

# 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  
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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](mailto:CSWB@regina.ca).  
or  
Canadian Municipal Network on Crime Prevention  
[info@safercities.ca](mailto:info@safercities.ca)



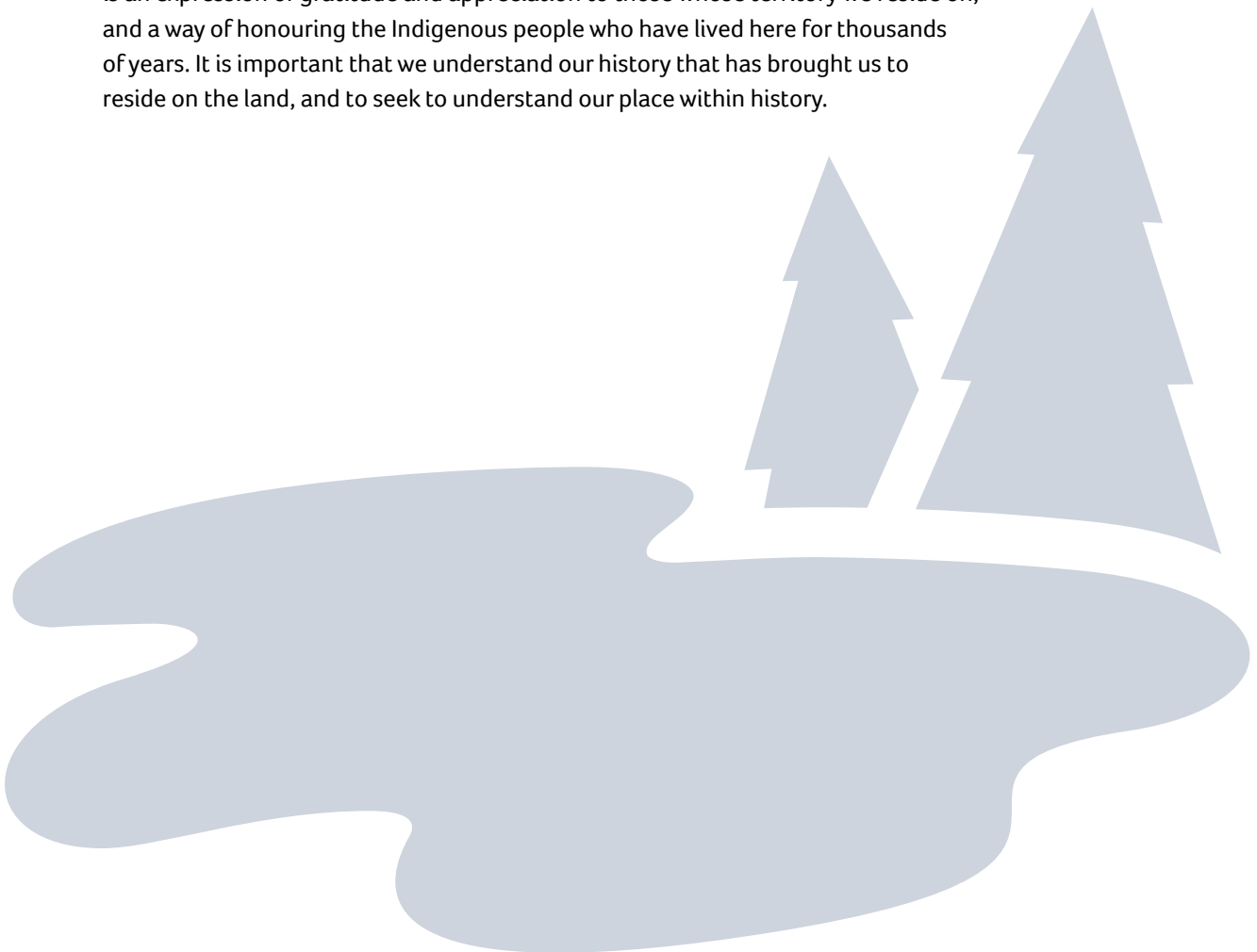


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# Land Acknowledgement

*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.<sup>1</sup>

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*

<sup>1</sup> 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. <sup>1</sup>



## 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. <sup>4</sup>



## 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. <sup>2</sup>



## Anti-Racism

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



## Collaboration

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



## Intersectionality

We acknowledge that multiple dynamics of privilege and oppression (i.e., race, gender, class, sexuality, age, ability, religion, citizenship/immigration status) operate simultaneously in complex and compounding ways and must be considered to fully understand oppression and how to address it. <sup>4</sup>



## 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. <sup>4</sup>



## 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. <sup>4</sup>



## 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. <sup>4</sup>

<sup>1</sup> Accessibility Services Canada, 2021

<sup>2</sup> The Anti-Oppression Network, 2011

<sup>3</sup> Race Forward, 2015

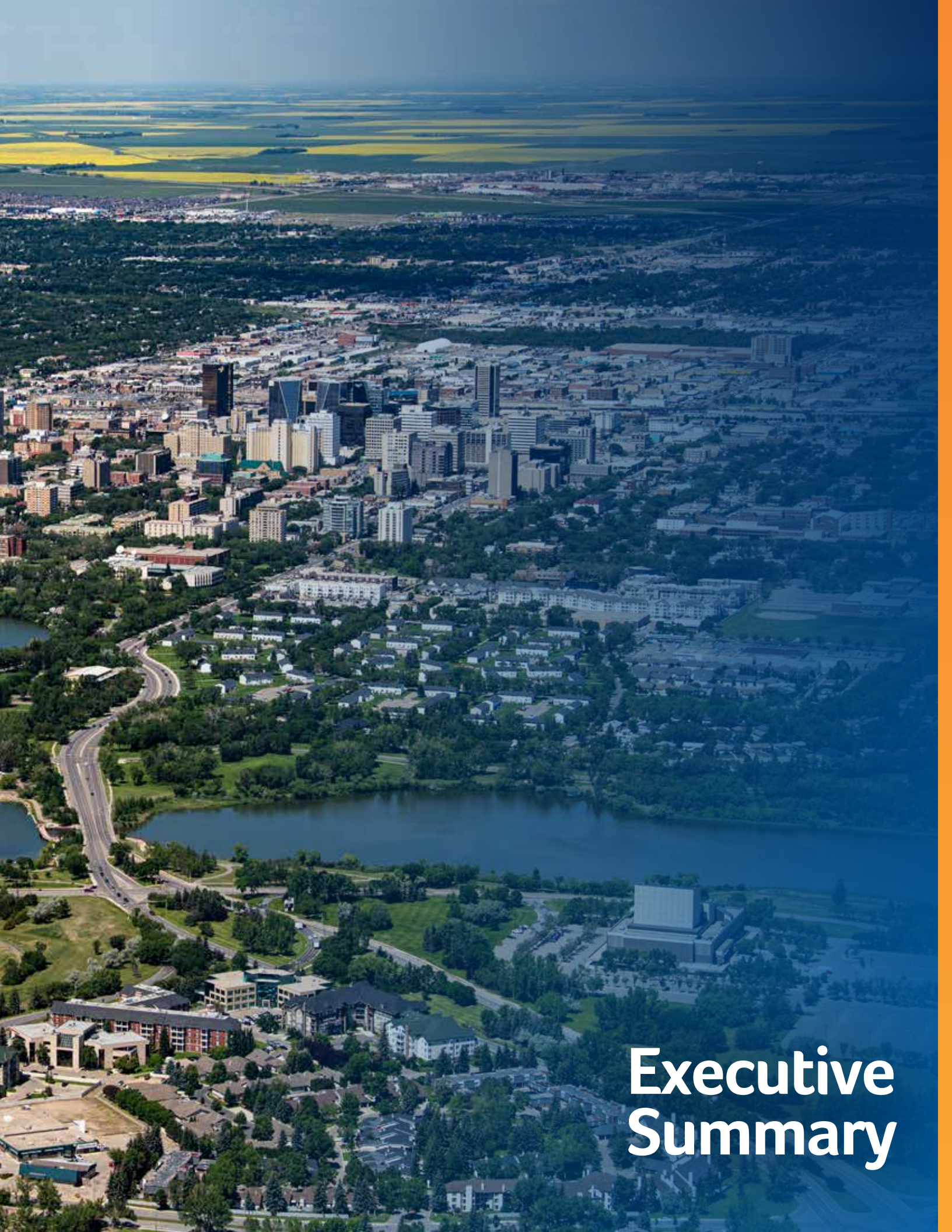
<sup>4</sup> Truth and Reconciliation Commission of Canada, 2015











