



## Community Safety and Well-Being Plan

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

### RECOMMENDATION

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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**

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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

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### **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:

<b>Proposed Budget – Community Safety &amp; Well-Being Office</b>		
<b>Expense</b>	<b>2022</b>	<b>Ongoing (Note 2)</b>
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
<b>TOTAL</b>	<b>\$730,000</b>	<b>\$730,000</b> (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**

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

**Proposed Budget – Community Investment Grants Program**

<b>Expense</b>	<b>Ongoing</b>
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**

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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**

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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

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### **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:

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

\*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**

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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

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## **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