

March 30, 2021

To: Members
Board of Police Commissioners

Re: Collaborations and Partnerships: The Role of the Board of Police Commissioners

RECOMMENDATION

That the Board of Police Commissioners continue to support the RPS in collaborations and partnerships by upholding our primary function, our place and role as we work to meet the needs of our community.

That the Board signals to City Council the need to establish more responsibility and stronger bylaw enforcement by the City on things such as body rub parlours, housing standards and other bylaw enforcement. This may include assigning designated Inspectors for the body rub establishments for example. In respect to building standards, a regular review on property and multi-dwelling landlords where there is an ability to correct recurring neighbourhood issues such as squatting, large gatherings and structure fires.

CONCLUSION

Leading integration and co-operating with partners to share work, the Regina Police Service fills gaps when other organizations are not able to. The Board plays an important role by supporting these collaborations through a true understanding of our partnerships and by urging areas within the purview of the City to fill these gaps.

By fully understanding these existing partnerships, the Board may be in a position to signal to City Council the need to establish responsibility and enforcement on things such as body rub parlors, housing standards and other bylaw matters.

BACKGROUND

Pursuing community safety and well-being as a trusted and committed partner is our 2019-2022 Strategic Plan Community Objective. Through collaborative efforts that focus on shared goals and mandates, RPS along with our committed partners work towards this community objective. Most information and feedback that we receive advises the Service that its contributions have positive impacts and that our resources are valued and appreciated.

However, social issues have become increasingly complex. Programs, services and responses are often at a breaking point with long waitlists for referrals, lack of accessibility to treatment in a timely fashion and minimal capacity to dedicate to long-term approaches for individual change and healing to occur.

The Regina Police Service fills a gap by responding to calls that may not be directly related to violence or public safety but are more tied to the root causes; such as mental health, addictions and harmful social relationships; particularly involving our community's youth.

DISCUSSION

A majority of our collaborations are established to address the determinants of community well-being, sometimes referred to as root causes of crime or social issues. Police, over time, have been nudged in the direction of becoming social workers, addictions counsellors, mental health workers and health service providers. These non-traditional police roles have emerged as a result of police providing 24-hour, 365-day emergency response and are rarely, if ever, in a position to say 'no' to assisting someone in need. While police may be physically equipped to provide an immediate and front-line response, to what could be referred to as non-traditional calls for service, often times a more appropriate and professional service is required to address the root cause of the call.

The Regina Police Service has a rich and proud history of working in partnership with the community to support and address Community Safety and Well Being. Below is a compilation highlighting a few of the partnerships that function collaboratively and strongly work towards addressing the determinants of community well-being.

TRiP (The Regina intersectoral Partnership)

TRiP is an innovative approach to mitigating or eliminating varying levels of risk & victimization in a collaborative working environment. By focusing on co-ordinated service support, reduction of barriers to pro-social activities, and school engagement, TRiP aims to generate risk reduction, and ultimately reduced vulnerability of children and their families. The goal is to make appropriate referrals for children to optimize their health, safety and development through improved communication and collaboration among service providers. TRiP is a shared commitment by multiple human service agencies to improve client outcomes through intersectoral collaboration, risk reduction and co-ordinated service provisions.

Police and Crisis Team (PACT)

PACT is a partnership between the Regina Police Service and the Saskatchewan Health Authority (SHA). PACT intervention is aimed to help create a better outcome for individuals and families struggling with mental illness. A Regina Police Service officer is paired with an SHA Registered Social Worker to attend and diffuse crisis situations.

School Resource Officer (SRO) Program

The Regina Police Service has a long standing, healthy, respectful partnership with the Public and Catholic School Boards. The delivery of the SRO Program has been a commitment that has not wavered over the many years it has been functioning. COVID 19 and the impacts of the pandemic have caused all partners to readjust focus at various times, remaining flexible to emerging pressures and needs, but the commitment and intent of the officer's involvement and support to their school remain constant.

In addition to each SRO being dedicated to home high schools and various surrounding feeder elementary schools, the SRO are active participants with The Regina intersectoral Partnership (TRiP) participating at a weekly meeting when a young person

may be presented from one of their schools. Then through case conference planning the SRO is advised of in-school actions, supports and activities the young person is being encouraged to participate in. This involvement allows the SRO to support the young person within the school in a positive, mentorship manner. Similarly, if a Violent Threat Risk Assessment (VTRA) is being conducted, the SRO is advised and rolled into the conversation to contribute information, ideas and solutions for a successful VTRA.