# 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.”<sup>1</sup> 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 Ontario<sup>2</sup> and Saskatchewan.<sup>3</sup> 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.

<sup>1</sup> Ontario Ministry of the Solicitor General, 2017: 4

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

<sup>3</sup> 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 triangulated<sup>1</sup> 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/).<sup>2</sup>

<sup>1</sup> 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).

<sup>2</sup> <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.

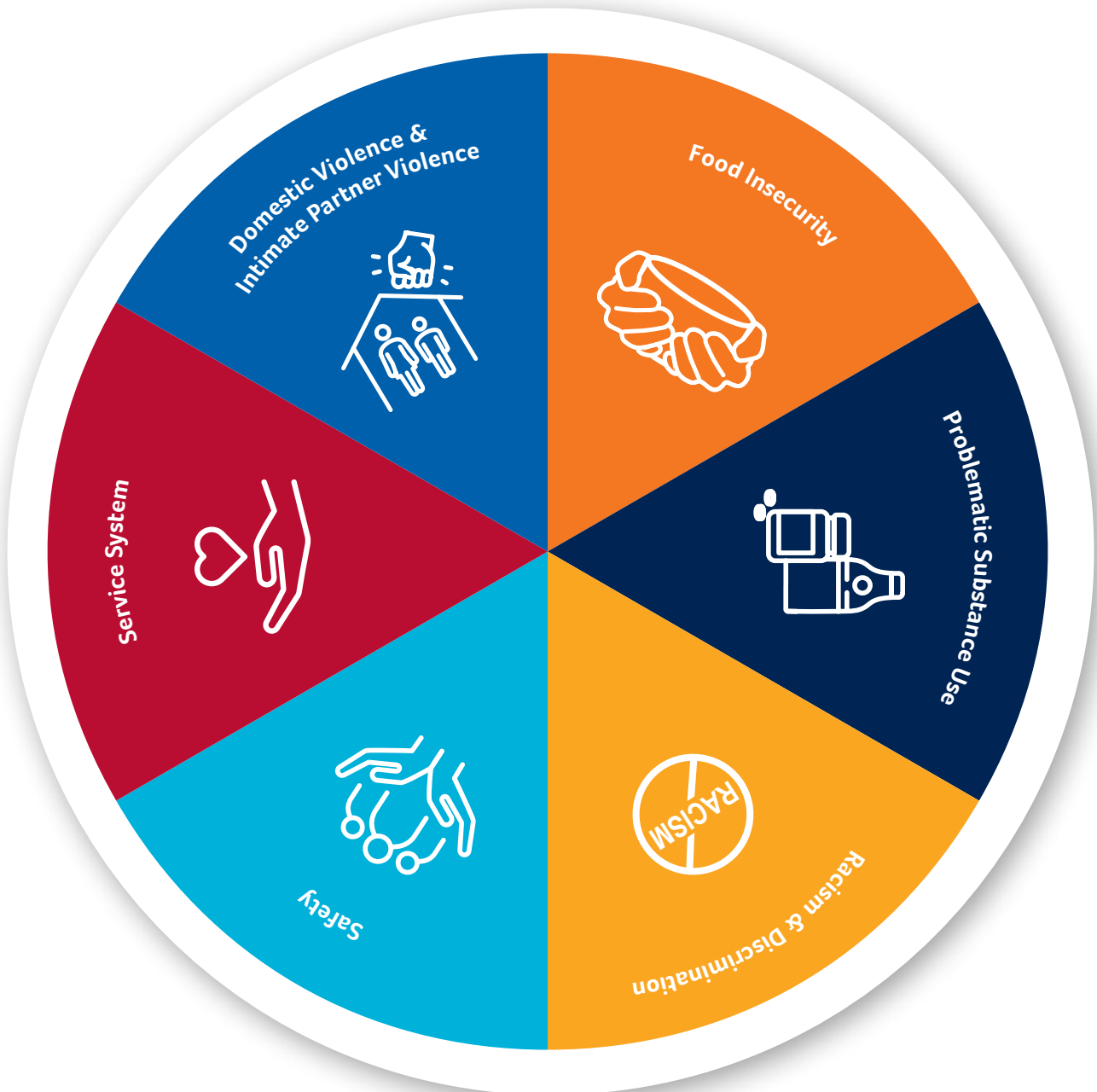
## The Impact of COVID-19 on CSWB Plan Development

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







Background



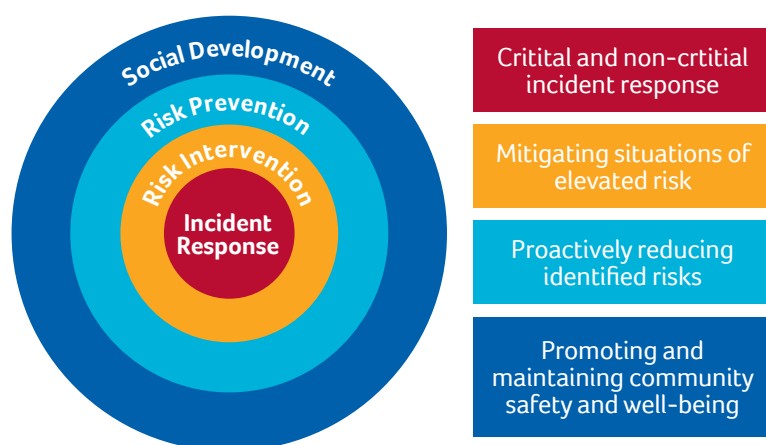


# What is Community Safety and Well-being?

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:



**Incident Response** refers to immediate responses to urgent incidents, such as emergency medical services and police.

**Risk Intervention** refers to efforts to reduce elevated risks, such as increasing safety for someone at risk through a Hub or Situation Table.

**Risk Prevention** refers to addressing community risks such as low literacy rates or crime prevention through environmental design.

**Social Development** focuses on promoting and maintaining community safety and well-being by addressing social determinants of health through efforts such as employment programs and food security initiatives.

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**<sup>1</sup> 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.

<sup>1</sup> 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).<sup>1</sup>

According to its [Official Community Plan](#)<sup>2</sup>, 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)<sup>3</sup> 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.

