The Downtown Regina Community Support Team started May 25, 2021 and has been operational with three team members since June 21, 2021. The team added a fourth member on August 23, 2021. The team spent the first three weeks of employment receiving over 50 hours of additional training in the areas of mental health, de-escalation, trauma and culturally informed practices, suicide intervention/prevention and harm reduction. Prior to on the ground operations, the team spent time getting to know the downtown district, its members and key community organizations that would play a role in the success of the team.

Once operational, the team saw multiple successes during their initial weeks in the community; the most prominent successes being, able to provide immediate access to food and water. The team has connected individuals in crisis to the appropriate services they require to ensure their safety. The team has engaged with several businesses and community service providers to increase awareness of the program, as well as encourage the businesses and organizations to call the team for support regarding non-emergent safety, security and well-being concerns.

Since operations began, several RDBID businesses and members of the public have reached out through, phone calls, emails and social media posts to express how impressed they are with the Downtown Regina Community Support Team and how much they welcome the team's presence and support. The team makes regular check-ins with RDBID members who routinely interact with priority individuals and are continuously looking for opportunities to open lines of communication with business owners.

The majority of interactions and calls for service have been in relation to providing outreach and wellness checks on people experiencing homelessness, mental health crisis and substance use related distress. During the 2021 summer heat wave, many interactions with priority community members were to provide water and electrolytes in order to keep people hydrated as well as finding spaces for them to cool down.

Community Well-Being Steering Committee

The function of the Community Well-Being Steering Committee (CWBCS) is to oversee and offer guidance on the development and implementation of RDBID's Community Support Program (CSP). The committee was responsible for the development of the CSP Supervisor job description, and hiring the supervisor, which they completed in April 2021. The Community Well-Being Steering Committee met monthly until the Downtown Regina Community Support team was operational. Going forward the committee will meet every three months to discuss the progress of the Community Support Program. The committee has proved integral to the success of the Downtown Regina Community Support Team, their knowledge and expertise has already helped the team navigate through roadblocks in accessing services for priority individuals.

The Community Well-Being Steering Committee (CWBCS) is made up of:

- One representative with lived experience or first voice;
- One representative who is an Elder/Indigenous (First Nations, Inuit, Metis);
- One representative from Regina Downtown Business Improvement District;
- One advisor from the City of Regina - Parks, Recreation & Cultural Services;
- One member from the Regina Police Service;
- One community organization stakeholder (currently John Howard Society).

Budget Update

Highlighted sections reflect City of Regina and RPS funded expenses (as per the contribution agreement).

Expenses to Date (Apr 25-Sept 12, 2021)	Budget	Act. Total	Variance
Training	\$ 9,500.00	\$ 6,077.89	\$ 3,422.11
Uniforms	\$ 12,000.00	\$ 5,884.52	\$ 6,115.48
Data Software	\$ 9,000.00	\$ 16,667.76	\$ (7,667.76)
Payroll	\$ 255,000.00	\$ 37,528.54	\$ 217,471.46
Marketing	\$ 15,500.00	\$ 3,058.38	\$ 12,441.62
Office Operations	\$ 19,000.00	\$ 9,072.33	\$ 9,927.67
Total Expenses	\$ 320,000.00	\$ 78,289.42	\$ 241,710.58
City/RPS Funded Costs		\$ 66,158.71	\$ 200,841.29

Forecast Sept-Dec 2021	
Payroll	\$ 66,000.00
Training	\$ 1,000.00
Uniforms	\$ 10,000.00
Office Operations	\$ 3,000.00
Marketing	\$ 1,000.00
Total	\$81,000.00

< Includes radios that have yet to arrive

Estimated Average Monthly Expenses	
Training	\$ -
Uniforms	\$ 750.00
Data Software	\$ -
Payroll	\$ 18,000.00
Marketing	\$ -
Office Operations	\$ 750.00
Total Expenses	\$ 19,500.00
City/RPS Funded Costs	\$ 18,750.00

Thus far, the program has paid out **\$78,289.42** in expenses. With **\$66,158.71** worth of expenses being covered by the Contribution Agreement with the City of Regina, which includes \$200,000.00 provided by the City of Regina and \$67,000.00 provided by the Regina Police Service.

Data

All data for this report was collected between June 21, 2021 and September 12, 2021. Please note that June and September are only partial month of data. Additionally, two members of the team were in isolation (due to COVID exposure during circuits) from July 5 – July 16, 2021. During the two weeks of isolation, the team operated with one individual.

On August 23, 2021, we hired our fourth team member and began operating circuits from 7am-7pm Monday-Friday. The team has also operated on Saturdays from 9am-1pm in August and plans to continue Saturday circuits until October 9, 2021.

Please see appendix 2 for infographic and additional data.

Types of Incidents and Interactions

Education- Educational interactions mainly involve providing information to the public. Information provided can be in relation to directions, transit, and tourism or about the CSP program.

Emergency- Emergency incidents involve immediate threat to life or property. These incidents could include violence, weapons, medical emergencies, or property damage.

Member Check-in- The Downtown Regina Community Support Team has a goal of visiting at least 250 street level businesses in downtown Regina. Member check-ins involve the team introducing themselves and engaging the businesses in discussions about safety, security and well-being concerns downtown.

Minor Disturbance- Minor disturbances are non-emergent incidents that involve verbal altercations, disobeying bylaws or business rules/regulations or in general disturbing the downtown space through non-violent means. The majority of minor disturbances the team has encountered are verbal altercations.

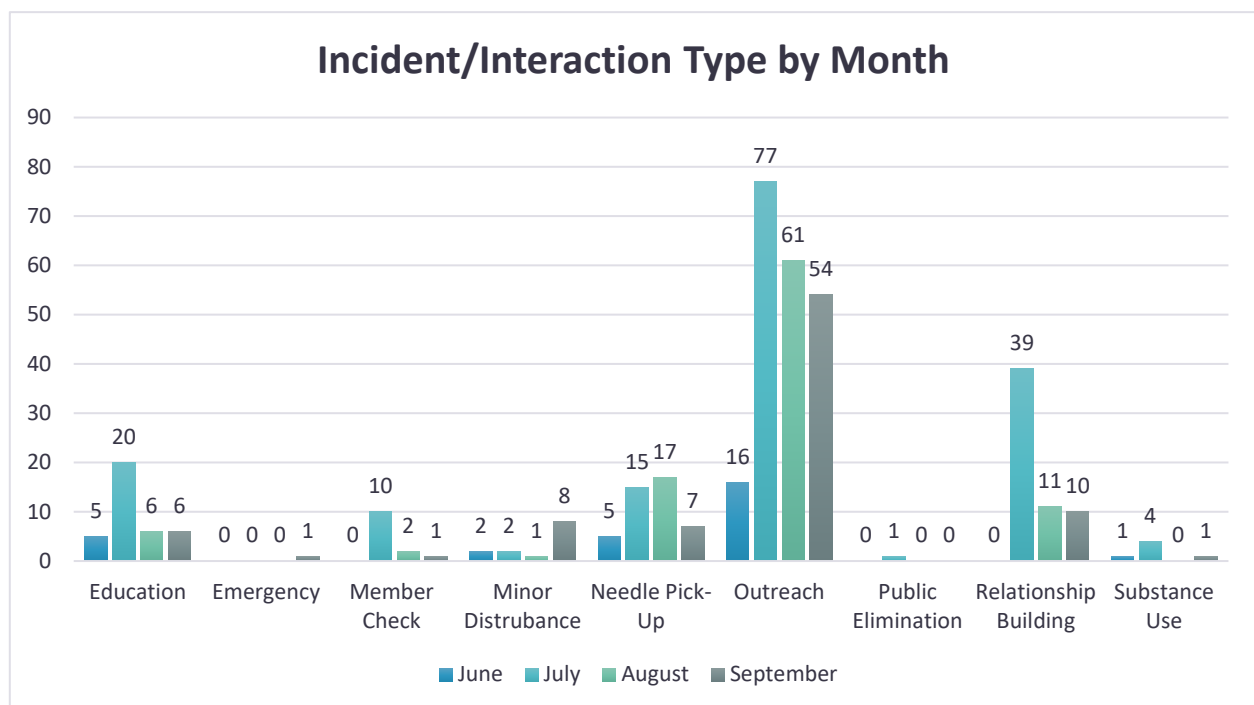
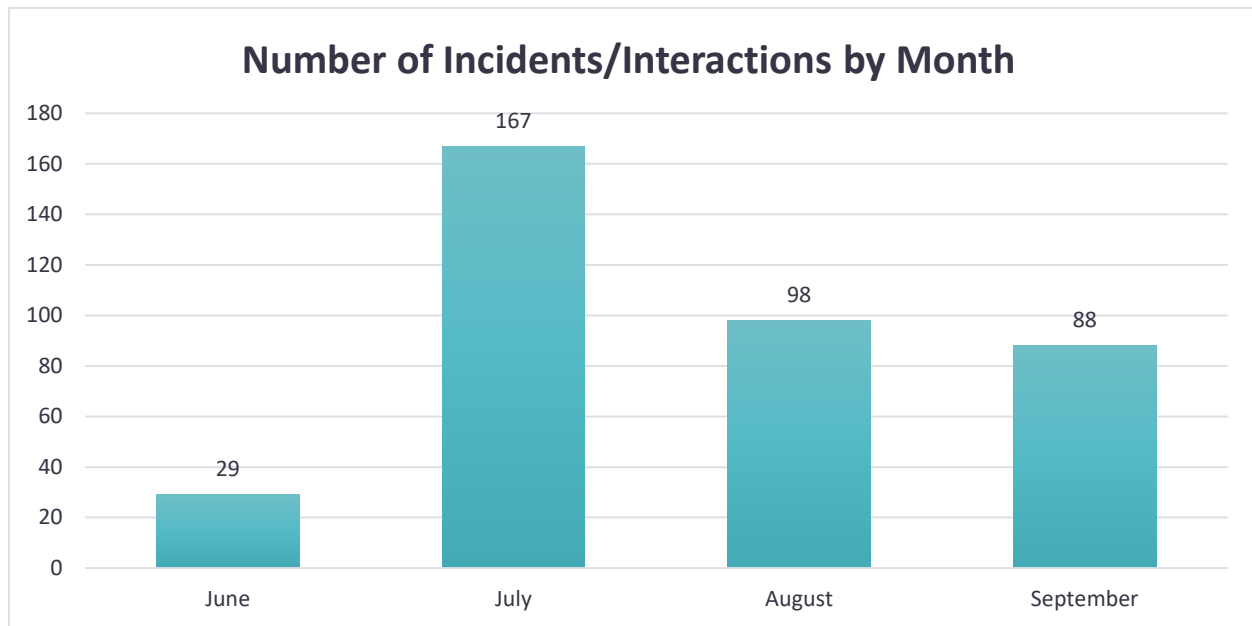
Needle Pick-Up- Needle pick-up involves the team picking up and disposing of needles found in the downtown district.

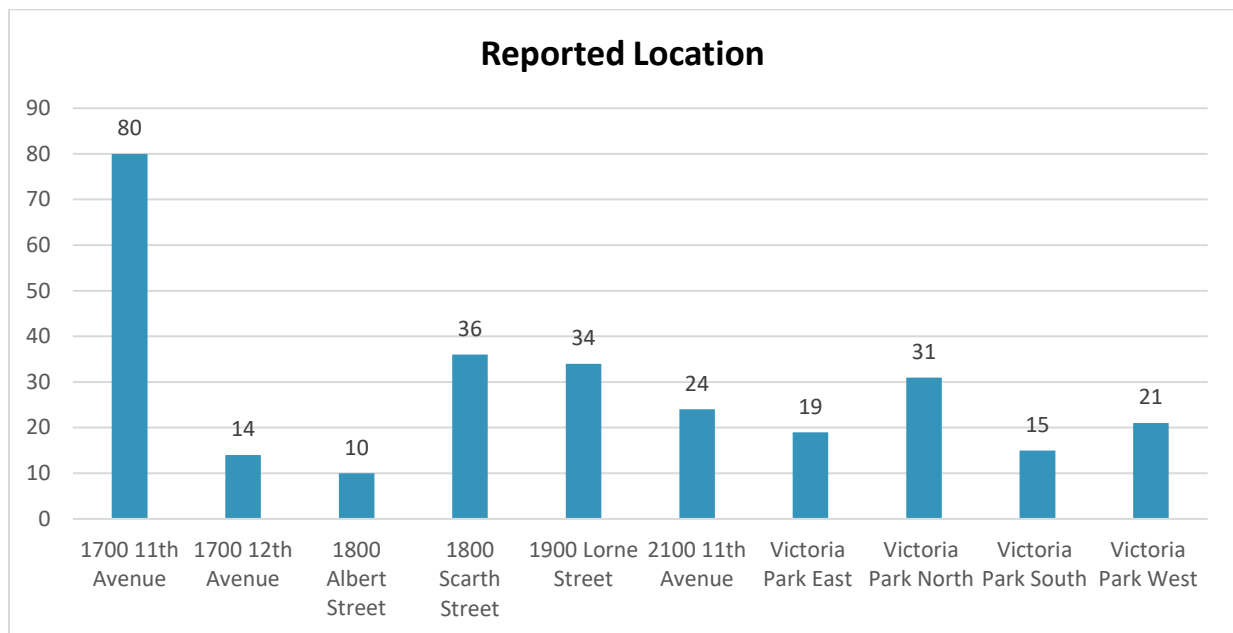
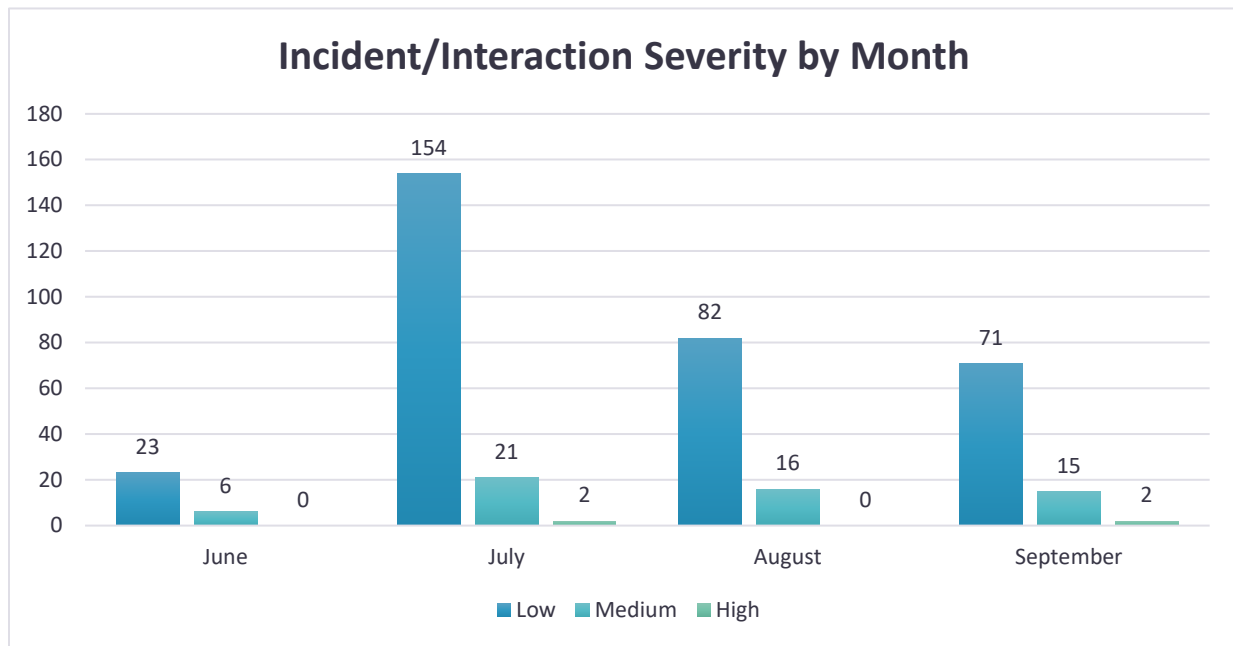
Outreach- Outreach interactions can be related to wellness checks on both conscious and unconscious individuals, mental health checks, and helping individuals access services (food, water, shelter, medical care, harm reduction)

Public Elimination- Incidents involving an individual urinating or defecating on public property.

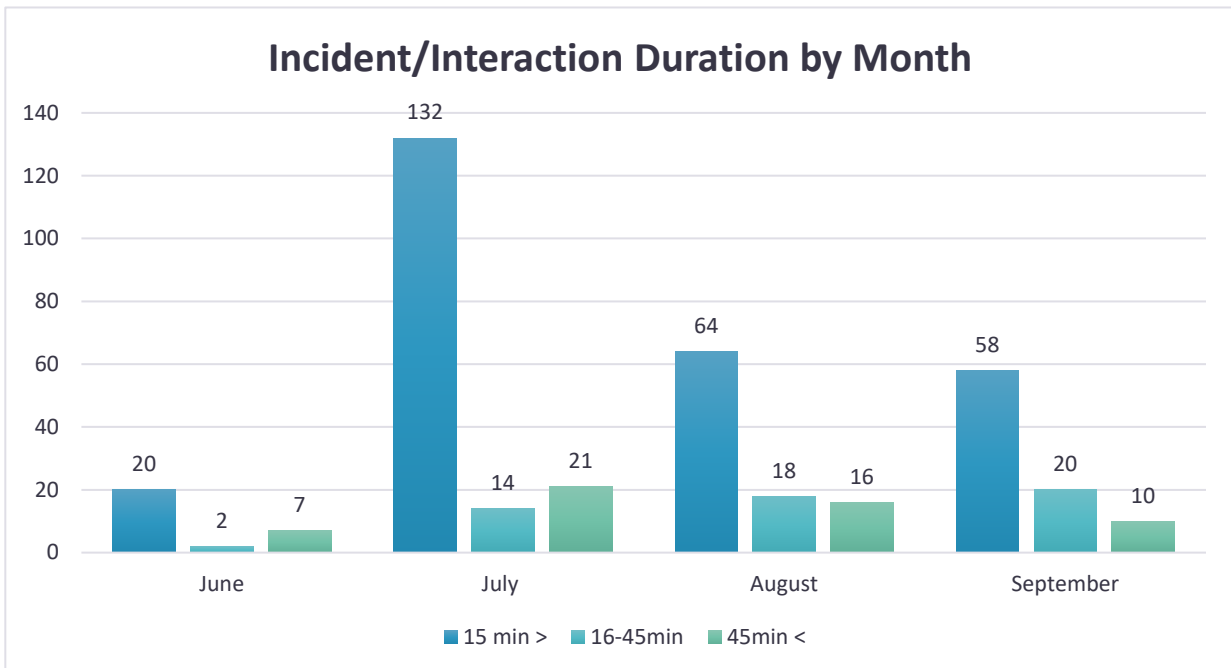
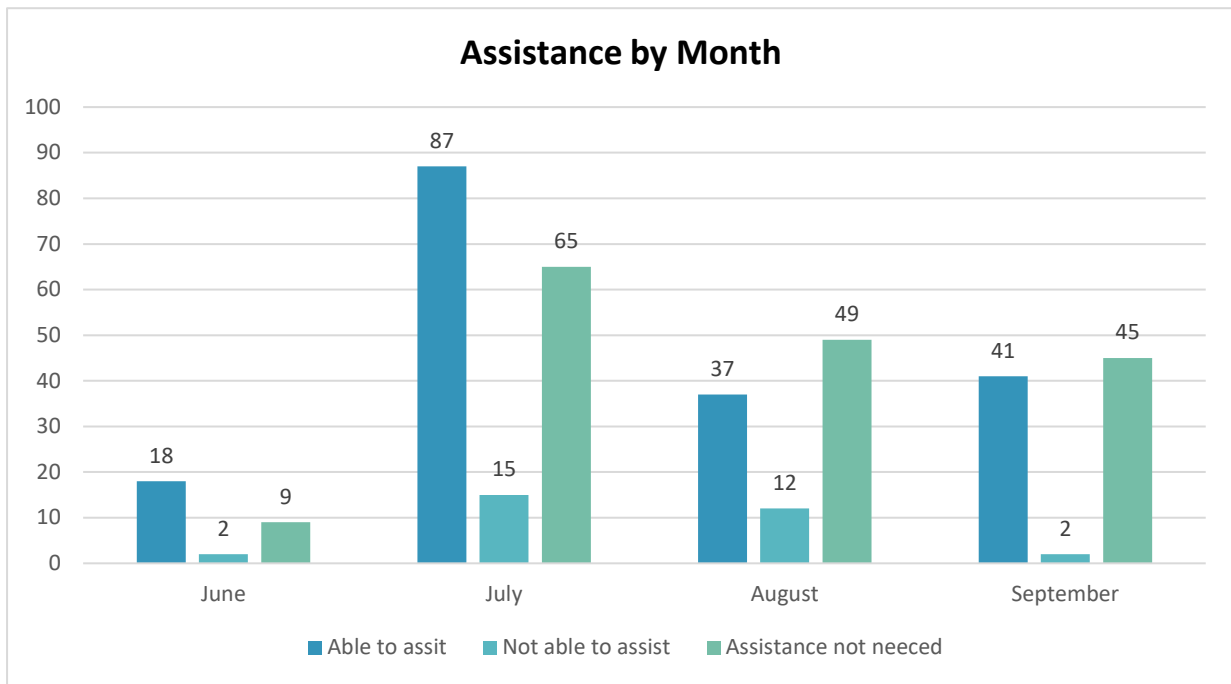
Substance Use- Incidents involving a/an individual/s actively using substances in public.

Relationship Building- Relationship Building consists of interactions where the Downtown Regina Community Support Team take the time to get to know the downtown community. Relationship building interactions are key to the team gaining respect and trust of the priority community downtown. Relationship building interactions help the team recognize when someone may be in distress and help keep situations from escalating.





Note: Locations with less than 10 interactions/incidents are not captured above.



Project Objectives Update

The following is a list of objectives stated in the original Community Support Program Pilot Project proposal. All objective updates are as of September 12, 2021.

Objective 1: Provide a presence to improve the perception and experience of safety and security in downtown Regina.

- The Downtown Regina Community Support Team has spent 440 hours on active foot circuits since June 21, 2021.
- The team has walked the equivalent of over 900 kilometers in their first three months of operations.
- Member and public perception surveys to be live from April 1-30, 2022.

Objective 2: Respond to a variety of non-emergent safety and security complaints from members and citizens in downtown Regina.

- The team has received 34 calls for service from RDBID members, staff, the public and the RPS since June 21, 2021.
- The team has recorded over 380 interactions ranging from simple questions about directions to minor disturbances.
- The majority of interactions (41%) are outreach based, ranging from wellness/mental health checks, accessing food and water, shelter support and harm reduction.

Objective 3: Proactively prevent non-emergent safety and security concerns from becoming emergent, where and when possible.

- Due to the limited time the team has been operational there is not enough data to comment on this objective.

Objective 4: Facilitate positive partnerships with local downtown businesses, citizens, and community agencies in order to identify and address potential issues, trends and areas of concern within the downtown.

- The Downtown Regina Community Support Team has engaged with over 45 downtown businesses and 28 community organizations (appendix 6) since June 21, 2021.

Objective 5: Build trusting relationships with priority community members and assist them in addressing their needs.

- The team has developed concrete relationships with many priority community members, despite initial hesitation. The team has developed a set of Guiding Principles (appendix 4) in which they lead with in every interaction.
- The data shows 15% of the time, priority community members self-initiate engagement with the team when they need support. This statistic is especially profound when thinking about the limited amount of time the team has been operational.
- The team has quickly become recognizable in the community and the team is familiar with the majority of the priority community downtown. This is directly related to their

on the ground commitment, time spent volunteering at community organizations and attendance at community events.

Objective 6: Work with service providers to provide supports to people in need and address root causes of safety and security issues in downtown Regina.

- The Downtown Regina Community Support Team engages with a minimum of two service providers, often more, each day of operation usually in reference to service referrals (see appendix 6).

Objective 7: Identify gaps in services.

- The Downtown Regina Community Support Team has identified seven key gaps in service to date:
 - Gap 1: Lack of access to personal hygiene services (showers, bathrooms, laundry).
 - Gap 2: Lack of operating hours at community services.
 - Gap 3: Decreased capacity at community services (COVID-19 related).
 - Gap 4: Lack of shelter spaces for those using substances.
 - Gap 5: Lack of shelter spaces for women (see appendix 8).
 - Gap 6: Confusion amongst service providers.
 - Who should/can provide the service?
 - Which caseworker needs to be contacted?
 - Often when trying to access supports the team spends much time on the phone trying to contact “the right person” to get the individual help. This has proved inefficient and ineffective.
 - Gap 7: Lack of consistent food service providers.

Objective 8: Act as a triage team in hopes of avoiding the unnecessary use of emergency services for non-emergent issues.

- The team estimates they have prevented the use of emergency services five times since they began operations; however this data has not been quantified.
- Due to the limited time the team has been operational there is not enough data to comment further on this objective.

Pilot Year Two Funding Request

Based on the support and feedback from the community (see appendix 1) Regina Downtown Business Improvement District strongly recommends the continuation of funding for the second pilot year of the Community Support Program from the City of Regina and Regina Police Service.

We estimate the expenses for the Community Support Program Pilot Year Two to be **\$300,000.00**. This will cover payroll expenses and benefits, training, uniforms, equipment, accessories and operational costs (see appendix 7).

Payroll	\$267,000.00
Training	\$4000.00
Marketing	\$5,000.00
Uniforms/Accessories	\$9000.00
Office Operations	<u>\$15,000.00</u>
Total Funding Request	\$300,000.00

September 9, 2021

Re: Support for the Community Support Program

To Whom It May Concern:

I am writing on behalf of the Heritage Community Association to express our support for the Community Support Program.

This service is greatly needed to help improve lives in our city. The rise in drug use, addictions, overdoses and homelessness is creating a great deal of stress and grief in our community, on top of the stress and grief of the pandemic. Having trained Support Workers reduces the number of deaths by overdose, brings help to our most vulnerable, and helps to ease the hearts and minds of many community members.

CSP has been instrumental in meeting those needs. They are already doing vital harm-reduction work. They are already serving populations that are most affected by the overdose crisis. Renewing their services will enable them to continue to deliver that care and protection of those who are most in need.

As the Community Association for an inner city neighbourhood in Regina, we know how devastating the addictions crisis has been on individuals, families, and neighbourhoods. We are grateful to CSP for taking on this initiative. We know it will save lives. We urge others to support it as well.

Sincerely,



Aria Ramdeo, Executive Director
Heritage Community Association
#100 - 1654 11th Ave.
Regina SK S4P 0H4
director@heritagecommunityassociation.com
306-757-9952

Appendix 1



Library Director
& CEO's Office

Appendix D - 15
2311 - 12th
Avenue
P.O. Box 2311
Regina,
Saskatchewan

September 16, 2021

Dear City of Regina,

The Regina Public Library is pleased to endorse the Regina Downtown Business Improvement District's Community Support Program (CSP) and the work they're doing to contribute to a safe and welcoming downtown.

RPL's Central Library attracts customers from all walks of life, some of whom require supports beyond the scope of the library. The CSP Teams are frequent visitors to Central Library and will often assist customers in need of additional community/social services supports.

Their services help ensure customers get the assistance they require and allow library staff to focus on the provision of library services.

We welcome the support of the CSP Teams at Central Library and view them as a meaningful partner in supporting a safe and welcoming experience at Central Library, and in downtown Regina. I would gladly advocate for a permanent program to maintain that positive environment.

I am happy to answer any questions or provide further information about our interactions with the CSP and the support they bring to Central Library.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jeff Barber', followed by a colon.

Jeff Barber
Library Director & CEO

Appendix 1**Regina Contact Center**

2412 11th Ave
Regina, SK, S4P0K3

Tel: 306-337-6835
Fax: 306-337-6750

September 10, 2021

Jason Mancinelli
City of Regina
2476 Victoria Ave
Regina, SK, S4P 3C8

Community Support Program

Good day:

My name is Marcus Dyck and I am the Senior Business Coordinator at the CIBC Regina Contact Center. I am writing you to champion the success of the Community Support Program (CSP).

Part of my duties involve insuring the Safety and Security of our staff and the premises. At CIBC we have had many encounters with people who are struggling with addiction and mental health issues. Last summer I had found unconscious severely intoxicated individuals, that required emergency assistance on multiple occasions, and had multiple incidents of graffiti, theft and vandalism.

At the CIBC contact center we have a Purpose Statement, that is To Make Your Ambitions a Reality. No one's ambition is to struggle with alcoholism, find some where to sleep, overdose in an alley, or rely on emergency services to get the help they need.

In conversation with some of these people they have solicited my advice on where to find shelter, and help to turn their life around. Normally with nearly 400 management and staff on site, no one has ever felt that we just want these people gone. The compassion of those in our contact center reflects our culture, and everyone here wants to see these people thrive at life once more.

The few times I had contacted the CSP early in the summer, I was impressed with the response time of the CSP Workers. More impressive is the proactive approach the CSP uses. Since the inception of this program I have noticed that there isn't any broken glass to clean up every morning, the damage to our building has diminished, and I haven't once had the anxiety of potentially finding an over dose victim behind the building.

The management and staff at the CIBC Regina Contact Center are truly thankful for the hard work of the Community Support Program. As such we would strongly encourage your careful consideration regarding the continuation of this program.

Respectfully,

Marcus Dyck
Senior Business Coordinator

Appendix 1

To Whom It May Concern,

We are submitting this letter of support on behalf of the Downtown Regina Community Support Team.

The Community Support Team does an amazing job supporting those struggling in the downtown area of our city. They are effective in their work and have helped our clients in managing and overcoming their challenges. Members of their team also volunteer in some of our programs, offering a level of support that would not be available to them elsewhere.

It has been an effective partnership, and we are incredibly grateful for the ongoing relationship we've built with the Downtown Regina Community Support Team.

We support their mission and would encourage other organizations and funders to partner with them.

Sincerely,



Shawn Fraser
Chief Executive Officer
John Howard Society of Saskatchewan

Community Support Program Data Snapshot

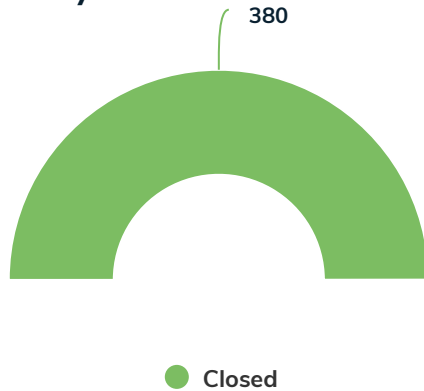


IM - Incident Summary Report

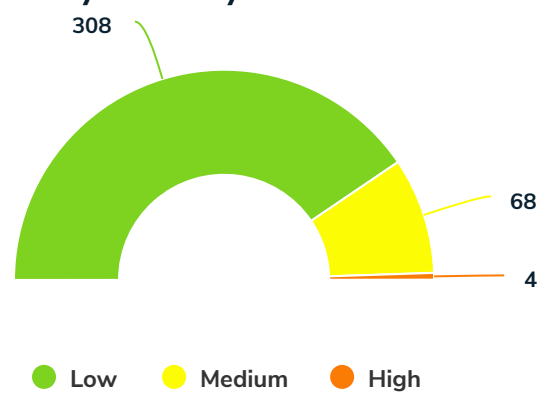
C-1 Regina Downtown

This report has been restricted to the last 180 days of reported/created Incidents. Please contact your administrator for reporting needs beyond these parameters.