Violent Threat Risk Assessment (VTRA) Protocol

VTRA is an essential tool for creating and maintaining safe environments for students, staff, parents / guardians and community members. The vision states that “Violence prevention in our schools and communities is a community responsibility.” The Protocol highlights a community response to violence, and the implementation of this Protocol supports collaborative planning among the partners to reduce violence and prevent traumatic events. It emphasizes safe, caring, and restorative approaches, fosters timely sharing of information; and promotes early interventions and supportive and preventative planning.

Community Engagement Unit (CEU)

The mandate of CEU is to pursue community safety and well-being through building relationships with the community, engaging and educating the community and participating in community activities and high visibility initiatives. The main partners of CEU include: McDonalds, Souls Harbour, Carmichael, Phoenix Housing, Housing Standards Enforcement Team (HSET), Regina Public Library, Street Culture, John Howard and Business Improvement District (BID). RPS involvement includes: 1 Sergeant, 1 Corporal, and 4 Constables.

Regina Human Services Partnership (RHSP)

The Regina Human Services Partnership was established to collaborate on human service initiatives in Regina. Currently co-chaired by the Chief of Police, and Director of Education with Regina Public Schools, member organizations include Regina Police Service, School Boards, University of Regina, Saskatchewan Indian Institute of Technologies (SIIT), Ministries of Social Services and Justice, Saskatchewan Health Authority, Regina Treaty Status Indian Services (RT/SIS), the United Way, Regina Public Library and Regina Open Door Society. The City is also a member of this partnership group and is represented by the Director of Parks, Recreation & Cultural Services and the Fire Chief.

The RHSP has had several successes in guiding and advising on projects and initiatives relating to community safety and well-being, including:

- TRiP; an innovative approach to mitigating or eliminating varying levels of risk and victimization in a collaborative working environment. TRiP is comprised of two components: the 11and Under (11UI) and twelve&up initiatives.
- VTRA; a multisectoral collaborative approach to reducing violence and risk, and prevention of traumatic events
- Grade Level Reading, Attendance Matters Campaign; Supports students to be at a grade level or above in reading, writing, and math
- Regina Region Local Immigration Partnership (RLLIP); Aims to strengthen the community’s ability to welcome, settle, and integrate newcomers by providing information, education, and connection to services.

City of Regina Community Safety and Well-Being Plan

The City of Regina is partnering with the Canadian Municipal Network on Crime Prevention to develop a Community Safety and Well-being (CSWB) Plan. Increasing community safety and well-being for people living in Regina will require a collective approach to issues such as poverty and inequality as well as services for those struggling with mental illness, substance use challenges, and homelessness. While this will go a long way to help addressing community safety in the long run, these efforts should be balanced with more immediate interventions to prevent and reduce crimes.

Developing a CSWB Plan includes 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. The City will be engaging with a broad range of stakeholder groups, including but not limited to youth, seniors, women, newcomers, Indigenous residents, community service providers, 2SLGBTQ+ peoples and residents within specific Regina neighbourhoods.

Beyond our efforts to fill gaps by responding to non-traditional police calls, the RPS manages other pressures such as domestic conflict, auto thefts, city bylaw enforcement, break and enters, dangerous driving, drug enforcement and weapon offences. Last year, 2020, included labour unrest and social movements.

HUB

“A Hub Table” is a team of people from various government ministries and community agencies. They meet weekly to address specific situations involving individuals and / or families who have a significant probability of experiencing harm if they do not receive some type of intervention. The team works collaboratively to develop immediate, co-ordinated and integrated responses by mobilizing existing resources with the intent of reducing risk in a timely manner, usually within 24 to 48 hours.

Professionals from a variety of human service backgrounds sit at Hub Tables. During a Hub Table meeting, participants work together to review situations of acutely elevated risk to determine if an individual or family meets the criteria for imminent risk of harm and victimization. Following their review, the Hub Table team will co-ordinate interventions as necessary.

By addressing situations of acutely elevated risk, the Hub Table works collaboratively to reduce the risk factors that may increase the likelihood that someone will experience harm and victimization.”