<sup>1</sup> World Population Review, 2021

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

<sup>3</sup> For more information on CMNCP, please visit [www.safercities.ca](http://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.”<sup>1</sup>

Over the past decade, the initiation of Community Safety and Well-being (CSWB) Plans in Canada was guided by developments in Ontario<sup>2</sup> and Saskatchewan.<sup>3</sup> The 2019 Ontario *Police Services Act*<sup>4</sup> mandates that all municipalities across the province must create and implement Community Safety and Well-being Plans. Further, in its 2016–2017 Annual Report,<sup>5</sup> 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 quantitative<sup>1</sup> and qualitative<sup>2</sup> 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.

<sup>1</sup> 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.

<sup>2</sup> 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.

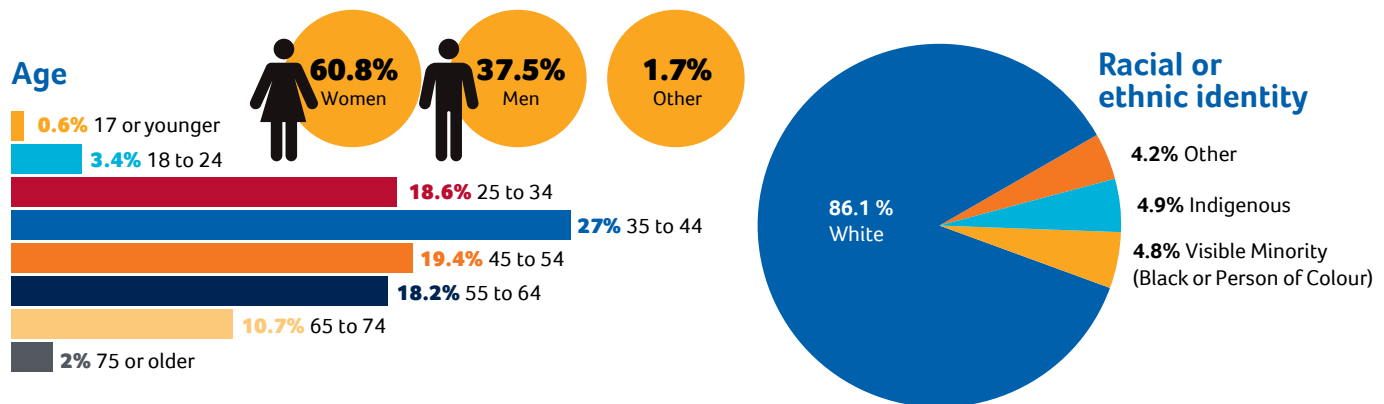
Full results are available on the City of Regina's [Open Data website](#).



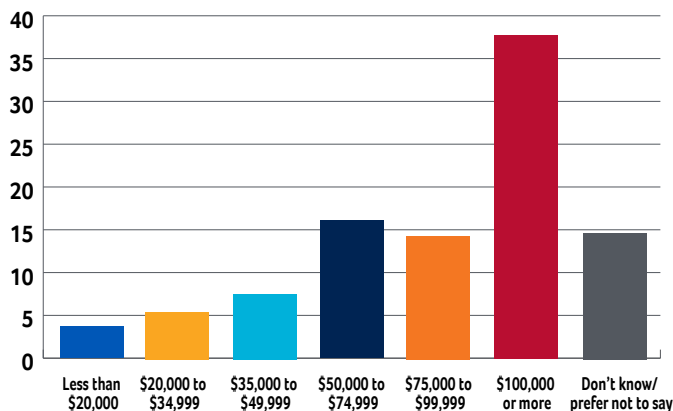
# What We Heard

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

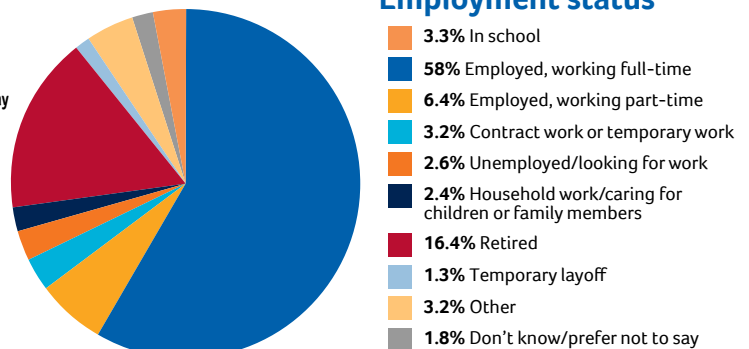


**83.3%** of respondents had more than a high school education

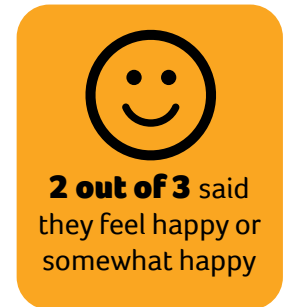
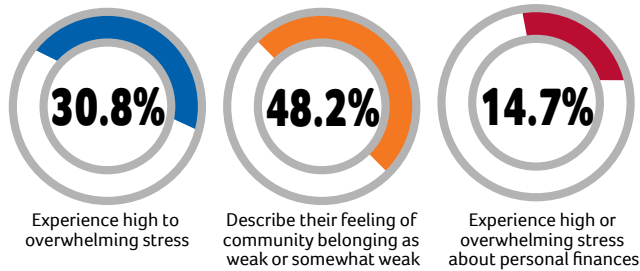
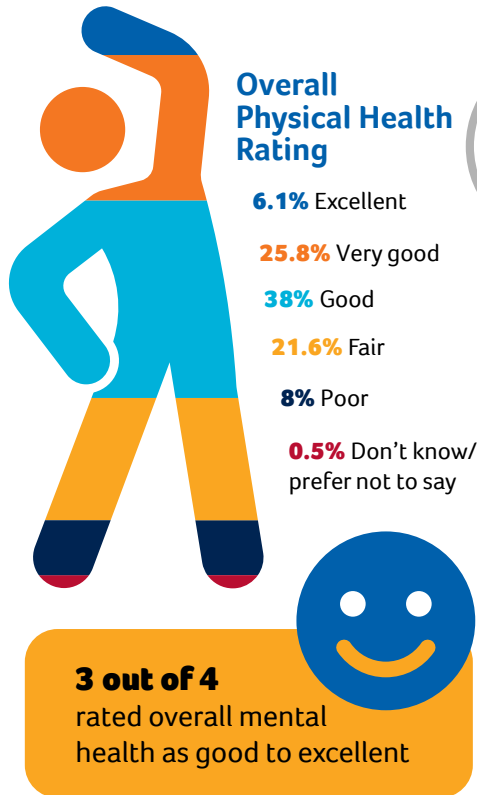