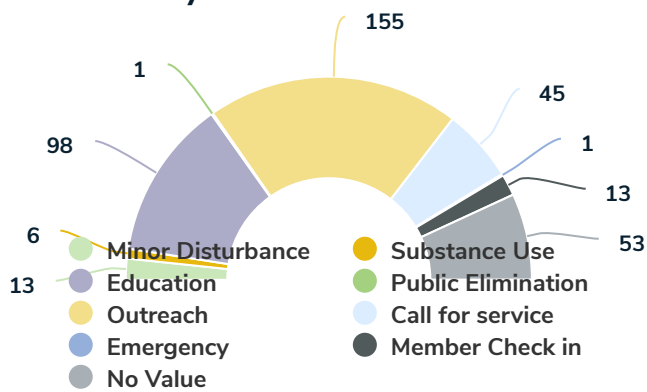
Incidents By Status



Incidents By Severity



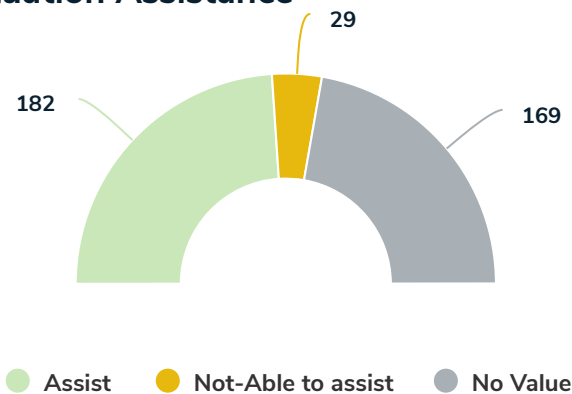
Incidents By Classification



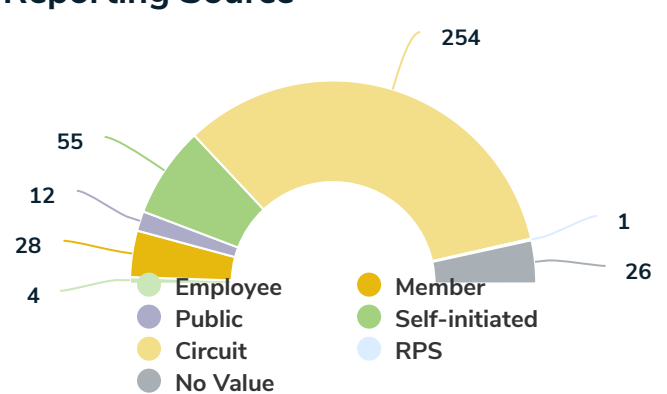
Incident Duration



Situation Assistance



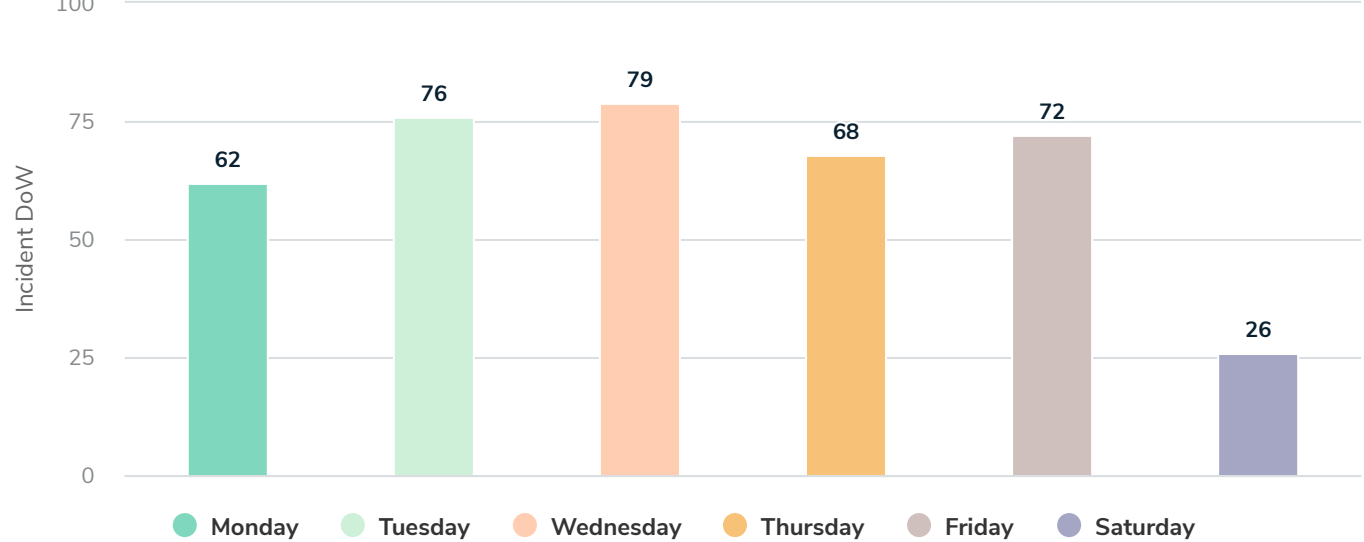
Reporting Source



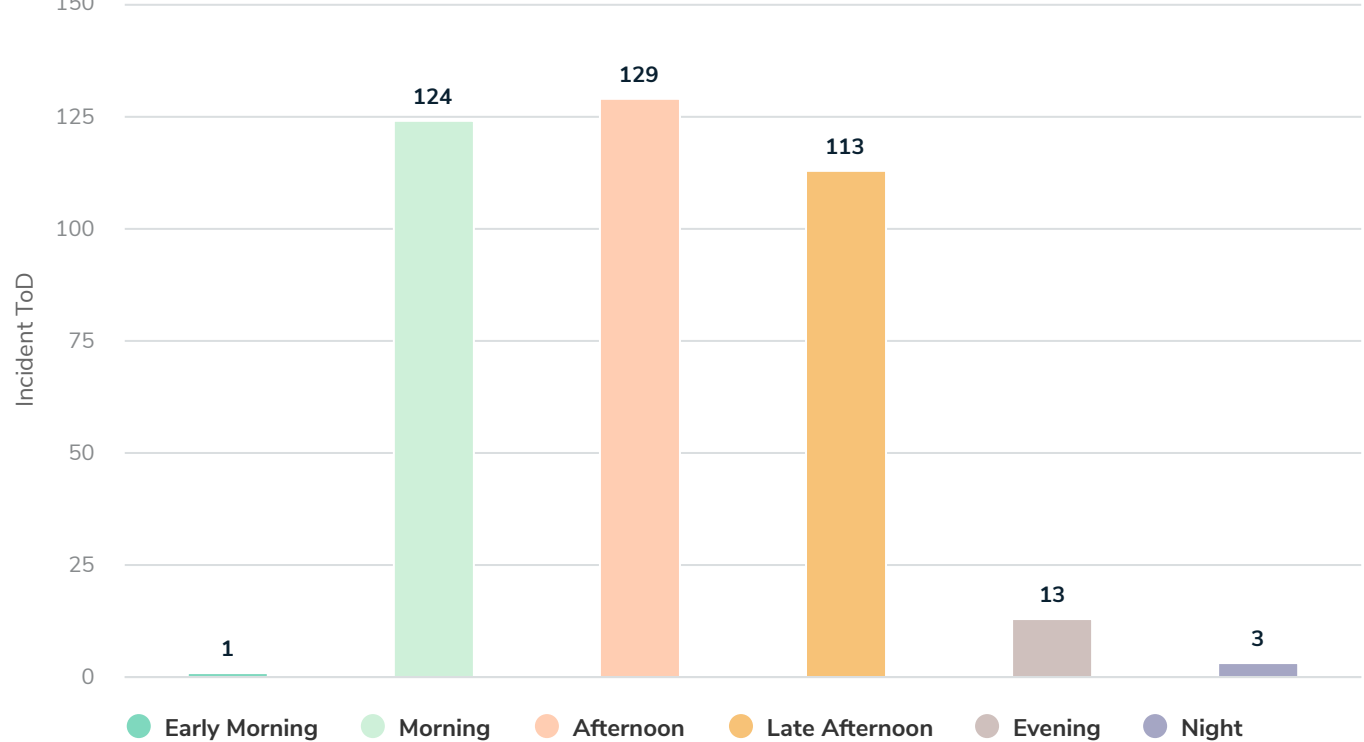
IM - Incidents by Time Period

C-1 Regina Downtown

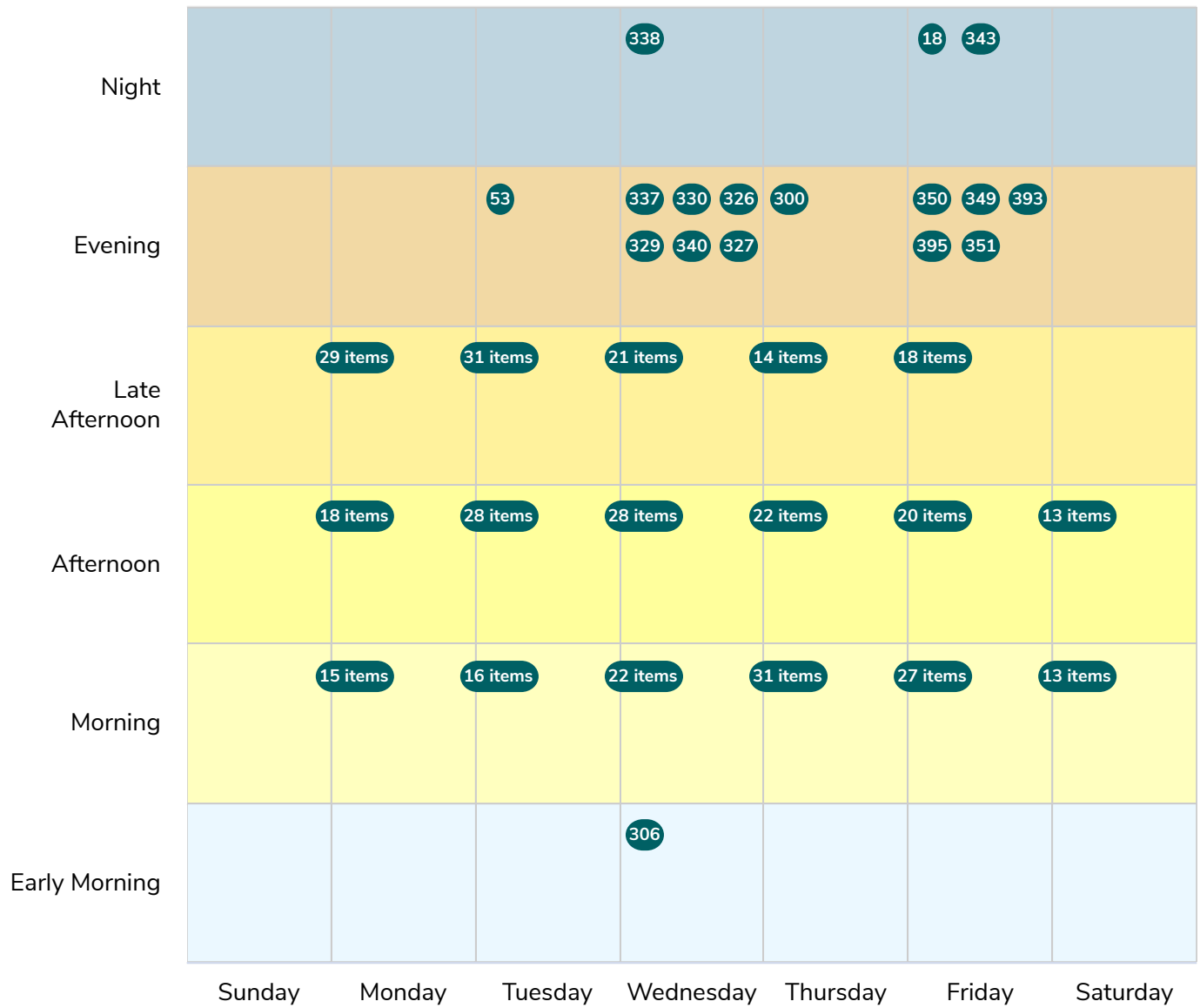
Day of Week



Time of Day



Heat Map



Appendix 3

[illegible]



Mission Statement

CSP aims to connect and engage with all individuals who access Downtown Regina.
We aspire to bridge gaps in services and enhance safety for all who live, work and access downtown through street outreach and community collaboration.

Vision Statement

A safe and vibrant downtown where all are welcomed.

GUIDING PRINCIPLE #1

WE WILL PUT PEOPLE FIRST.

DRCST will show integrity and compassion while interacting with the community.

DRCST will operate through a trauma informed and culturally sensitive lens.

DRCST will prioritize safety for all community members accessing the downtown.

GUIDING PRINCIPLE #2

WE WILL WORK FROM A HARM REDUCTION APPROACH.

DRCST will meet people where they are at and prioritize individual needs.

DRCST believes that every individual is deserving of dignity and respect, even on their worst days

GUIDING PRINCIPLE #3

WE WILL PRACTICE OPENNESS WHILE RECOGNIZING THE DIVERSE NEEDS OF OUR COMMUNITY.

DRCST will learn as we go.

DRCST will be flexible and adapt service delivery when needed.

DRCST will embrace continuous learning.

GUIDING PRINCIPLE #4

WE WILL ENSURE SAFETY FOR ALL IS PARAMOUNT.

DRCST will acknowledge the safety concerns of members.

DRCST acknowledges improving overall safety which will positively impact the downtown business community.

DRCST strives to improve safety for all who live, work and access downtown.

DRCST will work to improve responses to safety concerns knowing when intervention is necessary which will equate to cost savings for both the city and taxpayers.

GUIDING PRINCIPLE #5

WE WILL BUILD RELATIONSHIPS TO CULTIVATE COMMUNITY CONNECTIONS.

DRCST will establish relationships with individuals to create trust.

DRCST will collaborate effectively with other service providers to bridge gaps and provide access to resources.

DRCST will provide opportunity for understanding between stakeholders and downtown visitors through opening avenues of communication.



REGINA



Regina
Downtown
BUSINESS IMPROVEMENT DISTRICT

Training

Type of Training

Trauma Informed Practices
 Suicide Prevention/intervention ASIST
 Mental Health First Aid
 SafeTalk
 Narcan/Naloxone
 First Aid
 LGBTQ2S+
 Gang Intervention Training
 Cultural Training - Indigenous
 Addictions and Mental Illness:
 Working with Co-occurring Disorders
 De-Escalating potentially violent Situations
 AIDS/HIV/Harm Reduction
 Cultural Training - New comers

Provider

Caring Hearts
 ABK Wellness
 ABK Wellness
 Canadian Mental Health Association
 SHA (SK Health Authority)
 J & T
 Jacq Brasseur
 RT/SIS
 OTC
 CTRI

 CTRI
 APSS
 RODS

Organizations (June-September 2021)

COAST

Regina Public Library

Heritage Community Fridge

Salvations Army Waterson Centre

Newo Yotina Friendship Centre

Heritage Community Association

YWCA

Phoenix Residential

Carmichael Outreach

Regina General Hospital

Know Metropolitan Church

Souls Harbour Rescue Mission

Canadian Mental Health Association

EMS

Detox – SHA

YWCA Women's Housing

Mobile Crisis

PACT

Regina Transition House

Social Services – Income Assistance

Sophia House

Family Services

John Howard Society

Queen City Wellness Pharmacy

Regina Police Service

Ochapowacy Band Office

CSP Pilot Budget Year 2 (June 2022-June 2023)**Payroll**

	our	Hrs/Week	Weeks	Salary Total
Supervisor	\$ 28.23	40	52	\$ 58,708.00
Position 1	\$ 24.55	40	52	\$ 51,064.00
Position 2	\$ 24.55	40	52	\$ 51,064.00
Position 3	\$ 24.55	40	52	\$ 51,064.00

Subtotal	\$ 211,900.00
MERCS - 25.72889%	\$ 55,100.00
Total	\$ 267,000.00

Training

	Quantity	Unit Cost	Total	Notes
First Aid	4	\$ 150.00	\$ 600.00	
Misc training	10	\$ 150.00	\$ 1,500.00	
Honorariums for Community Orgs. training	10	\$ 190.00	\$ 1,900.00	
		\$ -	\$ -	
		\$ -	\$ -	

Total	\$ 4,000.00
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Office Operations

	Quantity	Unit Cost	Total	Notes
Office supplies	1'	\$ 400.00	\$ 400.00	
KSP Server	1'	\$ 3,600.00	\$ 3,600.00	Per year cost
Data Software	1	\$ 11,000.00	\$ 11,000.00	Resolver yearly sub.

Total	\$ 15,000.00
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Marketing

	Quantity	Unit Cost	Total	Notes
General Marketing	1	\$ 5,000.00	\$ 5,000.00	

Total	\$ 5,000.00
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Uniforms/Accessories

	Quantity	Unit Cost	Total	Notes
Uniforms (replacement costs)	1	\$ 3,500.00	\$ 3,500.00	
Cell phones	1	\$ 3,500.00	\$ 3,500.00	
Emergency Supplies	1	\$ 2,000.00	\$ 2,000.00	

Total	\$ 9,000.00
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Total Costs

Staffing	\$ 267,000.00
Training	\$ 4,000.00
Office Operations	\$ 15,000.00
Marketing	\$ 5,000.00
Uniforms/Accessories	\$ 9,000.00

Total 2022	\$ 300,000.00
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Incident Severity

Medium

TREE

EXPORT

PRINT

Appendix 8

General Information



Incident Owner

Alyssa Marinos ✕ ▼

Primary Incident Type

Outreach - General

Incident Flags

Select one... ▼

Additional Incident Types

Outreach - Shelter ✕ ▼

Situation Assistance

Not-Able to assist ▼

Severity

Medium ▼

Business Unit

Regina Downtown ✕

Reporting Source

Circuit ▼

Fiscal Year

FY 2021 ▼

Incident Start DateTime

July 22, 2021 4:10 pm ▼

Incident End DateTime

July 22, 2021 4:30 pm ▼

Additional Responses

Select one... ▼

Incident Reported DateTime

July 23, 2021 11:15 am

Closed Date/Time

2021-09-13 13:03

Incident Duration (Minutes)

20

Description

During our circuit on 11th and Albert Street, CSP met and chatted with a women who was carrying several bags to herself. We asked if she needed any help carrying anything but she said she was okay. After speaking with her a bit more we learned she needed shelter, as she slept in the alley last night. We provided her multiple options, including detox, YWCA and AWASIS on 5th. She told us that detox was full last night and most nights it's first come first serve to get a bed, so it's not a for sure thing. She's not on assistance so Mobile Crisis would not be able to put her up in a hotel for the night and when we called YWCA, there were no open beds. As a last resort we gave her the location and times for AWASIS' place of hope, as they indicate they are open from 9pm-7am., however it is a bit of a walk. Other than that, our friend said she will simply look for a safe place to sleep on the street.



COMMUNITY SAFETY AND WELL-BEING

Last spring, City Council endorsed the Age Friendly initiative and committed to making Regina a city where policies, programs and services support and enable people of all ages to live safely, stay in good health and remain involved.

The **Community Safety and Well-Being Action Plan** proposal before you today serves as a complement to that commitment. The priorities identified in the consultations and the survey such as violence, food insecurity, safety, access to services and some other concerns raised such as housing, inclusiveness, recreation and leisure, transportation ... are all elements that align with the 8 focus areas of the Age Friendly movement. They all need to be addressed in our effort to make the City an Age Friendly Community.

We at Age Friendly Regina have read the report with great interest and fully support the proposed Action Plan. We strongly recommend that Council endorse it and provide the necessary human and financial resources for its implementation. We would hope to have the opportunity to continue to be involved in whatever mechanisms are put in place for its implementation and be kept informed about the progress made.

Respectfully submitted

André Nogue, Chair
Age Friendly Regina Steering Committee

**Community Safety and Well-Being Plan
Special City Council Meeting
Thursday, November 25, 2021; 1:00 p.m.
Multicultural Council of Saskatchewan Delegation**

Rhonda Rosenberg
Executive Director of the Multicultural Council of Saskatchewan (MCoS)
306-535-9599
exec@mcos.ca

Good afternoon your Worship, Councillors, and guests. Thank you for both the important work on the Community Safety and Well-Being Plan, and this opportunity to address Council.

I am the Executive Director of the Multicultural Council of Saskatchewan, a provincial non-profit organization. We have been raising awareness of the benefits of diversity and the dangers of racism since 1975. Our office is in Regina. I join you from Treaty 4 territory, homeland of Nêhiyawak, Anishinaabeg, Nakota, Dakota, Lakota, formerly Blackfoot, and Michif Nations. We work to build relationships and address colonial harms in our own work and in the community. I personally strive to be a good treaty relative.

This meeting happens to fall during Saskatchewan Multicultural Week. This year's theme is Together We Make Saskatchewan Strong. We encourage conversations about what a strong Saskatchewan means to you, and how each of us as individuals, and as collectives, such as municipalities, can make it stronger. I encourage you to visit our [website](#) that includes a community resource on [Building Equitable and Inclusive Communities](#).

MCoS has articulated 5 streams of multicultural work: cultural continuity, celebration of diversity, anti-racism, intercultural connections, and integration. I share these, because they are relevant to considerations of safety and well-being.

I had the honour of participating in a conversation about the racism and discrimination aspects of the implementation plan. At MCoS, we talk about 4 levels of racism: structural, systemic/institutional, interpersonal, and internalized. The work the City needs to do must include all four with initiatives to provide educational opportunities to staff and Council in order to build capacity and commitment to consider all policies, processes, programs, and relationships through a lens of decolonization, anti-racism, and anti-oppression.

I wish to emphasize the need to devote resources to this work. Permanent staff members who are knowledgeable and experienced in anti-racism and anti-oppression are especially important to moving forward with this plan. Resources for programming and community are also integral, so that the City is able to engage and centre the voices of those most impacted by racism and colonialism. Extensive, ongoing, respectful, culturally appropriate outreach is essential.

MCoS looks forward to supporting the City of Regina. We are able to offer [education](#), as well as connections to organizations, groups, and individuals. MCoS coordinates an annual provincial anti-racism campaign in March in commemoration of March 21, the International Day for the Elimination of Racial Discrimination. There are many ways that the City of Regina can participate, support and amplify the messages and activities of this and other campaigns.

I would encourage the City to consider signing on with the [Coalition of Inclusive Municipalities](#). This organization provides resources and networking. I am aware that Saskatoon, Prince Albert, and Moose Jaw are already members. I also share an opportunity in this regard. The Canadian Commission for UNESCO (CC-UNESCO) under its program Coalition of Inclusive Communities (CIM) is collaborating with the University of Manitoba, MITACS and the SHRC in providing an opportunity for Municipalities in western Canada interested in initiating diversity, equity and inclusion programs. A virtual information workshop for municipal officials will take place in the near future and MCoS can provide date and time shortly. Please advise me of the appropriate contact person.

Thank you for your time and consideration as you deliberate how to ensure that all members of the Regina community are safe, valued, seen as contributors, able to fully participate and access services, and feel a sense of belonging.



Community Safety and Well-being Plan

Date	November 25, 2021
To	Mayor Masters and City Councillors
From	Community Wellness Committee
Service Area	Parks, Recreation & Cultural Services
Item #	CR21-169

RECOMMENDATION

That City Council:

1. Endorse the Community Safety and Well-Being Plan for Regina (Appendix A).
2. Direct Administration to develop the terms of reference for the Mayor's Leadership Committee on Community Safety and Well-Being, for consideration by Council in Q1 2022.
3. Approve the City of Regina Action Plan (Appendix B), and direct Administration to report back to the Community Wellness Committee annually on its progress.
4. Direct Administration to bring back a Social Well-Being Policy with a community impact methodology for Council reports in Q2 2022.
5. Delegate authority to the City Manager or designate to approve criteria for the expansion of transit and leisure pass distribution to organizations advancing the priorities outlined in the Community Safety and Well-Being Plan.
6. Consider approval of one-time funding of \$75,000 through the 2022 budget process to develop a comprehensive overdose prevention strategy in collaboration with the Saskatchewan Health Authority, Regina Police Service, and other community partners.
7. Consider approval of annual funding of \$500,000 in the 2022 budget process to establish ongoing grant funding for harm reduction initiatives in the Community Investment Grant

Program.

8. Delegate authority to the City Manager to adjudicate, approve, and administer the Harm Reduction Funding Stream of the Community Investment Grants Program.
9. Consider approval of annual funding of \$800,000 through the 2022 operating budget process to create an external support structure, (Option 2) as described in this report, that will work with the Mayor's Leadership Committee on Community Safety and Well-Being to implement the community plan.
10. Remove items MN19-21 and MN20-24 from the outstanding items list for City Council.

HISTORY

At the November 10, 2021 meeting of the Community Wellness Committee, the Committee considered the attached CWC21-11 report from the City Planning & Community Development Division.

Melissa Coomber-Bendsten, representing YWCA - Regina SK, addressed the Committee.

The following addressed and made a PowerPoint presentation to the Committee:

- Felix Munger and Audrey Monette, representing Canadian Municipal Network on Crime Prevention; and
- Laurie Shalley, Dave Slater, and Kelly Husack, representing the City of Regina.

The Committee adopted a resolution to concur in the recommendation contained in the report after amending Recommendation #9 and Recommendation #11 to read as follows:

9. Consider approval of annual funding of \$800,000 through the 2022 operating budget process to create an external support structure, (Option 2) as described in this report, that will work with the Mayor's Leadership Committee on Community Safety and Well-Being to implement the community plan.
11. Approve these recommendations at a special meeting of City Council to be called in November 2021.

Recommendation #11 does not require City Council approval.

Respectfully submitted,

COMMUNITY WELLNESS COMMITTEE



Tracy Brezinski, Council Officer

11/18/2021.

ATTACHMENTS

CWC21-11 - Community Safety and Well-being Plan

Appendix A Community Safety and Well-being Plan

Appendix B City of Regina Short Term Action Plan

Appendix C CSWB Motion

Appendix D Addictions Crisis

Appendix E CSWB Framework

Appendix F Survey Map



Community Safety and Well-Being Plan

Date	November 10, 2021
To	Community Wellness Committee
From	City Planning & Community Development
Service Area	Parks, Recreation & Cultural Services
Item No.	CWC21-11

RECOMMENDATION

The Community Wellness Committee recommends that City Council:

1. Endorse the Community Safety and Well-Being Plan for Regina (Appendix A).
2. Direct Administration to develop the terms of reference for the Mayor's Leadership Committee on Community Safety and Well-Being, for consideration by Council in Q1, 2022.
3. Approve the City of Regina Action Plan (Appendix B), and direct Administration to report back to the Community Wellness Committee annually on its progress.
4. Direct Administration to bring back a Social Well-Being Policy with a community impact methodology for Council reports in Q2, 2022.
5. Delegate authority to the City Manager or designate to approve criteria for the expansion of transit and leisure pass distribution to organizations advancing the priorities outlined in the Community Safety and Well-Being Plan.
6. Consider approval of one-time funding of \$75,000 through the 2022 budget process to develop a comprehensive overdose prevention strategy in collaboration with the Saskatchewan Health Authority, Regina Police Service, and other community partners.

7. Consider approval of annual funding of \$500,000 in the 2022 budget process to establish ongoing grant funding for harm reduction initiatives in the Community Investment Grant Program.
8. Delegate authority to the City Manager to adjudicate, approve, and administer the Harm Reduction Funding Stream of the Community Investment Grants Program.
9. Consider approval of annual funding of \$800,000 through the 2022 operating budget process to create an external support structure, as described in this report, that will work with the Mayor's Leadership Committee on Community Safety and Well-Being to implement the community plan.
10. Remove items MN19-21 and MN20-24 from the outstanding items list for City Council.
11. Approve these recommendations at its meeting on November 24, 2021.

ISSUE

In November 2019, City Council passed a motion directing Administration to bring back a report with a proposed approach to develop a Community Safety and Wellbeing Plan (CSWB) for Regina (MN19-21, Appendix C). MN19-21 outlines the need for a CSWB Plan in Regina, linking the municipality's current level of crime and violence to a variety of underlying social issues such as food insecurity, problematic substance use, and overall inequality.

Subsequently, in June 2020, Council adopted Administration's proposed approach which led to the hiring of the Canadian Municipal Network on Crime Prevention (CMNCP). CMNCP was selected to lead the City of Regina (City) through the development of a CSWB Plan, providing overarching direction to the City and other partners, stakeholders, and sectors on local priorities, including a framework that would guide and support a collaborative approach to enhancing community wellbeing, health and safety, and social inclusion in Regina over the next five years. The work was developed in partnership with the Regina Police Service and in consultation with other human service partners in Regina.

This report includes the final CSWB Plan as developed by the CMNCP, an outline of the data collection and community engagement process which directed the plan development, a summary of the CSWB priorities for Regina, and a proposed role for the City in advancing the CSWB plan priorities, including the development of a new governance structure to ensure successful implementation and leadership.

Given the strong alignment of the CSWB Plan priorities and respective recommendations for future work, the motion regarding the Addiction Crisis (MN20-24, Appendix D) is also being addressed within this report under the section dedicated to Problematic Substance Use.

IMPACTS

Accessibility Impact:

CSWB Plan development, including the community assessment and future implementation and action, remains rooted in accessibility and inclusion, and in particular the voices of people with lived/living experience. Successful plan implementation is highly dependent on a collective and coordinated effort and needs to remain dedicated to Regina's diverse segments of the community, elevating the voices of those with lived and living experience in relation to advancing the plans priority areas. The priorities listed in the CSWB Plan are not new to Regina but do require new and collaborative approaches that stay attentive to the individuals who experience a lack of safety and well-being as a result of these complex issues.

A proposed governance structure (as discussed later in this report) to ensure advancement of the CSWB plan will be grounded in accessibility, inclusion, equity, and ensuring diverse representation of our community, not only at the decision-making level, but also weaved throughout its structure, including the community actions tables that will ultimately lead work in relation to each of the priority areas.

Financial Impact:

The below financial impact of \$1.375M in 2022 (\$875,000 + \$500,000) was included in the preliminary 2022 Budget presented to Executive Committee on October 20 (EX21-71).

The following are the financial impacts associated with this report:

1. Overdose Prevention Strategy – Administration is recommending that Council consider a one-time budget of \$75,000 through the 2022 budget process to initiate the development of a comprehensive approach to addressing issues of overdose and problematic substance use in Regina. The plan would be developed with support from an external consultant as well as a community advisory committee that is comprised of local stakeholders and individuals with lived experience.
2. Harm Reduction Funding Stream - Administration is recommending that ongoing funding of \$500,000 be considered through the 2022 budget process to support the permanent funding of harm reduction initiatives through the Community Investment Grant Program.
3. Plan Governance & Staff Support - Administration is recommending that ongoing funding of \$800,000 be considered through the 2022 budget process to support the development of a Community Safety & Wellbeing Office to lead plan implementation and coordinated systems planning. The proposed funding level supports the first year for the office. Once the office is established, requirements for long term operations will be determined.

The \$800,000 in funding for 2022 would be allocated as follows:

Hiring of a Director - \$190,000

- As an early step in the implementation process, a Director will be hired to lead implementation of the work plan, including establishment of the Mayor's Leadership Committee on Safety and Well-Being. The projected cost for this position, including benefits, is \$190,000. It should be noted that while it is recommended that Council choose for this office to be housed in an external arms-length organization as described later in this report, it is recommended that the Director initially be hired as a City employee, who is tasked with establishing the office, including development of the Mayors Leadership Committee on CSWB, the Community Action Tables, and the organizational structure. The reporting relationship for this position has not yet been determined; however, it is recognized that the position will work alongside the Mayor and City Manager to advance this work.

Staff Support & Project Related Expenses - \$465,000

- It is anticipated that three additional positions will be required to support the work described in the plan. It is estimated that these positions will be hired three months into the year. Budgets are based on the mid-range salary scale of comparable positions within the City Administration and 20 per cent benefits. The positions include:
 - i. A coordinator responsible for supporting the Community Action Tables to undertake the work required to deliver on the priorities outlined.
 - ii. A policy and evaluation specialist who will also be responsible for systems mapping and management of the plan's progress.
 - iii. An Administrative Associate responsible for providing administrative services to the Director and the team.
- It should be noted that should Council approve the recommendation to transition to an external agency, there may be additional costs incurred for internal supports such as accounting services. The cost of these supports will need to be considered in 2023 and beyond. The 2022 budget is based on the assumption that these services will be provided by existing support departments within City Administration and that the proposed office will be housed within a City facility.

Coordination of the City's Plan – \$145,000

- Throughout 2021, two staff (a Manager of City Projects and a Policy Analyst) were reassigned to work with the Director of Parks, Recreation & Cultural Services to undertake the work required to develop the CSWB Plan. While the Department is recommending Council consider that the overall system-wide coordination of the Plan be moved to an external organization, it is also suggesting that resources within the department be dedicated to ensuring the City continues to play a leadership role in the plan's implementation. As such, it is recommended that the Manager of City Projects position be made permanent and be tasked with coordinating the Department's role in

implementation of the plan and undertaking policy work to ensure alignment of City policies with the Plan. The cost for this position is \$145,000 per annum, including salary, benefits and related expenses.

To summarize:

Proposed Budget – Community Safety & Well-Being Office

Expense	2022	Ongoing (Note 2)
Director	\$190,000	\$190,000
Administrative Support	\$65,000	\$85,000
Coordinator – Plan Priorities	\$100,000	\$135,000
Policy & Evaluation	\$90,000	\$120,000
Office Expenses, Project Work & Communications – Note 1	\$210,000	\$200,000
Overdose Prevention Strategy (one-time funding)	\$75,000	N/A
TOTAL	\$730,000	\$730,000 (to be confirmed through 2022)

Note 1: Expenses in the first year of operations may include additional professional expenses to set up an external organization

Note 2: Once the external organization is established, the proposed budget will reflect the City's contribution to an external organization, rather than in-house staff and expenses. In the long term, the harm reduction funding may also be provided to the external organization for allocation, along with other City of Regina grants. However, this will be determined through the transition process.

Proposed Budget – Parks, Recreation & Cultural Services Department

Expense	Ongoing
Permanent Reassignment of Manager	\$140,000
Office Expenses	\$5,000
TOTAL	\$145,000

Proposed Budget – Community Investment Grants Program

Expense	Ongoing
Harm Reduction Funding	\$500,000

Should Council approve the above recommendations, the planned investment in implementation of the plan for 2022 is \$1.375 M, which includes \$75,000 in one-time funding for the development of an overdose prevention strategy, \$800,000 in staff support and project resources, and \$500,000 in grant funding.

It should be noted that other municipalities that have adopted this type of model have been successful in leveraging funds from other levels of government, and that a long-term model may

result in an improved ability to coordinate investment of funds from all levels of government with a goal of achieving stronger collective impact. The establishment of the Mayors Leadership Committee on CSWB, and early progress with the plan's deliverables will be critical for enabling these conversations to take place.

Policy/Strategic Impact:

Design Regina: The Official Community Plan Bylaw No 2013-48 (OCP) recognizes that over the years, the social and economic gap between residents and communities has widened, creating social challenges such as poverty, food insecurity, homelessness, and other issues relating to inequality. With the development of the CSWB Plan, strong alignment can be seen with the OCP Social Development policy.

Specifically, the OCP includes a range of policies and direction relating to long-term solutions to social challenges in our community. The development of a CSWB Plan for Regina will have strategic outcomes relating to section D11 - Social Development of the OCP, including social sustainability, food security, community safety and security, vulnerable and marginalized populations, and overall social inclusion. Addressing these focus areas is vital within a comprehensive CSWB Plan.

OTHER OPTIONS

Alternative options would be:

1. Endorse the Plan with specific amendments.
2. Refer the plan back to Administration. If City Council has specific concerns with the plan, it may refer the plan back to Administration to address or make additional recommendations. It should be noted a referral back to Administration will delay implementation.
3. Do not endorse the Plan as laid out in this report. The City has been recognized as a leader during the COVID-19 pandemic as Administration has found new ways to serve vulnerable segments of the population. This work, along with the momentum built through the extensive consultation during the development of the CSWB Plan, has positioned the City to play an important leadership role in convening human services in a manner that supports collective action. As such, this option is not recommended.

COMMUNICATIONS

A comprehensive communications strategy will be developed to support awareness and implementation of the approved CSWB Plan, including ongoing promotion of long-term actions and programs undertaken by the City in response to the Plan.

DISCUSSION

What is Community Safety & Well-Being?

Communities across Canada are increasingly recognizing the need to change the way they look at service delivery to increase safety and well-being. This shift includes less reliance on reactionary, incident-driven responses and increased efforts and investments towards the long-term benefits of multi-sectoral collaboration, social development, prevention, and well-being.

CSWB is about more than just an absence of crime; it is about creating a place where everyone has a range of opportunities to grow, learn, work, play, connect, love, and be loved. In order to create a more positive experience for everyone, communities need to address the foundational systems and relationships in our society that play a critical role in shaping our environment and experience of well-being.

This is achieved through long-term, collaborative efforts to promote CSWB and reduce crime and other risks in the community using evidence-based responses that address unique local circumstances and the needs of residents. According to the Ontario Ministry of the Solicitor General, there are four key aspects of CSWB that should be included in the planning process: Social Development, Prevention, Intervention, & Incident Response (Appendix E).