<https://www.saskatchewan.ca/residents/family-and-social-support/hub-tables>

RPS Hub representatives include a Constable from the Community Engagement Unit (CEU); a Sergeant from the Police and Crisis Team (PACT) and the Superintendent of Community Services as the Steering Committee representative. The Hub model is a way of working together to address individuals, families, or addresses that are at elevated risk from multiple lenses and cannot be addressed effectively by one human service support.

Scott Police Academy (SPA)

The Scott Police Academy is a program collaboratively created and delivered by Regina Public Schools and the Regina Police Service. The Academy is designed to attract motivated students from all parts of the school division who are interested in the field of law enforcement. Students are part of an innovative, teacher and police officer-led high school program that educates through hands-on, experiential and project-based learning. Curricular outcomes are infused with police based learning and experiences.

Recently there has been discussion to strengthen the connection and alignment to a variety of exciting career pathing and skill building programs available to individuals. The Regina Police Service has been intimately involved in a number of these career preparations and readiness opportunities since 2001 and are currently looking to strategically determine alignment for a potential continuum of options for interested individuals.

Law, Public Safety and Security (LPSS)

LPSS provides a Social Studies and Phys Ed credit while tailoring the learning to Law, Public Safety and Security. With a Corrections Officer and Police Officer embedding in the classroom, learning is done through activities, outings and physical training modeled after law enforcement training requirements.

Residing at Campus Regina Public, students spend half a day at their home school and then are bussed to CRP to participate in their designated Program where they spend 2 hours immersed in the integrated classroom, then returned by bus to their home school at the end of the day. Due to COVID restrictions, CRP is not currently offering the Programs due to the fluid nature of the program design.

Treaty 4 Citizens Police Academy (T4CPA)

A driving force behind the development and implementation of T4CPA in 2005, the Regina Police Service had always had a role, in various degrees to the Academy.

This program was started with the specific intent of increasing the number of Indigenous applicants and ultimately the number of Indigenous employees at the Regina Police Service. This program develops a pool of applicants that may not be quite ready to compete in a hiring process and would require some development or coaching. It is a two-week program held at the University of Regina designed to give Indigenous young people from around the province an opportunity to see what it would be like to be a police recruit. The program focuses on educating attendees on the vast number of opportunities available within a police organization as well as the academic and physical requirements to be successful in a hiring competition.

Attendees learn to march, participate in a fitness routine, write the police entrance exam and listen to presentations from most sections of the police service. Staying in the dorms at the University and eating in the cafeteria further enhances the police recruit experience. The costs for the program are shared between the Tribal Councils, the Saskatchewan Police College and the Regina Police Service. T4CPA is an important component to the overall recruiting strategy of the RPS. For the police service it gives us an opportunity to measure the participant's knowledge and capability as they pertain to the hiring qualifications. Having this knowledge of the participants' skills and abilities

allows the police service to make decisions about the development of the participant if required. For the participants it shows them first-hand what is involved in a hiring competition, what the police college experience would look like and the variety of opportunities available within a police service.

Sask Polytechnic Aboriginal Police Preparation Program

The RPS offers support in terms of mentoring students and assisting with the curriculum development and delivery. When requested RPS attends the program to encourage, support and assist in making these students competitive candidates in the police hiring process.

Aboriginal / Diversity Summer Student Program

The Aboriginal/Diversity Summer Student Program was originally created to give Aboriginal students an opportunity to work at the Regina Police Service for four months while attending post-secondary education. The program was later expanded to include all diversity students. There are three summer student positions available. Positions are available in Information Technology, Financial Services and Evidence Management. One of the objectives of this program is to expose participants to the variety of opportunities available at the Regina Police Service.

Regina Police Service Mentorship Program

This program was developed to increase the number of diversity employees, both sworn and civilian within our Service. The program provides two paid positions at the Police Service for individuals who may have gone through the hiring process unsuccessfully but have great promise if able to strengthen a couple of targeted areas. This provides an opportunity to coach perspective employees in areas that may need to be strengthened. It also provides participants with a personal insight into the diversity of a career with the Regina Police Service.