**91.3%** of respondents were born in Canada

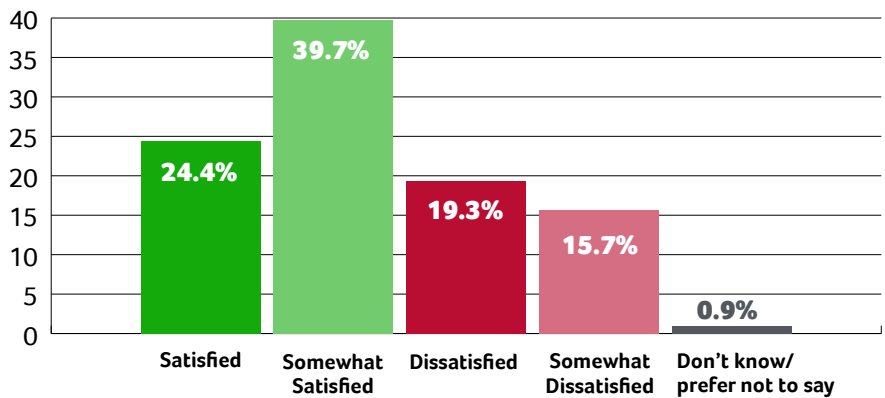
## Employment status



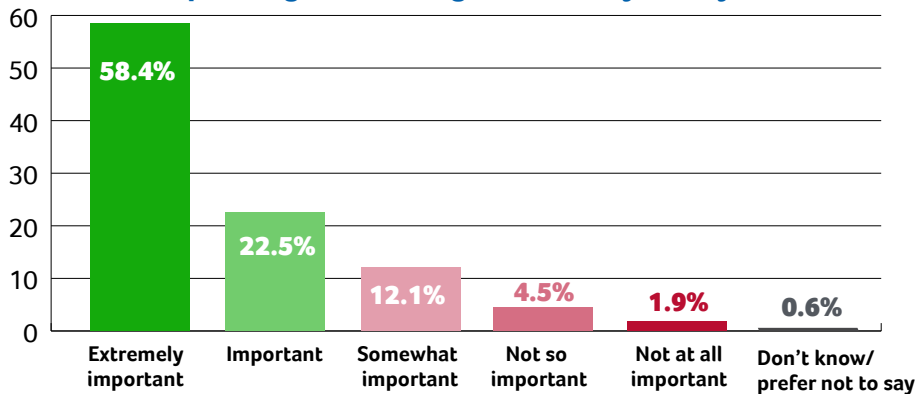
## Survey Findings



### 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

**4.5%**  
Increased

**12.6%**  
Somewhat increased

**56.2%**  
Remained the same

**1.4%** Don't know/prefer not to say



**81.4%** said their employment status did not change

**16.1%**  
Somewhat decreased

**9.2%**  
Decreased

### Living standards as a result of COVID-19

**0.9%** Don't know/prefer not to say



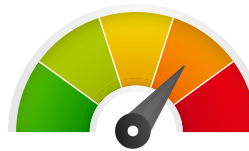
**3.1%** Improved



**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:<sup>1</sup>

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.

<sup>1</sup> 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 causes<sup>1</sup> and risk factors<sup>2</sup> 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.<sup>3</sup> 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 prevention<sup>4</sup> 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.







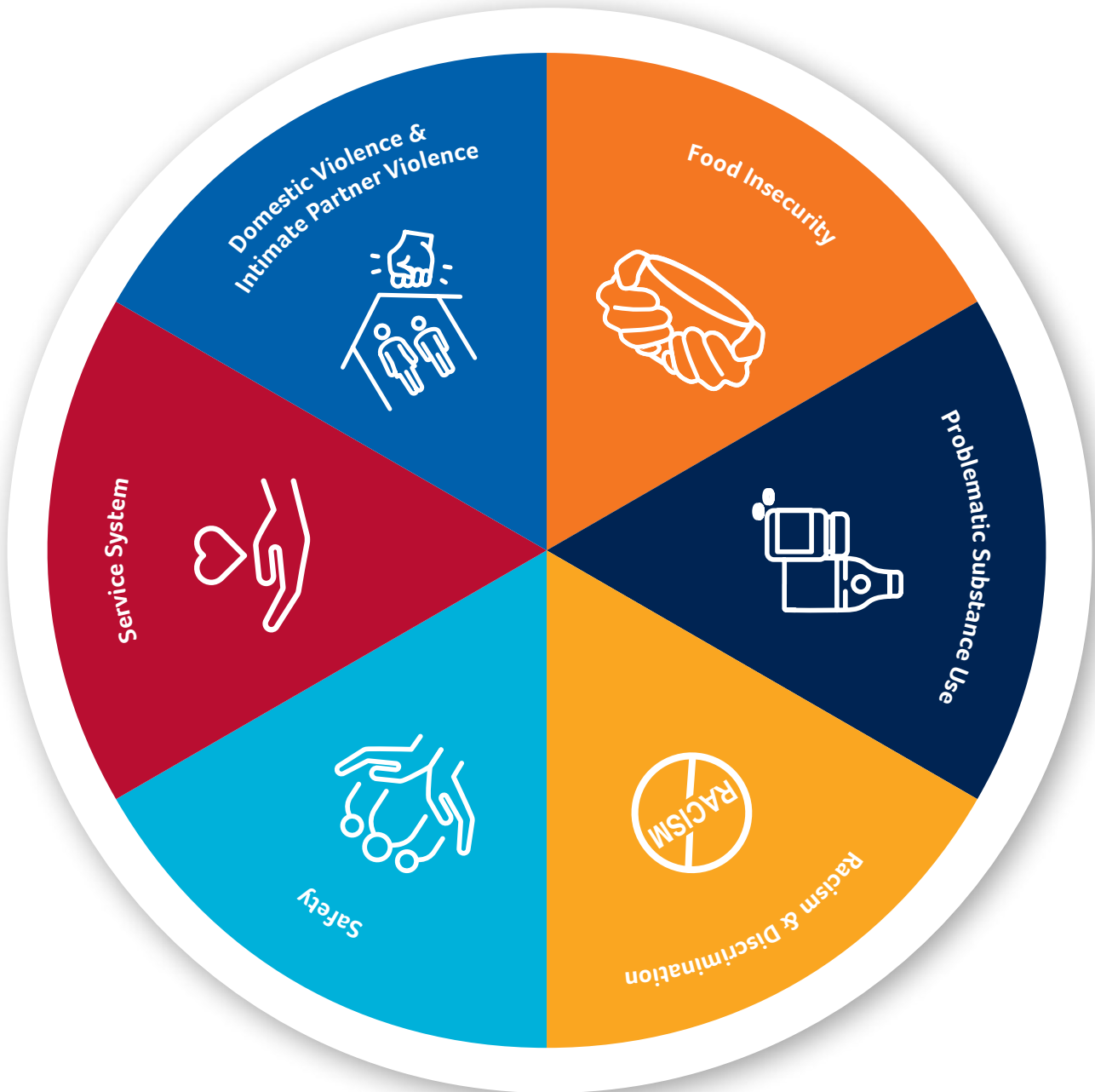




# CSWB Plan Priorities



# 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 restrictions<sup>1</sup>, it is likely that these rates have since increased over the period of the pandemic.

<sup>1</sup> 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:

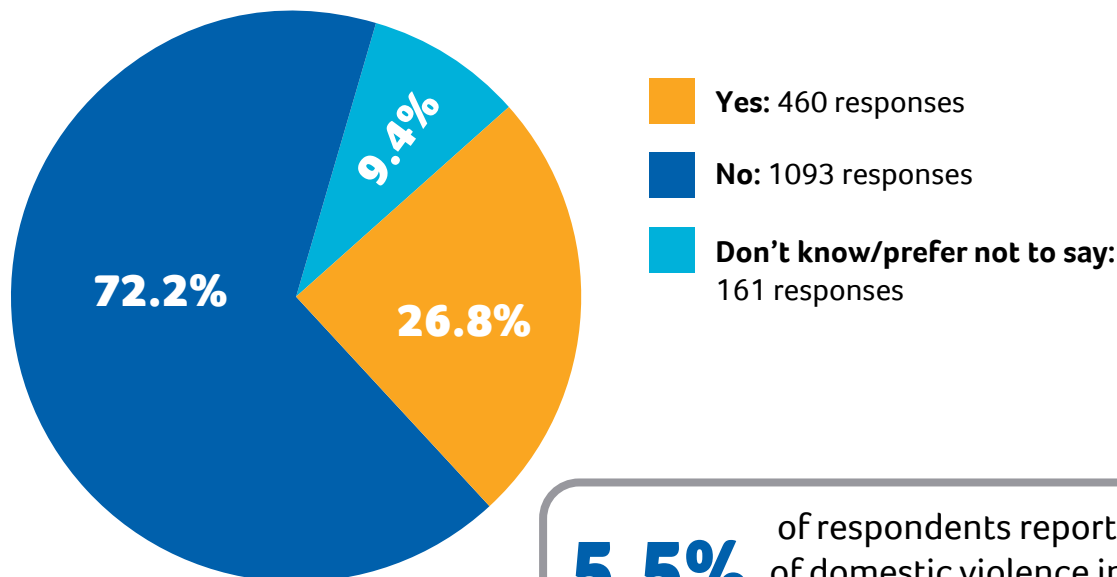
- More supports for victims of domestic violence
- More secure, long-term housing for victims of domestic violence and intimate partner violence
- Amending the process to obtain a restraining order
- The need for a place where families can go and heal together