Local Assessment:

Developing a CSWB Plan for Regina included looking at what currently exists and is working well to support community safety and well-being, as well as identifying challenges and needs to be met. To do so, a variety of focused consultations were held to gain a better understanding of the perspectives and experiences of various segments of the community in Regina, with a particular focus on those who tend to be more vulnerable, marginalized, or experience more challenges/barriers related to community safety and well-being. The goals of engaging with the community were to inform the planning process, understand how people think and feel about safety/well-being, and to ensure that needs/priorities of the community are addressed in the Plan.

The development of Regina's CSWB Plan involved an in-depth community safety assessment with several data collection methods that were analyzed and used to inform Plan development. Gathering sufficient data ensures decision makers have a strong understanding of CSWB challenges from a local context. The following outlines these areas in more detail:

Quantitative Data Collection

To understand the current CSWB landscape in Regina, existing quantitative data was collected and compiled. This information included demographic details from Statistics Canada (e.g., population, diversity, income, labor force), neighbourhood profile data, police data (e.g., crime and overdose rates), fire data (e.g., locations of fires), as well as information from several other stakeholders and community-based organizations on a range of aspects including EMS, food insecurity,

homelessness, mental health, addictions, as well as domestic violence. Data was also provided by the Ministries of Social Services, Education, and Health.

CSWB Survey

To understand resident perceptions and feelings of community safety and well-being in Regina, a CSWB survey (pg. 109 in the CSWB Plan) was developed by CMNCP and hosted on the Be Heard Regina website (paper copies were also made available), and available to the public from February 12- April 11, 2021. The survey was comprehensive and incorporated questions across different domains of community safety and well-being related to residents' day-to-day life, health, education, sense of belonging, perceptions of crime and substance use, democratic engagement, and the accessibility of services in Regina. A total of 1754 residents completed the survey, with distribution analysis showing strong geographical representation across Regina (Appendix F). A summary of the survey results can be found starting on page 37 in the attached CSWB Plan.

To assist with widespread promotion of the CSWB survey, several approaches were taken, including the development of a City-led Communications Plan (news releases, media appearances, social media posts), and distribution to a variety of committees, networks, and community collaboratives.

Places Tool

Hosted on the Be Heard Regina platform, residents had access to the 'Places I Love' engagement tool, which invited them to identify locations on a map using a virtual pin and provide feedback. Respondents were asked to indicate areas they love/enjoy in Regina as well as locations they have concerns about or suggestions for improvement.

145 pins were placed on the map, highlighting positive spaces in Regina, such as parks and walking paths, as well as suggestions for improvement that were most often related to the built environment, such as recommendations for additional bike pathways.

Community Consultations

To ensure that the plan was grounded in lived and living experience, a diverse range of perspectives were captured through a range of focused community consultations that were held with several community members and organizations. The approach was purposefully designed to highlight and elevate voices and perspectives that tend to be overlooked because of a range of barriers.

Community consultations consisted of engagements with:

- Indigenous Community
 - Elders and Knowledge Keepers (Men and Women consultations held separately)
 - Indigenous Women Leaders
 - Indigenous Front-Line Provider and Service Agencies
 - Families of MMIWG
- 2SLGBTQIA Community
- Black Community
- Early Childhood and Families

- Women
- Newcomers and Immigrants
- Older Adults
- People with Disabilities
- People and Families with Lived/Living Experience Related to Mental Health and Addictions
- Service Providers (Community Well-being Table)
- Community Associations (Phase 1 & 2)

Consultations were conducted in collaboration with local partners/organizations and discussions centred around three general aspects: what participants like about Regina, CSWB-related concerns about Regina, and suggestions or opportunities to address CSWB challenges in Regina. Due to restrictions from the COVID-19 pandemic, most consultations were held virtually.

Early in consultation development, CMNCP acknowledged that it is possible that certain groups may not feel comfortable or safe engaging with staff from the City or from CMNCP on very sensitive topics, given that they may not have a pre-established trusting relationship. Therefore, standard practice of CMNCP was utilized, providing an option for consultations to be led by local partners and/or service providers who already work with and deliver services to that specific segment of the population.

YQR Youth Perspectives Project

To take a unique approach to engaging youth, a youth-based photography project was suggested as an effective way to engage young people and capture their perspectives on safety and well-being in Regina. The project concept was developed in consultation with local organizations, Common Weal Community Arts, and Growing Young Movers. This project used a photovoice methodology to invite participants to tell story through photography.

As a preface to the photography, youth from Scott Collegiate/the Growing Young Movers program attended a session led by local Indigenous artist, Janine Windolph. The session was focused on developing photography skills and gave youth suggestions on how to reflect on the photos. Youth were then invited to take photos of areas they like/feel safe in Regina as well as areas they feel unsafe/have concerns about and provide a brief explanation of why these parts of Regina make them feel a certain way.

In many cases, the photos and accompanying stories further confirmed the priorities that have been identified in the CSWB Plan.

Awasiw Case Study

Awasiw, A Place of Hope, was opened by All Nations Hope Network and the YWCA on December 26, 2020 as a 24-hour warm up station to provide shelter to those experiencing homelessness. Throughout community consultations, a reoccurring note from community members and organizations focused on the impact of the All Nations Hope Network-led, Awasiw space. With that, the project team, alongside the team from All Nations Hope Network, developed a case study

approach to further explore the overall benefit, need, and community impact of the Awasiw space. The Awasiw case study can be found on page 65 in the CSWB Plan.

CSWB Plan Priorities

The cumulative local assessment (community safety assessment), including raw data collection, the CSWB survey results, community focus sessions, the youth photo project, and the Awasiw case study pointed to a broad range of pressure points and issues within Regina. While all issues are cited within the CSWB Plan, not all can be addressed within this Plan. Six priority areas emerged for immediate action on safety and well-being in Regina, and are listed below in no particular order:

Note: Administration has developed a short-term action plan (Appendix B.) that touches on what the City of Regina can do in relation to the below six priorities.

1. Domestic Violence & Intimate Partner Violence

During the community safety assessment, several consultation participants mentioned that domestic violence is an issue in Regina and has become particularly concerning since the start of the COVID-19 pandemic. This is also supported by local quantitative data which indicates that from 2019 to 2020, local family/domestic violence victim support services have seen a 20 per cent increase in referrals and a 23 per cent increase in active files. Suggestions for action included increased long-term housing options for individuals that are fleeing domestic/intimate partner violence and increased supports and spaces for victims to heal.

2. Food Insecurity

Food insecurity emerged as a major theme in Regina based on the findings from the community safety assessment. Participants across multiple consultations pointed to this as a major concern related to community safety and well-being, with a major focus on accessibility and affordability of food options. Specifically, participants raised concerns over the growing cost of food and limited access to affordable, healthy food options, especially in lower-income neighbourhoods.

3. Problematic Substance Use

Problematic substance use, including the rising overdoses was frequently identified as an issue in Regina among consultation participants, and was further supported by data that was provided by the Regina Police Service and Saskatchewan Health Authority. Further concerns were related to public use and the presence of needles and other drug paraphernalia in public places.

Many consultation participants raised the need for increased harm reduction approaches and facilities, including safe consumption sites, overdose prevention sites, needle disposals, and greater access to Naloxone kits and other harm reduction supplies. Additionally, participants spoke about the stigma surrounding addictions and the need to view them as health issues rather than criminal issues.

Immediate work to begin to address this issue in Regina will not only respond to recommendations in the CSWB Plan, but also the Addiction Crisis Motion (MN20-24). Given the strong overlap in the

CSWB priority area of Problematic Substance Use and the Addictions Crisis Motion, we discuss and recommend some immediate responses here:

- **Comprehensive Overdose Prevention Strategy:** To ensure a collaborative and collective approach to address problematic substance use, addictions, and overdoses in Regina, a comprehensive strategy on overdose prevention is needed. This Plan will not only focus on harm reduction strategies as a means to addressing emergency situations but will also consider more robust action that addresses the full spectrum of service approaches. This includes the recognition that problematic substance use is not a criminal issue, but rather an issue of personal health. The overdose prevention strategy will also explore policies related to safe supply, decriminalization of substance use, and enhanced supports for individuals that continue to use.
- **Harm Reduction:** There is a need to support current programs and the expansion of harm reduction services as a way to address immediate risks of overdose and loss of life. The City is well positioned to support this through long term commitment of the Community Investment Grant Programs, Harm Reduction funding stream.
- **Enhanced needle retrieval/disposal/exchange initiatives:** Although noted in the CSWB Plan as an action item that needs cross-sectoral leadership, the City has already begun work on this through the establishment of a committee to enhance retrieval, disposal, and exchange of needles. Currently, the City is working alongside the Saskatchewan Health Authority, Regina Police Service, and Regina Fire and Protective Services, and other community-based organizations to establish new locations for needle drop boxes, based on highest need.

4. Racism & Discrimination

Racism and discrimination were frequently pointed to throughout the consultation sessions as contributing significantly to a lack of safety and well-being. Many participants indicated that it is highly prevalent in Regina and steps should be taken to address racism, discrimination, and oppression, including critical policy reviews, system-wide education initiatives, and the development of collaborative efforts to recognize and eliminate racism and discrimination throughout all sectors in Regina.

5. Safety

Another prominent theme throughout the community safety assessment process was individuals' feelings/perceptions of safety, or lack thereof. The theme of safety included many concerns ranging from built environment/environmental design, lighting, concerns being outside in the evening, and lack of presence/activity.

6. The Service System

A significant portion of the dialogue in the consultation sessions was focused on services/programs in Regina and the general challenges associated with accessing /navigating services and systems. The consensus among most consultation participants and many survey respondents was that there is a lack of community services and programs to address multiple issues in Regina, and significant work needs to be done to make services more centralized, coordinated, and low barrier.

One of the items in the short-term action plan, and as noted in this report's recommendations, is to develop criteria to expand access to free transit and leisure passes to organizations that are advancing on the CSWB Plan priorities.

Advancing the Plan

Governance

While the City can play a strong leadership role in advancing the CSWB Plan, a collective and coordinated systems approach, with a strong governance structure is vital to sustained and successful Plan implementation.

With that, the following section outlines two options for governance based on models from other Canadian municipalities, and a recommendation for the structure that would lead implementation of the CSWB Plan for Regina. What remains essential in both options is the establishment of an intersectoral leadership committee – referred to as the Mayor's Community Safety & Well-being (MCSWB) Committee in this report – which would serve as the backbone structure for CSWB Plan implementation and maintain accountability for the Plan. This structure would then be key to creating a collective impact approach for Regina. All partners of the MCSWB Committee would develop ways to realize the Plan together, share resources for community action, and identify opportunities for system change opportunities. All programmatic directions would come from the MCSWB Committee and would ultimately result in the forming of community action tables for each of the six priority areas in the CSWB Plan.

The following outlines two options that are based on successful operating models in Canada today:

Option 1: City-led Structure (See image a.)

This internal City structure would be led by Administration and would ultimately take direction from the City Manager and MCSWB Committee. The team would have expertise in matters related to community safety and well-being, and experience in policy development, data analysis, evaluation, community engagement, and would work directly alongside (and provide capacity to) the community in advancing the Plan's priority areas.

Although not one of the immediate priority areas in the CSWB Plan, housing and homelessness remains a key issue in our community and intersects with the CSWB priorities in multiple ways. Work on housing and homelessness will continue to be directed by the Plan to End Homelessness, as endorsed by City Council. To ensure that housing and homelessness remains at the forefront of Administration's work, and connected to safety and well-being, existing staff who deliver the City's housing programs would be brought into this proposed governance structure. As discussed in the financial implications section of this report, capacity would remain in the Parks, Recreation & Cultural Services Department to ensure that City policies are aligned with and support this work. Examples of successful models exist in Waterloo, Ottawa, and Lethbridge.

Governance – In House



Image a. – Internal Structure

Option 2: New External Structure (See image b.)

The second model is an arms-length non-profit organization that would exist outside of the City and would take direction from its own board of directors, with the MCSWB Committee acting as a body of influence. Further to advancing the CSWB Plan and priorities, this organization would lead overall systems coordination and planning for homelessness in Regina and would work to coordinate an integrated funding model to ensure enhanced social and collective impact. Examples of successful models exist in Edmonton and Toronto. Similar to Edmonton, the external structure would work closely with City Administration.

Governance – External Organization



Image b. – External Structure

The following chart captures the important variables of each option based on initial analysis by Administration, and feedback collected from the community and sector experts from across Canada:

Variables	Option 1, Internal	Option 2, External
Resources	<ul style="list-style-type: none"> An internal model is able to access existing support services (Finance, Human Resources, Technology) from existing staff rather than new positions. 	<ul style="list-style-type: none"> Will require new support services or access to resources from a partner organization, such as the City.
Funding	<ul style="list-style-type: none"> Would compete for annual budget within Administration's framework for prioritizing budget requests. 	<ul style="list-style-type: none"> Budget requests would go direct to council similar to other municipal partners. Could explore campaigns for private funding to support the priority areas.
Community Perception	<ul style="list-style-type: none"> A City-led structure could be positioned to continue with current momentum gained through the CSWB planning and consultation process and leverage existing relationships for implementation. Perceptions that an internal structure could be slow on implementing due to internal processes. 	<ul style="list-style-type: none"> Would fill gaps in overall systems coordination for safety and well-being work.
Political Influence	<ul style="list-style-type: none"> Internal structures could be impacted by change in political leadership and ultimately budget allocation 	<ul style="list-style-type: none"> Long term commitment that is less likely to be impacted by change in political leadership.
Examples	<ul style="list-style-type: none"> Waterloo*, Ottawa, Lethbridge, Thunder Bay 	<ul style="list-style-type: none"> Edmonton, Toronto, Waterloo (has since transitioned to external)

*Waterloo Region's approach for 20 years was in line with Option 1 but is now in the process of transition to an external organization to lead their CSWB work.

Immediate Action

Although this report highlights two options based on successful models from across Canada, Administration is recommending that Council endorse the path forward for establishing an external CSWB organization to lead systems-wide coordination and implementation of the Plan.

Administration is also recommending that a managing director be hired immediately to initiate the governance work to establish this structure. The managing director would support establishment of the MCSWB and the community action tables and would initiate the path forward in leading Regina's CSWB Plan. The financial implications section of this report outlines additional support this is proposed to be put in place throughout the first year of implementation in 2022.

In addition to hiring the managing director, it is also recommended that the Manager of City Projects - CSWB in the Parks, Recreation & Cultural Services Department be established as a permanent position and be tasked with coordinating the cross-department implementation of the plan, and undertaking policy work to ensure alignment of City policies with the Plan. This would result in realignment within the Department to better position the City to deliver on the Plan's priorities, ensuring that the momentum, trust, and relationships that have been built over the CSWB planning process can be maintained.

To support early progress in implementing the CSWB plan, Administration has identified the recommendations outlined at the forefront of this report as areas requiring immediate advancement and municipal support. In addition, Administration has created a short-term action plan (Appendix B) that will guide the City to take immediate leadership and action on certain CSWB priority areas.

DECISION HISTORY

In November 2019, City Council directed Administration to return to Council in Q1 of 2020 with a proposed approach to a CSWB Plan for Regina (MN19-21).

In June 2020, City Council approved Administration's proposed approach to undertaking a CSWB Plan for Regina (CR-20-60).

Respectfully submitted,

Respectfully submitted,



Laurie Shalley, Director, Parks, Recreation & Cultural Services

10/29/2021



Diana Hawryluk, Executive Director, City Planning & Community Dev.

11/3/2021

Prepared by:

Dave Slater, Manager, City Projects

Laurie Shalley, Director, Parks, Recreation and Cultural Services

ATTACHMENTS

Appendix A Community Safety and Well-being Plan

Appendix B City of Regina Short Term Action Plan

Appendix C CSWB Motion

Appendix D Addictions Crisis

Appendix E CSWB Framework
Appendix F Survey Map

Community Safety & Well-being Plan

Creating a Better Community Together



RÉSEAU MUNICIPAL
CANADIEN EN PRÉVENTION
DE LA CRIMINALITÉ
Ensemble pour des villes canadiennes plus sécuritaires

CANADIAN MUNICIPAL
NETWORK ON CRIME
PREVENTION
Together for Safer Canadian Cities



REGINA

This Community Safety & Well-being (CSWB) Plan was developed in partnership by the Canadian Municipal Network on Crime Prevention (CMNCP) and the City of Regina.

Disclaimer

While care has been taken in the preparation of this document to ensure its contents are accurate, complete, and up to date, there are certain limitations with the data. The information presented in this report is based on a review of existing data, a Regina-wide CSWB survey, public engagement submissions collected online, a youth photo project, and consultations with various community groups. One major challenge with qualitative data (focus groups, open-ended survey questions, etc.) is the subjectivity of responses. Participants share their perspectives and opinions based on their own experiences and knowledge. As a result, the statements made by an individual may not reflect the perspectives of others. It is, therefore, important to recognize that the findings from this research must be considered in their own context and not deemed as unequivocally representing the reality of community safety challenges in the City of Regina. At the same time, they offer valuable insight for future planning as a thematic analysis. Please refer to the *Results* section for a discussion on limitations that occurred because of the COVID-19 pandemic.

The opinions, findings, conclusions and/or recommendations expressed in this report are those of the authors and do not necessarily reflect the view of the project team and advisory committee for the Community Safety & Well-being Plan, the City of Regina, or the larger community in Regina.

Please note that this is a living document. New evidence, actions, and recommendations related to CSWB emerge regularly. As a result, the information is neither comprehensive nor inclusive, rather, it reflects the data collected at the time of Plan development.

Trigger Warning: This document includes discussion about sensitive material that could be triggering to some people.

If you have any questions about the CSWB Plan, please contact: CSWB@regina.ca.
or
Canadian Municipal Network on Crime Prevention
info@safercities.ca





Land Acknowledgement

We acknowledge that Regina is on Treaty 4 Territory, a Treaty signed with 35 First Nations across Southern Saskatchewan and parts of Alberta and Manitoba and the original lands of the Cree, Saulteaux, Dakota, Nakota, Lakota, and on the homeland of the Métis Nation.

A Land Acknowledgement statement represents an act of reconciliation, honouring the land, Indigenous heritage, and history that dates back thousands of years. To recognize the land is an expression of gratitude and appreciation to those whose territory we reside on, and a way of honouring the Indigenous people who have lived here for thousands of years. It is important that we understand our history that has brought us to reside on the land, and to seek to understand our place within history.



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REGINA DOWNTOWN
Business Improvement District

Introduction



Message from the Mayor



Our vision is to be a city known for its vibrancy, inclusivity, and resiliency. We are committed to ensuring that all residents have access to safe, reliable, and affordable services and programs, including supports for our most vulnerable.

The City is pleased to partner with the Canadian Municipal Network on Crime Prevention to develop the Community Safety & Well-being Plan. We recognize that our challenges are diverse, as are our lived experiences, and the collective safety and well-being of our community is a responsibility we all share.

This Plan outlines the steps to an integrated and coordinated approach, addressing existing and emerging issues in Regina through social development, prevention, and risk intervention. By examining gaps and barriers to safety and well-being, we can create a healthier and more sustainable quality of life for Regina citizens.

On behalf of Council and Administration, thank you to all residents, organizations, and stakeholders whose participation and feedback contributed to the development of Regina's Community Safety & Well-being Plan. Together, may we continue to build a community where we all feel safe and well.

A handwritten signature in black ink, which appears to read 'Sandra Masters'.

Sandra Masters
Mayor

Message from the Chief of Police



I am pleased to support this Plan for Community Safety and Well-being.

Our community, like so many across Canada, has a diverse population with a variety of needs. Those most vulnerable in our city often confront very complex needs that require multiple agencies to assist in delivering services.

With this plan, we are better poised to coordinate efforts and customize results for those experiencing social based challenges. Understanding both the needs of our community and the services that are available will allow us to integrate service delivery in a way that produces meaningful results.

Thank you for your interest in this plan and I encourage you to look for ways you can personally complement this important work in our community! Ultimately, this work will assist the momentum in building a safe, harmonious and inclusive community for all.

A handwritten signature in blue ink that reads "Evan J. Bray".

Evan J. Bray
Co-Chair – Regina Human Services Partnership
Chief of Police – Regina Police Service

Community Acknowledgements

Developing Regina's Community Safety and Well-being Plan was a collective and collaborative effort. Sincere gratitude is offered to the community members who attended consultations, completed the survey, added to the 'Places I Love' tool, and shared their perspectives, experiences, and concerns.

A special thank you goes to the youth mentors from Growing Young Movers for their contributions to the youth photovoice project conducted in-conjunction with this Plan.¹

Your participation was instrumental in identifying local priorities and ensuring that community safety efforts are rooted in the experiences and context of the residents within the City of Regina. This Plan could not have been developed without this input.



Children and youth mentors from Growing Young Movers at the māmawēyatitān centre in North Central Regina

¹ GYM is a non-profit organization, based out of North Central Regina, that aims to enhance the social, emotional, and physical well-being of children and youth through programming, knowledge mobilization, and supports. For more information, please visit their website: <http://growingyoungmovers.com/>

Other Acknowledgements

CMNCP would like to extend a sincere thanks and gratitude to the CSWB project team and those acting in advisory capacities from the following organizations:

- City of Regina
- Regina Fire and Protective Services
- Regina Police Service
- Regina Human Services Partnership

Developing a comprehensive list of potential recommendations to address community safety priorities in Regina required the input and expertise of several expert academics and practitioners from across the country. Thank you to the following individuals for their invaluable expertise, knowledge, and recommendations.

- Jan Fox (Executive Director, REACH Edmonton)
- Julie Thompson (Coordinator of Community Engagement, Waterloo Region Crime Prevention Council)
- Trisha Robinson (Executive Director, Wilmot Family Resource Centre)
- Wisam Osman (Coordinator, Toward Violence Free Homes, Coalition of Muslim Women of KW)
- Alexandra Dubuc (Registered Dietitian, NutriSimple)
- Christiane Sadeler (Consultant, More Better Solutions)

Great thanks are due to the following organizations that supported the Plan development:

- 211 Saskatchewan
- AIDS Programs South Saskatchewan
- Age-Friendly Regina
- Al Ritchie Community Association
- All Nations Hope Network
- Amakon Women Empowerment Inc.
- Astonished!
- Big Brothers Big Sisters of Regina & Area
- Black in Saskatchewan
- Canadian Mental Health Association – Regina Branch
- Canadian Mental Health Association – Saskatchewan Division
- Canadian Red Cross
- Carmichael Outreach
- Cathedral Area Community Association
- Catholic Family Services Regina
- Circle Project
- City of Regina Accessibility Advisory Committee
- Common Weal Community Arts
- Coronation Park Community Association
- Creative Options Regina
- Eagle Heart Centre
- Eastview Community Association
- Family Services Regina
- FASD Network
- Flow Community Projects
- Growing Young Movers
- Heritage Community Association
- John Howard Society of Saskatchewan
- McNab Community Association
- Mobile Crisis Services
- Multicultural Council of Saskatchewan
- Namerind Housing Corporation
- Newo Yotina Friendship Centre
- North Central Community Association
- Pro Bono Law Saskatchewan
- Ranch Ehrlo Society
- REACH Regina
- Regina Anti-Poverty Ministry
- Regina Downtown Business Improvement District
- Regina Early Learning Centre
- Regina Food Bank
- Regina Immigrant Women Centre
- Regina Needle Recovery and Community Support
- Regina North East Community Association
- Regina Open Door Society
- Regina Public Schools
- Regina and Region Local Immigration Partnership
- Regina Senior Citizens' Centre
- Regina Sexual Assault Centre
- Regina Treaty/Status Indian Services
- Rosemont Mount Royal Community Association
- Salvation Army
- Saskatchewan Brain Injury Association
- Saskatchewan Health Authority
- Saskatchewan Ministry of Corrections, Policing and Public Safety
- Saskatchewan Ministry of Health
- Sask Ministry of Justice and Attorney General
- Saskatchewan Ministry of Social Services
- Saskatchewan Seniors Mechanism
- SCEPT Centre
- Silver Sage Housing Corporation
- SOFIA House
- United Way Regina
- UR Pride Centre for Sexuality and Gender Diversity
- White Raven Healing Centre
- YWCA Regina

Foundational Commitments



Accessibility

We will ensure that everyone, including people with disabilities, has fair and equitable access to services, products and environments within Regina. ¹



Equity

We commit to systemic equity, which is the pursuit of fairness, justice, and a focus on outcomes that are most appropriate for a given group, recognizing different challenges, needs, and histories. ⁴



Anti-Oppression

We will recognize oppressions (systems of supremacy and discrimination perpetuated through differential treatment, ideological domination, and institutional control) that exist in society, seek to mitigate their effects and, ultimately, equalize the power imbalance in society. ²



Anti-Racism

We will actively oppose racism by supporting changes and policies to advance economic and social life. ³



Collaboration

We acknowledge the shared responsibility and need for collective action among all sectors to address local challenges and achieve change moving forward.



Inclusion

We will include and create space for different people and groups to engage in authentic and empowered participation, with a true sense of belonging and full access to opportunities. ⁴



Diversity

We value diversity and acknowledge that differences between people (such as race, gender, sexual orientation, class, age, country of origin, education, religion, geography, physical or cognitive abilities) are valued assets and commit to strive for diverse representation as a critical step toward equity. ⁴



Reconciliation

We are committed to the Truth and Reconciliation Commission of Canada's (TRC) Calls to Action to establish and maintain a mutually respectful relationship between Indigenous and non-Indigenous Peoples in Canada through awareness of the past, acknowledgment of the harm that has been inflicted on Indigenous Peoples, atonement for the causes, and action to change behaviour. ⁴

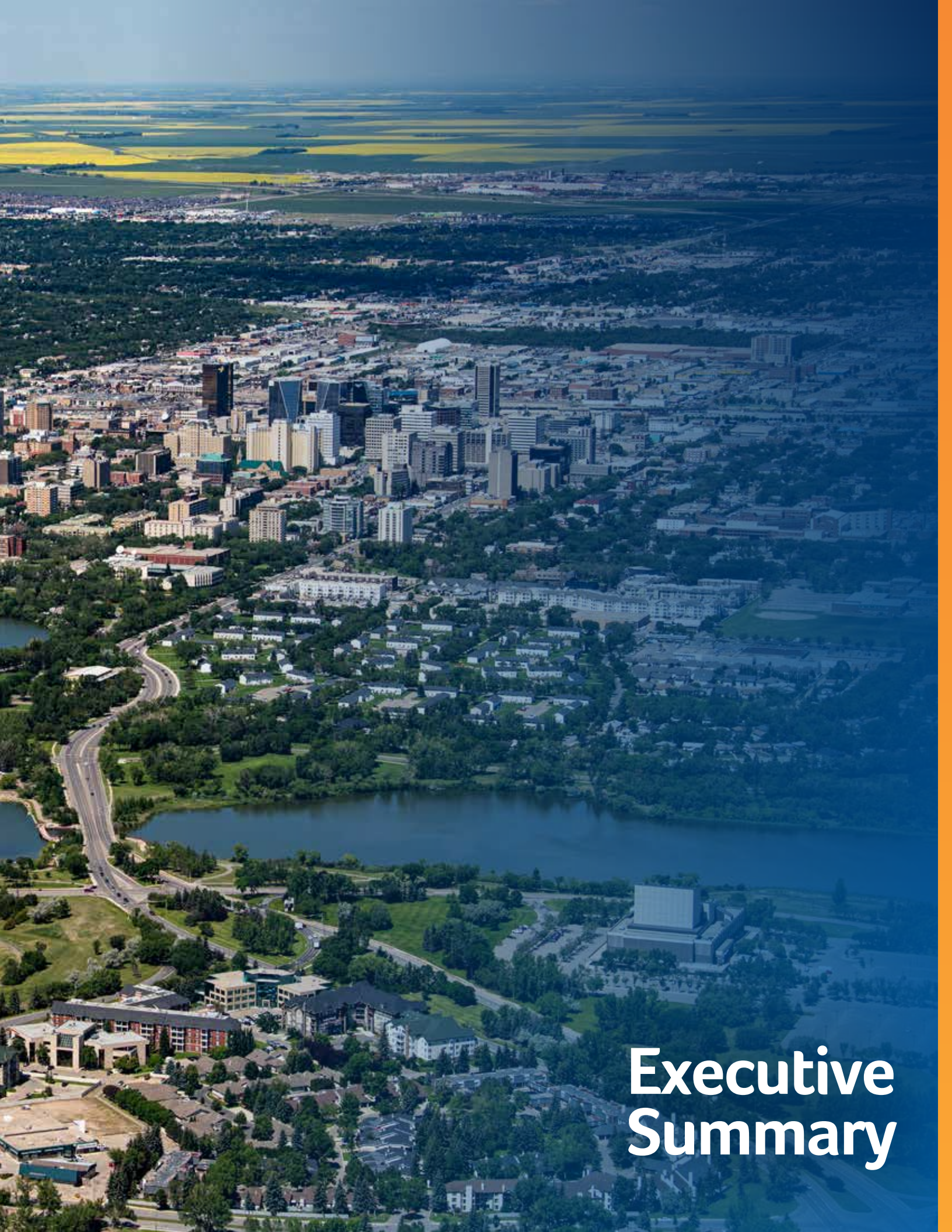
¹ Accessibility Services Canada, 2021

² The Anti-Oppression Network, 2011

³ Race Forward, 2015

⁴ Truth and Reconciliation Commission of Canada, 2015





Executive Summary



Executive Summary

This Community Safety and Well-being (CSWB) Plan includes several important parts. First, it provides background information on crime prevention, community safety, and well-being – both in a general context as well as specifically in Regina, Saskatchewan. Second, it outlines the Plan development process including the collection of data for a community safety assessment along with the identification of key CSWB priorities. Third, it provides an implementation plan including recommendations and actions to address the Plan priorities. Finally, it offers a recommendation for Plan governance and considerations for increasing the likelihood of success and sustainability of CSWB work in Regina.

Community Safety and Well-being

Community safety and well-being refers to “the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.”¹ Achieving CSWB requires communities to address the foundational systems and relationships in society that play a critical role in shaping our environment

and experience of well-being. This requires long-term, collaborative efforts to address the social determinants of well-being along with more urgent issues.

Stemming from the United Nations System-wide Guidelines on Safer Cities and Human Settlements (2019) which call for a coordinated, multidisciplinary effort to address the multiple root causes of delinquency, violence, and insecurity, there has been a push for CSWB planning across multiple levels of government. In Canada, this has been guided by developments in Ontario² and Saskatchewan.³ CSWB planning is an effective approach to address local issues. To increase the likelihood of success, a collaborative planning process is crucial. This work should involve a range of sectors, such as education, public health, health services, social services, child and family development services, community-based services, emergency services, fire, paramedics, and businesses.

Regina's CSWB Plan

In November 2019, Regina City Council brought forward a motion to develop a CSWB Plan for Regina. This decision was made based on the municipality's level of crime and violence at the time, along with a variety of underlying social issues, including poverty, addictions, mental health, and inequality within vulnerable populations. In July 2020, the City released a Request for Quotations for a CSWB Plan and hired the Canadian Municipal Network on Crime Prevention to support this process in the fall of 2020.

¹ Ontario Ministry of the Solicitor General, 2017: 4

² See Ontario Ministry of the Solicitor General, 2014, 2017; Russell & Taylor, 2014.

³ See Nilson, 2014; Taylor & Taylor, 2015.

Approach

The development of Regina's CSWB Plan involved an in-depth community safety assessment with several data collection methods that were analyzed and used to inform Plan development. Gathering sufficient data ensures decision makers have a strong understanding of CSWB challenges from a local context. Additionally, utilizing different methods and types of data allows the information to be triangulated¹ and validated to justify the selection of Plan priorities. While qualitative data offers greater depth of information (i.e., through interviews and focus groups), quantitative data provides a greater breadth of information across larger samples allowing for the identification of trends and changes over time (i.e., public surveys and crime rates).

Existing Data

To understand the current CSWB landscape in Regina, existing quantitative data was collected and compiled. This included demographic information from Statistics Canada (i.e., population, diversity, income, labour force), police data (i.e., crime and overdose rates), as well as information from several community organizations on a range of aspects including fire and EMS, food insecurity, homelessness, mental health, addictions, and domestic violence.

Community Consultations

To ensure a broad range of perspectives were captured in the data collection process, consultations were held with several community groups. The approach was purposefully designed to highlight voices and perspectives of those who are at greater risk of marginalization and who are often overlooked in this process. As a result, consultations consisted of engagements with a focus on:

- 2SLGBTQIA Community
- Black Community
- Early Childhood and Families
- Indigenous Community
 - Elders and Knowledge Keepers (Women and Men)
 - Indigenous Women Leaders
 - Indigenous Front-Line Providers and Service Agencies
 - Families of Missing and Murdered Indigenous Women and Girls
- Community Associations
- Newcomers and Immigrants
- Older Adults
- People with Disabilities
- People and families with lived/living experience related to Mental Health and Addictions
- Community-Based Service Providers
- Women

Consultations were conducted in collaboration with local partners/organizations and discussions centred around three general aspects: what participants like about Regina, CSWB-related concerns about Regina, and suggestions or opportunities to address CSWB challenges in Regina. Due to restrictions from the COVID-19 pandemic, most were conducted virtually.

Youth Project

Through conversations with the project team, it was decided that a photography project would be an effective way to engage young people and capture their perspectives in the CSWB Plan. As such, local youth from the Growing Young Movers program took part in a photo voice project and photographed areas they like/feel safe in Regina as well as areas they feel unsafe/have concerns about and provided a brief explanation of why these parts of Regina make them feel a certain way. The images were then compiled into a web page which can be found [here](https://www.yqyouthperspectives.com/).²

¹ Triangulation refers to the practice of using multiple sources of data or multiple approaches to analyzing data to enhance the credibility of a research study (Salkind, 2010).

² <https://www.yqyouthperspectives.com/>

CSWB Survey

To understand resident perceptions and feelings of community safety and well-being in Regina, a CSWB survey was hosted on the Be Heard Regina website (paper copies were also made available upon request). The survey incorporated questions across different domains of community safety and well-being related to residents' day-to-day life, health, education, sense of belonging, perceptions of crime and substance use, democratic engagement, and the accessibility of services in Regina.

'Places I Love' Tool

Through Be Heard Regina, residents also had access to the 'Places I Love' tool, which allowed them to identify locations on a map using a virtual pin and provide feedback. Respondents were asked to indicate areas they love/enjoy in Regina as well as locations they have concerns about or suggestions for improvement.