North Central Family Centre

Connected directly to Chief Bray, the North Central Family Centre provides programs, activities and services in a supportive and safe environment, to children, families, and seniors; programs which build self-esteem and self-confidence and enhance the quality of life.

Cops and Readers

A collaborative initiative between the Regina Public Library (RPL), Regina School Boards and the Regina Police Service. This partnered program brings together individuals from RPS, RPL and Grade Three students to promote the importance and fun of reading for students and families, increase familiarity and comfort of students with individual police officers, and support reading proficiency. In this program, students have the opportunity to make a personal connection with police officers and library staff over the school year and see firsthand a whole community approach to supporting school success.

Awasiw: A Place of Hope (The Warming Centre)

Awasiw is a partnership between All Nations Hope Network and YWCA Regina. It provides a warm space for Regina residents who might otherwise be spending their days and nights in the cold. It is slated to be open until the end of March. A Community Engagement Unit (CEU) Constable has connected with the Warming Centre and developed basic protocols for RPS members to use when they consider taking someone to the centre. CEU members do walk-throughs a few times a week and respond to calls for service at that location when able to do so.

All Nations Hope

A network of Indigenous people, organizations and agencies, ANH respectfully strives to provide support and services to First Nations, Métis and Inuit families who are experiencing specifically HIV, AIDS and Hepatitis C. RPS maintains a good relationship with this organization as we both work to serve a very specific community.

Circle Project

Similar to other agencies, the RPS is connected directly to Anne Perry and the Circle Project. The Circle Project provides support and programs based on the Aboriginal vision of wholeness, balance, and healing. By promoting positive human development, they encourage people to help themselves through education, cultural awareness, family, and community.

Regina Treaty / Status Indian Services (RT/SIS)

Provides assistance, programming, training, advocacy and referral services for Urban First Nations and those First Nations transitioning between Reserve and the City.

In 2019 RT/SIS received provincial funding through the Gang Violence Reduction Strategy (GVRS) to provide outreach, intervention and prevention services to help people exit gangs and reintegrate back into their communities. The Regina Police Service supports the programs and services that RT/SIS implements in the pursuit of the GVRS goal. Existing programs like Red Feather Youth Integration Program; First Nations Employment Centre; and Helping Individual Reintegrate Effectively (HIRE) all provide foundational life skills for healthy lifestyles. Counselling and outreach support an individual's journey to healing.

Frequent meetings, conversations and exchanges of information by the RPS Gang Unit and the Crime Prevention Strategist are meaningful contacts to maintain our history of a respectful partnership with RT/SIS.

FNUC

The First Nations University of Canada is a First Nations owned post-secondary institution that aspires to have transformative impact by bridging ceremonies, knowledge keepers, languages, and traditions with the delivery of high-quality education that leads to the pride and success of all students, First Nations communities, and Canada. The RPS is invited to and attends numerous ceremonies hosted by FNUC.

Camp fYrefly

Camp fYrefly Saskatchewan is an educational, social, artistic and personal learning retreat for gender and sexually diverse youth (two spirit, lesbian, gay, bisexual, transgender, queer) and allied youth. RPS provides volunteers and delivers presentations when this camp is held.

Regina KidSport

Members of the RPS sit on the board of this not-for-profit organization that assists kids who cannot afford the registration to play organized sport. We support KidSport because we believe that sport provides the opportunity for kids, not just to be physically active, but improve their self-esteem, connectedness to community, to learn life-long skills and make social connections.

National Inquiry into MMIWG

The mandate of the National Inquiry is to look into and report on the systemic causes of all forms of violence against Indigenous women and girls, including sexual violence. The National Inquiry and its partners examine the underlying social, economic, cultural, institutional, and historical causes that contribute to the ongoing violence and particular vulnerabilities of Indigenous women and girls in Canada. The findings include 231 recommendations for change, or "[calls for justice](#)," including a number that address social issues Indigenous women face. Director of RPS Legal Services Ms. Katrina Swan Q.C. represented all of the Saskatchewan Municipal Police Agencies at the inquiry and in 2018 Ms. Swan received an award from the SACP for her work. RPS remain committed to honouring the recommendations.

Reconciliation Regina

The City of Regina partnered with the Office of the Treaty Commissioner and many community leaders and organizations to develop a broader community response to the Calls to Action. This led to the creation of Reconciliation Regina, the beginning of the community-led reconciliation journey now comprised of over 85 community organizations (Community Champions) - working towards the fulfillment of the Calls to Action.