## 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.<sup>1</sup>

## 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

<sup>1</sup> 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

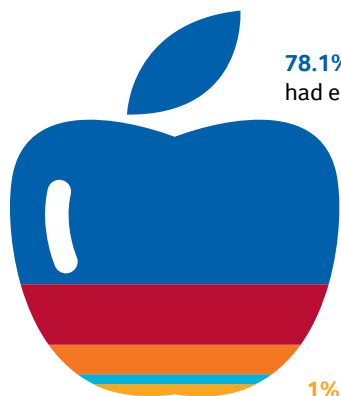
Among survey respondents, 78 per cent indicated they and other household members always have enough of the kinds of foods they want to eat. This means that at least on some occasions, the **remaining 22 per cent of respondents do not have full access to the food** they would like to have for themselves 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 speech<sup>1</sup>

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

## 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

<sup>1</sup> UNHCR, 2020

<sup>2</sup> 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.<sup>1</sup> 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 Canada<sup>2</sup>, 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

<sup>1</sup> Nilson, 2018.

<sup>2</sup> 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 navigation<sup>1</sup>
  - 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)

<sup>1</sup> 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 services<sup>1</sup>
- 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?

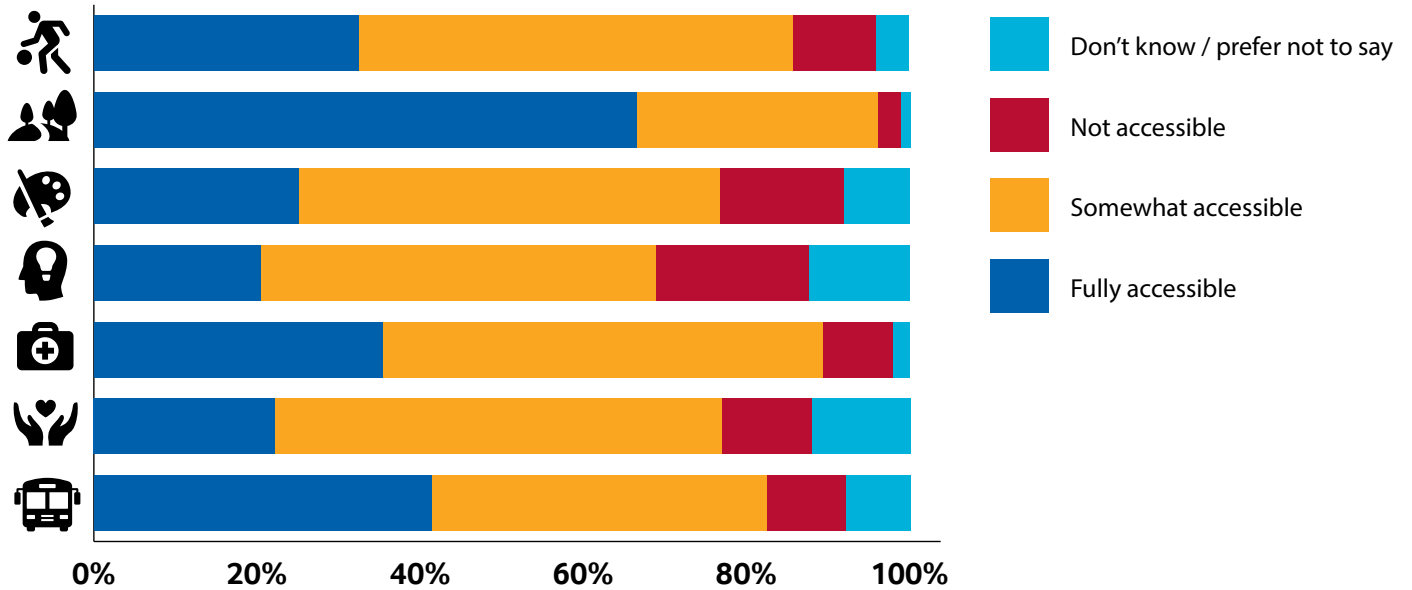
- ➔ Establish a Community Action Table for the service system
- ➔ Pursue a collective impact approach for the Regina human service system
- ➔ Increase the accessibility, inclusion, and centralization of services

*Please see Implementation section for further details.*

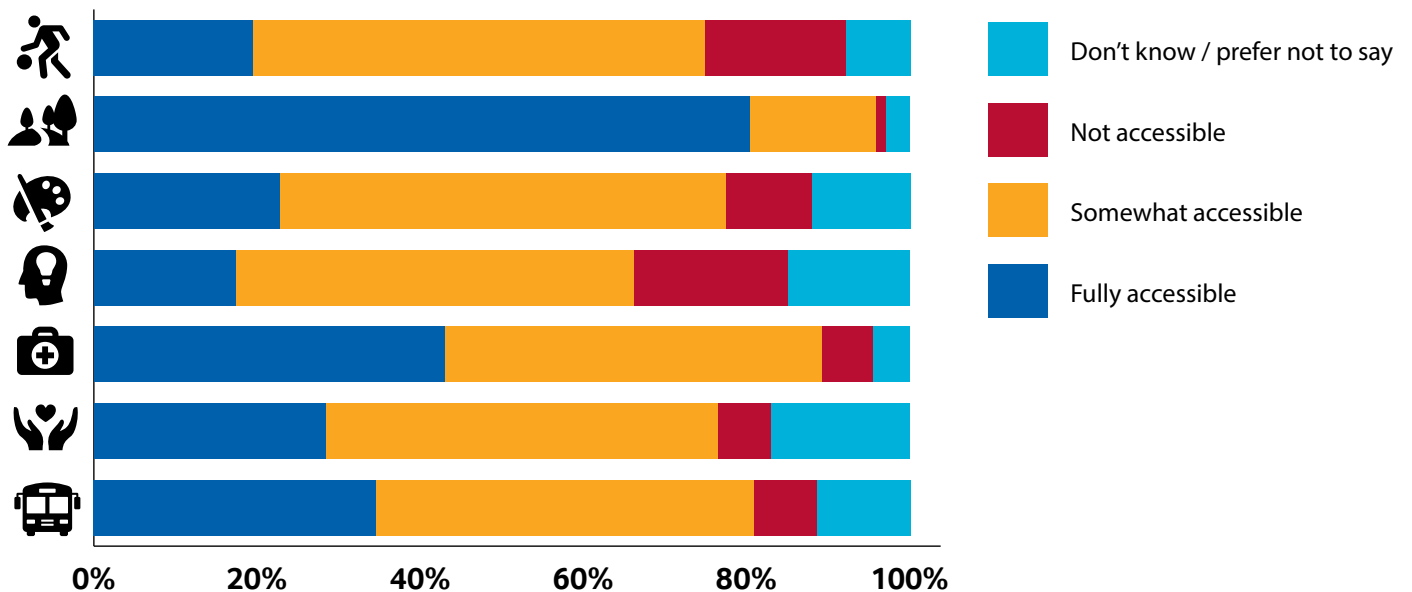
<sup>1</sup> Wraparound services are designed to meet the complex needs of individuals by bringing together community services and interpersonal support networks.