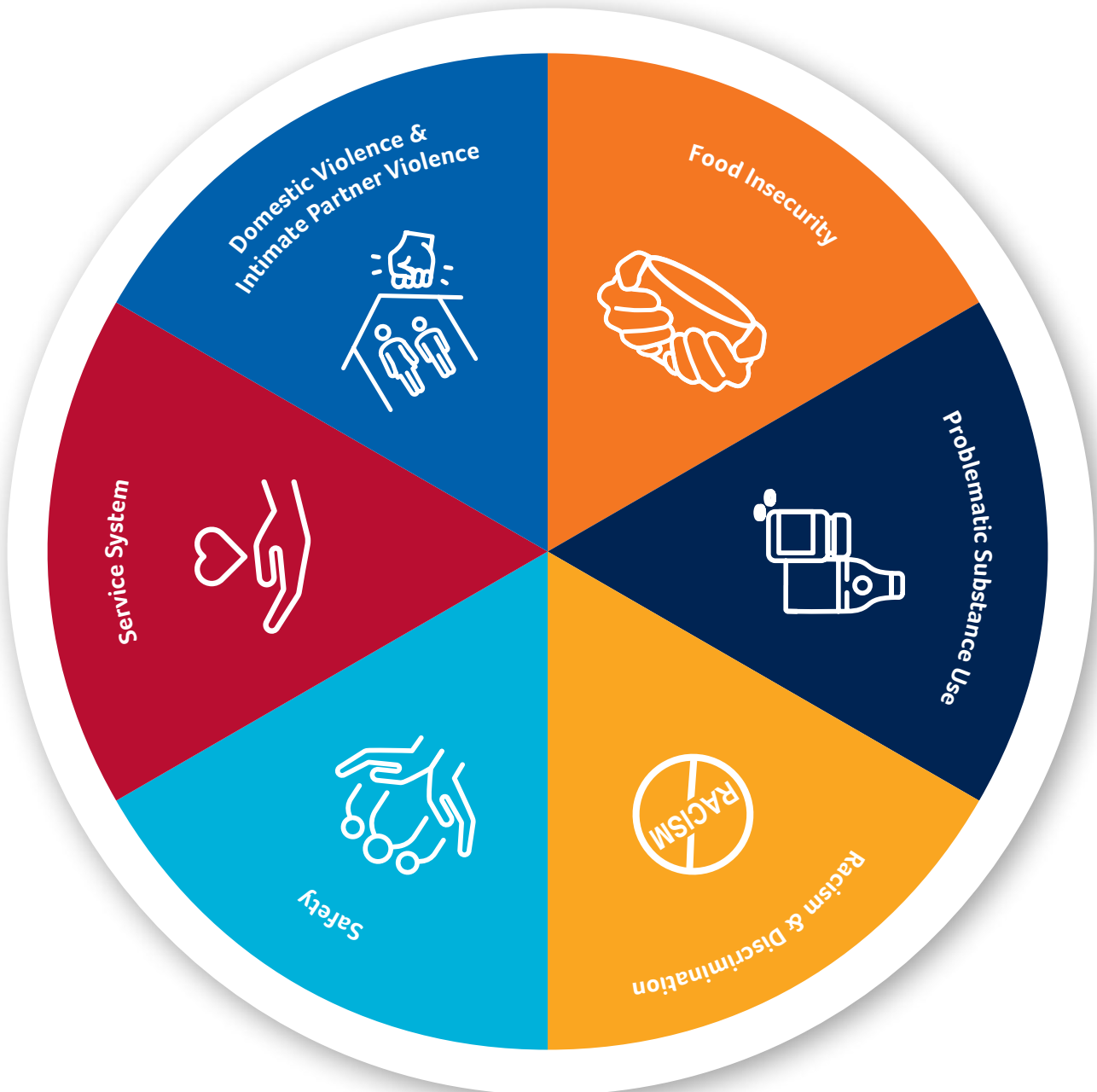
The Impact of COVID-19 on CSWB Plan Development

The ongoing COVID-19 pandemic had several impacts on Regina's CSWB plan development process. Travel bans and public health restrictions related to in-person gatherings meant that CMNCP was not able to be present in Regina. As a result, meetings were held virtually. While this still allowed for adequate communication between all parties, it made it difficult to have in-depth conversations directly with individuals. Thus, plan developers collaborated with community organizations to overcome this barrier and ensure these voices were heard. Other limitations included:

- **Virtual Fatigue:** Given the substantial growth in virtual engagements (for work and other purposes) because of the COVID-19 pandemic, some individuals may have opted not to participate due to virtual fatigue – a sense of exhaustion from frequent online engagements (i.e., via video conference platforms). Further, those who did participate may have been less engaged due to fatigue. Attempts to overcome this challenge included allowing individuals to provide written feedback and being as flexible as possible with the scheduling of sessions.
- **Ceremonial Protocols for Indigenous Consultations:** Many Indigenous consultations had to be held virtually due to restrictions on indoor gathering sizes. This posed a challenge to how ceremony was conducted for each consultation. CMNCP and the City of Regina worked with Indigenous leaders to identify an appropriate and respectful way forward to ensure protocols were met, given the unique circumstance. In some cases, ceremony occurred separately as it could not be held at the time of the consultation. Further, while tobacco ties should always be offered to individuals prior to participation, in some cases, this occurred following the virtual sessions because of pandemic-related restrictions.
- **Accessibility:** Some individuals may not have been able to participate if they were unable to connect virtually or have difficulty with online formats due to accessibility challenges. Several efforts were made to increase the accessibility of these sessions and ensure participants were able to attend, including providing ASL interpreters, phone in options, use of the chat function, and follow-up emails allowing participants to provide additional written feedback on the session.
- **Distracting Environments:** Many individuals participated in sessions from their home and their engagement may have been affected by other individuals or occurrences in the background. During the sessions, facilitators reminded participants that having children or pets present on screen was completely fine and it was fully understood that many were joining from their homes. The goal was to ensure the environment was as welcoming as possible.

CSWB Plan Priorities

Based on the findings from the community safety assessment, CMNCP research, and knowledge of best practice, several community safety and well-being priorities were identified.



CSWB Plan Priorities

Domestic Violence and Intimate Partner Violence

Domestic Violence refers to violence committed by someone in the victim's domestic circle, including partners and ex-partners, immediate family members, other relatives, and family friends. Intimate Partner Violence (IPV) describes physical violence, sexual violence, stalking or psychological harm by a current or former partner or spouse.

During the community safety assessment, many residents identified domestic violence and intimate partner violence as a concern in Regina, with elevated concern since the beginning of the COVID-19 pandemic. These qualitative statements were supported by quantitative data indicating that referrals for family and domestic violence victim support services have increased since 2019.

Food Insecurity

Food insecurity refers to an inability or uncertainty that one will be able to obtain or consume an adequate quality diet or a sufficient quantity of food in socially acceptable ways.

Many consultation participants identified food insecurity challenges in Regina, including limited access to affordable, healthy food, as well as a need for more supports for those with low income. This was echoed in the survey responses along with quantitative data indicating that requests for service from the Regina Food Bank increased dramatically in 2020.

Problematic Substance Use

Problematic substance use refers to the use of drugs (including prescription drugs) or alcohol in a way that is harmful to a person's health and life.

Concern over problematic substance use was highlighted by community members who emphasized the need for harm reduction facilities, including safe consumption sites, overdose prevention sites, needle disposals, and greater access to Naloxone kits and other harm reduction supplies along with more accessible detox and treatment services. This issue was reiterated by survey respondents, of

which 3/4 indicated that use of opioids/fentanyl in Regina is problematic/very problematic and police data which indicates that overdose deaths in Regina have increased 300 per cent between 2018 and 2020.

Racism and Discrimination

Racism refers to a system of oppression that excludes and discriminates a person or group of persons based on race. Often, this does not occur in isolation, rather, it intersects with other forms of discrimination including xenophobia, sexism, homophobia, transphobia, among others.

Discrimination is the unfair or prejudicial treatment of people and groups based on characteristics such as race, gender, age, or sexual orientation.

Racism and discrimination were frequently highlighted as CSWB challenges in the community safety assessment. Community members indicated these issues are highly prevalent in Regina across various sectors and in general (i.e., being followed, stared at, or yelled at when walking down the street) and greater efforts are required to address them. These findings were also emphasized in the 2019 Vital Community Conversations Report which indicates that hate crimes in Regina and the surrounding area have increased since 2014.

Safety

Safety refers to the presence of limited or no risk which reduces or eliminates an individual's or community's experience of harm. It is important to differentiate between actual and perceived safety. Actual safety refers, objectively, to a person's level of risk or potential for harm while perceived safety refers to a person's perception of risk or harm.

Official crime rates indicate that Regina's Crime Severity Index has recently increased (higher than the national average). During the community safety assessment, residents also indicated concern related to safety in Regina, specifically related to going out alone at night (especially downtown, including Heritage, and in North Central), general infrastructure design in certain areas of the City, abandoned houses, vandalism, unclean streets, and lack of lighting.

Service System

Service System refer to networks of organizations and agencies that support individuals and groups in a variety of ways, including mental health, substance use, employment, food security, education, etc.

Many community members highlighted a need for more accessible, sustained, local programs with extended hours to address addictions, mental health, homelessness, gangs, trauma, poverty, among other challenges.

What Else We Heard

Other CSWB themes that emerged from the community safety assessment include:

- Housing & Homelessness
- Inclusion & Cultural Development
- Neighbourhoods
- Policing & Crime
- Recreation & Leisure
- Roads & Transportation

Implementation

To address each Plan priority, several high-level recommendations emerged through consultation with the community, the project team, stakeholders, and national experts. They are as follows:

Priority	Recommendations
Domestic Violence and Intimate Partner Violence	<ul style="list-style-type: none"> • Establish Community Action Table for domestic violence (DV) & intimate partner violence (IPV) • Implement initiatives to prevent domestic violence and intimate partner violence • Strengthen services to identify and offer support in situations of domestic violence and intimate partner violence • Ensure adequate emergency response supports are available for those fleeing situations of domestic violence and intimate partner violence • Establish supports and services for survivors, perpetrators, and their families to facilitate healing
Food Insecurity	<ul style="list-style-type: none"> • Establish Community Action Table for food insecurity • Ensure basic food needs are met, while establishing approaches to address food security, strengthen food systems, and support residents in achieving their diverse food needs • Increase access to healthy food and water for all residents • Address issues of food affordability, particularly for those with low incomes • Support and develop opportunities for urban agriculture
Problematic Substance Use	<ul style="list-style-type: none"> • Establish Community Action Table for problematic substance use • Prevent and reduce the harms associated with drug use, drug-related offenses, addictions, and overdose • Decrease the presence of needles and other drug paraphernalia in public places • Reduce the stigma surrounding substance use and addictions • Increase education on and public awareness of problematic substance use
Racism and Discrimination	<ul style="list-style-type: none"> • Establish Community Action Table for racism & discrimination • Recognize and reject racism and discrimination in Regina • Support individuals in accessing safer spaces and services • Provide opportunities to create diverse and inclusive communities and workplaces
Safety	<ul style="list-style-type: none"> • Establish Community Action Table for safety • Focus on upstream prevention and early intervention to reduce risks, harm, crime, and victimization, and improve overall well-being • Address social disorder and crimes committed out of despair • Address residents' concerns around physical safety in Regina • Engage residents by providing information and awareness on the realities of community well-being and safety in Regina • Enhance incident response and recovery to support community healing
Service System	<ul style="list-style-type: none"> • Establish Community Action Table for service systems • Pursue a collective impact approach for the Regina human service system • Increase the accessibility, inclusion, and centralization of services





Background



What is Community Safety and Well-being?

The Ontario Ministry of the Solicitor General (2017) describes Community Safety and Well-being (CSWB) as “the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression”(4).

CSWB is about more than just an absence of crime; it is about creating a place where everyone has a range of opportunities

to grow, learn, work, play, connect, love, and be loved. To create a more positive experience for everyone, communities need to address the foundational systems and relationships in our society that play a critical role in shaping our environment and experience of well-being. This is achieved through long-term, collaborative efforts that include information sharing and ongoing measuring of success to promote CSWB and reduce crime and other risks at the local level. There are four key aspects of CSWB that should be included in the planning process:



Source: Ontario Ministry of the Solicitor General Community Safety and Well-Being Framework

While it is recommended that CSWB planning occur in relation to each of these categories, particular emphasis should be placed on the outer layers including social development, prevention, and risk intervention to reduce the number of incidents that occur and therefore the need for response measures. Thus, the emphasis of these plans should be primarily on approaches that address root causes and risk factors to promote CSWB and reduce harms from occurring in the first place. **Root Causes**¹ refer to general family, community, and societal conditions that can make individuals more likely to experience risk factors. Examples include poverty, lack of education, and unemployment. **Risk factors** are negative influences in the lives of individuals or communities which may increase the presence of harm, victimization, or crime. Examples include problematic substance use or gang involvement.

¹ For a more detailed discussion of root causes please refer to [Appendix 2](#).

About Regina

Regina is the capital of Saskatchewan and Canada's 16th largest city with a population of 230,725 (Statistics Canada, 2017). Located in the south-central part of the province, it covers an area of 118.4 square kilometers (City of Regina, 2021). Regina sits on traditional lands of the Treaty 4 Territory, a Treaty signed with 35 First Nations across Southern Saskatchewan and parts of Alberta and Manitoba. It is the original lands of the original lands of the Cree, Saulteaux, Dakota, Nakota, Lakota, and on the homeland of the Métis.

Regina has a diverse population of which 94 per cent are Canadian citizens and approximately 6 per cent are recent immigrants. Just under 80 per cent of the City's population is White while about 10 per cent is Indigenous, the 7th highest in Canada, with just under 6 per cent First Nations and 4 per cent Métis. Additionally, Regina's population is comprised of other groups: Southeast Asian (3.5 per cent), South Asian (2.6 per cent), East Asian (2.2 per cent), Black (1.6 per cent), Latin American (0.7 per cent), Arab (0.6 per cent), and West Asian (0.6 per cent).¹

According to its [Official Community Plan](#)², the City of Regina's vision is "to be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity."

Regina's CSWB Plan

In November 2019, Regina City Council brought forward a motion to develop a CSWB Plan for Regina. This decision was made based on the municipality's level of crime and violence at the time, along with a variety of underlying social issues, including poverty, addictions, mental health, and inequality within vulnerable populations. In July 2020, the City released a Request for Quotations for a CSWB Plan and hired the Canadian Municipal Network on Crime Prevention to support this process in the fall of 2020.

CMNCP

In the fall of 2020, the City of Regina hired the Canadian Municipal Network on Crime Prevention (CMNCP)³ to support the development of Regina's Community Safety and Well-being Plan by collecting and analyzing local data, compiling the findings into a data report, and identifying key priority areas for the Plan. As a community of practice, CMNCP has shared research, evidence-based practice, and strategies for successful crime prevention since 2003 and has engaged its community practitioners and experts from across the country to support the development of recommendations for the City of Regina.

¹ World Population Review, 2021

² <https://reginafiles.blob.core.windows.net/ocp/Design%20Regina%20Part%20A%20-%20May%2011,%202020.pdf>

³ For more information on CMNCP, please visit www.safercities.ca

CSWB at the International and National Level

At the international level, the United Nations System-wide Guidelines on Safer Cities and Human Settlements (2019) repeatedly call for a coordinated, multidisciplinary effort to address the multiple root causes of delinquency, violence, and insecurity. The guidelines state it is crucial that local governments, in collaboration with national and subnational governments, fully integrate safety and security in their strategic urban planning and decision-making processes and in the delivery of services. Local governments, in collaboration with national and subnational governments, “also need to base their policies and strategies on a comprehensive assessment of the city, drawing on appropriate disaggregated data and a knowledge base of good practices and effective interventions, where available.”¹

Over the past decade, the initiation of Community Safety and Well-being (CSWB) Plans in Canada was guided by developments in Ontario² and Saskatchewan.³ The 2019 Ontario *Police Services Act*⁴ mandates that all municipalities across the province must create and implement Community Safety and Well-being Plans. Further, in its 2016–2017 Annual Report,⁵ the Saskatchewan Ministry of Justice emphasized the importance of focusing on collaborative efforts to improve safety and well-being across the province and the Saskatchewan Community Development Strategy published a community safety and well-being framework to support this work.

Community Safety and Well-being Planning is an effective approach to address local issues. To increase likelihood of success, a collaborative planning process is crucial. This work should involve a range of sectors, such as education, public health, health services, social services, child and family development services, community-based services, emergency services, fire, paramedics, and businesses.

The Government of Ontario has articulated six central benefits for developing a Community Safety and Well-being Plan:

1. Better collaboration of services
2. Enhance collaboration among sectors
3. Transformation of service delivery
4. Individuals with complex needs receive appropriate services
5. Increase awareness and access to services
6. Increase understanding of risks and vulnerable groups

1 UN Habitat, 2019: 6.

2 See Ontario Ministry of the Solicitor General, 2014, 2017; Russell & Taylor, 2014.

3 See Nilson, 2014; Taylor & Taylor, 2015.

4 <https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSOPlanningFramework.html>

5 <https://publications.saskatchewan.ca>





Data Collection & Results



Data Collection Considerations

Community safety assessments involve the collection of data to understand key risks, root causes, safety concerns, and available services/resources at the local level. While research has identified several general risk factors that negatively affect community safety and well-being, such as poverty, lack of social supports, and high crime rates, each community has its own unique circumstances resulting in some challenges being more pronounced than others. As a result, collecting data to understand these community-specific challenges is a vital step to ensure the community safety and well-being Plan is developed in a way that is evidenced-based and addresses local concern.

When conducting a community safety assessment, it is important to incorporate data from a variety of sources to ensure the information collected is as comprehensive as possible. During the community safety assessment for Regina, both quantitative¹ and qualitative² data were collected from several sources to develop an in-depth understanding of local realities.

In preparation for Regina's community safety assessment, there was substantial discussion among the project team regarding the data collection process. The goal was to ensure the information obtained would provide a comprehensive understanding of CSWB strengths and challenges in Regina while also highlighting the voices of groups who are often overlooked or not given the opportunity to contribute to the decision-making process. Given the diversity of Regina's population, multiple groups were engaged, and several data sources were combined to inform the development of the CSWB Plan. This included existing data, along with community engagement sessions with various focused populations, online feedback via Be Heard Regina, a CSWB survey, and a case study on the success of the Awasiw Warm-up Station.

Local leaders were consulted by the City and CMNCP throughout the process to provide advice and guidance on the most effective way to engage with different community groups. For example, with each community consultation, expert advice was obtained regarding how to recruit participants, the questions that were asked, the facilitation of the session, and any additional considerations. Ultimately, the goal was to obtain information related to CSWB in Regina while ensuring all participants felt respected, appreciated, and comfortable during and after the engagement sessions.

¹ Quantitative data refers to numerical data (i.e., crime rates), collected through methods like surveys, which help us understand what is happening and how much.

² Qualitative data refers to more in-depth information (i.e., perceptions and experiences), collected through methods like interviews and focus groups, which help us understand how and why things happen.

Data Sources

Existing Data

To understand the current community safety and well-being landscape in Regina, existing quantitative data was collected and compiled. This information included demographic details from Statistics Canada (i.e., population, diversity, income, labour force), police data (i.e., crime and overdose rates), as well as information from several other community organizations on a range of aspects including fire and EMS, food insecurity, homelessness, mental health and addictions, as well as domestic violence.

Community Safety and Well-being Survey

To understand the perception and feeling of community safety and well-being in the City of Regina, a regional survey was administered to residents between February 12th and April 16th, 2021. In total, 1,754 residents completed the survey, representing just under 1 per cent of the population (n=230,725). The survey results are not generalizable to the entire population of Regina but provide a snapshot of current perceptions and issues related to community safety and well-being.

The survey was developed by the Canadian Municipal Network on Crime Prevention in partnership with the City of Regina and feedback from the Regina CSWB project team. It was administered by the City of Regina through the Be Heard Regina website. Paper copies were also made available for participants who preferred not to or were unable to respond to the survey questions online.

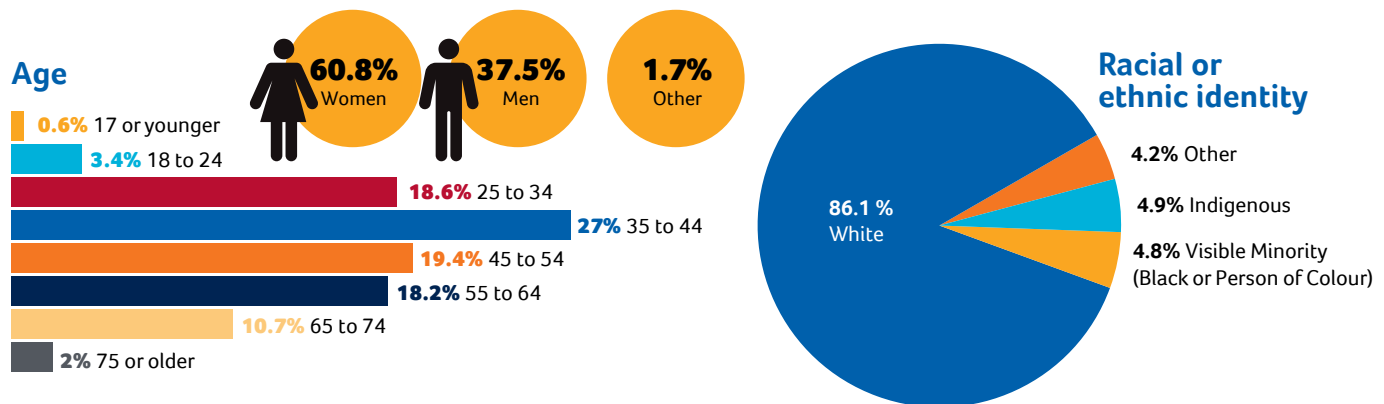
The survey included questions about residents' day-to-day life, health, education, sense of belonging, perceptions of crime and substance use, democratic engagement, and the accessibility of services in Regina. By sharing their thoughts and experiences, residents were able to provide a better understanding of life in Regina, determine community priorities, and indicate where change is needed the most. Please refer to [Appendix 3](#) for a full list of the survey questions.

Full results are available on the City of Regina's [Open Data website](#).

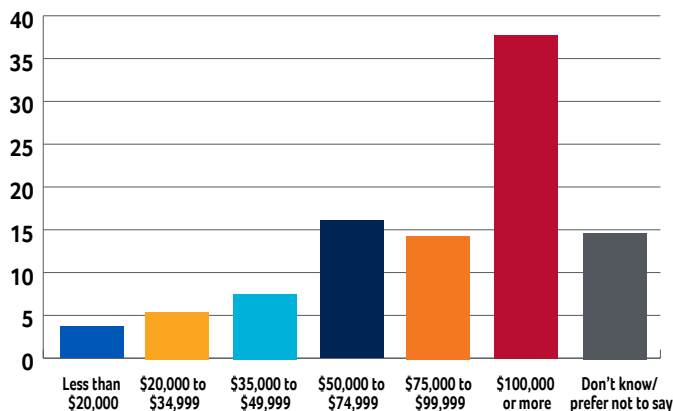
What We Heard

A total of 1,750 responses were received for the CSWB Survey held between February and April 2021. Here is a summary of findings.

Survey Participant Demographics



Total Annual household income

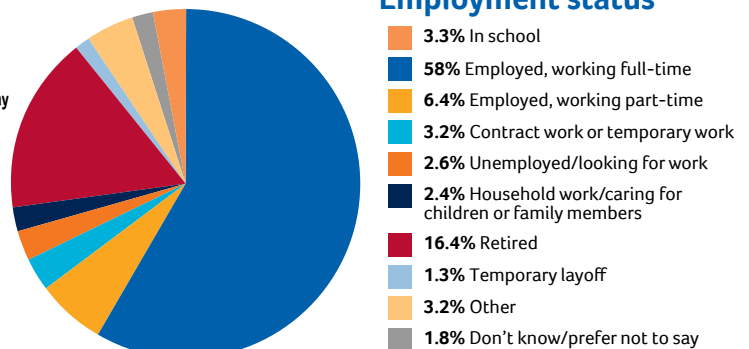


83.3% of respondents had more than a high school education

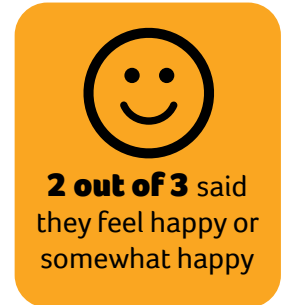
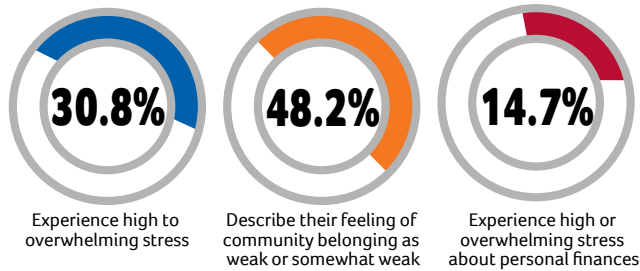
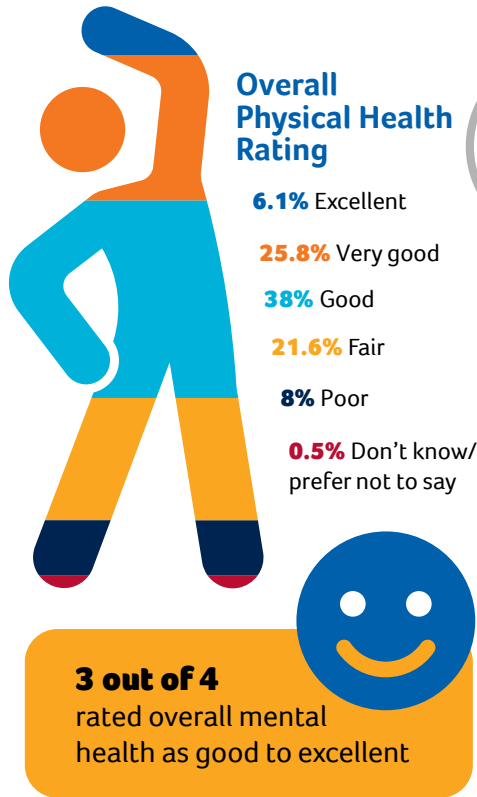


91.3% of respondents were born in Canada

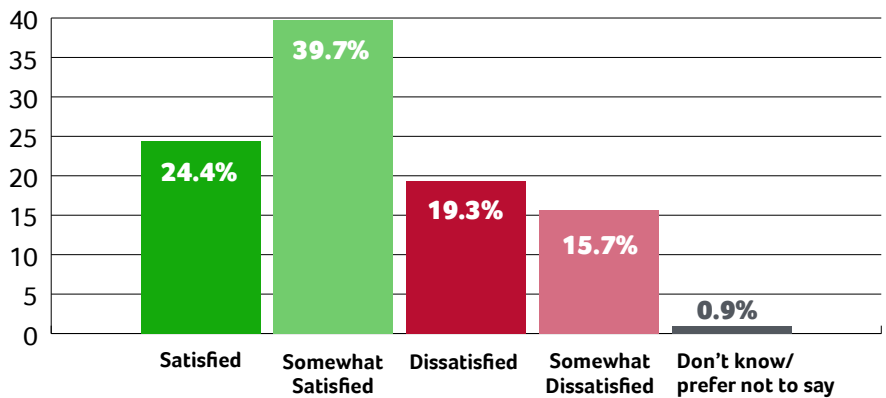
Employment status



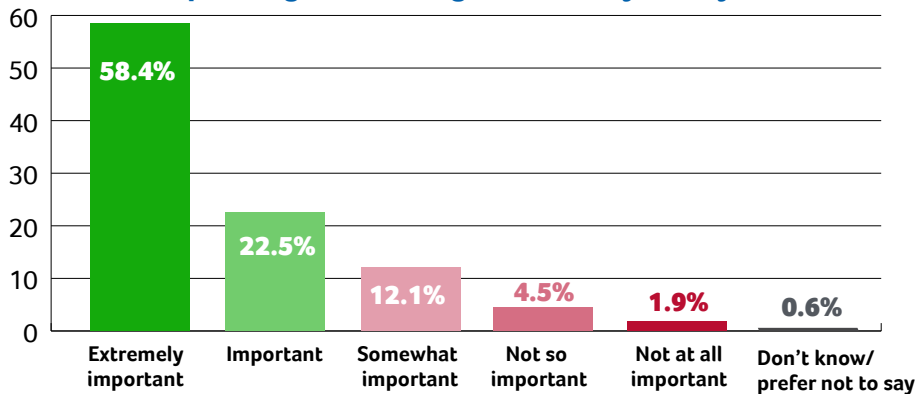
Survey Findings



How do you feel about your personal safety in Regina?



In your opinion, the role of policing in ensuring community safety is...



Impact of COVID-19



64.3% said their happiness, life satisfaction, and/or spiritual well-being decreased



68.8% said their physical, emotional, and/or mental well-being declined or somewhat declined



41.3% said their sense of belonging, trust and/or relationships have declined



62.8% said their substance use/misuse increased or somewhat increased vs **0.8%** that said it decreased

Overall sense of safety since the COVID-19 pandemic



1.4% Don't know/prefer not to say

56.2%
Remained the same

16.1%
Somewhat decreased

9.2%
Decreased



81.4% said their employment status did not change

Living standards as a result of COVID-19

0.9% Don't know/prefer not to say



3.1% Improved



4.7% Somewhat Improved



66.8% Remained the same



16.7% Somewhat declined



7.8% Declined

Community Consultations

Community consultations were conducted to provide a more comprehensive understanding of the challenges highlighted in the quantitative data and shed light on the experiences of various groups within the community. The qualitative data collected from consultations provided a richer understanding of the how and why of issues related to community safety and well-being. Consultations were held with several groups in the community (please refer to [Appendix 4](#) for a detailed breakdown). Specifically, individuals whose voices tend to be overlooked were consulted as part of the planning process to ensure that concerns and priorities are addressed in the CSWB Plan.

A core principle for conducting community consultations is to provide opportunities for all (with a specific focus on those that are marginalized and most at-risk) to participate in a meaningful, safe, and inclusive environment. As a result, all engagements were organized in partnership with local leaders in the groups/population. Sessions were conducted in one of three formats to ensure they remained safe, meaningful, and comfortable for all participants:

1. Online consultations facilitated by CMNCP with local leaders present
2. Online consultations facilitated by local leaders with CMNCP present
3. In-person consultations facilitated by local leaders, without CMNCP present

As mentioned above, one of the goals of the community consultations was to capture the voices of groups that are often overlooked in community engagements. As a result, consultations were conducted with the following groups:

- 2SLGBTQIA Community
- Black Community
- Early Childhood/Families
- Indigenous Peoples
 - Elders and Knowledge Keepers (Men and Women)

- Indigenous Women Leaders
- Indigenous Front-Line Providers and Service Agencies
- Families of Missing and Murdered Indigenous Women and Girls
- Community Associations
- Newcomers and Immigrants
- Older Adults
- People with Disabilities
- People and families with lived/Living Experience Related to Mental Health and Addictions
- Community Service Providers
- Women

To maintain consistency, each consultation session involved facilitators asking participants about three general themes related to CSWB:¹

1. Positive aspects about Regina
2. CSWB-related concerns about Regina
3. Opportunities to improve CSWB or address challenges in Regina

Youth Project

While there was a desire to seek input from local youth for Regina's CSWB Plan, it was decided that, instead of a consultation, a more unique and meaningful approach would be used to engage young people through a youth photography project. CMNCP and the City partnered with a local photographer, Janine Windolph, and Growing Young Movers (GYM) to create the YQR Youth Perspectives website. The site includes submissions from local youth who were asked to take photos of places or aspects of Regina that make them feel happy and safe, as well as spaces that make them feel unsafe. This gave them an opportunity to share their view on the CSWB-related strengths and challenges in Regina and contribute to the identification of Plan priorities. This information was then analyzed thematically and included in the data analysis to identify plan priorities.

¹ There was some variation in the questions asked, based on guidance from local partners, but the general topics that were discussed in the consultations remained consistent.

Regina Human Services Partnership (RHSP) Engagements

The community safety assessment process also involved engagements with the Regina Human Services Partnership, which is comprised of representatives from multiple sectors and organizations, including:

- City of Regina, Parks, Recreation, & Cultural Services Department
- Regina Police Service
- Regina Fire and Protective Services
- Regina Public Schools
- Regina Catholic Schools
- Saskatchewan Health Authority
- Ministry of Social Services
- Ministry of Corrections, Policing and Public Safety
- Regina Open Door Society
- University of Regina
- Regina Public Library
- Regina and Region Local Immigration Partnership
- Regina Treaty/Status Indian Services
- Saskatchewan Polytechnic
- Saskatchewan Indian Institute of Technologies
- United Way Regina

These individuals were engaged early in the Plan development process as part of the community safety assessment. Specifically, they provided insight on data collection and sources as well as potential partners.

Following the data collection process, the key priorities identified from the community safety assessment were presented to the Regina Human Services Partnership during a full day session. This served as a validation process allowing the members to provide feedback on what was heard and offer suggestions based on their own expertise, as well as engage in a sorting process to identify the CSWB priorities (please refer to the Findings section for more details on this process).

Re-Engagement Sessions

Following the identification of Plan priorities and actions to address them, the City of Regina held a number of re-engagement sessions with community stakeholders to obtain additional feedback on its implementation plan. This exercise assisted in refining the recommendations and action items for each of the six CSWB priorities.

Results

This section outlines the findings from the community safety assessment in Regina. The purpose of the community safety assessment was to understand the current state of community safety and well-being in Regina. This includes both strengths and challenges in the community. As a result, this section begins with a discussion of positive aspects about Regina, followed by areas of concern that emerged based on discussions with community members, survey responses, as well as other community engagement (i.e., the youth photography project, 'Places I Love' tool, etc.).

Positive Aspects About Regina

Residents indicated that the aspects of Regina they like/love/enjoy the most included:

Small Town Feel

Many people indicated that they enjoy the size of Regina and that they can get where they need to go in a short period of time. Residents enjoy the 'small town feel' of the city with all the amenities of a larger city. They stated that in general people are friendly and feel a sense of belonging and community.

Parks and Green Spaces

Wascana Park was mentioned in most of the consultations and residents consistently commented on how much they enjoyed it. Several other parks were also mentioned (Victoria Park, Douglas Park, Candy Cane Park, etc.) and it was very evident that people enjoy walking, running, biking, hiking, and spending time (alone or with others) at these public spaces.

Community Events/Spaces

Many residents expressed that they enjoy events like the African Food Festival, Folk Festival, Arts Festivals, Farmer's Market as well as spaces like the māmawêyatitân centre and the Canadian Western Agribition.