The Regina Police Service has reviewed the calls to action from the National Inquiry for Missing and Murdered Indigenous Women and Girls and has put a number of training efforts and education opportunities forward for all RPS employees. As part of that, RPS held a Ribbon Skirt Workshop, a Teaching Feast, Truth and Reconciliation Lunch and Learn, a Blanket Exercise, and created a roadmap of our efforts called Our Journey. In 2021 we have begun Indigenous Language lessons for RPS employees and TRC content is part of our annual promotional competition. Our RPS TRC Committee continues to meet and discuss opportunities and initiatives for the organization.

Regina Open Door Society (RODS)

RODS is a non-profit organization that provides settlement and integration services to refugees and immigrants in Regina. RODS is committed to meeting the needs of newcomers by offering programs and services that enable them to achieve their goals and participate fully in the larger community. The RPS Diversity Unit is closely connected to the programs and services offered through RODS and provides support to the newcomer population via presentations and drop-ins at events and programs.

Community Response to Drugs and Overdoses – Government of Saskatchewan

Co-operative work between RPS, the Ministry of Corrections and Policing, and Saskatchewan Health Authority and interested community representatives, that attempts to help individuals receive the support they require rather than punitive measures.

It is important for RPS to remain involved in these critical conversations around access to available services, the potential for development of others and resources that may arise in the community like Safe Injection or Safe Consumption Sites. Being woven into these discussions allows us to better respond to shifting trends, provide awareness to members on community resources and to prepare risk management mechanisms to ensure future safety of the community.

Phoenix Residential Society / Carmichael Outreach / Namerind Housing Corporation

Organizations such as Phoenix provide psychosocial (psychiatric) rehabilitation services to persons in Regina with psychiatric disorders, concurrent disorders (psychiatric & substance abuse) and persons who are chronically homeless. They work to meet the needs of our community's most high-needs individuals, and Carmichael for example, works hand-in-hand with the community to ensure that these needs are being met. Namerind Housing works towards a future where community members from all walks of life can work together to achieve the vision of the end of poverty and homelessness in Regina.

Ranch Ehrlo: Missing Persons

The RPS has worked closely with Ranch Ehrlo to reduce both the incidents and duration of missing persons who reside in Ranch Ehrlo residential services, reported missing to the Regina Police Services. There is a shared belief that children reported missing are at an unacceptable risk and all efforts need to be made to immediately return and maintain them in a place of safety.

A collaborative Task Force has been created where the Regina Police Service identifies priority individuals whose continued and repeated missing status represents the greatest risk to children's safety. Frequency of missing persons, reports and perceived level of risk of harm has been fundamental to this process. The Ranch Ehrlo / Ministry of Social Services employees have undertaken to immediately assign a priority individual to the appropriate Ministry case manager and Ranch Ehrlo staff (Caseworker, Unit Manager, etc.). They co-chair and are jointly responsible to engage a "Circle of Care" to explore and address the individual's service plan disparity. The "Circle of Care" is different for every individual and may include: family, past caregivers, teachers, favourite staff, best friend, etc. The "Circle of Care" meets until the child's service planning disparity is articulated, understood, and adapted such that the running behaviour no longer presents an unacceptable risk to the child.

The Task Force has built better communication linkages between the partner organizations where operational concerns can be escalated for immediate attention.

Family Services Regina

FSR is a collaborative partner which works with individuals, families and communities in all their forms, who are currently in distress or at risk. Family Services Regina, much like the RPS, continues to respond to the changing economic and demographic environment and creates effective services to meet emerging needs. Their services include counselling services to a family struggling with changing circumstances, providing support to a teen mother facing adult responsibilities, or helping victims of domestic violence find their voice in the criminal justice system.

Regina Sexual Assault Centre

RSAC offers free, confidential, clinical to anyone age 5+ who is coping with sexual or intimate partner violence, as well as friends and family of survivors. The organization supports clients to have a voice throughout their healing process and offers accompaniment to health, justice, legal, and / or social services appointments.