## 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.<sup>1</sup> 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.”***

<sup>1</sup> 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.”<sup>1</sup> 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.<sup>2</sup> 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.<sup>3</sup> 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 Canada<sup>4</sup> and there was a 32 per cent increase in homicide rates for Indigenous females from 2016 to 2017.<sup>5 6</sup>

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.<sup>7</sup>

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 system<sup>8</sup>. 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.”<sup>9</sup>*

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 people<sup>10</sup>

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.<sup>1</sup>
- 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.

<sup>1</sup> 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
<b>Recommendation: Establish a Community Action Table for domestic violence (DV) and intimate partner violence (IPV)</b> Advance, oversee, and provide accountability for approaches to address DV and IPV in Regina.	X			Downstream
<b>Action:</b> Develop a city-wide systems framework to guide DV and IPV approaches for timely and effective intervention.		X		Downstream
<b>Action:</b> Identify system policies that impede responses to DV and IPV and make recommendations to ensure responses are low barrier.	X			Downstream
<b>Recommendation: Implement initiatives to prevent domestic violence and intimate partner violence.</b>				
<b>Action:</b> Explore and expand programmatic and multisectoral approaches to prevent dating and family violence.		X		Upstream
<b>Action:</b> Explore and enhance preventative education approaches to foster healthy masculinity.	X			Upstream
<b>Recommendation: Strengthen services to identify and offer support in situations of domestic violence and intimate partner violence.</b>				
<b>Action:</b> Explore options for identification and early intervention resources for families, friends, and neighbours of individuals experiencing DV and IPV.		X		Midstream
<b>Action:</b> Explore avenues to offer specialized bystander training related to DV and IPV.	X			Downstream
<b>Action:</b> 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
<b>Action:</b> 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
<b>Recommendation: Ensure adequate emergency response supports are available for those fleeing situations of domestic violence and intimate partner violence.</b>				
<b>Action:</b> 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
<b>Action:</b> 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
<b>Action:</b> Explore and support specialized education and training for emergency responders in trauma and culturally informed approaches to DV and IPV.		X		Downstream
<b>Recommendation: Establish supports and services for survivors, perpetrators, and their families to facilitate healing.</b>				
<b>Action:</b> Explore the creation of spaces to support survivors and families in the healing process.			X	Downstream
<b>Action:</b> Explore expanded programming options and supports for perpetrators of violence.		X		Downstream
<b>Action:</b> Enhance access to counselling, peer, and family supports, including culturally adequate and relevant approaches.	X			Midstream / Downstream
<b>Action:</b> 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
<b>Recommendation: Establish a community action table for food insecurity.</b> Advance, oversee, and provide accountability for community food insecurity work in Regina.	X			Downstream
<b>Action:</b> Conduct food systems mapping to highlight unmet needs and barriers to service access.		X		Midstream
<b>Action:</b> Conduct community research on food security and systems.		X		Upstream
<b>Action:</b> Undertake food security assessment and reporting for Regina.			X	Midstream
<b>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.</b>				
<b>Action:</b> Explore opportunities to establish community food hubs that can act as centres for food preparation, distribution, programming, and knowledge development.		X		Midstream
<b>Action:</b> Utilize existing infrastructure to set up pop-up community kitchens throughout Regina, with a focus on neighbourhoods with residents experiencing food insecurity.	X			Midstream
<b>Action:</b> Promote opportunities for food sharing at the individual, neighbourhood, and agency level.		X		Midstream
<b>Action:</b> Explore and promote ways to offer culturally appropriate and traditional food sources.		X		Midstream / Downstream
<b>Action:</b> 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
<b>Recommendation: Increase access to healthy food and water for all residents.</b>				
<b>Action:</b> Explore opportunities for corner store initiatives in priority neighbourhoods to offer healthy and affordable food options.	X			Midstream
<b>Action:</b> Explore the expansion of mobile food options.		X		Downstream
<b>Action:</b> Explore options to establish publicly accessible water sources in periods of extreme heat.	X			Midstream
<b>Action:</b> Work with the business community to provide increased opportunities to access healthy food and grocery stores.			X	Midstream
<b>Recommendation: Address issues of food affordability, particularly for those with low incomes.</b>				
<b>Action:</b> Explore options for 'pay what you can' grocery initiatives/programs.		X		Downstream
<b>Action:</b> Explore approaches to subsidize healthy food options through food box or food voucher programs.	X			Midstream
<b>Action:</b> Collaborate with income assistance programs to provide direct payment options for healthy food.		X		Downstream
<b>Recommendation: Support and develop opportunities for urban agriculture.</b>				
<b>Action:</b> Provide increased opportunities, spaces, and approaches for growing food within Regina.		X		Upstream
<b>Action:</b> 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
<b>Action:</b> 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
<b>Recommendation: Establish a community action table for problematic substance use.</b> Advance, oversee, and provide accountability for approaches to address problematic substance use in Regina.	X			Downstream
<b>Action:</b> Oversee development of a comprehensive Overdose Prevention Strategy for Regina.	X			Downstream
<b>Action:</b> Create opportunities for people with lived experience, peer support workers, and patient representatives to participate in decisions regarding problematic substance use.		X		Downstream
<b>Recommendation: Prevent and reduce the harms associated with drug use, drug-related offenses, addictions, and overdose.</b>				
<b>Action:</b> Create a team through an integrated emergency response approach that enhances support following incidents of overdose.		X		Downstream
<b>Action:</b> Review and amend organizational policies to allow a mechanism for organizations and/or providers to offer safe supply.		X		Downstream
<b>Action:</b> 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
<b>Action:</b> Explore opportunities for the decriminalization of drug use alongside relevant stakeholders.			X	Downstream
<b>Action:</b> Advance harm reduction initiatives (including, but not limited, to overdose prevention sites, safe consumption sites, and safe supply) through expanded funding.	X			Downstream
<b>Action:</b> Expand Naloxone training and distribution.	X			Downstream
<b>Action:</b> Review and recommend changes to organizational policies and programs to embed harm reduction approaches in services.		X		Downstream
<b>Action:</b> Expand approaches to support and connect active users to appropriate addiction services when requested.		X		Downstream
<b>Action:</b> 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
<b>Recommendation: Decrease the presence of needles and other drug paraphernalia in public places.</b>				
<b>Action:</b> 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
<b>Action:</b> Enhance support for the Street Project Initiative and similar services.	X			Downstream
<b>Action:</b> Establish working group to determine approaches for increasing public needle disposal drop boxes and community-based needle exchange/disposal programs.	X			Downstream
<b>Recommendation: Reduce the stigma surrounding substance use and addictions.</b>				
<b>Action:</b> Establish stigma and discrimination working group comprised of people with lived experience to explore sector-wide commitment and approaches to addressing stigma.		X		Downstream