Recreation and Leisure Spaces

Participants indicated they enjoy attending sporting events including Regina Pats Games, Saskatchewan Roughriders games, as well as events at Mosaic Stadium, Community/Recreation Centres, Mackenzie Art Gallery, libraries, and other locations for entertainment.

Shopping and Dining

Other individuals highlighted that they enjoy shopping in downtown and Harbour Landing, as well as the diverse restaurant options in Regina.

Services and Amenities

Respondents said they appreciate the reliable services in Regina, including Regina Police Service, Regina Fire, as well as the health and education sectors. They appreciate the maintenance efforts of the City, particularly in the winter, and indicated that it is a great place to raise a family.

CSWB Priorities in Regina

In addition to the positive aspects mentioned above, community members also identified several areas of concern related to community safety and well-being in Regina. These are presented below. For a more detailed discussion of each theme, please refer to [Appendix 5](#).

Plan Priorities

The six priorities for Regina's CSWB Plan were selected based on discussion with the project team, the Regina Human Services Partnership, along with existing work in the City.

They are as follows:

- Domestic Violence and Intimate Partner Violence
- Food Insecurity
- Problematic Substance Use
- Racism & Discrimination
- Safety
- Service System

Each of these is discussed in further detail in the next section.

What Else We Heard

In addition to the Plan priorities, there were several other CSWB themes that emerged from the community safety assessment. These were not included as priorities as they are either being attended to elsewhere through existing work and/or are better addressed by a different organization or department in Regina. They are as follows:

Housing and Homelessness

Housing and homelessness frequently came up in discussions of CSWB concerns in Regina. In particular, community members identified challenges related to lack of supports and shelters for individuals experiencing homelessness, along with difficulties finding safe, and affordable housing options in the City. Additionally, the presence of abandoned, dilapidated houses in some areas of the city (such as North Central) were identified as safety concerns that often create a sense of uneasiness due to illegal activities that occur within them. This, along with the large number of people experiencing homelessness and housing precarity in Regina (over 3500 between November 2019 and March 2020) reflect the need for further efforts to address this issue.

Existing Work: Endorsed by Regina City Council in 2018, [Everyone is Home: A Five-Year Plan to End Chronic and Episodic Homelessness in Regina](#) is the guiding plan to meet and overcome the challenge of homelessness in Regina.

Inclusion and Cultural Development

Many community members identified a lack of inclusion and cultural awareness within Regina as a CSWB challenge. This includes a lack of understanding or knowledge of various cultures and traditions affecting service delivery (i.e., not having Halal options, unfamiliarity with different traditions and ways of life (i.e., Indigenous healing and ceremony), and a greater need for diversity among decision-making bodies to ensure a range of voices are represented throughout the city.

Existing Work: The [Regina Cultural Plan](#) lays the strategic direction for the development of the city's artistic and cultural community for the next 10 years

Neighbourhoods

Many residents indicated that feeling a sense of belonging to their neighbourhood and/or community makes them feel safe. Suggestions to improve this includes hosting neighbourhood/community events to bring people together, creating spaces for community socialization, neighbourhood cleanups, and greater collaboration between community associations.

Existing Work: The [Design Regina: Official Community Plan](#) provides the long-term strategic direction to manage growth and development for Regina. Beyond the focus on neighbourhoods, it provides a comprehensive policy framework to guide physical, environmental, economic, social, and cultural development of the municipality.

Policing and Crime

Among community members, there were varying perspectives on police presence and its role in community safety. While some indicated a desire for increased presence to improve community safety in Regina, others expressed concerns regarding response times, representation, and a need for additional approaches to support non-criminal issues. Given what was heard, recommendations include increasing public engagement and diversity in the Service.

Crime was also a frequent topic among those engaged in the community safety assessment. Concerns centred around high crime rates in specific areas of the city (i.e., Downtown, Heritage, and North Central), violent crime, home and vehicle invasions, crimes committed out of despair, along with a general fear of going out alone in the City, particularly at night. While official crime rates indicate Regina has slightly less crime than the province, there has been a substantial increase in drug-related offenses since the start of the COVID-19 pandemic. The information collected during the community safety assessment suggests that perceptions and fear of crime in Regina are higher than actual rates, indicating a need to address media depictions and other factors that increase a sense of fear among residents.

Existing Work: Emergency response, investigations, crime suppression, and prevention are the responsibilities of the Regina Police Service, whose work is governed by the Board of Police Commissioners, and guided by the Regina Police Service [Strategic Plan 2019-2022](#).

Recreation and Leisure

Recreation and leisure were also identified as aspects of CSWB that need further attention in Regina. Community members indicated a need for more affordable options, particularly for youth and seniors, as well as more centrally located facilities to offer programming to residents from across the City. There was particular emphasis on the need for programs during the winter months.

Existing Work: The [Recreation Master Plan](#) provides guidance for the future of publicly supported recreation opportunities and services in the City of Regina.

Roads and Transportation

Additional CSWB concerns from residents centred around Regina's streets and public transportation system. These included distracted and dangerous drivers, challenges for cyclists (i.e., not enough bike lanes and barriers on roads), and the need to improve sidewalks and crosswalks to increase pedestrian safety and ensure they are accessible for everyone.

With respect to public transportation, while many praised the quality of the buses themselves, locals identified several challenges with the system, including long wait times, a need for more stops, more centralized routes, and improved shelters to protect people from the cold in the winter months.

Existing Work: The [Transportation Master Plan](#) is a comprehensive, multi-modal transportation policy and planning document that will shape Regina's transportation system for the next 25 years in order to support the mobility needs of its residents, businesses, and visitors. The Regina Transit Master Plan (currently in progress) will identify actions to guide decision making for Regina Transit and Paratransit to implement over the next 25 years.

Youth

Many residents indicated a need for more opportunities and activities for young people in Regina, particularly in the winter. They suggested that offering positive, affordable activities and programs for youth could reduce gang involvement and criminal activity while helping them develop life skills.

Existing Work: The [Recreation Master Plan](#) provides guidance for the future of publicly supported recreation opportunities and services in the City of Regina, including those for youth.

A Note on COVID-19

Regina, like most of Canada's communities, has and will continue to see the unparalleled social and economic impacts of COVID-19. The pandemic has exacerbated existing vulnerabilities related to community safety and well-being, including increased rates of violence in homes and on streets across Canada. Most experts agree that the social and economic impacts of COVID-19 will be substantial and long-lasting. These include increasing poverty, homelessness, mental health problems, violence, and challenges with service delivery. Unfortunately, many of these challenges are root causes¹ and risk factors² of crime and other challenges which, if steps for mitigation and prevention are not implemented as soon as possible, are likely to decrease the sense of safety and well-being in Regina and other cities across Canada (see [Appendix 2](#) for more information).

The COVID-19 pandemic also is likely to have disproportionate impacts on children, who are affected by socio-economic conditions and, in some cases, may lead to adverse consequences. Lockdowns and shelter-in-place measures come with a greater risk of children witnessing or suffering violence and abuse and can also expose them to new risks such as heightened tensions in the household, added stressors placed on caregivers, economic uncertainty, job loss or disruption to livelihoods, and social isolation.

Children may also increasingly witness intimate partner violence.³ Further, the harmful effects of the pandemic are already showing an unequal distribution as children in disadvantaged or vulnerable situations are experiencing greater harm. Increased upstream prevention⁴ approaches in Regina, with a focus on children, may go a long way to stabilize children's experiences and prevent future increases in community safety challenges.

At the same time, COVID-19 pandemic has highlighted the collaborative capacity among service providers in many communities. Not surprisingly, Regina has moved fast to develop solutions and protect its marginalized populations. One example is the collaborative work undertaken to establish a temporary warm up centre for people experiencing homelessness – the [Awasiw Warm-up Station](#) – which has helped provide shelter to individuals considered hard to house and connect them with a range of services amidst the pandemic.

Despite the challenges created by the COVID-19 pandemic, this experience has highlighted the way a common goal and a sense of urgency can lead to rapid change and, if applied to crime and community safety, we believe the same can be true.

1 Crime is primarily the outcome of adverse social, economic, cultural, and family conditions. To prevent crime, it is important to understand its roots at the systemic level.

2 Risk factors are negative influences in the lives of individuals or a community. These may increase the presence of crime, victimization, or fear of crime in a community and may also increase the likelihood that individuals engage in crime or become victims.

3 See Unicef, 2020.

4 Upstream prevention refers to addressing the root causes of crime and victimization by investing in interventions that tackle social, economic, and psychological risk factors before harm occurs.

The Impact of COVID-19 on CSWB Plan Development

The ongoing COVID-19 pandemic had several impacts on Regina's CSWB plan development process. Travel bans meant that CMNCP was not able to be present in Regina during the plan development process. As a result, all meetings were held virtually. While this still allowed for adequate communication between all parties, it resulted in some limitations with the data collection process.

Typically, community consultations are conducted in person. This allows all participants and facilitators to be present in the same location, makes communication easier, and offers a greater level of engagement in the discussion. While virtual conversations did allow for the collection of important information related to CSWB in Regina, it is important to acknowledge the limitations of this process, which included:

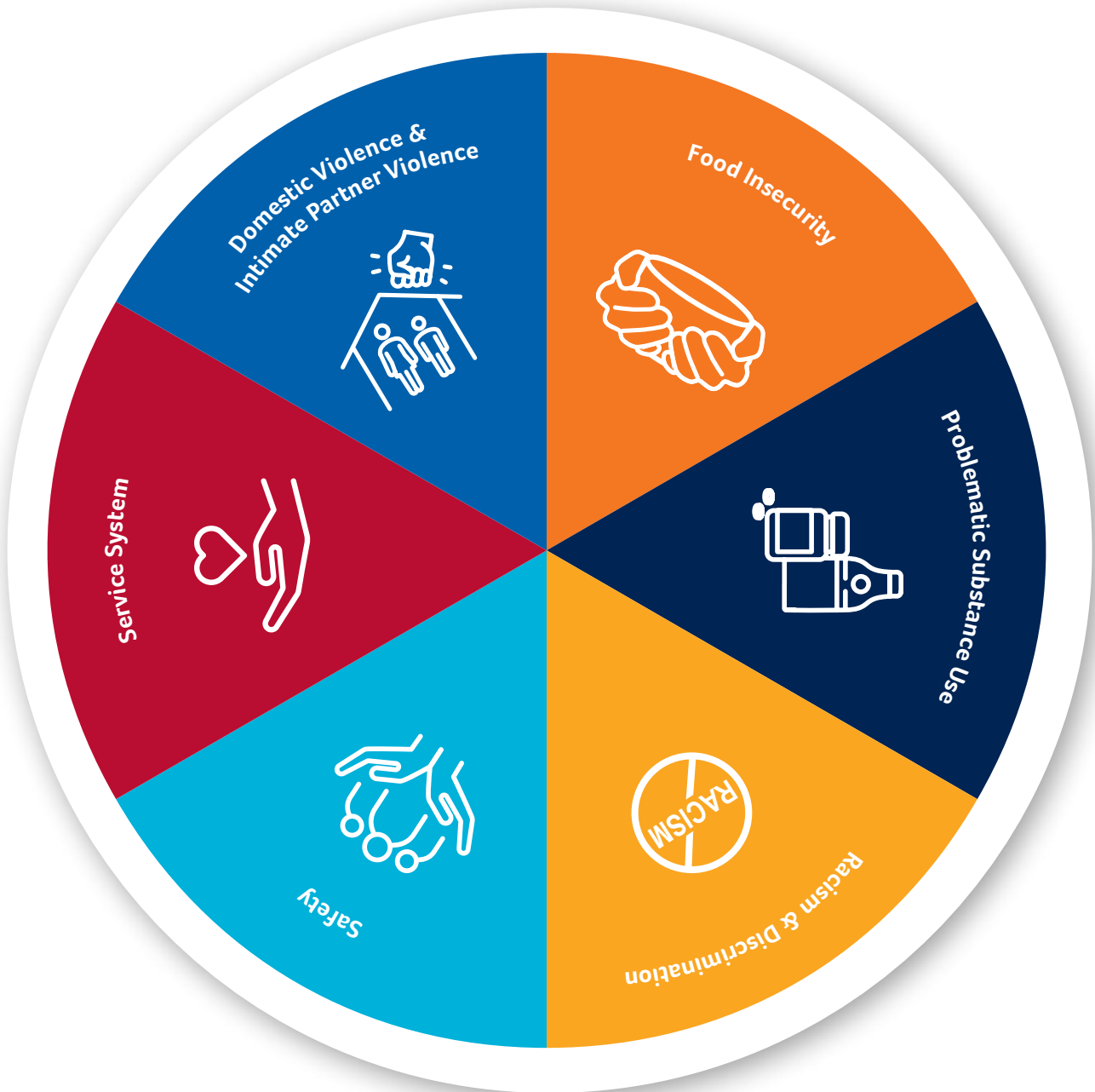
- **Virtual Fatigue:** Given the substantial growth in virtual engagements (for work and other purposes) because of the COVID-19 pandemic, some individuals may have opted not to participate due to virtual fatigue – a sense of exhaustion from frequent online engagements (i.e., via video conference platforms). Further, those who did participate may have been less engaged due to fatigue. Attempts to overcome this challenge included allowing individuals to provide written feedback and being as flexible as possible with the scheduling of sessions.
- **Ceremonial Protocols for Indigenous Consultations:** Many Indigenous consultations had to be held virtually due to restrictions on indoor gathering sizes. This posed a challenge to how ceremony was conducted for each consultation. CMNCP and the City of Regina worked with Indigenous leaders to identify an appropriate and respectful way forward to ensure protocols were met, given the unique circumstance. In some cases, ceremony occurred separately as it could not be held at the time of the consultation. Further, while tobacco ties should always be offered to individuals prior to participation, in some cases, this occurred following the virtual sessions because of pandemic-related restrictions.
- **Accessibility:** Some individuals may not have been able to participate if they were unable to connect virtually or have difficulty with online formats due to accessibility challenges. Several efforts were made to increase the accessibility of these sessions and ensure participants were able to attend, including providing ASL interpreters, phone in options, use of the chat function, and follow-up emails allowing participants to provide additional written feedback on the session.
- **Distracting Environments:** Many individuals participated in sessions from their home and their engagement may have been affected by other individuals or occurrences in the background. During the sessions, facilitators reminded participants that having children or pets present on screen was completely fine and it was fully understood that many were joining from their homes. The goal was to ensure the environment was as welcoming as possible.





CSWB Plan Priorities

CSWB Plan Priorities



Domestic Violence and Intimate Partner Violence



Definition

Domestic Violence refers to violence committed by someone in the victim's domestic circle, including partners and ex-partners, immediate family members, other relatives, and family friends. The term 'domestic violence' is used when there is a close relationship between those involved and usually involves a form of controlling and coercive behaviour. Domestic violence can take the form of physical, sexual, financial, or psychological abuse. It can include intimate partner violence, elder abuse, violence against children, animal abuse, and/or self-harm. It is important to note that these forms of violence frequently occur simultaneously in a home.

Intimate Partner Violence describes physical violence, sexual violence, stalking or psychological harm by a current or former partner or spouse. This type of violence can occur among heterosexual or mixed-orientation relationships and does not require sexual intimacy.

Domestic Violence and Intimate Partner Violence in Regina

Local quantitative data indicates that from 2019 to 2020, Regina family/domestic violence victim support services have seen a 20 per cent increase in referrals and a 23 per cent increase in active files. Of these referrals in 2019 and 2020, the vast majority of clients are female (85 per cent and 82 per cent, respectfully), with about three quarters falling between the ages of 21–50 years old.



What We Heard

During the community consultations, several consultation participants mentioned that domestic violence is an issue in Regina and has become particularly concerning since the start of the COVID-19 pandemic as more individuals have spent increasing time at home.

While 92 per cent of CSWB survey respondents indicated they had not experienced domestic violence in the 12 months prior to the start of the COVID-19 pandemic, over 26 per cent indicated someone they know has been a victim in that same period. Given the growing body of research that indicates the increasing likelihood of domestic violence because of pandemic restrictions¹, it is likely that these rates have since increased over the period of the pandemic.

¹ Including CMNCP's report PEACEFUL HOMES: A Guide to the Prevention of Violence in the Home During and After Lockdowns, which can be found here: <http://safercities.ca/evidence-on-crime-prevention/>



Several suggestions related to domestic violence were discussed within the consultations and survey responses, including:

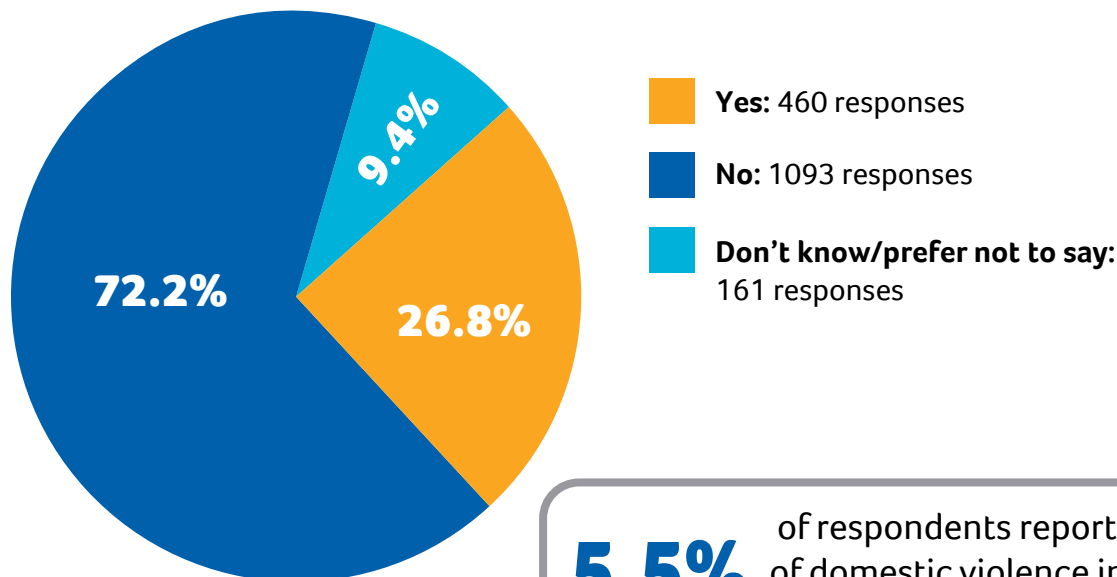
- More supports for victims of domestic violence
- More secure, long-term housing for victims of domestic violence and intimate partner violence
- Amending the process to obtain a restraining order
- The need for a place where families can go and heal together

Where to go from here?

- ➔ Establish Community Action Table for domestic violence (DV) & intimate partner violence (IPV)
- ➔ Implement initiatives to prevent domestic violence and intimate partner violence
- ➔ Strengthen services to identify and offer support in situations of domestic violence and intimate partner violence
- ➔ Ensure adequate emergency response supports are available for those fleeing situations of domestic violence and intimate partner violence
- ➔ Establish supports and services for survivors, perpetrators, and their families to facilitate healing

Please see Implementation section for further details.

In the 12 months prior to COVID-19 (before March 2020) has someone you know been the victim of domestic violence?*



*Community Safety & Well-being Survey

5.5% of respondents reported being victim of domestic violence in the 12 months prior to COVID-19 (March 2020)*

Food Insecurity



Definition

Food insecurity refers to an inability or uncertainty that one will be able to obtain or consume an adequate quality diet or a sufficient quantity of food in socially acceptable ways. It is often linked to the household's financial ability to access quality food.¹

Food Insecurity in Regina

Existing data demonstrates that about 15 per cent of Regina residents were experiencing some form of food insecurity (marginal, moderate, or severe) in 2017-2018, which is slightly higher than the provincial rate. Further, given that requests for service from the Regina Food Bank increased dramatically in 2020 (most likely due to impacts of the COVID-19 pandemic), it is possible that overall levels of food insecurity in the city have grown. Food security was also listed as a response by some survey respondents to the question asking which issues require the most improvement/attention to enhance quality of life, safety, and well-being in Regina.



What We Heard

Food insecurity emerged as a major issue in Regina based on the findings from the community safety assessment. Participants across multiple consultations indicated that it is a major concern related to community safety and well-being. Common issues that contribute to this problem, as outlined by members of the community, include the following:

- The growing cost of food
- Limited access to affordable, healthy food (especially in low-income areas)
 - Example: There is no grocery store in North Central so residents either must travel far to get groceries, which is challenging when you have to take public transportation, or pay higher prices for food at the convenience stores
- The Regina Food Bank located on Winnipeg Street is difficult to access via public transit
- When programs are implemented, they are not always delivered in locations that need them, i.e., giving away food at arenas in middle/upper class neighbourhoods

¹ Government of Canada, 2020



What We Heard (cont.)

Suggestions provided to address food insecurity in Regina included:

- Having more affordable, healthy food options for all residents
- More affordable and subsidized food options for those with low income
- Need more grocery stores, not high-end food boutiques
- Need a grocery store downtown and in North Central

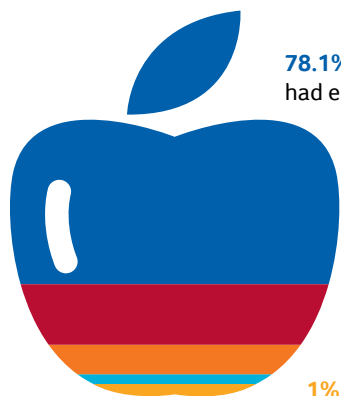
Among survey respondents, 78 per cent indicated they and other household members always have enough of the kinds of foods they want to eat. This means that at least on some occasions, the **remaining 22 per cent of respondents do not have full access to the food** they would like to have for themselves or their family.

Where to go from here?

- ➔ Establish Community Action Table for food insecurity
- ➔ Ensure basic food needs are met, while establishing approaches to address food security, strengthen food systems, and support residents in achieving their diverse food needs
- ➔ Increase access to healthy food and water for all residents
- ➔ Address issues of food affordability, particularly for those with low incomes
- ➔ Support and develop opportunities for urban agriculture

Please see Implementation section for further details.

Which of the following statements best describes the food eaten in your household in the past 12 months?*



78.1% You and other household members always had enough of the kinds of food you want to eat

16.8% You and other household members have enough to eat, but not always the kinds of food you want

3.4% Sometimes you and other household members do not have enough to eat

0.6% Often you and other household members do not have enough to eat

1% Don't know/prefer not to say

**Community Safety & Well-being Survey*

Problematic Substance Use



Definition

Problematic substance use refers to the use of drugs (including prescription drugs) or alcohol in a way that is harmful to a person's health and life. People of any age, gender, sex, or economic status can become addicted to substances. Multiple factors can affect the likelihood and speed of developing a substance use disorder, including family history of addiction, mental health disorder, peer pressure, lack of family involvement, adverse childhood experiences, and early use of substances.

Problematic Substance Use in Regina

Police data indicates that overdose deaths in Regina have increased more than 300 per cent between 2018 and 2020 (from 31 to 112).



What We Heard

Problematic substance use was frequently identified as a challenge in Regina among consultation participants. Many expressed concerns regarding fentanyl and rising overdoses within the city. Further, public use and the presence of needles and other drug paraphernalia on the ground in public places was highlighted. Additionally, over 3/4 of survey respondents feel that the use of opioids/fentanyl in Regina is problematic/very problematic.

Several community members emphasized the need for more harm reduction facilities, including safe consumption sites, overdose prevention sites, needle disposals, and greater access to Naloxone kits and other harm reduction supplies. Additionally, participants spoke about the lack of, and timely access to detox treatment and services to support individuals with addictions-related challenges and their families as well as the need to reduce barriers within existing services (i.e., not being abstinence-based and supports for system navigation). They also talked about the stigma surrounding addictions and the need to view them as health issues rather than criminal issues.

Where to go from here?

- ➔ Establish Community Action Table for problematic substance use
- ➔ Prevent and reduce the harms associated with drug use, drug-related offenses, addictions, and overdose
- ➔ Decrease the presence of needles and other drug paraphernalia in public places
- ➔ Reduce the stigma surrounding substance use and addictions
- ➔ Increase education on and public awareness of problematic substance use

Please see Implementation section for further details.



>80% of respondents identified opioids/fentanyl and crystal meth as either problematic or very problematic in Regina

**Community Safety & Well-being Survey*



300% increase in overdose deaths between 2018 and 2020

**Community Safety & Well-being Survey*



Racism and Discrimination

Definition

Racism refers to a system of oppression that excludes and discriminates based on race. Often, this does not occur in isolation, rather, it intersects with other forms of discrimination including xenophobia, sexism, homophobia, transphobia, among others. There are several forms racism can take, including:

Historical racism: historical domination or subordination of certain groups which continues to be reflected in legal, policy and institutional frameworks, language, and cultural attitudes.

Institutional racism: the practice of social or political institutions that results in the de facto exclusion of certain groups.

Structural racism: exclusion in law or practice of certain groups of individuals, often belonging to ethnic minorities.

Individual racism: can occur in multiple forms, including:

- Verbal abuse undermining someone's sense of safety whether the target person is present or not, such as stereotypical sentences, racist jokes, mockery, demeaning or offensive language, offensive terms, humiliation, racist comments whether expressed online or offline
- Non-verbal behaviours which undermine someone's sense of safety, such as display of racist symbols or drawings
- Behaviours aimed to exclude someone, such as incitement to avoid socialization, spreading rumours, refusing to collaborate, exclusion from participation in community
- Physical violence, threats, intimidation, harassment, physical assault, damage to property
- Subject of hate crimes and hate speech¹

Discrimination is the unfair or prejudicial treatment of people and groups based on characteristics such as race, gender, age, or sexual orientation.²

Racism and Discrimination in Regina

The importance of addressing racism and discrimination is highlighted in the 2019 50 Vital Community Conversations Report which indicates that hate crimes have increased since 2014, and these issues are particularly salient among newcomers and Indigenous peoples.

Suggestions to address these issues included:

- Education – increased understanding of different cultures, traditions, beliefs, values, experiences, traumas, etc.
- City-wide anti-racism campaign and education
- Teaching children from an early age about acceptance
- Sector-wide anti-racism training

¹ UNHCR, 2020

² American Psychological Association, 2021

- Holding community events where people can get to know and understand one another
- Share stories and understand the history of Indigenous people, the impact of colonialism and the residential school system, and the resulting trauma
- Increase diversity and representation in police, fire, City, and other roles
- Need to address racism at the systemic level

While data from Statistics Canada indicate very low levels of hate crime in Regina, these results should be interpreted with caution. Many actions that are reported as being motivated by hate are not counted in statistics as hate crimes because they do not fit into the specific *Criminal Code* definitions. For example, while a perpetrator may yell racial slurs while assaulting a person of colour, this offence is charged as an assault (and statistically counted as such) while the motivation can be considered an aggravating factor during sentencing. As such, they are unlikely to reflect the actual rates of hate-motivated crimes occurring in the City.



What We Heard

Racism and discrimination were frequently highlighted by consultation participants as issues that need to be addressed in Regina. Many indicated that it is highly prevalent in Regina and steps must be taken to address systemic racism, educate people, and develop collaborative efforts to eliminate it.

Participants expressed a range of experiences:

- Being stared at or viewed suspiciously in public locations (stores, church, walking down the sidewalk)
- Being told by others that certain groups of people (i.e., Indigenous peoples) are dangerous and to stay away from them
- Racial profiling
- Being asked to pay a cab fare up front
- Calling North Central 'The Hood'
- When accessing public services

Where to go from here?

- Establish Community Action Table for racism & discrimination
- Recognize and reject racism and discrimination in Regina
- Support individuals in accessing safer spaces and services
- Provide opportunities to create diverse and inclusive communities and workplaces

Please see Implementation section for further details.

Safety



Definition

Safety refers to the presence of limited or no risk which reduces or eliminates an individual's or community's experience of harm.¹ It is important to differentiate between actual and perceived safety. Actual safety refers, objectively, to a person's level of risk or potential for harm (i.e., the actual threat or lack thereof in a particular location or situation). Perceived safety, on the other hand, refers to a person's perception of risk or harm, which can be influenced by different factors including opinions about a particular area, media coverage, previous experience, etc. It should be noted that the two can, and often, differ – people may perceive themselves as being more or less safe than they actually are.

Safety in Regina

The 2019 50 Vital Community Conversations report indicated that perceived and actual safety in Regina are areas of concern. Official rates indicate that Regina's Crime Severity Index has recently increased (higher than the national average). Further, community members indicated that many people feel unsafe going out in the evening and there is a need for more neighbourhood-based safety programs.

According to the 2014 Safe Cities Profile Series report from Statistics Canada², just over one-third of Regina residents were very satisfied with their personal safety from crime and less than half felt safe when walking alone after dark.



What We Heard

General safety concerns were discussed in the community engagement sessions. Several issues emerged from these conversations, including:

- Some women do not feel safe going out alone in the city, particularly at night
- Desire for more safety measures, like the blue lights used by the University of Regina
- Additional security cameras needed in public spaces
- Emergency notification systems (i.e., fire alarms) need to have options, such as a flashing red light, for individuals who cannot hear
- General infrastructure designs, such as large bushes or poor visual fields in alleys make people feel unsafe
- Empty buildings and houses have issues with vandalism, vermin, etc.
- Train tracks are not secure
- More information on safety measures in different areas of the city

¹ Nilson, 2018.

² Statistics Canada, 2020



What We Heard (cont.)

In addition, some local youth stated that there are particular areas in the City with many potholes and unclean streets (including drug paraphernalia) making them unsafe to walk or play.

Safety concerns were also highlighted in the survey results, which indicated that less than one quarter of respondents are satisfied with their current level of safety. While most people (3/4) feel safe walking in their neighbourhood during the day, this number drops substantially at night (1/4), and these rates are even lower for the downtown area, where only 3 per cent of people saying they feel safe walking alone at night. Of note is that most respondents indicate minimal or no change in their sense of safety since the beginning of the COVID-19 pandemic.

Lighting

A common issue related to safety in Regina is a lack of lighting in many areas. In the consultations with community members, multiple individuals indicated there are many areas of Regina, including alleys, parks, parts of downtown, and schools that are very poorly lit. They stated this makes them feel very unsafe being in these locations at night and several indicated they avoid them completely in the evenings. The importance of lighting for those who are unable to hear was also emphasized, as if they cannot hear someone approaching them, without proper lighting, they may also be unable to see them. This may result in certain individuals being more likely to experience victimization.

When asked about areas they have concerns about, participants frequently mentioned downtown and North Central, especially at night, as unsafe places. In response to the question regarding opportunities or ideas to improve CSWB in Regina, many suggested having better lighting in places like parks, around leisure centres, around the Regina Public Library Central Branch, and more streetlights in general across Regina.

Similar findings emerged in submissions from the youth project. Many participants provided photos of dark alleys and parks that make them feel unsafe. They indicated that these locations, particularly at night, result in a sense of uneasiness as you never know who or what may be lurking, and it is difficult to see if any threats are nearby.

Where to go from here?

- ➔ Establish Community Action Table for safety
- ➔ Focus on upstream prevention and early intervention to reduce risks, harm, crime, and victimization, and improve overall well-being
- ➔ Address social disorder and crimes committed out of despair
- ➔ Address residents' concerns around physical safety in Regina
- ➔ Engage residents by providing information and awareness on the realities of community well-being and safety in Regina
- ➔ Enhance incident response and recovery to support community healing

Please see Implementation section for further details.

>81%

of respondents said they feel unsafe/somewhat unsafe walking alone in downtown Regina at night.

**Community Safety & Well-being Survey*

Service System



Definition

The Service System refer to networks of organizations and agencies that support individuals and groups in a variety of ways. These services can be provided at a range of levels, including sectors (i.e., education and healthcare) and community organizations, such as local faith-based groups; cultural organizations; supports for mental health, addictions, domestic violence, employment; transportation, libraries, mentoring programs, recreation and leisure facilities, nutrition and food programs, among others.

The Service System in Regina

The 2019 Vital Community Conversations Report highlighted that many residents identified a need for more sustained programs and services for substance use, mental health, employment, and those designed to address the needs of young people, newcomers and immigrants, and the Indigenous community.



What We Heard

A significant portion of discussion in consultations focused on services/programs in Regina and general challenges associated with them. There was a consensus among most consultation participants and many survey respondents that there is a lack of community services and programs to address multiple issues in Regina, including addictions, mental health, homelessness, counselling, gangs, parenting, trauma, racism, stigma, poverty, employment, homophobia, ageism, etc.

In addition to needing more services, other issues also emerged in discussions with community members. These included:

- Fewer services in lower income areas
- Lack of awareness of existing services
- Lack of core, sustained funding for programs (lots of short-term efforts)
- Accessibility challenges:
 - System navigation¹
 - Barriers (i.e., location, criteria, cost)
- Accessibility for people with disabilities (i.e., accessibility accommodations and services should be listed on websites so individuals can plan and know where to access them ahead of time)

¹ System navigation refers to an individual's ability to access resources and services through a complex system of services, including health and social services.. This includes knowing where to seek supports, as well as being able to access them.



What We Heard (cont.)

- Need for greater inclusivity
- Need more comprehensive, wraparound services¹
- Need more 24/7 services (outreach and physical spaces to connect with services)
- Need better coordination, programs to address gaps, and minimize duplication
- Need more centralized service areas of the city

The desire for more services is also reflected in the survey results. When asked to rate the accessibility of a variety of services (sports and recreation, parks/green spaces, arts and cultural activities, skill/ability development, health care, and community services), aside from parks and green spaces, most respondents (about two-thirds) indicated that the remaining services were only somewhat accessible or not accessible in terms of location and affordability. Furthermore, the suggestions on how to increase the accessibility of services in Regina align with the findings from consultations and include:

- Making the infrastructure/physical environment more accessible
- More services and facilities
- Better access via public transit
- More funding for services
- Reducing costs for services
- Include diverse perspectives in decision-making

Where to go from here?