Beginning in the summer of 2019, the RPS and RSAC designed a co-ordinated approach to investigating sexual assaults. Supported with provincial funding, the 'Philadelphia Model' gives experts in sexual violence the opportunity to work with police agencies to review sexual assault and abuse cases. The idea is to ensure investigations are thorough and properly classified. Having RSAC involved, we feel, has helped survivors feel more comfortable reporting to police. Having a strong level of transparency and victims knowing that police have their best interests at the forefront has been a positive change.

Homelessness Strategy

The strategy is based on a "housing first" philosophy. The model provides long-term housing arrangements to homeless people while also connecting them with social and health supports. The Police and Crisis Team (PACT) helps put these community members into homes, helping provide wraparound supports where they're at.

Cold Weather Strategy

The purpose is to ensure existing services work together so community members sleep in a safe place on cold nights in Regina. The Cold Weather Strategy is enacted each year between November 1 and March 31. Regina Police Service; Saskatchewan Health Authority; Crisis Response and Brief Detox; Street Culture Project; Downtown Browne's Emergency Youth Shelter; YWCA Regina; Salvation Army; City of Regina; Mobile Crisis Services Inc.; Carmichael Outreach; United Way of Regina; Souls Harbour Rescue Mission; and the Ministry of Social Services meet at the beginning of October every year to determine flexible strategy needs. When a cold weather alert is in place, any frontline service provider who comes into contact with an individual in need of shelter will be encouraged to take the extra step of ensuring that person has safe lodging arranged for the night.

Corrections Support Unit (CSU)

In an effort to better respond to the very high number of offenders in Regina who commit repetitive offences, the Corrections Support Unit (CSU) was established in January 2020. The 2017 Operational Review recommended that the Service build partnership approaches amongst police, corrections, probation officers, prosecutors and other

offender support staff, through the formation of a CSU, to reduce the high rates of re-contact offenders often have with police.

The CSU is currently staffed with one Detective Sergeant and one Detective Corporal, providing a dedicated response to those who are at the highest risk to re-offend. In its first year of operation, the CSU has improved co-ordination with provincial and federal corrections-related partners, improved dedicated offender monitoring effort, and ensured more timely apprehensions of wanted offenders.

While the unit does not yet operate through operational integration with corrections-related partners, the RPS has and is continuing to discuss future integration efforts with ministerial and federal agency executives.

The Board is in a position to support the Regina Police Service by encouraging partners to remain committed to addressing root causes of crime. It is critical for the community, through Board support to assist in the facilitation of dialog that will mobilize approaches to address long-term social issues. Beyond our efforts to fill the gaps by responding to non-traditional police calls, the RPS manages other pressures such as domestic conflict, auto thefts, city bylaw enforcement, break and enters, dangerous driving, drug enforcement, break and enters, dangerous driving, drug enforcement and weapons offences. 2020 specifically included labour unrest and major social movements.

All too often police departments are turned to by their community to provide leadership and 'drive' initiatives. Since 1998, Regina has worked diligently at fostering meaningful partnerships and has attempted to remain a committed and equal partner, however this has not alleviated the pressures from the emerging needs and the lack of community resources to respond adequately. As a result, this has placed RPS in a position to reluctantly step in to fill a necessary void.

As well, when the RPS is engaged with others, it is often a challenge to change the mindset of partners who assume the RPS will take the lead in these collaborations. Hand-in-hand with this is the belief the accountability of these partnerships most times lies with the RPS, when it needs to be shared amongst everyone at the table. In many partnerships today, the RPS and other groups struggle with meeting capacity (ie: personnel resources and workload) but the RPS sees the value and importance of working together to keep Regina safe.

The RPS has a tremendous investment in community partnerships and with multiple levels of government and non-government agencies in order to improve community safety. While many programs and partnerships have been implemented to address the root causes of crime, the challenge remains that continuous investment in supports like housing, education, addictions and mental health are needed in order to reduce the expectations for police to fill the gaps.

RECOMMENDATION IMPLICATIONS

Financial Implications

None with respect to this report.

Environmental Implications

None with respect to this report.

Strategic Implications

This report supports the RPS Vision of 'Working Together to Keep Regina Safe' and our Community Objective of 'pursuing community safety and well-being as a trusted and committed partner'.

Other Implications

None with respect to this report.

Communications

None with respect to this report.

Respectfully submitted,



Evan J. Bray,
Chief of Police