<b>Action:</b> Establish educational resources to support the shift towards dignified and humanizing language pertaining to substance use.	X			Downstream
<b>Recommendation: Increase education on and public awareness of problematic substance use.</b>				
<b>Action:</b> Explore and recommend a public awareness campaign to address misunderstandings around the Good Samaritan Act and its application.	X			Downstream
<b>Action:</b> Explore opportunities to offer specialized training to help care providers better support individuals living with addiction.		X		Downstream
<b>Action:</b> Develop and coordinate system-wide training on trauma-informed care approaches.			X	Midstream / Downstream
<b>Action:</b> 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
<b>Recommendation: Establish a community action table for racism and discrimination.</b> Advance, oversee, and provide accountability for anti-racism, discrimination, and oppression work in Regina.	X			Downstream
<b>Action:</b> Bring together partners in the development of a community-led anti-racism impact assessment framework.			X	Downstream
<b>Action:</b> Establish guidelines for collecting disaggregated race-based data to inform policy and program evaluation.		X		Midstream
<b>Action:</b> Develop lens to decolonize practices and policies for organizations and systems.	X			Downstream
<b>Recommendation: Recognize and reject racism and discrimination in Regina.</b>				
<b>Action:</b> Establish public education campaign to recognize and reject all forms of racism and discrimination.		X		Upstream
<b>Action:</b> Provide across-sector anti-oppression training and education opportunities.	X			Upstream
<b>Action:</b> Establish dedicated funding to advance anti-racism programs, initiatives, and services.			X	Upstream
<b>Recommendation: Support individuals in accessing safer spaces and services.</b>				
<b>Action:</b> Conduct a review to establish an accessible platform for safely reporting incidents of discrimination.		X		Downstream
<b>Action:</b> 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
<b>Recommendation: Provide opportunities to create diverse and inclusive communities and workplaces.</b>				
<b>Action:</b> Explore opportunities to expand mentorship programs for Indigenous and equity-deserving groups.	X			Midstream
<b>Action:</b> 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
<b>Action:</b> Utilize partnerships to create community engagement and research opportunities for youth and students.		X		Upstream
<b>Action:</b> Build partnership with community to elevate equity, diversity, inclusion, and race relations in workplaces.		X		Upstream
<b>Action:</b> 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
<b>Recommendation: Establish a community action table for safety.</b> Advance, oversee, and provide accountability for initiatives to address community safety in Regina.	X			Downstream
<b>Recommendation: Focus on upstream prevention and early intervention to reduce risks, harm, crime, and victimization, and improve overall well-being.</b>				
<b>Action:</b> 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
<b>Action:</b> Strengthen coordination of intervention programs and human service hub or situation tables, with an emphasis on early intervention.	X			Upstream / Midstream
<b>Action:</b> Support and expand prevention strategies for youth including recreation, peer-led programming, and job opportunities.		X		Upstream
<b>Recommendation: Address social disorder and crimes committed out of despair.</b>				
<b>Action:</b> Explore and implement community-based social navigation program to engage in street outreach and connect individuals to services for priority neighborhoods.	X			Midstream
<b>Action:</b> 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
<b>Recommendation: Address residents' concerns around physical safety in Regina.</b>				
<b>Action:</b> Establish plan to increase coordination of neighbourhood activation events and activities.			X	Upstream
<b>Action:</b> Conduct analysis to identify priority locations for installation of 'Public Help Points' (i.e., Blue Light Emergency Phone Towers).		X		Downstream
<b>Action:</b> Explore the development of and implement a safety audit program to reduce crime and improve safety for Regina.			X	Downstream
<b>Action:</b> 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
<b>Action:</b> Establish a mechanism for community members to raise safety concerns related to environmental design.		X		Midstream / Downstream
<b>Recommendation: Engage residents by providing information and awareness on the realities of community well-being and safety in Regina.</b>				
<b>Action:</b> Offer regular community safety information, education sessions, and events to engage residents in community safety and well-being topics.	X			Midstream
<b>Action:</b> Explore opportunities to implement neighbourhood safety network programs throughout the City.		X		Midstream / Downstream
<b>Action:</b> Pursue public awareness campaigns to educate and empower the public in identifying and responding to community incidents.		X		Downstream
<b>Recommendation: Enhance incident response and recovery to support community healing.</b>				
<b>Action:</b> Pursue and implement a traumatic event systems strategy for Regina.			X	Downstream
<b>Action:</b> Explore options to develop multidisciplinary team-based safety response approaches for CSWB plan priorities.		X		Downstream
<b>Action:</b> 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
<b>Recommendation: Establish a community action table for service system.</b> Advance CSWB collective impact approach for the service system in Regina.	X			Midstream
<b>Action:</b> Conduct systems mapping to highlight unmet needs and barriers to service access.	X			Downstream
<b>Action:</b> 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
<b>Action:</b> Explore opportunities for conducting a social impact assessment (audit) to provide a common framework for outcome measurement in Regina.			X	Downstream
<b>Recommendation: Pursue a collective impact approach for the Regina human service system.</b>				
<b>Action:</b> Explore the connection and potential integration between referral and case management platforms.		X		Downstream
<b>Action:</b> 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
<b>Action:</b> Advance a strategy to align priorities, evaluation, and expectations among funding agencies.		X		Downstream
<b>Action:</b> Provide capacity building opportunities related to monitoring and evaluation of programs and services.	X			Downstream
<b>Action:</b> Explore a coordinated and centralized funding body to integrate investments.			X	Midstream
<b>Action:</b> 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
<b>Recommendation: Increase the accessibility, inclusion, and centralization of services.</b>				
<b>Action:</b> Explore the development of shared policy frameworks to enhance the accessibility and inclusion of services.		<b>X</b>		Upstream
<b>Action:</b> Explore and implement interdisciplinary care models for new and existing programming.		<b>X</b>		Midstream
<b>Action:</b> Explore opportunities to build community service hubs, including using existing neighbourhood infrastructure.			<b>X</b>	Midstream
<b>Action:</b> Review policies to ensure services are low barrier, address client-identified needs, and prioritize access for marginalized populations.	<b>X</b>			Downstream
<b>Action:</b> Explore the creation of permanent non-emergency response initiatives (i.e., outreach and social navigation) to assist people in priority neighbourhoods.		<b>X</b>		Downstream
<b>Action:</b> Increase supports for current after-hours services, as well as the expansion of 24-hour, drop-in services, and programming spaces.	<b>X</b>			Downstream
<b>Action:</b> Explore opportunities to better support the transportation needs of clients.			<b>X</b>	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.<sup>1</sup> 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

<sup>1</sup> 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.”<sup>1</sup> 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.

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<sup>1</sup> 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 Approach<sup>1</sup> – 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.<sup>2</sup> 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 approach<sup>3</sup>
- Intentional mechanisms that may make communicating the work easier

<sup>1</sup> 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.

<sup>2</sup> Examples include COVID-19 and the appearance of fentanyl.

<sup>3</sup> 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.