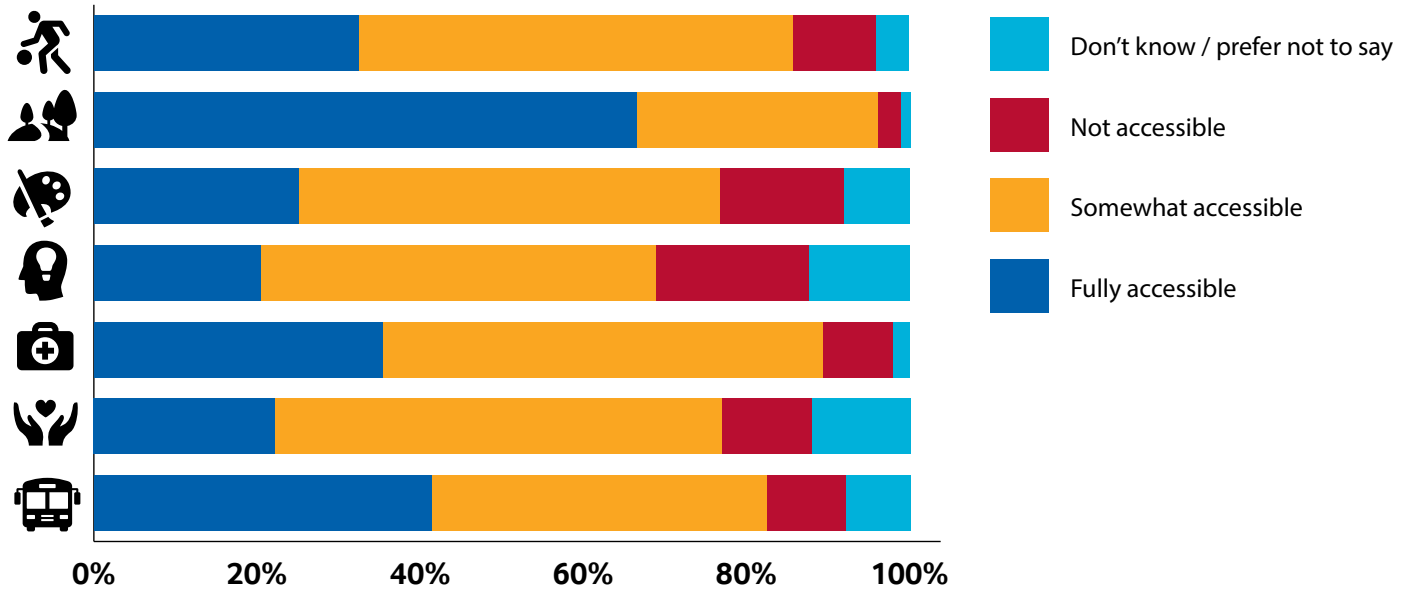
- ➔ Establish a Community Action Table for the service system
- ➔ Pursue a collective impact approach for the Regina human service system
- ➔ Increase the accessibility, inclusion, and centralization of services

Please see Implementation section for further details.

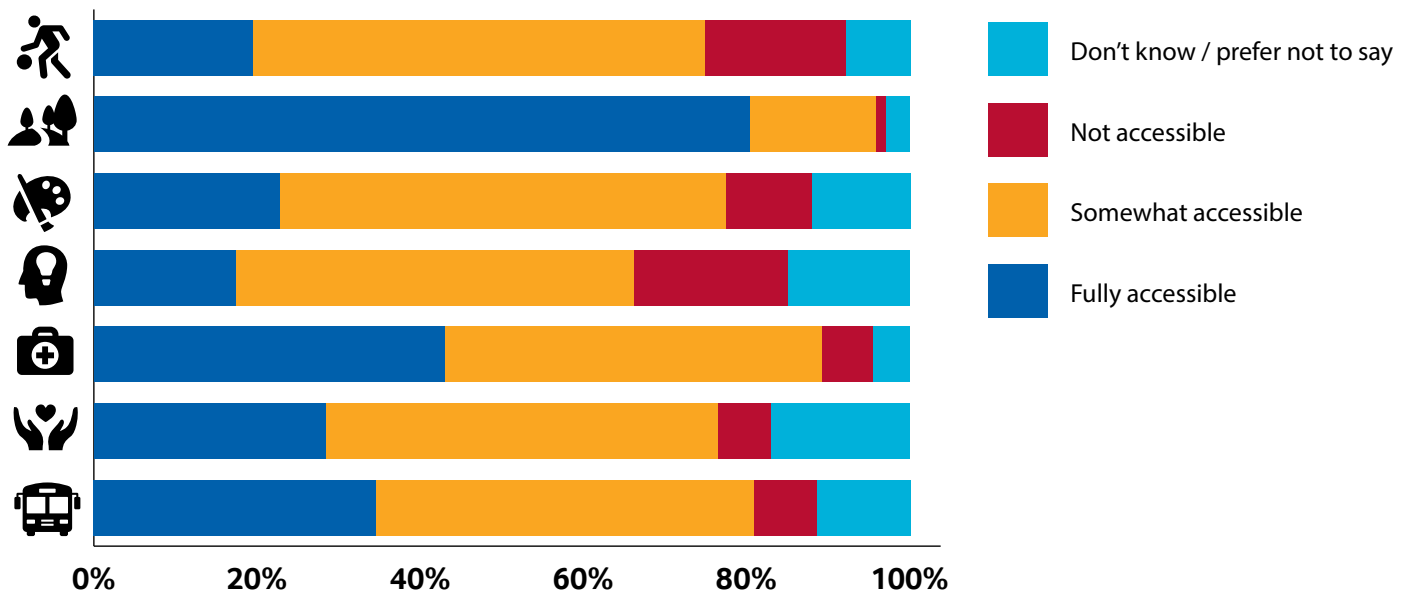
¹ Wraparound services are designed to meet the complex needs of individuals by bringing together community services and interpersonal support networks.



Accessibility of services



Affordability of services



Awasiw: A Story of Courage and Resilience

“You will find that every human being is worthy of your love if you just listen to them long enough.”
(Herman Hesse, German poet)

We never fully know the impact we have on the people around us, on our community, or even beyond. On an early morning in late October of 2019, when a woman waiting outside All Nations Hope Network in Regina asked a lone staff member if she could come in to warm up, get a change of clothes, use a bathroom, and have some food, she could not have known that within a few short weeks Awasiw would be born. I am privileged to not need a place to sleep, I always

When you come to Awasiw you are met with an “open mind and open heart, where judgement has no place”

have enough to eat, and I can use my own bathroom in my own home, which are basics not afforded to those who sleep rough.¹ But on the hierarchy of needs, Awasiw

offers much more than the basics. After hearing repeatedly from staff that when you come to Awasiw you are met with an “open mind and open heart, where judgement has no place,” I felt that we should all be so fortunate to experience community that way.

Awasiw may have started as a warming centre, but it ended up as a place where community happens. Between that moment the woman was welcomed into a place of warmth, my interviews with staff, and staff interviews with guests, lives were lived, ideas became reality, resources appeared seemingly from nowhere, partnerships were formed, but above all, some people “after going hungry sometimes for days, ended up with a belly full of food” and sometimes that had to be good enough. On the surface, Awasiw may not appear different from any other makeshift shelter, but at its heart lies a complex story of compassionate presence that models the best of who we can be if we indeed just “listen long enough.”

At the end of December 2020, Awasiw was open 24/7 and “the smell of smudge and a smile under the mask as you walk through the door... had become our new normal,” said one staff. “We come from a place of love,” said they all. This was echoed by guests who described Awasiw as a place “that feels like mom’s house, where you are fed and warm and don’t have the fear of being kicked out” or “a place of warm greetings, just like Grandma’s.” Social assistance does not provide enough to get you through the month, staff explained to me, and for some, Awasiw ensures that the family of people served receives at least one meal each day.

Awasiw as a place “that feels like mom’s house, where you are fed and warm and don’t have the fear of being kicked out” or “a place of warm greetings, just like Grandma’s.”

Awasiw experiences many raw human moments. The guests who utilize Awasiw come with histories of trauma stemming from residential schools, from shattered families, many have problematic substance use issues, some have been incarcerated, and others have been banned from many services across the city. Awasiw is no stranger to overdoses, gang activity, mental health breakdowns, and violence. It is only to be expected when you try to walk with those who have been marginalized across generations. What is unique about Awasiw is that the people there are met “where they are at.” As a team member described it, “You are not a client, nor a statistic. You are not fitted into a category.”

You are not a client, nor a statistic. You are not fitted into a category.”

¹ Sleeping Rough refers to sleeping outside without protection, generally due to not having a home.

You are, instead, part of the community. While some, at first, are hesitant to share their name having previously been robbed of their identity and shamed for it, eventually most of them come around. “Why should they trust us if no one has ever trusted them?” one staff asked. Gaining trust takes time and a hard look at how we build relationships. Breaking trust, on the contrary, takes just a moment. Between those book ends lies the fragility of human connections, and the staff of Awasiw know that. They also know that trust cannot be fostered through slavishly adhering to mandates or to systems of accountability that are almost always designed in distance to the people they serve.

While many services ask, “What is wrong with you?,” at Awasiw the question becomes “What is wrong with the situation you find yourself in?” And THAT inevitably leads to a different way of thinking about these complex issues because what is wrong is that, despite being a rich country, in Canada some people are consistently left behind and subsequently blamed and stigmatized for their needs. Disproportionally these people are Indigenous. Awasiw staff understand this, not just from research, but often from their own lives. Together they looked at the gaps in the system and “we rolled up our sleeves and got on with the task of trying to fill them,” shared one staff.

Using the medicines brings respect.

Disturbingly, key challenges facing individuals include lack of housing (even when the temperatures plummet to -40 degrees Celsius), persistent food insecurity, inability to access social assistance (due to not having an address), and strangely enough, the main issue may be funding to access “65 hours of free counselling, except there are no counsellors.” Some have received money as residential school survivors but, as staff explained, when you have been poor for so long and perhaps struggle with addiction, managing a sudden influx of resources is difficult without supports, leading to, among other things, a spike in overdoses.

No small organization with limited resources can change the service system – certainly not alone. But that did not deter All Nations Hope Network when they brought the vision of a warming centre into reality. “When you step through the doors of Awasiw, you are greeted with a smudge, some food, a cup of tea, fresh clothes if needed, and

support in navigating services.” For others, it may just be a place to rest where no one has any expectations of you. Above all you are treated with respect. “Using the medicines brings respect,” staff told me. It allows people to meet as people, and then the healing can begin one moment and one connection at a time. Occasionally, you may be asked to leave if your behaviour has become unsafe for others, but unlike most services the country over, you are sent on your way with “a packed lunch, a request to think about apologizing, and you are told to come back in a day or so.” It is no wonder that shortly after opening, when the news travelled that Awasiw is a community where people belong, and it became a place where people were referred to by other services.

“The Awasiw corner of the city became a hub,” I was told, and “generosity spread.” Donations started rolling in, both financial and in-kind, and often from unexpected places, such as a young single mother who had been helped by All Nations Hope Network and who provided a \$500 cheque from her limited resources because “she felt it was her turn to help now.”

During an overdose situation at Awasiw, “the guests self organized so that staff could attend to the person in crisis.” When a mother came looking for her son, who had been missing for days, and found him at Awasiw, her relief and

When you step through the doors of Awasiw, you are greeted with a smudge, some food, a cup of tea, fresh clothes if needed, and support in navigating services.

happiness compelled her “to donate food and blankets and she started a Facebook group to ask others to do the same.” Even a guest who had been asked to leave after an angry outburst watched from across the street as a young woman

***Without this place
we would have died.***

he found huddled in the cold safely made it inside. “Without this place we would have died,” said one guest of

himself and his peers, and the community knew it and came together to be part of the solution. “It was amazing to watch,” said a member of the team.

“What is the secret sauce that made it all happen?” I asked. “This is where my heart is” I was told. And from where I sat, I could see that it takes a courageous heart to start something with almost nothing and trust that it will happen, just as it should. It also takes a courageous heart to “bring out into the open the hidden issues of our community.” It is a resilient heart that day in and day out spends time with some of the most traumatized people and looks deep enough to see their strength and ability to give. When I suggested that other communities, upon hearing the story, might wish to create their own Awasiw and asked what advice they would provide to them, the list was not about how to design a program; it was about how to relate to self, others, and the larger system. The list included having “visionary leadership, the ability for self care, having a strong value system, being educated in trauma and addiction (especially the relationship between addiction and disconnection), the willingness to push the boundaries and advocate for those who have been silenced,” and I would add the foresight to never lose hope, the energy to embrace possibilities, and the skill to see the humanity in everyone you meet.

Awasiw moved from its large and much appreciated location to a smaller space at the end of April 2021 when their lease ended. On June 30th, the Federal funding also ceased. Provincial funding had never been forthcoming.

On July 1st, I, like many across the country, marched to remember the children who didn’t come home from Residential Schools, to celebrate the resilience of the children who did, and to commit to the children of the

***Brought the community
together in what it means
to be human and to be
kind even in crazy times***

future. With every step I took among a sea of orange T-shirts, the irony of this timing did not escape me. Simply put, Awasiw shone a light in a shadowy corner of Regina (and any other city of its kind in Canada). Its people, staff, volunteers, and guests created something that “brought the community together in what it means to be human and to be kind even in crazy times,” they told me. While all those involved wish they had their old building back at 3510 5th Ave, I have no doubt they will again roll up their sleeves and seize the moments to trust community and bring hope where often little hope can be found.

But it should not be this way. Awasiw has all the ingredients of a place that creates change at, yes, its own pace and with its own unique tools – whether that change may be feeding someone who is hungry or helping someone onto the road to recovery. While they do this, no one in their care will feel like a number or a burden, rather, they will feel that they belong. The impact of this approach may not be visible immediately, but I have no doubt it will be felt by many for generations to come. This is truly what makes Awasiw unique – its ability to be with people in the moment while having a vision of a better future for ALL...

I feel honoured to have been entrusted with telling a story that signals to me a departure from a service-only approach that I am all too familiar with. There is often a plethora of programs that fall short of ensuring no one gets left behind and do little to prevent future harm. At its most downstream, Awasiw is as upstream as you can get IF we heed the moment and have its story inspire us to transform

how we work with people, how we fund community efforts, and how we measure success. Once upon a time I co-created a statement (and video) about upstream prevention that spoke of the opportunity and the right “to grow, learn, work, play and connect.” A person from my then local Indigenous community added: “and to love and be loved.” It seemed like an odd addition to me for a document we were going to share with governments and services providers, but NOW I understand. It starts with love and reciprocity, and it always grows from there.

Christiane Sadeler is a free lance consultant with [More Better Solutions](#) and lives in Victoria BC, the territory of the Lekwungen speaking people also known as the Esquimalt and Songhees Nations.



Awasiw at a Glance

Awasiw opened **December 26, 2020.**

On **January 4, 2021**, it began operating 24/7.

Services offered:

- smudging
- a warm/cool place to be
- refreshments
- bathroom
- phone
- food
- clothing
- testing for HIV & Hepatitis C
- COVID-19 Vaccine
- Naloxone kits

46,238 of people served during
December 26, 2020 - July 26, 2021

26 full time staff

15 volunteers

4342 of naloxone kits handed out
(April 1-June 30)

Missing and Murdered Indigenous Women and Girls (MMIWG)

The United Nations defines violence against women as “any act of gender-based violence that results in, or is likely to result in, physical, sexual, or mental harm or suffering to women, including threats of such acts, coercion, or arbitrary deprivation of liberty, whether occurring in public or in private life.”¹ In Canada, Indigenous women face higher rates of violence than non-Indigenous women (and other non-Indigenous groups). According to Statistics Canada, Indigenous women are almost three times more likely to experience violent victimization than non-Indigenous women.² A 2018 report indicates that over 60 per cent of Indigenous women reported having been physically or sexually assaulted at some point during their lifetime.³ Additionally, they are over three times more likely to experience severe forms of family and domestic violence than non-Indigenous women. Further, between 2007 and 2017 Indigenous girls and young women were overrepresented among victims of homicide in Canada⁴ and there was a 32 per cent increase in homicide rates for Indigenous females from 2016 to 2017.^{5 6}

The overrepresentation of Indigenous women and girls as victims of violence is highlighted in the Truth and Reconciliation Commission of Canada’s [Calls to Action](#) report which calls on the federal government, in consultation with Indigenous organizations, to launch a public inquiry into the disproportionate victimization of Indigenous women and girls, the causes of this violence, and how to address it.⁷

This request resulted in the National Inquiry into Missing and Murdered Indigenous Women and Girls, which produced a [Final Report](#) that includes multiple Calls for Justice to address violence against Indigenous women, girls, and 2SLGBTQQIA people. This violence is rooted in the intersectionality of multiple forms of oppression along with the intergenerational effects of Canada’s residential school system⁸. As the report states:

“Colonial violence, as well as racism, sexism, homophobia, and transphobia against Indigenous women, girls, and 2SLGBTQQIA people, has become embedded in everyday life – whether this is through interpersonal forms of violence, through institutions like the health care system and the justice system, or in the laws, policies and structures of Canadian society. The result has been that many Indigenous people have grown up normalized to violence, while Canadian society shows an appalling apathy to addressing the issue.”⁹

Consequently, the document emphasizes that “the steps to end and redress this genocide must be no less monumental than the combination of systems and actions that has worked to maintain colonial violence for generations,” which include:

- Historical, multigenerational, and intergenerational trauma
- Social and economic marginalization
- Maintaining the status quo and institutional lack of will
- Ignoring the agency and expertise of Indigenous women, girls, and 2SLGBTQQIA people¹⁰

1 World Health Organization, 2021

2 Statistics Canada 2017

3 CTV News, 2021

4 Statistics Canada, 2018b

5 Statistics Canada, 2018a

6 Limitations with official data result in the under-reporting of violence against Indigenous women and girls meaning rates are likely higher than these statistics reflect.

7 Truth and Reconciliation Commission of Canada, 2015a: 4

8 KAIROS, 2021

9 National Inquiry into Missing and Murdered Indigenous Women and Girls, 2019: 4

10 National Inquiry into Missing and Murdered Indigenous Women and Girls, 2019: 53

MMIWG in Regina, Saskatchewan

Without taking steps to address MMIWG, and violence against women in general, no community can achieve community safety and well-being. As a result, during the development of Regina's CSWB Plan, a consultation was held with family members of MMIWG to provide a space for them to share their stories (and those of their loved ones) and offer recommendations to prevent future violence against Indigenous peoples. Participants described the experience of dealing with the loss of family members, along with the general lack of support and inadequate response from the justice system during the entire process. They highlighted the impact of associated traumas, which still affect them years later, and the need for greater efforts to educate the public and prevent future violence by addressing the systemic racism, sexism, colonialism, and oppression that are at its core.

"As Indigenous people, we are looked down upon, stereotyped..."

In discussing how to eliminate violence against Indigenous women, participants offered several recommendations. First and foremost was the importance of recognizing the magnitude of the problem. As one individual stated, "It is a crisis, not an issue." The discussion highlighted the need to address the underlying causes of MMIWG, understand the experience and culture of Indigenous peoples, and provide trauma-informed supports and services. The need for more Indigenous-led organizations was highlighted as one participant stated, "I will relate more to someone that's been through the same traumas I have." This conversation drew attention to several challenges that must be addressed to effectively eradicate violence against Indigenous women and girls in Regina. As highlighted in the Recommendations section, addressing this crisis will require efforts across multiple sectors and levels. Of utmost importance is ensuring that all actions are led and informed by Indigenous people.

"Our people need to be heard when they're telling their stories"

Recommendations:

General education on MMIWG

- Media campaigns, billboards, signs
- Share stories of those with personal experiences

More supports for victims and families

- Counselling, addictions, domestic violence, and housing
- More funding for Indigenous organizations to support their own people

Greater understanding of Indigenous ways of life and experiences

- Value of Elders, prayers, and ceremony in the healing process
- Understanding of intergenerational trauma and its impacts
- Creation of safe spaces where people can heal and Indigenous traditions are understood and respected

Address racism toward the Indigenous community

Improve Justice System responses

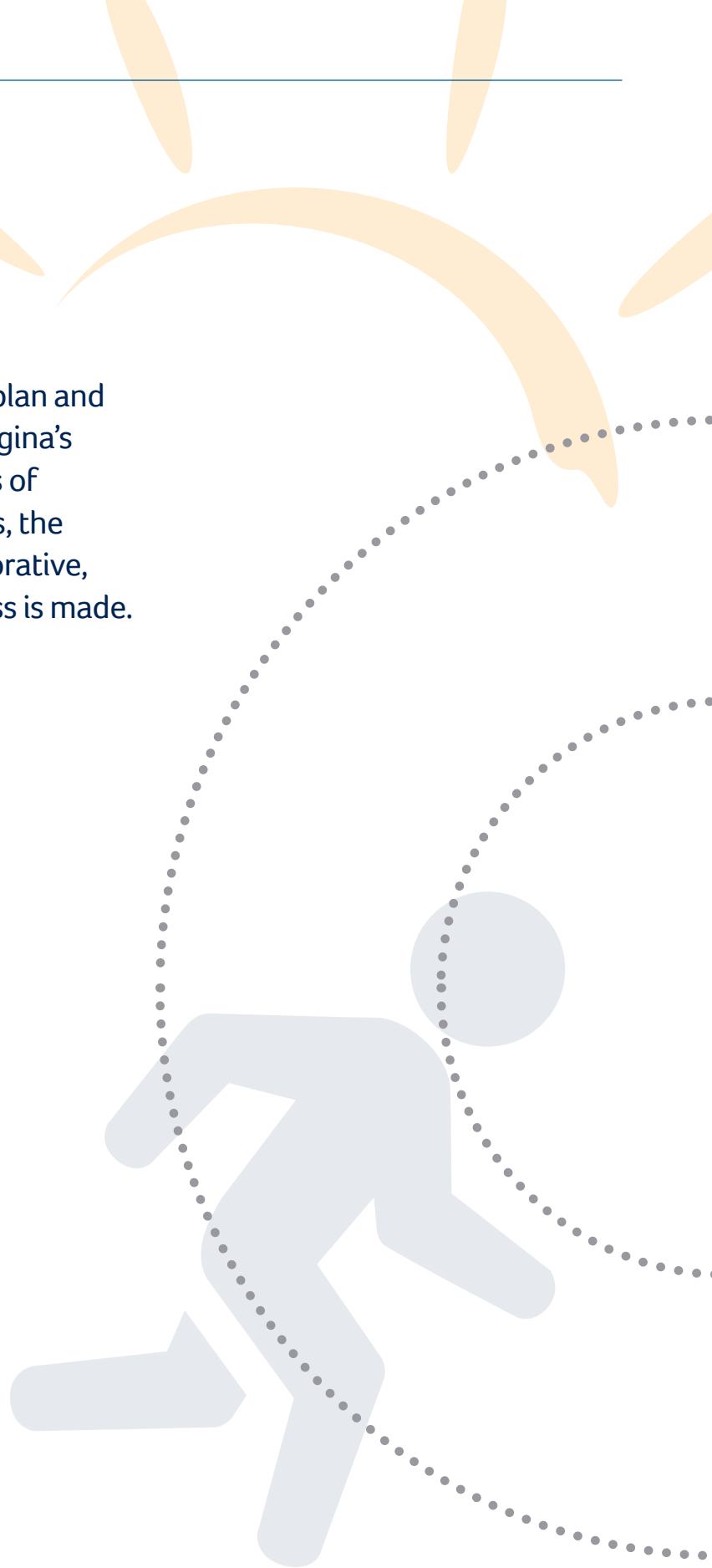
- Greater efforts to ensure adequate investigations into cases of MMIWG
- More accountability from the justice system and for perpetrators of violence
- Better supports for families and victims navigating the justice system





Implementation & Monitoring

This section outlines the implementation plan and process that will be adopted to address Regina's CSWB priority areas. Much like the process of identifying CSWB challenges and solutions, the implementation process requires a collaborative, multi-sectoral approach to ensure progress is made.



Strategic Approaches

To address the priorities of this Plan and effectively create change in Regina, it is essential to take an approach that is both integrated and strategic. While the Foundational Commitments provide the lenses that inform the Plan, the following Strategic Approaches will put it into action.



Advocate

Some aspects of the Plan speak to multiple orders of government needing to create change. The Plan's role in those situations is to advocate for that change.



Base Actions in Evidence and Knowledge

Ensuring CSWB work is guided by evidence and the wisdom of community members is vital for achieving desired outcomes, grounding them in available data, and considering the historic and current knowledge of the community and its stakeholders.



Change Service System

Regina's CSWB Plan acknowledges that current service approaches have not been sufficient in moving beyond the issues identified. Therefore, the success of the Plan depends on the collective willingness and ability to create change in the current service system. Focusing on structural inequalities can assist in addressing conditions that create harm for some individuals (i.e., Indigenous peoples).



Communicate

Obtaining buy-in to address priorities is highly dependent on the communication of desired outcomes and their connections to priority actions. Ongoing system communication is vital to Plan success, as updates related to its challenges and successes are key for sustained commitment.



Engage the Community

No CSWB Plan can be accomplished solely through the efforts of organizations and systems. Grassroots and community level involvement is critical for its success. All system sectors must commit to engaging the community in the development and implementation of solutions.



Focus on Determinants of Well-being

A key focus of any CSWB plan should be addressing determinants of community safety and well-being in relation to plan priorities. This should include having dialogue at a senior body level (related to plan implementation and governance) and examining current systems, structures, and funding models to determine what already exists and where additional actions are needed.



Leverage Partnerships

CSWB is not a new endeavour, and the plan is meant to both harness existing efforts and build on them, as well as form novel connections between existing approaches. Partnerships are critical for maximizing limited resources and finding solutions based in multi-disciplinary thinking and practice.

Levels of Prevention

In addition to the strategic approaches discussed in the previous section, to effectively address the six priority areas identified in the Plan, it is vital to incorporate strategies across all levels of prevention.

Approaches should span different stages of prevention and intervention, from addressing root causes to prevent issues before they occur, to responding to challenges afterward and preventing them from re-occurring. This includes:

- U** **Upstream crime prevention** focuses on addressing the root causes of crime and victimization by investing in interventions that tackle social, economic, and psychological risk factors before harm occurs. These approaches harness evidence-based solutions in sectors such as youth, family, schools, health, and policing.¹
- M** **Midstream crime prevention** focuses on providing supports and resources to support those in vulnerable or marginalized positions to prevent further suffering. These approaches generally occur at the local, community, regional, or organizational level and tend to address challenges related to things like housing, employment, and food security.
- D** **Downstream crime prevention** focuses on providing interventions to reduce harms among those who are already suffering or facing challenges. This includes addressing immediate needs of specific groups or individuals, such as rehabilitation for problematic substance use.

Levels of Crime Prevention



To ensure the implementation plan to address Regina’s CSWB Plan priorities is comprehensive, each priority recommendation has been assessed to determine where each respective action sits on the prevention spectrum. This information, along with the respective actions to address each recommendation, is presented in the following implementation tables.

¹ CMNCP, 2018



Domestic Violence and Intimate Partner Violence

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Establish a Community Action Table for domestic violence (DV) and intimate partner violence (IPV) Advance, oversee, and provide accountability for approaches to address DV and IPV in Regina.	X			Downstream
Action: Develop a city-wide systems framework to guide DV and IPV approaches for timely and effective intervention.		X		Downstream
Action: Identify system policies that impede responses to DV and IPV and make recommendations to ensure responses are low barrier.	X			Downstream
Recommendation: Implement initiatives to prevent domestic violence and intimate partner violence.				
Action: Explore and expand programmatic and multisectoral approaches to prevent dating and family violence.		X		Upstream
Action: Explore and enhance preventative education approaches to foster healthy masculinity.	X			Upstream
Recommendation: Strengthen services to identify and offer support in situations of domestic violence and intimate partner violence.				
Action: Explore options for identification and early intervention resources for families, friends, and neighbours of individuals experiencing DV and IPV.		X		Midstream
Action: Explore avenues to offer specialized bystander training related to DV and IPV.	X			Downstream
Action: Establish educational resources and training for service providers to identify risk factors and provide connections to counselling, exiting resources, and safety planning supports.		X		Downstream
Action: Explore ways to establish safe and supportive spaces for people experiencing DV and IPV in agencies and locations throughout Regina.		X	X	Downstream

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Ensure adequate emergency response supports are available for those fleeing situations of domestic violence and intimate partner violence.				
Action: Conduct a comprehensive review of current programs, services, and policies to ensure immediate access to service for those fleeing DV and IPV (including youth and seniors) is available and accessible.	X			Downstream
Action: Using a collaborative partnership between emergency response services and service agencies, create a DV and IPV response team to address incidents of domestic conflict.		X		Downstream
Action: Explore and support specialized education and training for emergency responders in trauma and culturally informed approaches to DV and IPV.		X		Downstream
Recommendation: Establish supports and services for survivors, perpetrators, and their families to facilitate healing.				
Action: Explore the creation of spaces to support survivors and families in the healing process.			X	Downstream
Action: Explore expanded programming options and supports for perpetrators of violence.		X		Downstream
Action: Enhance access to counselling, peer, and family supports, including culturally adequate and relevant approaches.	X			Midstream / Downstream
Action: Establish a working group to review the existing restraining order process, identify current issues, and create system navigation support for obtaining protective conditions.		X		Downstream



Food Insecurity

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Establish a community action table for food insecurity. Advance, oversee, and provide accountability for community food insecurity work in Regina.	X			Downstream
Action: Conduct food systems mapping to highlight unmet needs and barriers to service access.		X		Midstream
Action: Conduct community research on food security and systems.		X		Upstream
Action: Undertake food security assessment and reporting for Regina.			X	Midstream
Recommendation: Ensure basic food needs are met, while establishing approaches to address food insecurity, strengthen food systems, and support residents in achieving their diverse food needs.				
Action: Explore opportunities to establish community food hubs that can act as centres for food preparation, distribution, programming, and knowledge development.		X		Midstream
Action: Utilize existing infrastructure to set up pop-up community kitchens throughout Regina, with a focus on neighbourhoods with residents experiencing food insecurity.	X			Midstream
Action: Promote opportunities for food sharing at the individual, neighbourhood, and agency level.		X		Midstream
Action: Explore and promote ways to offer culturally appropriate and traditional food sources.		X		Midstream / Downstream
Action: Create opportunities for food leadership that involves community members and those most affected by food insecurity.			X	Downstream

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Increase access to healthy food and water for all residents.				
Action: Explore opportunities for corner store initiatives in priority neighbourhoods to offer healthy and affordable food options.	X			Midstream
Action: Explore the expansion of mobile food options.		X		Downstream
Action: Explore options to establish publicly accessible water sources in periods of extreme heat.	X			Midstream
Action: Work with the business community to provide increased opportunities to access healthy food and grocery stores.			X	Midstream
Recommendation: Address issues of food affordability, particularly for those with low incomes.				
Action: Explore options for 'pay what you can' grocery initiatives/programs.		X		Downstream
Action: Explore approaches to subsidize healthy food options through food box or food voucher programs.	X			Midstream
Action: Collaborate with income assistance programs to provide direct payment options for healthy food.		X		Downstream
Recommendation: Support and develop opportunities for urban agriculture.				
Action: Provide increased opportunities, spaces, and approaches for growing food within Regina.		X		Upstream
Action: Expand community gardening and other urban agriculture programming to develop food skills and promote food security, sovereignty, and access to locally grown foods.	X			Upstream
Action: Explore implementation of food growing and sharing initiatives (i.e., 'adopt a plot and share').			X	Upstream



Problematic Substance Use

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Establish a community action table for problematic substance use. Advance, oversee, and provide accountability for approaches to address problematic substance use in Regina.	X			Downstream
Action: Oversee development of a comprehensive Overdose Prevention Strategy for Regina.	X			Downstream
Action: Create opportunities for people with lived experience, peer support workers, and patient representatives to participate in decisions regarding problematic substance use.		X		Downstream
Recommendation: Prevent and reduce the harms associated with drug use, drug-related offenses, addictions, and overdose.				
Action: Create a team through an integrated emergency response approach that enhances support following incidents of overdose.		X		Downstream
Action: Review and amend organizational policies to allow a mechanism for organizations and/or providers to offer safe supply.		X		Downstream
Action: Identify system policies that impede access to substance use services and make recommendations to ensure they are low barrier and based in harm reduction principles.		X		Downstream
Action: Explore opportunities for the decriminalization of drug use alongside relevant stakeholders.			X	Downstream
Action: Advance harm reduction initiatives (including, but not limited, to overdose prevention sites, safe consumption sites, and safe supply) through expanded funding.	X			Downstream
Action: Expand Naloxone training and distribution.	X			Downstream
Action: Review and recommend changes to organizational policies and programs to embed harm reduction approaches in services.		X		Downstream
Action: Expand approaches to support and connect active users to appropriate addiction services when requested.		X		Downstream
Action: Support and expand prevention and risk reducing strategies for mental health and addictions.	X			Upstream / Midstream

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Decrease the presence of needles and other drug paraphernalia in public places.				
Action: Conduct an analysis of existing programs and gaps to identify appropriate and evidence-based solutions for the disposal of needles and drug paraphernalia.		X		Downstream
Action: Enhance support for the Street Project Initiative and similar services.	X			Downstream
Action: Establish working group to determine approaches for increasing public needle disposal drop boxes and community-based needle exchange/disposal programs.	X			Downstream
Recommendation: Reduce the stigma surrounding substance use and addictions.				
Action: Establish stigma and discrimination working group comprised of people with lived experience to explore sector-wide commitment and approaches to addressing stigma.		X		Downstream
Action: Establish educational resources to support the shift towards dignified and humanizing language pertaining to substance use.	X			Downstream
Recommendation: Increase education on and public awareness of problematic substance use.				
Action: Explore and recommend a public awareness campaign to address misunderstandings around the Good Samaritan Act and its application.	X			Downstream
Action: Explore opportunities to offer specialized training to help care providers better support individuals living with addiction.		X		Downstream
Action: Develop and coordinate system-wide training on trauma-informed care approaches.			X	Midstream / Downstream
Action: Explore collaborative partnerships to increase access to and awareness of existing programs.	X			Downstream



Racism and Discrimination

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Establish a community action table for racism and discrimination. Advance, oversee, and provide accountability for anti-racism, discrimination, and oppression work in Regina.	X			Downstream
Action: Bring together partners in the development of a community-led anti-racism impact assessment framework.			X	Downstream
Action: Establish guidelines for collecting disaggregated race-based data to inform policy and program evaluation.		X		Midstream
Action: Develop lens to decolonize practices and policies for organizations and systems.	X			Downstream
Recommendation: Recognize and reject racism and discrimination in Regina.				
Action: Establish public education campaign to recognize and reject all forms of racism and discrimination.		X		Upstream
Action: Provide across-sector anti-oppression training and education opportunities.	X			Upstream
Action: Establish dedicated funding to advance anti-racism programs, initiatives, and services.			X	Upstream
Recommendation: Support individuals in accessing safer spaces and services.				
Action: Conduct a review to establish an accessible platform for safely reporting incidents of discrimination.		X		Downstream
Action: Explore ways to establish safe(r) spaces in various locations across Regina.	X			Midstream

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Provide opportunities to create diverse and inclusive communities and workplaces.				
Action: Explore opportunities to expand mentorship programs for Indigenous and equity-deserving groups.	X			Midstream
Action: Explore opportunities to create and expand fellowship and co-op programs to increase leadership development and job opportunities for youth, Indigenous peoples, and other equity-deserving groups.	X			Midstream
Action: Utilize partnerships to create community engagement and research opportunities for youth and students.		X		Upstream
Action: Build partnership with community to elevate equity, diversity, inclusion, and race relations in workplaces.		X		Upstream
Action: Build capacity in organization leaders to advance equity, diversity, inclusion, and race relations throughout their organizations.			X	Upstream



Safety

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Establish a community action table for safety. Advance, oversee, and provide accountability for initiatives to address community safety in Regina.	X			Downstream
Recommendation: Focus on upstream prevention and early intervention to reduce risks, harm, crime, and victimization, and improve overall well-being.				
Action: Establish a multi-sectoral poverty reduction task force to address economic, social, and family related risk factors of community safety and well-being.	X			Upstream
Action: Strengthen coordination of intervention programs and human service hub or situation tables, with an emphasis on early intervention.	X			Upstream / Midstream
Action: Support and expand prevention strategies for youth including recreation, peer-led programming, and job opportunities.		X		Upstream
Recommendation: Address social disorder and crimes committed out of despair.				
Action: Explore and implement community-based social navigation program to engage in street outreach and connect individuals to services for priority neighborhoods.	X			Midstream
Action: Expand and support business improvement district community support and ambassador programs.	X			Midstream

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Address residents' concerns around physical safety in Regina.				
Action: Establish plan to increase coordination of neighbourhood activation events and activities.			X	Upstream
Action: Conduct analysis to identify priority locations for installation of 'Public Help Points' (i.e., Blue Light Emergency Phone Towers).		X		Downstream
Action: Explore the development of and implement a safety audit program to reduce crime and improve safety for Regina.			X	Downstream
Action: Establish a formal working committee to lead, coordinate, and develop a Crime Prevention Through Environmental Design (CPTED) and/or SafeGrowth Strategy for training, assessment, audits, consultation, and reporting.		X		Midstream
Action: Establish a mechanism for community members to raise safety concerns related to environmental design.		X		Midstream / Downstream
Recommendation: Engage residents by providing information and awareness on the realities of community well-being and safety in Regina.				
Action: Offer regular community safety information, education sessions, and events to engage residents in community safety and well-being topics.	X			Midstream
Action: Explore opportunities to implement neighbourhood safety network programs throughout the City.		X		Midstream / Downstream
Action: Pursue public awareness campaigns to educate and empower the public in identifying and responding to community incidents.		X		Downstream
Recommendation: Enhance incident response and recovery to support community healing.				
Action: Pursue and implement a traumatic event systems strategy for Regina.			X	Downstream
Action: Explore options to develop multidisciplinary team-based safety response approaches for CSWB plan priorities.		X		Downstream
Action: Promote initiatives for healing and community re-integration that are peer-led, trauma-informed, and build personal care strategies for resiliency.		X		Downstream



Service System

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Establish a community action table for service system. Advance CSWB collective impact approach for the service system in Regina.	X			Midstream
Action: Conduct systems mapping to highlight unmet needs and barriers to service access.	X			Downstream
Action: Develop evaluation framework to monitor and make recommendations to improve the Regina human services system by working in partnership with people with lived experience.		X		Downstream
Action: Explore opportunities for conducting a social impact assessment (audit) to provide a common framework for outcome measurement in Regina.			X	Downstream
Recommendation: Pursue a collective impact approach for the Regina human service system.				
Action: Explore the connection and potential integration between referral and case management platforms.		X		Downstream
Action: Establish a multi-sectoral data collection and sharing mechanism to enhance alignment of local services systems and improve access to real-time data.	X			Downstream
Action: Advance a strategy to align priorities, evaluation, and expectations among funding agencies.		X		Downstream
Action: Provide capacity building opportunities related to monitoring and evaluation of programs and services.	X			Downstream
Action: Explore a coordinated and centralized funding body to integrate investments.			X	Midstream
Action: Establish a forum for ongoing communication among service providers.	X			Downstream

Recommendations and Actions	Short Term (1 year)	Mid-Term (2-3 years)	Long Term (4-5 years)	Prevention Level
Recommendation: Increase the accessibility, inclusion, and centralization of services.				
Action: Explore the development of shared policy frameworks to enhance the accessibility and inclusion of services.		X		Upstream
Action: Explore and implement interdisciplinary care models for new and existing programming.		X		Midstream
Action: Explore opportunities to build community service hubs, including using existing neighbourhood infrastructure.			X	Midstream
Action: Review policies to ensure services are low barrier, address client-identified needs, and prioritize access for marginalized populations.	X			Downstream
Action: Explore the creation of permanent non-emergency response initiatives (i.e., outreach and social navigation) to assist people in priority neighbourhoods.		X		Downstream
Action: Increase supports for current after-hours services, as well as the expansion of 24-hour, drop-in services, and programming spaces.	X			Downstream
Action: Explore opportunities to better support the transportation needs of clients.			X	Downstream

Plan Governance

To ensure the effective implementation of Regina's CSWB Plan, it is vital that a strong governing body is established to oversee this work. This section highlights several important elements for success, along with potential governance structures the City of Regina may want to consider in its own Plan implementation strategy.

Key Elements for Success

Evidence and promising practice suggest that well-funded and sustained local crime prevention offices or similar governance bodies are an important part of successful CSWB efforts. These bodies provide coordinated efforts that help develop strong relationships between key sectors in the community. These collaboratives are often the catalyst for strategic efforts to reduce harm and facilitate government and community engagement and collaboration for a shared community vision where everyone is and feels safe.

Promising practice suggests several **key elements** to ensure crime prevention and community safety approaches in communities are successful.¹ Broadly speaking, communities (such as Glasgow, Bogota, Boston, Chicago, Ciudad, and Cardiff) that were successful in reducing crime adopted all or most of the key elements listed below, usually in a local context.

Permanent Office

Establishing a formal mechanism to implement the CSWB plan provides the “energy” and continuity behind developing and implementing community safety plans. To be effective, such an office would support and collaborate with local stakeholders, mobilize local talent, facilitate the exchange of information between various sectors, as well as disseminate and exchange pertinent information to key stakeholders and the public.

Examples of permanent offices include REACH Edmonton Council for Safe Communities, the Waterloo Region Crime Prevention Council, and Crime Prevention Ottawa. Examples of positions at cities include Thunder Bay (Coordinator of the Crime Prevention Council) and Surrey (Director of Community Safety).

Informed and Based in Evidence

This element refers to the importance of basing crime prevention and community safety on a multidisciplinary foundation of knowledge about crime and violence problems, their multiple causes, and promising and proven practices.

Examples of databases include CrimeSolutions.gov (a user-friendly, evidence-based website with an extensive list of programs and 100 practices hosted by the U.S. Department of Justice), Public Safety Canada's Crime Prevention Inventory (a website that provides a list of programs funded under the National Crime Prevention Strategy, by Canadian provinces/territories, or non-governmental organizations), and POPcenter.org (a website that compiles data concerning situational crime prevention and proactive policing techniques proven to be effective).

Community Safety Assessment, Planning, Implementation, and Evaluation

To prevent crime and increase community safety, local CSWB Plans are important to mobilize community sectors. The Plans should be based on diagnoses of crime problems and community safety priorities occurring locally. This also requires outlining performance standards, targeted solutions, training protocol, and process and outcome evaluations.

Examples of tools include the European Forum for Urban Security's Guidebook on Methods and Tools for a Strategic Approach to Urban Security, the Ontario Ministry of the Solicitor General's Community Safety and Well-Being Planning Framework, Public Safety Canada's Crime

¹ I.e., Public Safety Canada, UNODC, UN Habitat, International Centre for the Prevention of Crime, Professor Waller

Prevention Inventory, as well as tools developed by CMNCP, including the Community Safety & Well-Being Survey Tool, the Topic Summary on Indicators for Crime Prevention and Community Safety & Well-Being Plans, and the Action Brief on Examples of Proven Crime Prevention Programs.

Mobilizing Sectors Able to Tackle Causes

Because of the complex nature of the risk factors and root causes of crime and violence, a crime prevention office should mobilize various sectors (education, health, criminal justice, etc.) able to contribute to solving problems. This formal mechanism would allow for senior leaders to align around key determinants of well-being and make decisions that result in policy and systems change to better address community safety and well-being challenges.

Adequate and Sustained Funding

According to the UN, “crime prevention requires adequate resources, including funding for structures and activities, to be sustained. There should be clear accountability for funding, implementation, and evaluation, and for the achievement of planned results.”¹ The City of Regina’s CSWB Plan requires sustained and adequate funding as well as resource allocation.

Standards and Training for Human Talent

For innovations to be successful, they will require the human talent capable of planning and implementing effective solutions. This includes establishing standards, because any of the tasks necessary for effective solutions will require additional skills.

Examples of training for crime prevention include the European Forum for Urban Security (EFUS), the Canadian Municipal Network on Crime Prevention, and Conestoga College.

Public Support and Engagement

The public is an important player in community safety and well-being and can take on many roles in this process, including:

- Participating in community projects, workshops, events, and forums
- Engaging with other community members, leaders, and practitioners
- Sharing community involvement opportunities within their networks
- Utilize their own passion, knowledge, and skills to promote a better understanding of crime prevention
- Support and advocate for crime prevention, innovation, and collaboration

Championship

Championship is an important part of community safety and well-being work. The success of these efforts is increased if local leaders (i.e., the chief of police, elected officials, the mayor, Elders, and others working within local organizations) can advocate for this work and generate support from the community.

To ensure that these essential elements are implemented through a collaborative and action-oriented process, CMNCP recommends the City of Regina adopt a framework to advance their community safety and well-being efforts at the local level. The proposed framework is outlined in the next section.

¹ UN Economic and Social Council, Resolution 2002/13, “Guidelines for the Prevention of Crime.”

Governance Models

Municipalities are the places where the prevention of crime, and the safeguarding and advancement of community safety and well-being occur. While other orders of government may make the laws, develop policies and programs, and hold most of the funding, it is at the level of the municipality that crime, victimization, and fear of crime are most acutely felt. As a result, CSWB Plan governance should involve collaborative efforts between the municipality and local stakeholders. In the context of Regina, establishing a strong Centre of Responsibility will be vital to the effective implementation of the City's CSWB Plan.

Centres of Responsibility

Centres of Responsibility (CORs) are municipal-community partnerships that are charged with developing strategies for community safety and well-being by following the guidelines for effective prevention. These guidelines include:

- Efforts should be intensive, not ad hoc, because prevention is not accomplished through multiple unrelated projects, but instead must be comprehensive and integrated.
- Programs are ideally located in natural settings such as neighbourhoods or existing community organizations rather than establishing new ones.
- Interventions should start as early as possible and enhance protective factors. When children grow up in caring families, safe and healthy communities, and equitable and inclusive societies, their chance of living fulfilled, and peaceful lives is exceedingly better than when these conditions are not met.
- Developments should be evidence based and this evidence must be balanced with community wisdom through the engagement of local leadership, institutions, and citizens.
- Leaders in prevention inevitably place a high value on the well-being of future generations because the impacts of proactive measures are rarely realized immediately.

CORs exist in cities across the world in various iterations. Since the recognition by municipalities that community safety takes more than an increase in police funding,

different governance approaches for multi-sector collaboratives have been tried and tested. Often municipalities have taken the lead in developing these partnerships that bring together local government and their community organizations and citizens. Essentially there are five prototypes for community safety and well-being endeavours at the local level, all with their own unique advantages and challenges. The implementation of CSWB Plans is best accomplished through methods that are comprehensive and integrated, multi-faceted, integrate vertical and horizontal decision making, and have a focus on the whole community. Form must follow function and any governance model should be seen against the backdrop of these dimension of government community connections.

There tend to be five prototypes for CORs in Canada and beyond, which are discussed in greater detail below.

Citizen Grassroots Committee

These committees are powerful at the neighbourhood level and can remain true to community experience, they rarely result in sustainable, systemic change due to an inability to gain the ear of key decision makers along with a lack of dedicated resources. They generally have a single focus and do not lend themselves to complex, multi-dimensional work.

Police-Driven Community Committee

These groups often emerge in response to real or perceived issues of public insecurity. They generally attract enforcement-oriented partners and citizens who want to advise police on their approaches to local issues. This limits their ability to affect large scale social and upstream approaches. Further, it is important to recognize that CSWB efforts should expand beyond police mandates and incorporate community partnerships.

Government Department Advisory Committee

These bodies are often established exclusively for consultation and thus tend to operate at a distance from citizens. As a result, they struggle to mobilize the broader community. Additionally, they tend to have a narrow focus, can find it challenging to collaborate with other departments, and are primarily responsible to City Council, which can create adversity when community advice contrasts with directions of elected officials.

Standalone Community Organization

Funded by the government, these organizations tend to have the greatest level of autonomy and are thus, easily embraced by community. They essentially have been handed the CSWB Plan to lead its implementation in partnership with other non-governmental organizations. They have their own board of directors, the capacity to raise additional funds, and can become a catalyst for community actions. Their proximity to community allows them to be highly responsive to local situations; however, this can essentially lead them to compete with other organizations making partnership difficult. Additionally, it means their work is often distant from government making it less likely to impact internal government change.

Government-Community Partnership

This model involves government and community coming together with equal input and decision-making power. Initial resources are often provided by government bodies and in-kind support from community organizations and citizens is leveraged through the partnership. Staff are government employees, ideally connected to the Mayor's office, but all programmatic directions are provided by a round table which

functions like a backbone to collective impact approaches. Membership within the table generally includes government department heads and key decision-makers from the community, all of whom collectively find ways to implement the Plan, share resources, and identify opportunities for system change. These individuals will likely represent at least some of the following:

- Addictions Services
- Business
- Child Welfare
- City Council
- Community Development
- Community Representatives
- Corrections
- Domestic and Intimate Partner Violence
- Education
- Family Support
- Focus Populations
- Health Centres
- Housing
- Indigenous Communities
- Legal Services
- Mayor
- Mental Health
- Neighbourhood Development
- Police and Police Board
- Public Health
- Research and Evaluation
- Restorative Justice
- Social Services

Recommended Framework to Advance Community Safety and Well-being in Regina

The following is a recommendation, based on CMNCP's experience, to support the City of Regina and its partners in the successful implementation of their final community safety and well-being Plan.

CMNCP believes that this framework, inspired by Halton Region's *Plan for Collaboration and Action* (2017), will strengthen collaboration on important issues that impact crime and sense of safety while keeping the focus on overall community safety. The framework has the advantage of increasing collaboration, planning, and action to shape how the current Plan and emerging issues are identified and responded to through ongoing engagement with community stakeholders. In many respects, the framework formalizes an ethos of collaboration amongst the City of Regina, Indigenous communities, the Regina Police Service, community organizations, government ministries, and the community at large.

The proposed framework sets a collaborative trajectory to strengthen how the community works together to continually enhance community safety and well-being. It ensures the health and social service system is well-positioned to identify and respond to emerging issues as the city continues to grow. To do so, a Collective Impact Approach¹ – including a common agenda, shared measurement, mutually reinforcing activities, continuous communication, and backbone support – is particularly beneficial.

Functions of the Framework

As communities change and evolve, so do community safety issues. This means that new challenges may emerge, which require solutions not included in the current Plan.² As such, this framework offers an approach to solving problems that are both planned unplanned.

The four zones of intervention for community safety and well-being planning, as described by the Ontario Ministry of the Solicitor General (2017), provide a conceptual lens for developing the framework. While CMNCP proposes immediate prioritization of inner planning zones (incident response and risk intervention) with regards to the four key priorities, long-term, highly coordinated, and sustained emphasis should be placed on the outer zones (prevention and social development) to address issues in a proactive, upstream manner to mitigate increases in demand for emergency and crisis-driven services. The proposed framework is open to responding to a wide range of issues and/or risk factors that impact crime prevention and community safety, particularly for marginalized residents.

Collaborative Approaches

Fundamentally, the framework articulates a collaborative approach to addressing the complex factors that compromise community safety and well-being including:

- The creation of a system of specialists working in tandem rather than in isolation
- The more effective use of existing resources through leveraging the local collaborative spirit
- The proactive management of community safety risk.
- The proactive targeting of upstream factors (social, economic, and cultural determinants of health and criminal behaviour)
- The adoption of a systems change approach³
- Intentional mechanisms that may make communicating the work easier

¹ Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration.

² Examples include COVID-19 and the appearance of fentanyl.

³ A systems change approach refers to an approach to social change that aims to bring about lasting change by altering underlying structures and supporting mechanisms which make the system operate in a particular way.

Framework Components

The proposed Regina Community Safety Framework is comprised of five components (see figure 1):

Issue Identification: Identification of issues through the System Leadership Group (see below for list of potential members), ongoing engagement with community groups, other levels of government, emerging research, and environmental scan/data analysis by community partners, organizations, or individuals.

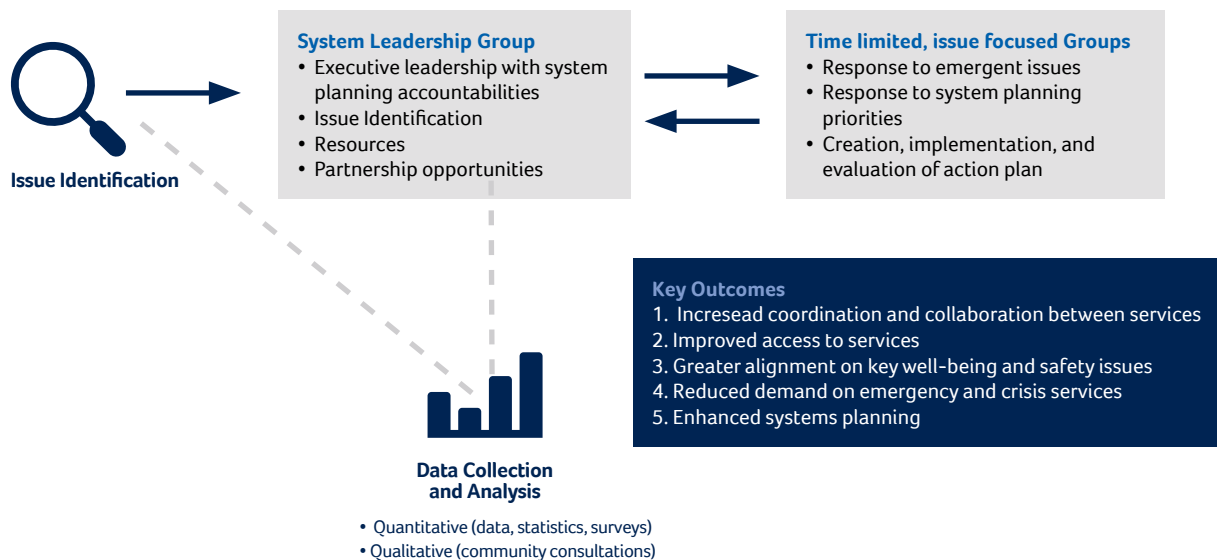
Data Collection and Analysis: Assess issues through population- and community-based data collection processes and data analytics to determine the appropriate response including the potential formation of time-limited, issue-focused action groups. The issue assessment process should be augmented by the model’s data analytics and decision support function. Working with a data storyteller or interpreter¹ is also recommended to place the data in context and facilitate better communication of the information.

Time-limited, Issue-Focused Action Groups: For issues identified as priorities, a chair is appointed to recruit community and government partners, or individuals best positioned to address the issue. An existing group that is well-positioned to address the issue may be asked to take it on. The time-limited, issue-focused groups will create an action plan, including process, considerations for action, and solutions.

Implementation: The time-limited, issue-focused groups implement the Plan. Based on the issue being addressed, the approaches, activities, and outcomes will vary.

Evaluation: The time-limited, issue-focused action groups will provide regular updates to the System Leadership Group and a final report at the conclusion of the initiative. This will include an evaluation of implementation, impact, and outcomes. Groups that have been established to respond to longer-term system planning issues will report to the System Leadership Group annually.

Figure 1. Recommended Framework to Advance Community Safety in Regina



¹ Data storytelling is a methodology for communicating information, tailored to a specific audience, with a compelling narrative.

System Leadership Group

A System Leadership Group is comprised of leaders from the City, government, and local organizations with key system planning accountability in the health and social services system that will guide and oversee the ongoing implementation of the Plan/strategy and identify newly emerging issues. It is possible that the group already exists; however, the existing group's membership may not be able to address the full complexity of some community safety challenges and may need to be expanded to ensure all voices are heard.

The System Leadership Group is an independent, self-governing body that meets approximately 4 times per year. The key roles of the members of the system leadership group, with assistance from designated staff, are as follows:

- Environmental scans / local safety assessments
- Identification of issues and priorities
- Seek input from community
- Recruit time-limited, issues-focused groups participants
- Lead system change
- Measure, evaluate, and report on progress
- Oversight and guidance

Membership

The System Leadership Group membership should include key Indigenous organizations and trusted community leaders to ensure that Indigenous voices, needs, and unique perspectives are considered when working on community safety and well-being in Regina. Furthermore, it is important to note that members of the System Leadership Group identify that seats at this group are not transferable and are often established through a vote, rather a sector in which they have expertise and the trust of others. In other words, they become advisors and ambassadors for the collective work and can continuously provide insight and recommendations through ongoing communication within their sectors.

Potential sectors/organizations include:

- Business representative
- City representative
- Community corrections
- Elected officials
- Faith community
- Fire department
- First Nations Health Authority
- Saskatchewan Health Authority
- Homelessness services
- Indigenous community representatives
- Mental health services
- Police
- Restorative justice
- School divisions
- Substance use/harm reduction services
- Victim services

Framework Strengths and Limitations

CMNCP recognizes that the framework has both strengths and limitations. Below is a list of potential advantages and disadvantages of implementing the suggested framework. It is important to note that the list is not complete but aims to guide the City's decision-making process related to implementing a similar framework.

Strengths

- Increases collaborative decision making
- Is agile and provides the ability to adjust to new and emerging issues
- Leads to a strong focus on community safety and well-being among key stakeholders
- Reiterates the City's commitment
- Depoliticizes community safety and well-being

Limitations

- The structure is somewhat cost and resource heavy
- Adds an additional layer of structure and overlaps with other structure/initiatives (i.e., homelessness committees, overdose committees) increases complexity
- Depoliticizes community safety and well-being

Monitoring and Evaluation

Given that the purpose of the Community Safety and Well-being Plan is to create positive, long-lasting change, it is imperative to establish a reliable way to monitor changes and evaluate whether approaches are producing the expected outcomes and where additional action may be needed.¹ Monitoring and evaluation is a combination of data collection and analysis (monitoring) and assessing to what extent the CSWB Plan has, or has not, met its objectives (evaluation).

Theory of Change

To describe how the CSWB Plan is affecting change in the short, medium, and long-term to achieve its intended impacts, it is helpful to develop a theory of change, particularly when evaluating a complex initiative. Community safety and well-being issues are particularly complex. As a result, establishing direct causal links between activities and outcomes is challenging, particularly in a context where comparisons between communities are not possible. To evaluate Regina's CSWB plan, it is important to understand the Plan as an aspirational document that is meant to provide general direction and guidance rather than as a program logic model that can be used to directly measure activities.

Conceptually, the theory of change for the implementation of Regina's Community Safety and Well-being Plan can be constructed and evaluated based on three components:

1 Backbone support to increase capacity for systems change

- Catalyze collaboration
- Align system-level supports
- Facilitate responsive system-level approaches
- Foster shared responsibility

1

2 Knowledge exchange to increase evidence-based decision-making, policy, and perceptions

- Facilitate community and system-level exchanges
- Advance understanding of root causes and risk factors of crime
- Promote use of effective and evidence-based/promising approaches

2

3 Community engagement to advance safety and well-being through upstream prevention

- Leverage existing resources and assets in the community
- Align community organizing to enhance existing voices
- Include all community members with a particular focus on those most marginalized in decision-making

3

¹ Research/evaluation related to crime prevention and community safety & well-being work is limited. The Waterloo Region Crime Prevention Council (WRCPC) led one of the first evaluations of CSWB efforts. Hence, much of the thinking and language in this section are based on the results from the WRCPC evaluation reported which was supported by professor Riemer at Laurier University.

Indicators

In preparation for Plan implementation, it is important to identify the intended outcomes of the CSWB Plan activities to measure performance and progress made towards addressing the key priorities. Information and data that help planning partners monitor and evaluate the achievement of goals and objectives are referred to as performance indicators. An indicator is an observable, measurable piece of information about a particular outcome that shows the extent to which an outcome has been achieved. Indicators are generally used to measure program/project outputs to identify the changes they create. They can be quantitative (numbers, statistics) such as the percentage of the population with a post-secondary degree, or they can be qualitative (judgments, perceptions) such as how locals describe their sense of safety in the community. They can also measure changes at several different levels of analysis, including individual, family, neighbourhood, community, and regional levels.

There are 10 domains related to community safety and well-being that can be examined in this process (see figure 2). In addition to providing a good concept of potential measurements, the domains are also an important part of upstream prevention which seeks to promote well-being in a way that prevents challenges from occurring in the first place. For a list of potential indicators related to each domain, see [Appendix 7](#).

Once indicators have been selected to monitor and measure progress, certain information will need to be outlined and collected to ensure the implementation of action items can be evaluated and outcomes can be accurately and consistently measured on an ongoing basis, including:¹

- Appropriate baseline measurements
- Reasonable targets or goals
- Potential data sources
- Methods and frequency of data collection

Figure 2. 10 Domains for CSWB Indicators



The implementation team can populate this information into a performance measurement framework for mapping and tracking purposes (see [Appendix 8](#)).

Once the performance measurement framework is established, baseline and subsequent data is collected and the various outcomes can then be assessed. Those in charge of monitoring and evaluation can look at each outcome, the related indicators, and the data that was collected for each one at different points to assess the changes that have occurred over time with each activity. Not only does this allow for an overall evaluation of the plan, but adjustments can be made throughout the process as new rounds of data are collected. This ensures that necessary modifications or improvements are made earlier on, rather than learning that something was not working after the fact.

¹ For more information and tools on performance measurement, refer to the Ontario Ministry of the Solicitor General's Community Safety and Well-Being Planning Framework – Booklet 3 at <https://www.mcscs.jus.gov.on.ca/english/Publications/MCSCSSOPPlanningFramework.html>

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Appendices



Appendix 1: Definitions for Crime Prevention, Community Safety, and Well-being

There are several important concepts related to crime prevention, community safety, and well-being, which can help readers and those implementing the recommendations. They are defined below.

Community Safety and Well-being (CSWB)

The current paradigm shift in Canadian human services, away from siloed, reactionary measures towards upstream, multi-sector collaboratives, is becoming increasingly recognized as Community Safety and Well-being (Nilson, 2018). The Ontario Ministry of the Solicitor General (2017) describes CSWB as “the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression” (4).

Upstream Crime Prevention

Upstream crime prevention focuses on addressing the root causes of crime and victimization by investing in interventions that tackle social, economic, and psychological risk factors before harm occurs. These approaches harness evidence-based solutions in sectors such as youth, family, schools, health, and policing (Canadian Municipal Network on Crime Prevention, 2018).

Midstream Crime Prevention

Midstream crime prevention focuses on providing supports and resources to support those in vulnerable or marginalized positions to prevent further suffering. These approaches generally occur at the local, community, regional, or organizational level and tend to address challenges related to things like housing, employment, and food security.

Downstream Crime Prevention

Downstream crime prevention focuses on providing interventions to reduce harms among those who are already suffering or facing challenges. This includes addressing immediate needs of specific groups or individuals, such as rehabilitation for problematic substance use.

Primary Crime Prevention

Primary crime prevention efforts seek to prevent an issue from occurring before it happens by addressing social factors (i.e., poverty and unemployment) and situational factors (i.e., infrastructure designs) (Australian Institute of Criminology, 2003).

Secondary Crime Prevention

Secondary crime prevention efforts seek to prevent those who are more vulnerable or at a higher risk of engaging in crime, from breaking the law. Examples include early intervention programs for youth in low-income households and implementing social programming in high-risk neighbourhoods (Australian Institute of Criminology, 2003).

Tertiary Crime Prevention

Tertiary crime prevention efforts reflect approaches to respond to crime after it has happened and prevent it from happening again. This includes criminal justice system responses (i.e., charges and incarceration) as well as other community-based sanctions and treatments (Australian Institute of Criminology, 2003).

Root Causes

Root causes refer to general family, community, and societal conditions that can result in some individuals being more likely to experience risk factors. They include things like poverty, lack of education, and unemployment.

Risk Factors

Risk factors are negative influences in the lives of individuals or communities which may increase the presence of harm, victimization, or fear of crime. They can occur at the individual, family/peer, community/school/organization, and/or societal levels (Public Safety Canada, 2015).

Protective Factors

Protective factors are positive influences that can improve the lives of individuals or the safety of a community. These may decrease criminalization and victimization. Building on existing protective factors makes individuals and communities stronger and better able to counteract risk factors. Protective factors can be found at multiple levels including the individual, family/peer, community/school/organization, and societal levels (Public Safety Canada, 2015).

Well-being

The term ‘well-being’ is often combined with community safety in the Canadian context. The Canadian Index of Wellbeing has adopted the following as its working definition: “the presence of the highest possible quality of life in its full breadth of expression focused on but not necessarily exclusive to good living standards, robust health, a sustainable environment, vital communities, an educated populace, balanced time use, high levels of democratic participation, and access to and participation in leisure and culture.”

Community Well-being

Public health researchers define community well-being as “the combination of social, economic, environmental, cultural, and political conditions identified by individuals and their communities as essential for them to flourish and fulfill their potential. When looking at the community, there are three attributes that play a large role in well-being: connectedness, livability, and equity.” (Wiseman & Brasher, 2008).

Safety

According to UN-Habitat (2012), safety has two dimensions: actual and perceived. Actual safety refers to the risk of becoming a victim while the perceived dimension refers to people’s perception of insecurity through fear and anxiety. In many cases, community dynamics and characteristics have an influence on whether a municipality has high levels of crime and violence.

Hub Models (Situation Tables)

The first Canadian Hub model was launched in 2011 in Saskatchewan. Community Mobilization Prince Albert is a government-led community safety strategy modeled after Glasgow, Scotland’s collaborative, and community-centric approach to addressing policing issues. The Hub model (also referred to as situation tables) consists of human service providers from different sectors working together to provide immediate, coordinated, and integrated responses to address situations facing individuals and/or families at acutely elevated risk, as recognized across a broad range of service providers. Situation Tables convene to discuss acutely elevated risk situations that have been brought forward by an agency sitting at the table and within 24 to 48 hours, the relevant service providers stage an intervention to help connect that individual and/or family with the appropriate supports and services to address their acute needs (Ontario Ministry of the Solicitor General, 2014).

Appendix 2: Root Causes of Crime and Victimization

Research into anti-social and criminal behaviour shows that these acts are often rooted in childhood experience. People who victimize others have often experienced victimization, trauma, or neglect themselves. As such, there is great value in addressing social inequities that lead to crime as a means of prevention. The following table shows several factors related to crime and victimization and some implications for policy and prevention:

Key Factors Related to Crime and Victimization ¹		Implications for Policy and Prevention
Age	Many persistent offenders become involved in anti-social activities prior to or during adolescence, a time when risk-taking behaviour is most prevalent.	Invest heavily in upstream prevention and resources for youth and families.
Gender	Males are more likely than females to be involved in crime based on biological differences related to aggression and risk taking.	Provide programming and education for young males around emotion management and decision-making.
Peer Influence	Youth who associate with peers that are in conflict with the law are at increased risk of offending.	Consider peer-based interventions where possible. Seek opportunities to instill a sense of belonging among youth to their families or communities.
Difficulty in School	High school graduates tend to experience more positive social and financial outcomes (i.e., better employment opportunities). Up to 41 per cent of incarcerated persons have learning disabilities and/or literacy issues.	Invest in programs to help youth and adults address learning exceptionalities and attain a high school diploma.
Problematic Substance Use	Regular alcohol and/or drug use during adolescence is associated with higher conviction rates in adulthood. Most inter-personal crimes are committed under the influence of drugs or alcohol or are related to problematic substance use.	Provide initiatives for children and youth aimed to prevent or delay the onset of substance use.
Mental Health	Persons with mental health issues are at higher risk of victimization or coming in contact with the law. People with psychiatric disabilities are over-represented in correctional facilities.	Provide appropriate mental health facilities and supports that are readily available and easily accessible.
Parenting	Inconsistent, neglectful, overly punitive, or permissive parenting increases the risk of delinquency, as does parental criminality and serious family conflict.	Teach and promote positive parenting practices and support families with resources to meet their needs.