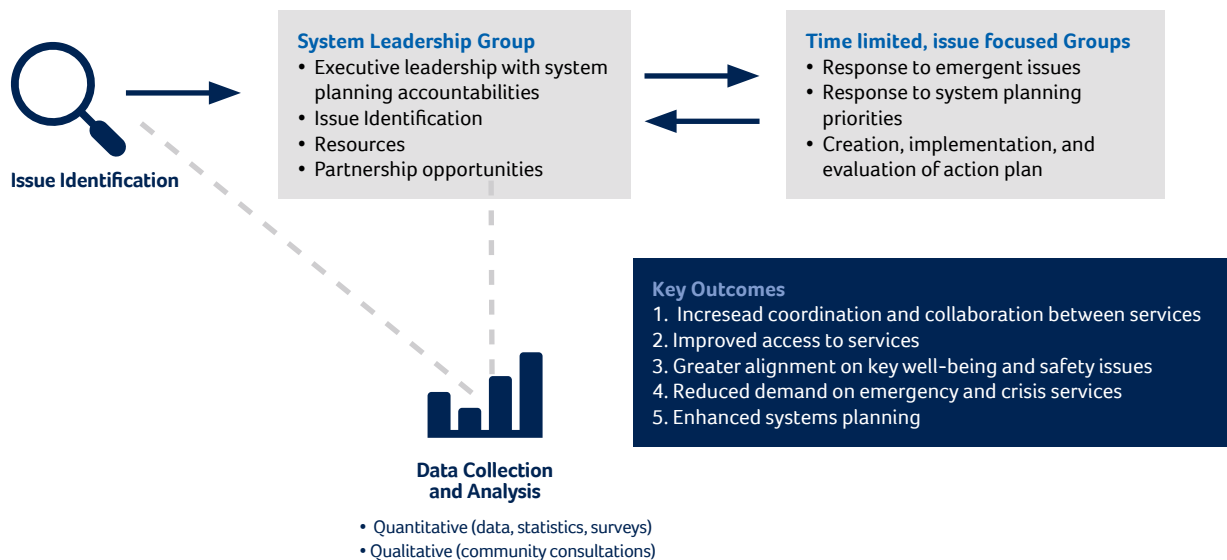
**Data Collection and Analysis:** Assess issues through population- and community-based data collection processes and data analytics to determine the appropriate response including the potential formation of time-limited, issue-focused action groups. The issue assessment process should be augmented by the model’s data analytics and decision support function. Working with a data storyteller or interpreter<sup>1</sup> 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



<sup>1</sup> 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.<sup>1</sup> 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:

### Backbone support to increase capacity for systems change

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

1

### 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

### 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

<sup>1</sup> Research/evaluation related to crime prevention and community safety & well-being work is limited. The Waterloo Region Crime Prevention Council (WRCPC) led one 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:<sup>1</sup>

- 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.

<sup>1</sup> 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 <sup>1</sup>		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.

<sup>1</sup> Waterloo Region Crime Prevention Council, "Root Causes Approach to Crime," 2017

<b>Violence in the Home</b>	<p><b>Victims of child maltreatment and neglect are more likely to come in conflict with the law.</b></p> <p><b>Men who witnessed their fathers be violent toward their mothers are three times as likely to be violent toward their own wives.</b></p> <p><b>One in three women worldwide experience physical or sexual violence, mostly by an intimate partner.</b></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>
<b>Social Exclusion</b>	<p><b>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).</b></p> <p><b>Race/ethnic factors associated with crime are the consequences of people being kept at social and economic disadvantage.</b></p>	<p>Address issues of stereotyping, discrimination, and belonging.</p>
<b>Unemployment</b>	<p><b>Many youth and adults admitted to correctional facilities have been chronically unemployed and/or underemployed.</b></p> <p><b>Unemployment after terms of incarceration also increases the likelihood of re-offending.</b></p>	<p>Improve employment opportunities and access to skill development and upgrading.</p>
<b>Poverty</b>	<p><b>Poverty, income insecurity, and other inequities are linked to chronic stress and health problems, unsatisfactory living conditions and relationship challenges.</b></p> <p><b>The effects of poverty are particularly stressful during pregnancy and for lone parents.</b></p>	<p>Examine ways to distribute access to resources and opportunities more equitably.</p>



## Appendix 3: CSWB Survey Questions

Categories	Questions
<b>Happiness, Life Satisfaction, and Spiritual Well-being</b>	<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>
<b>Healthy Populations</b>	<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>
<b>Living Standards</b>	<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>
<b>Belonging, Trust, and Relationships</b>	<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>

<b>Community Safety and Perceptions of Crime</b>	<p>Please select your top three most significant sources of information about safety and crime.</p> <p>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>
<b>Substance Use</b>	<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>
<b>Democratic Engagement</b>	<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>
<b>Accessibility to Services</b>	<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
<b>2SLGBTQIA Community</b>	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.
<b>Black Community</b>	Individuals associated with a local organization	Virtual	Online session facilitated by local partners with CMNCP present.
<b>Early Childhood and Families</b>	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.
<b>Indigenous Peoples<sup>1</sup></b>	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.
<b>Neighbourhood Associations</b>	Representatives from several local community associations	Virtual	Online session facilitated by CMNCP.

<sup>1</sup> 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.

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



# 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 domain<sup>1</sup> 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
<b>Community Vitality</b>	<ul style="list-style-type: none"> <li>• % of the population that reports strong sense of belonging to community</li> <li>• % of population reporting unpaid, formal volunteering for organizations</li> <li>• % of population with 5 or more close friends</li> </ul>
<b>Democratic Engagement</b>	<ul style="list-style-type: none"> <li>• % of voter turnout at federal, provincial, and municipal elections</li> <li>• Ratio of eligible voters to those registered to vote</li> <li>• Gap in % turnout between older and younger voters</li> <li>• % of population with high confidence in elected officials</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• Ratio of students to educators in public schools</li> <li>• Availability of after-school activities in community</li> <li>• % of 25 to 64-year olds in population with a university degree</li> <li>• % of 20 to 25-year olds in labour force completing high school</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>• % of population that live within 5km of a park or outdoor recreation</li> <li>• % of population that is satisfied with opportunities to enjoy the outdoors</li> </ul>
<b>Healthy Populations</b>	<ul style="list-style-type: none"> <li>• % of population that rates their overall health as good or excellent</li> <li>• Rate of emergency department visits for mental health conditions</li> <li>• % of daily or occasional smokers among teens aged 12 to 19</li> <li>• % of households that are moderately or severely food insecure</li> </ul>
<b>Leisure and Culture</b>	<ul style="list-style-type: none"> <li>• Average % of time spent on the previous day in social leisure activities</li> <li>• Average monthly frequency of participation in physical activity</li> <li>• Availability of accessible recreation and leisure opportunities for youth</li> <li>• Average attendance in past year at all performing arts performances</li> </ul>
<b>Living Standards</b>	<ul style="list-style-type: none"> <li>• After-tax median income of families</li> <li>• Gini coefficient (income gap)</li> <li>• % of households who spend &gt;30% of income on shelter costs</li> <li>• % of lone-parent households</li> <li>• % of labour force in long-term unemployment</li> </ul>

<sup>1</sup> 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/1CwnlDX\\_8ARSfhL\\_QoeBrVi6nWVZhT3ol/view](https://drive.google.com/file/d/1CwnlDX_8ARSfhL_QoeBrVi6nWVZhT3ol/view).

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



# 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.<sup>1</sup>

Expected Outcomes	Indicators	Baseline Data	Targets	Data Sources	Data Collection Methods	Frequency	Responsibility
<b>Long-term Outcome: Increased community safety and well-being</b>	# of people employed	Employment rates from the year the plan starts	5 per cent increase	Municipality	Collect from municipality	Every two years	Municipality
<b>Intermediate Outcome: Increased educational attainment</b>	# 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
<b>Immediate Outcome: Community is better informed of issues faced related to CSWB (education specifically)</b>	# 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

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



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