¹ Waterloo Region Crime Prevention Council, "Root Causes Approach to Crime," 2017

Violence in the Home	<p>Victims of child maltreatment and neglect are more likely to come in conflict with the law.</p> <p>Men who witnessed their fathers be violent toward their mothers are three times as likely to be violent toward their own wives.</p> <p>One in three women worldwide experience physical or sexual violence, mostly by an intimate partner.</p>	<p>Provide interventions to reduce family violence.</p> <p>Recognize the impact of childhood trauma and provide trauma-informed systems of care.</p> <p>Implement and enforce laws and legislation on domestic violence and sexual harassment.</p>
Social Exclusion	<p>Many racialized groups are over-represented in correctional facilities. The proportion of Indigenous adults in custody is about 9 times higher than their representation in the general population (3 per cent).</p> <p>Race/ethnic factors associated with crime are the consequences of people being kept at social and economic disadvantage.</p>	<p>Address issues of stereotyping, discrimination, and belonging.</p>
Unemployment	<p>Many youth and adults admitted to correctional facilities have been chronically unemployed and/or underemployed.</p> <p>Unemployment after terms of incarceration also increases the likelihood of re-offending.</p>	<p>Improve employment opportunities and access to skill development and upgrading.</p>
Poverty	<p>Poverty, income insecurity, and other inequities are linked to chronic stress and health problems, unsatisfactory living conditions and relationship challenges.</p> <p>The effects of poverty are particularly stressful during pregnancy and for lone parents.</p>	<p>Examine ways to distribute access to resources and opportunities more equitably.</p>

Appendix 3: CSWB Survey Questions

Categories	Questions
Happiness, Life Satisfaction, and Spiritual Well-being	<p>All things together, how do you feel?</p> <p>All things considered, how satisfied are you with your life as a whole?</p> <p>How do you feel about your spiritual life?</p> <p>Overall, to what extent has your happiness, life satisfaction, and/or spiritual well-being changed as a result of the COVID-19 pandemic?</p>
Healthy Populations	<p>Overall, you spend most of your personal time...</p> <p>Overall, you feel that you have...</p> <p>Overall, you feel...</p> <p>In general, you would say your overall mental health is...</p> <p>In general, you would say your overall physical health is...</p> <p>Overall, in your life you experience...</p> <p>Which of the following statements best describes the food eaten in your household:</p> <p>To what extent has your physical, emotional, and/or mental well-being changed as a result of the COVID-19 pandemic?</p>
Living Standards	<p>All things considered, how satisfied are you with your work life?</p> <p>To what extent does your level of income meet your everyday life needs?</p> <p>In general, how do you feel about your personal finances?</p> <p>In general, you have access to appropriate housing options that meet your needs.</p> <p>If applicable, please specify the way in which housing does not meet your needs.</p> <p>Do you typically engage in volunteer work?</p> <p>To what extent have your living standards changed as a result of the COVID-19 pandemic?</p>
Belonging, Trust, and Relationships	<p>How would you describe your feeling of belonging to your local community?</p> <p>I would recommend my neighbourhood to others as a place to live.</p> <p>How often do you feel uncomfortable or out of place in your neighbourhood because of your ethnicity, culture, race, skin colour, language, accent, gender, sexual orientation, or religion?</p> <p>I have friends and family who I can call on for help when I need it most.</p> <p>How do you feel about your relationships with family and friends?</p> <p>How do you feel about your relationships with your neighbours?</p> <p>Please indicate the level of trust you feel with each of the following groups in your direct network/neighbourhood.</p> <p>To what extent has/have your sense of belonging, trust, and/or relationships been affected by the COVID-19 pandemic?</p>

Community Safety and Perceptions of Crime	<p>Please select your top three most significant sources of information about safety and crime. Please specify the news programs on TV that are a significant source of information about safety and crime for you.</p> <p>Please specify the social media platforms that are a significant source of information about safety and crime for you.</p> <p>Please specify the other Internet news sources that are a significant source of information about safety and crime for you.</p> <p>How do you feel about your personal safety in Regina?</p> <p>Please indicate one thing that would make you feel safer.</p> <p>How safe do you feel doing each of the following:</p> <p>Please indicate what would make you feel safer walking alone in your neighbourhood and/or downtown Regina.</p> <p>In your opinion, over the last three years, crime in your neighbourhood has...</p> <p>In your opinion, compared to the rest of Saskatchewan, Regina has...</p> <p>Personally, how concerned are you about experiencing the following crimes?</p> <p>How has your overall sense of safety changed since the COVID-19 pandemic?</p> <p>In the 12 months prior to COVID-19 (before March 2020) have you been the victim of any of the following?</p> <p>In the 12 months prior to COVID-19 (before March 2020) has someone you know been the victim of any of the following?</p> <p>Which sectors do you think play a role in helping create a safer community?</p> <p>In your opinion, the role of policing in ensuring community safety is...</p> <p>To what extent would having more police officers in your neighbourhood make you feel safer?</p> <p>How much do your feelings about safety and crime impact what you do (where you go and when)?</p> <p>You feel comfortable allowing your children to play outside in your neighbourhood.</p> <p>Please identify your main concern/priority with regards to community safety in Regina.</p> <p>To what extent has your sense of community safety changed as a result of the COVID-19 pandemic?</p>
Substance Use	<p>In your opinion, how problematic are each of the following in Regina:</p> <p>What, if any, other problematic substances in Regina are not listed above?</p> <p>To what extent has your concern regarding substance use/misuse in Regina changed as a result of the COVID-19 pandemic?</p>
Democratic Engagement	<p>How much would you say that City of Regina government efforts have improved quality of life and well-being of your community in the last 5 years?</p> <p>I trust my local City Council and Mayor to represent my interests.</p>
Accessibility to Services	<p>How accessible, in terms of location, do you consider the following activities or services?</p> <p>Please specify what could be done to make them more accessible in terms of location.</p> <p>How accessible, in terms of affordability, do you consider the following activities or services?</p> <p>Please specify what could be done to make them more accessible in terms of affordability.</p>

*If you would like to see a summary of the survey findings, you can access it [here](#).

Appendix 4: Community Consultation Details

Additional details on the consultations held with the community.

General Group	Sub Group(s)	Format	Facilitation
2SLGBTQIA Community	Members of a local 2SLGBTQIA organization	In person	Session hosted by the organization without CMNCP and City Staff present.
	Youth	Virtual	Online survey via Survey Monkey.
Black Community	Individuals associated with a local organization	Virtual	Online session facilitated by local partners with CMNCP present.
Early Childhood and Families	Young parents	Virtual	Session hosted by individuals from a local organization with CMNCP present.
	Local families	In person	Staff from a local organization asked questions when meeting with families in their home. CMNCP and City staff were not present.
Indigenous Peoples¹	Women Elders and Knowledge Keepers	Virtual/phone	Prayer held, tobacco provided, session was facilitated by a local female Indigenous leader with CMNCP and City staff present.
	Men Elders and Knowledge Keepers	Virtual/phone	Prayer held, tobacco provided, session was facilitated by a local male Indigenous leader with CMNCP and City staff present.
	Indigenous Women Leaders	Virtual	Prayer was held, tobacco provided, session was held in collaboration with a local Indigenous organization and facilitated by CMNCP, with City staff present.
	Indigenous Front-Line Providers and Service Agencies	In person and virtual	Prayer was held, tobacco provided, session was held in collaboration with a local Indigenous organization and facilitated by CMNCP, with City staff present.
	Families of MMIWG and others	In person and virtual	Prayer was held, tobacco provided, session was facilitated by a local Indigenous leader. Participants and facilitators present in person, CMNCP and City staff present virtually.
Neighbourhood Associations	Representatives from several local community associations	Virtual	Online session facilitated by CMNCP.

¹ A sweat lodge ceremony was held to support the Indigenous CSWB consultations process. This took place May 17, 2021 and was hosted at the All Nations Hope Network Sacred Site with Elder and Lodge Keeper, Diane Kaiswatum. Additionally, Indigenous consultations began with prayer and tobacco was offered to participants prior (wherever possible). Unfortunately, due to restrictions imposed by the COVID-19 pandemic and the need to host many of these consultations virtually, tobacco was provided in some cases directly following the consultation. Honorariums and tobacco were also offered for each Elder and Knowledge Keeper who participated in recognition of their contributions to the CSWB planning process, both for participation in consultations directly as well as when supporting other consultations. The protocol for engaging in ceremony was determined in consultation with Indigenous leaders and was supported by the City's Cultural Diversity and Indigenous Relations Advisor.

Newcomers and Immigrants	Adults in a local ESL class	Online	Online session facilitated by CMNCP.
	Members of a local partnership	Online	Written feedback provided by members via email.
Older Adults	Individuals associated with a few local organizations	Online	Online session facilitated by CMNCP.
People with Disabilities	Local advisory committee along with individuals invited by members	Online (ASL translator provided)	Online session facilitated by CMNCP.
People with Lived/Living Experience Related to Mental Health and Addictions	People with Lived/Living Experience from a local organization	In person	Organization staff asked questions to individuals in person and took notes. CMNCP and City staff were not present.
	Families of People with Lived/Living Experience	Online	Online session facilitated by CMNCP.
Community Service Providers	Service providers across Regina	Online	Online session facilitated by CMNCP.
Women	Women associated with a local organization	In person	Engagement session held by organization staff in person. CMNCP and City staff not present.

Appendix 5: Additional CSWB Themes

This section provides additional detail and supporting data on CSWB themes that were not listed as Plan priorities.

Housing and Homelessness

Housing and homelessness were issues that frequently came up in discussions of CSWB concerns in Regina. Within the consultations, this was one of the most common issues brought up. Participants highlighted several issues with housing in Regina that need to be addressed, including:

- Cost to live in the city is very high making it difficult for many to afford
- Need more supports for individual who are homeless
- Need more emergency shelters
- Some participants mentioned that resources are especially lacking for men
- Need more supports to help people find and maintain housing
- A large amount of unsafe/unsuitable housing being rented to people with low income
- Racism and discrimination among some landlords toward tenants (will not rent to certain people)
- Fear of retaliation from landlords if tenants complain about living conditions
- Need to educate tenants on how to advocate for themselves and their rights
- Lack of housing options for large families
- Long wait times for government housing (major waitlist)
- Difficult to find housing that is accessible for people with disabilities
- Lack of enforcement from bylaw when complaints are made

Local youth also identified multiple abandoned, dilapidated houses in areas of North Central as a safety concern. They stated that these structures are often unsafe, sources of illegal activities, and create a general feeling of uneasiness in the area.

While Regina developed a Plan to end homelessness, “Everyone is Home: A 5-Year Plan to End Chronic and Episodic Homelessness in Regina,” consultation participants noted the need for its implementation. Approximately 2000 people experienced homelessness in Regina in 2019.

Community data also highlights the need to address housing and homelessness in Regina, especially during its cold winters. From November 2019 to March 2020, Mobile Crisis Services provided assistance related to homelessness or precarious housing to over 3500 people. Of this group, over 60 per cent were single men, supporting the statements in the consultations emphasizing the need for more men’s shelters.

Inclusion and Cultural Development

Another issue that emerged from consultations with community members was a lack of awareness and understanding of different cultures in Regina. This issue was discussed in different contexts.

Some participants expressed concern about lack of cultural knowledge among their own people. For example, the impacts of the Residential School System and the resulting lack of knowledge current Indigenous youth have regarding their family heritage and culture. They expressed a desire to increase this understanding so children can pass their culture on to future generations, learn their own language, and strengthen their pride in who they are and where they come from.

Additionally, participants emphasized the importance of understanding one another to develop understanding and ensure everyone’s needs are met. This includes offering services and documents in different languages and formats, having halal food available, and being patient and understanding with individuals who are learning to speak English. As well, from an Indigenous perspective, participants indicated the need for funding for Indigenous run and

operated supports with staff who have lived experience and understanding of Indigenous ways.

Suggestions for addressing this issue included:

- Educating others
- Participating in cultural events and ceremonies
- Incorporating individuals with diverse perspectives in decision-making to ensure their cultures and needs are understood and addressed
- Funding organizations that are run by Indigenous people

Neighbourhoods

Both consultation and survey participants indicated that feeling a sense of belonging to their neighbourhood and/or community makes them feel safe. They suggested that further efforts to facilitate this would be beneficial for some parts of the city where residents may not feel the same way. Suggestions to increase sense of community and feelings of belonging included:

- More neighbourhood events to bring people together and enhance their sense of community
- Trunk-or-Treat – children can go from car to car and collect candy on Halloween
- Feather in the window – a way to indicate that if someone needs help, they can reach out to that household and support will be offered
- Create spaces for community gathering and socialization
- Community clean ups to encourage people to take pride in their community and encourage social interaction
- Build more community centres/multi-purpose spaces
- More collaboration between neighbourhood associations
- Promote kinship and neighbourhood relations so people look out for one another

Policing and Crime

Crime was another concern that came up in the data collection process. Specific concerns identified by residents included:

- General concern over high crime rates in areas of the city, i.e., Downtown
- Violent crime and gun violence
- Increasing rates and severity of crime
- Personal experience with home and vehicle invasions
- Media depictions of crime invokes a sense of fear
- Crimes committed out of despair and a need to address this (focus on root causes)
- Sense of fear and perception of risk in areas like North Central
- Dangerous offenders being released in the area

Statistics Canada and Police data indicate that in general, crime rates in Regina are lower than the overall rates in Saskatchewan. While there has been a slight increase in overall rates over the past few years, the amount of crime dropped quite significantly between 2019 and 2020, potentially attributed to factors related to the COVID-19 pandemic. For example, property crime and crimes against the person both declined between 2019 and 2020, likely due to COVID restrictions resulting in more individuals being at home for extended periods of time, reducing opportunities for crime. Drug-related offenses, on the other hand, increased substantially (over 46 per cent) from 2019 to 2020.

In examining perceptions of crime from the CSWB survey, about half of respondents indicated they believe that crime in their neighbourhood has remained the same in the past three years and almost 60 per cent feel that crime rates in Regina are higher than other parts of Saskatchewan. This finding suggests that perceptions of crime prevalence in the City are higher than actual crime rates and that media depictions of serious crime in Regina has contributed to this.

Throughout conversations with members of the community, multiple discussions related to the police occurred. There were varying perspectives associated with police presence and role in community safety. Some individuals and groups expressed concerns related to the police, while others indicated a desire for increased presence to improve community safety and well-being in Regina.

Additionally, some participants indicated that the overwhelming presence of police in some areas leads to perceptions of those places as unsafe, while other areas have hardly any police in them. At the same time, others indicated a need for greater police presence, particularly in high crime areas. These conflicting perspectives are important as they reflect the different experiences with and perceptions of police among community members. Two suggestions offered to address this polarization were having the police engage in more community outreach to strengthen relationships with the community and increasing the diversity on the force.

These conflicting perspectives are reiterated within the CSWB survey, where just over half of participants indicated that increased police presence makes them feel safer and the remainder suggested this would have little or no impact on their sense of safety.

Recreation and Leisure

Recreation and leisure were also identified as areas in Regina that require attention. A number of consultation participants indicated a need for more affordable/free opportunities for recreation and leisure in the City as well as more facilities to offer these programs.

Over half of survey respondents indicated that sports and recreation activities in Regina are only somewhat accessible in terms of location and affordability. Suggestions to address these issues included:

- More recreation and leisure facilities in Regina, particularly for youth and in the winter.
- Better distribution across the City to ensure all residents have access to these facilities.
- Grants, subsidies, discounts, or tax breaks for low-income families to make the cost more accessible.

Roads and Transportation

Another safety topic that emerged in several consultation discussions was street safety. This included concerns for both pedestrians and cyclists as well as several recommendations to address them. Concerns included:

- Not having enough bike lanes
- No bike path on main thoroughways from North to South Regina
- Barriers on the roads for cyclists: parked cars, gravel, glass, and drivers not letting them in
- Poor road conditions
- More benches for people who walk but may need a break
- Sidewalks often unsafe due to rough edges, uneven pieces, cracks, and icy in winter
- Not enough sidewalks in East end and outskirts of the city
- Improve safety at crosswalks
- Lighting
- No yellow strip for those with low vision, accessible/audible-pedestrian signals (APS)

- Traffic lights should have different shapes for colour-blind individuals
- Longer crossing times for those with mobility challenges
- Distracted drivers, people speeding through neighbourhoods where children may be outside playing and near crosswalks

A common topic of discussion within the community consultations was the public transportation system in Regina. While many residents praised the quality of the buses themselves, there was a general desire for improvement with respect to the system itself. Challenges identified include:

- Long wait times/buses are slow
- People do not feel safe waiting at night for a long time
- Limited routes, i.e., do not go to airport, big box stores and large grocer retailers
- Not enough buses
- Need to improve bus stops
- More shelters, benches, and heating in winter
- More frequent stops at convenient and accessible locations
- Snow makes access challenging for people with mobility challenges
- Central Bus Terminal feels unsafe

These findings were also supported by survey results, in which half of respondents indicated that public transportation was somewhat accessible (41 per cent) or not accessible (10 per cent).

Youth

Many residents indicated a need for more opportunities and activities for young people in Regina. There was some discussion related to gangs and the belief that young people become involved with gangs because they provide a sense of belonging. As a result, participants felt that offering positive activities and programs for youth could reduce gang involvement and criminal activity, while helping them develop life skills. Additionally, some individuals highlighted that there are even fewer activities for youth in the winter. Suggestions related to this issue included:

- More youth activities in general
- Programs related to healthy relationships, self-esteem, well-being, racism, wellness, employment, community engagement, volunteering, culture, diversity, etc.
- More affordable recreation and leisure facilities/programs: playgrounds (improve existing), recreation centres, libraries, arts, sports, skate parks, swimming pools, basketball courts, etc.
- Offer reduced rates and/or rebates for programs
- Improve and invest in schools
- Mentorship programs, particularly for boys

Appendix 6: Strategic Considerations for Action Implementation

Populating the charts below can help assess whether the actions taken to address each priority reflect all or most of the strategic approaches outlined in Regina's CSWB Plan. This exercise helps oversee and monitor Plan implementation efforts to ensure they align with its goals. The chart should be populated for each Plan priority and its respective actions.

PRIORITY:			
Recommendation:			
Actions	Strategic Approaches	Who is Responsible?	Timeline and Indicators
		Lead: Partners:	
		Lead: Partners:	
		Lead: Partners:	
		Lead: Partners:	
		Lead: Partners:	
		Lead: Partners:	
		Lead: Partners:	

Appendix 7: List of Potential Indicators

Below is a list of potential indicators from each domain¹ that can be used to assess the impacts of the CSWB Plan. Please note that this list is not exhaustive and additional indicators may be required.

Domains	Indicators
Community Vitality	<ul style="list-style-type: none"> • % of the population that reports strong sense of belonging to community • % of population reporting unpaid, formal volunteering for organizations • % of population with 5 or more close friends
Democratic Engagement	<ul style="list-style-type: none"> • % of voter turnout at federal, provincial, and municipal elections • Ratio of eligible voters to those registered to vote • Gap in % turnout between older and younger voters • % of population with high confidence in elected officials
Education	<ul style="list-style-type: none"> • Ratio of students to educators in public schools • Availability of after-school activities in community • % of 25 to 64-year olds in population with a university degree • % of 20 to 25-year olds in labour force completing high school
Environment	<ul style="list-style-type: none"> • % of population that live within 5km of a park or outdoor recreation • % of population that is satisfied with opportunities to enjoy the outdoors
Healthy Populations	<ul style="list-style-type: none"> • % of population that rates their overall health as good or excellent • Rate of emergency department visits for mental health conditions • % of daily or occasional smokers among teens aged 12 to 19 • % of households that are moderately or severely food insecure
Leisure and Culture	<ul style="list-style-type: none"> • Average % of time spent on the previous day in social leisure activities • Average monthly frequency of participation in physical activity • Availability of accessible recreation and leisure opportunities for youth • Average attendance in past year at all performing arts performances
Living Standards	<ul style="list-style-type: none"> • After-tax median income of families • Gini coefficient (income gap) • % of households who spend >30% of income on shelter costs • % of lone-parent households • % of labour force in long-term unemployment

¹ This list was created by the Canadian Municipal Network on Crime Prevention. For the description of each domain and the full list of indicators, refer to CMNCP's Topic Summary on Indicators for Crime Prevention and Community Safety & Well-Being Plans at https://drive.google.com/file/d/1CwnIDX_8ARSfhL_QoeBrVi6nWVZhT3ol/view.

Time Use	<ul style="list-style-type: none">• % of residents 25 to 64 years of age working over 50 hours per week• Average daily amount of time spent with friends (minutes per day)• Mean workday commute time for individuals working• % of 25 to 64 year old reporting high levels of time pressure
Accessibility	<ul style="list-style-type: none">• % of population that is satisfied with accessibility to services• % of population that is satisfied with public transportation• Walking score of major neighbourhoods
Community Safety	<ul style="list-style-type: none">• Crime Severity Index• Calls for service to police• % of population that feels safe walking alone• % of students who feel safe at school

Appendix 8: Sample Performance Measurement Framework

Outcomes, indicators, and other performance measurement information should be mapped out early on by the implementation team to ensure that monitoring and evaluation is done consistently through the implementation of activities. This information forms the Performance Measurement Framework. Please see below a sample Performance Measurement Framework template where this information may be captured.¹

Expected Outcomes	Indicators	Baseline Data	Targets	Data Sources	Data Collection Methods	Frequency	Responsibility
Long-term Outcome: Increased community safety and well-being	# of people employed	Employment rates from the year the plan starts	5 per cent increase	Municipality	Collect from municipality	Every two years	Municipality
Intermediate Outcome: Increased educational attainment	# of students graduated from high school	Graduation rates from the year the plan starts	5 per cent increase	School board(s)	Collect from school board(s)	At the end of every school year	School board
Immediate Outcome: Community is better informed of issues faced related to CSWB (education specifically)	# of community members that have attended engagement sessions	No comparison – would start from 0	200 people	Community Safety Plan coordinator	Collect attendance sheets at the end of every session	At the end of the first year of planning	Community Safety Plan coordinator

¹ Source: Ontario Ministry of the Solicitor General's Community Safety and Well-Being Planning Framework



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Appendix B.

City of Regina Action Plan – Short-term

Priority	Action Item	Department	Timing
Governance & Plan Implementation	Establish Community Safety and Well-being Office* (CSWBO) by Hiring a Managing Director	City Manager	Q4 2021
	Establish Terms of Reference for Mayor's Community Safety and Well-Being (CSWB) Leadership Committee	Managing Director, PRCS	Q1 2022
	Develop Job Descriptions & Staff CSWBO / Build CSWBO Work Plan	Managing Director, Support from PRCS	Q4 2021 – Q1 2022
	Develop Social Well-Being Impact Policy & Integrate in Council Report Template	Managing Director, with support from PRCS & Clerks	Q2 2022
	Align Community Investment Grants Program Priorities with CSWB Plan	PRCS	Q2 2022
	Align Non-profit Tax Exemption Policy with CSWB Plan	PRCS, ATRS	Q2 2022
Safety *Several actions below touch on these priorities.	Identify Priority Locations and assess the impact of installing Public Help Points	PRCS	Q2 2022
	Establish Cross-Department/Community Safety Audit Working Group and Formalize Training	PRCS, Operating Departments, Managing Director	2022
	Establish Internal Standard Operating Procedure to Support Sector-Wide Intervention Initiatives (Violent Threat Risk Assessment Protocol)	PRCS	Q1, 2022
Problematic Substance Use	Fund and Develop Terms of Reference/Table to Lead Overdose Prevention Strategy	Managing Director, with support from PRCS	Q4 2021
	Commit to Long Term Funding for Harm Reduction through the Community Investment Grants Program	PRCS	Ongoing
	Explore Naloxone Training for Front Line Service Staff	F&PS, PRCS and Operating Departments	Q1, 2022
	Lead Implementation Plan for Increasing Public Needle Disposal Drop Boxes	FPS & PRCS	Ongoing

Racism & Discrimination	Establish Working Group to initiate Anti-racism/-discrimination approach	Managing Director, POC, PRCS	Q1 2022 – Ongoing
	Explore Programs & Training that Increase Access to Job Opportunities for Target Populations	POC, PRCS	Ongoing
	Explore Partnerships to Become a More Trauma-Informed Organization	POC, PRCS	Ongoing
Domestic & Intimate Partner Violence (DV/IPV)	Ensure Community Investment Grant Program Includes alignment with DV/IPV in Priorities	PRCS	Q4 2021
	Continue to Support YWCA Centre for Women and Families	PRCS, LREF	Underway
Food Insecurity	Initiate Mapping Exercise and Service Review in Collaboration with Public Health and Food Agencies Through the Food Security Community Action Table	PRCS, CSWBO	Q1 2022
	Explore Options for Food Hubs at Existing City of Regina Facilities	PRCS	2022
Access to Service	Complete Assessment of RDBID Community Support Worker Program & Complete Social Navigation Research Project. Provide Recommendations to Council for Long Term Support.	PRCS	Underway
	Explore Programs that Provide Access to Recreation & Community Spaces by Enhancing Free Access for Target Segments	PRCS	Q2 2022
	Explore Establishment of a 24-hour Community Service in Downtown	PRCS, CSWBO	2022
	Ensure Alignment between CSWB Plan and Plan to End Homelessness, including leadership on Housing & Homelessness Coordination and Systems Planning	CSWBO, PRCS	2022

*CSWBO refers to internal or external organization established to lead implementation of the CSWB Plan.

MOTION

November 25, 2019

City Clerk
City Hall
Regina, Saskatchewan

Dear Sir:

Re: Community Safety and Wellbeing

WHEREAS the Official Community Plan recognizes that “Health and safety are key elements in ensuring that Regina remains a city of choice in which to live, work, and raise a family”;

WHEREAS Regina, along with other prairie cities, routinely rank as experiencing the highest crime severity index and rates in Canada;

WHEREAS the Police Chiefs in Saskatoon and Regina acknowledge that we cannot arrest or police our way out of the root causes of crime, but they are nonetheless shouldered with the responsibility of reacting to these problems;

WHEREAS community safety and wellbeing is a City and community issue, not just the responsibility of the Regina Police Service;

WHEREAS crime in our city can be attributed to social issues like poverty, homelessness, inequality, addictions, mental health issues, among other factors;

WHEREAS a harm reduction and social determinant approach is required to address the causes of crime in our community; and

WHEREAS many neighbourhoods throughout the city have witnessed an increase in crime, thus impacting safety in our community;

THEREFORE BE IT RESOLVED THAT Administration return to the Priorities and Planning Committee in Q4 of 2020 with a Community Safety and Wellbeing Report, which:

1. Identifies the roles and responsibilities of all three levels of government;
2. Identifies ways in which the City of Regina can take a leadership role in making communities safer;

3. Identifies the role of harm reduction, anti-gang, anti-poverty, employment and other strategies in addressing the underlying causes of crime in our communities;
4. Explores opportunities to partner with policing, crime, and harm reduction experts, community-based organizations, and community associations;
5. Identifies the value of, and potential terms of reference for a Community Safety and Wellbeing Advisory Committee;
6. Includes a framework for information sharing and collaboration between community groups and associations, the Regina Police Service, and the City of Regina; and
7. Identifies potential short and long-term action items.

Respectfully submitted,



Andrew Stevens
Councillor – Ward 3



Bob Hawkins
Councillor - Ward 2



Lori Bresciani
Councillor – Ward 4



John Findura
Councillor – Ward 5



Jason Mancinelli
Councillor – Ward 9



Jerry Flegel
Councillor – Ward 10

NOTICE OF MOTION

September 30, 2020

City Clerk
City Hall
Regina, Saskatchewan

Dear Sir:

Please be advised that we will submit the following NOTICE of MOTION at the September 30, 2020 meeting of Regina City Council.

Re: Addictions Crisis

WHEREAS the number of overdoses and deaths caused by opioids in Regina are increasing significantly (in 2020 there have been 63 overdoses to date, compared to 21 in the whole of 2019);

WHEREAS the Official Community Plan recognizes that “Health and safety are key elements in ensuring that Regina remains a city of choice in which to live, work, and raise a family”;

WHEREAS public health is a matter of provincial jurisdiction, but the harm caused by substance use and addictions affects Regina residents;

WHEREAS city-funded agencies and services, like Regina Police Service and Fire and Protective Services, are already responsible for responding to overdoses in the community;

WHEREAS costs incurred applying Regina Police Service and Fire & Protective Services – our highest expense services – is a reactive solution and financially unsustainable, leading to negative tax implications;

WHEREAS City Council has already recognized the value of harm reduction in the Plan to End Homelessness;

WHEREAS City Council has approved the drafting of a Community Wellbeing and Public Safety strategy;

WHEREAS community organizations are taking on the responsibility of cleaning up used needles and drug paraphilia, as well as offering addiction services and supports; and

WHEREAS the City needs to show leadership in addressing these and other serious community and public health concerns;

THEREFOR BE IT RESOLVED that City Council commit to addressing the addictions and substance use crisis in Regina and that Administration:

1. Consider including addictions and substance use as part of the mandate for the Local Emergency Planning Committee;
2. Partner with community organizations to develop a City-wide needle cleanup and disposal strategy and funding model;
3. Work with community organizations, experts, users, Reconciliation Regina, Fire, the Regina Police Service, and the Saskatchewan Health Authority to develop a City-wide harm reduction strategy that may include, but not be limited to, needle drop off locations, safe consumption sites, safe drug supplies, wellness centres, traditional ceremonial spaces, detox facilities, supportive housing, and addiction support services, as part of the Community Wellbeing and Public Safety strategy;
4. Ensure that Indigenous communities are involved in the consultation and that Indigenous approaches to healing be considered in the strategy; and
5. Develop an advocacy strategy aimed at the provincial and federal governments to secure funding and support for harm reduction initiatives.

Respectfully submitted,



Andrew Stevens
Councillor – Ward 3



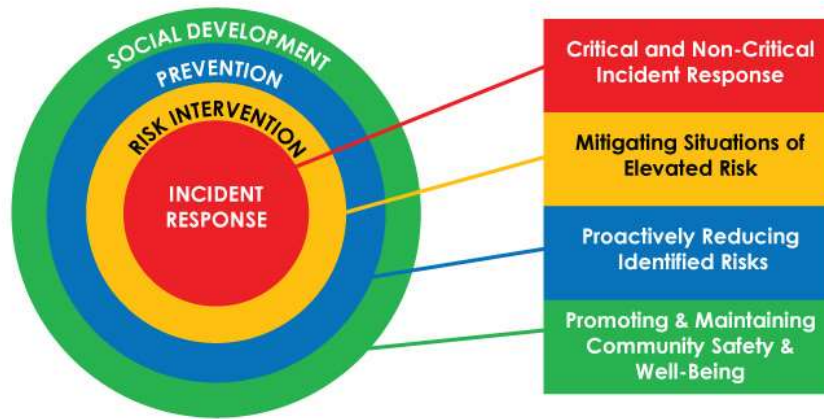
Councillor Bob Hawkins
Councillor – Ward 2



Lori Bresciani
Councillor – Ward 4



Jason Mancinelli
Councillor – Ward 9



Social Development:

Collaborative, long-term social determinant approaches in addressing complex social and community issues. This could include programs that address community health, graduation rates, and youth employment opportunities.

Prevention:

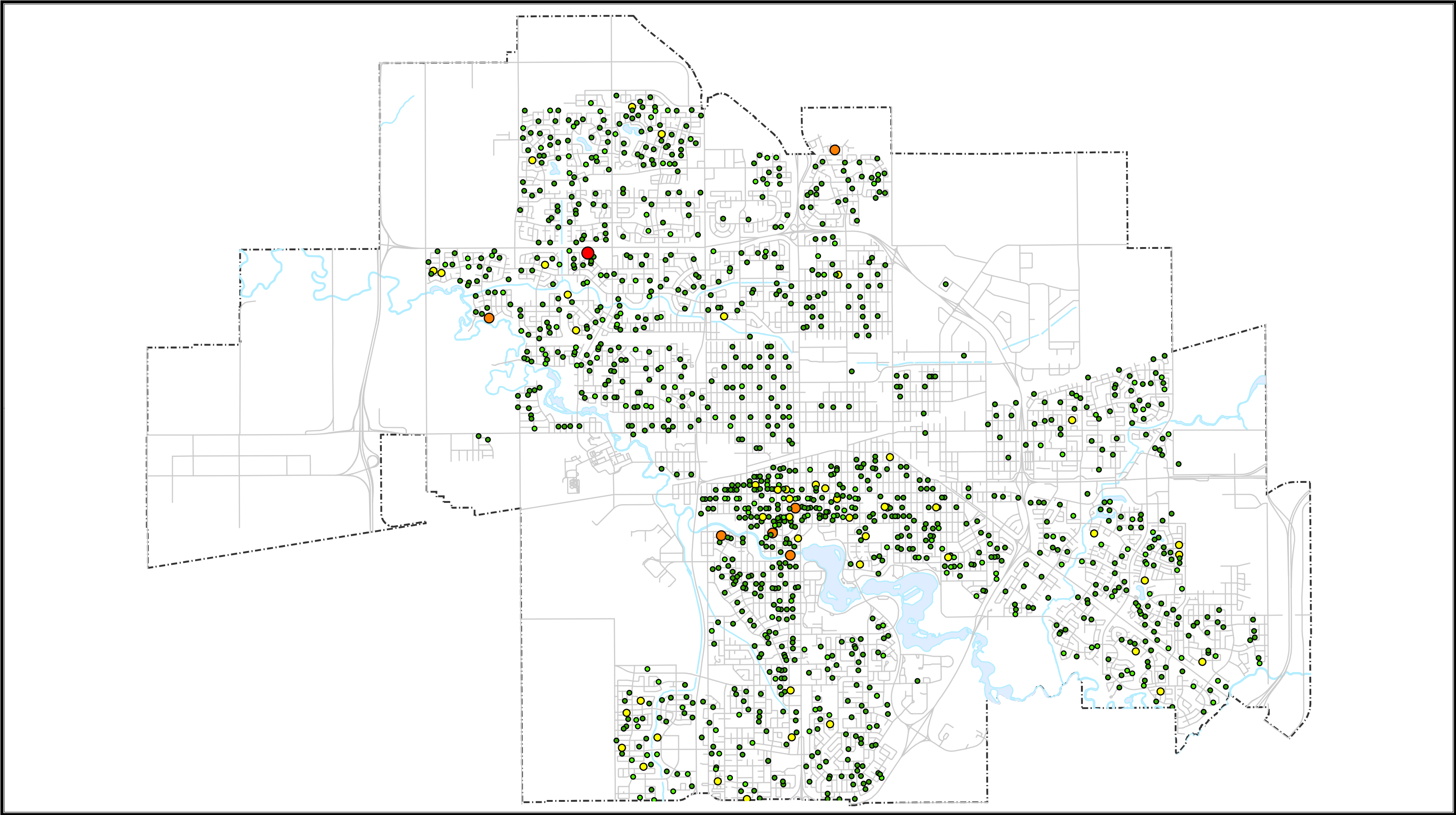
Addressing and eliminating locally identified priority risk. This could include the establishment of safe and inclusive programming spaces that increases community engagement and belonging for our diverse community members.

Intervention:

Mitigating and intervening in elevated situations of threat and risk. This includes situation and hub tables, including the Violent Threat Risk Assessment Protocol, which is a multi-sectoral collaborative approach to reducing risk and violence.

Incident Response:

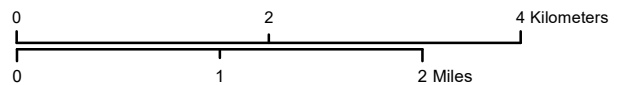
Immediate response to critical incidents. This is the traditional response to crime and safety, such as police, fire, and other emergency services.



LEGEND

- 1 (1023)
- 2 (206)
- 3 (47)
- 4 (6)
- 5 (1)
- Water Body
- CityLimits


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LOCATION MAP

COMMUNITY SAFETY
WELL BEING
SURVEY

Sustainable Infrastructure

 **REGINA**