



# Community Safety and Well-Being Plan 2024-2028



**North  
Battleford**

Treaty Six Territory | Heartland of the Métis | Saskatchewan | Canada

Prepared by **MNP**  
LLP

# Steering Committee

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This plan will be supported by a Steering Committee that includes:

Municipalities	<ul style="list-style-type: none"><li>• City of North Battleford</li><li>• Town of North Battleford</li><li>• RM of North Battleford</li><li>• RM of Battle River</li></ul>
First Nation Communities	<ul style="list-style-type: none"><li>• Saulteaux First Nation</li><li>• Lucky Mann Cree Nation</li><li>• Little Pine First Nation</li><li>• Sweetgrass First Nation</li><li>• Moosomin First Nation</li><li>• Red Pheasant Cree Nation</li><li>• Stoney Knoll First Nation</li><li>• Mosquito Grizzly Bear's Head Lean Man First Nation</li><li>• Ahtahkakoop Cree Nation</li></ul>
Tribal Councils & Regional Coalitions	<ul style="list-style-type: none"><li>• Battlefords Regional Community Coalition</li><li>• Battlefords Agency Tribal Chiefs</li><li>• Battlefords Tribal Council</li></ul>

The Steering Committee has representation on the working group as well.

# Working Group

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This plan was developed by and will be supported by a Community Safety and Well-Being Working Group that includes:

Community/ Social Services for Children/Youth	<ul style="list-style-type: none"><li>• BGC Battlefords</li><li>• Early Childhood Intervention Program</li><li>• Concerns for Youth</li><li>• Kanaweyimik Child &amp; Family Services</li><li>• Keyanow Child and Family Centre</li></ul>
Community/ Social Services	<ul style="list-style-type: none"><li>• Immigration Resource Centre</li><li>• Battleford Indian &amp; Metis Friendship Centre</li><li>• The Battlefords Housing Authority</li><li>• Income Assistance North Battleford</li></ul>
Education	<ul style="list-style-type: none"><li>• Living Sky School Division</li><li>• Light of Christ Catholic School Division</li><li>• Sakawew High School</li></ul>
Physical / Mental Health	<ul style="list-style-type: none"><li>• Saskatchewan Health Authority (SHA)</li><li>• Canadian Mental Health Association (CMHA) North Battleford</li><li>• Battle River Treaty Six Health Centre</li><li>• Battleford &amp; Area Sexual Assault Centre</li></ul>
Policing & Community Safety	<ul style="list-style-type: none"><li>• RCMP North Battleford Detachment</li><li>• City of North Battleford Community Safety Officers</li><li>• Citizens on Patrol (COPP)</li><li>• Battleford Therapeutic Court</li></ul>
Business Community	<ul style="list-style-type: none"><li>• Battlefords Chamber of Commerce</li><li>• North Battleford Downtown Business Improvement District</li></ul>
Transportation	<ul style="list-style-type: none"><li>• North Battleford Public Transit</li></ul>

Thank you to these and all community members that contributed to this plan.

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# Introduction

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## Background

The City of North Battleford created a working group of community and regional partners to develop a Community Safety & Well-Being Plan with the focus of creating a safer and healthier community. The plan focuses on the service hub nature of the City of North Battleford to meet the needs of the City and the surrounding communities that come to the City on a regular basis to access services and work.

The City of North Battleford has recently struggled with perceptions of being an “unsafe” community influenced by the annual reporting of the Crime Severity Index (CSI) data published by Statistics Canada. Media reporting on the results has increased attention related to the data. CSI calculations incorporate the amount of crime reported by police and the relative seriousness of these crimes. The severity is determined based on the proportion of people that are convicted and incarcerated as a result of the offence and then the length of the sentence they receive.<sup>1</sup> CSI is metric that is used to compare because it is one of the few consistently, nationally required data sets reported by all police services. CSI is not a helpful metric to use in identifying solutions or strategies to make a community safer or improve the perception of safety because it does not provide context to the cause of the crimes.

Therefore the CSWB plan is focused on addressing the underlying risk factors that are likely contributing to the CSI but the strategies are focused on creating a healthier community.

A Steering Committee of the elected representatives from the regional communities and municipalities will serve as the strategic group of champions that are supported by a Working Group of representatives from local agencies. The Working Group will all work collaboratively to implement this joint Community Safety and Well-Being Plan (CSWB Plan). The Working Group will be supported by the CSWB Coordinator position.

## Purpose

The purpose of the CSWB Plan is to improve the safety and well-being of community members, by focusing on priority risks in our community and developing proactive and integrated strategies to address them. Intended benefits include:

- Enhanced communication and collaboration among sectors, agencies and organizations
- Healthier, more productive individuals that positively contribute to the community
- Increased understanding of and focus on priority risks, vulnerable groups and neighbourhoods
- Increased engagement of community groups, residents and the private sector in local initiatives and networks
- Enhanced feelings of safety and being cared for, creating an environment that will encourage community cohesion

- Increased awareness, coordination of and access to services for community members and vulnerable groups
- More effective, seamless service delivery for individuals with complex needs
- New opportunities to share multi-sectoral data and evidence to better understand the community through identifying trends, gaps, priorities and successes
- Investment in prevention and intervention focused services and reduced investment in and reliance on incident response.

The CSWB Plan enables a proactive and integrated approach to safety and well-being at four levels of intervention:

**Social Development** – Promoting and maintaining community safety and well-being

**Prevention** – Proactively reducing identified risks

**Risk Intervention** – Mitigating situations of elevated risks

**Incident Response** – Critical and non-critical incident response

Planning occurs in all four areas, but the focus is on strengthening and investing in social development, prevention, and risk intervention to reduce the need for incident / crisis response.

This plan and the accompanying tools are working documents, designed to evolve with the needs of the community to ensure efforts and resources are used strategically and for the greatest impact.

## Stakeholder, Program, and Community Engagement

The CSWB will be implemented through collaboration of service providers and the communities. Plan development included:

**Advisory Committee:** An Advisory Committee or representatives from a number of service provider organizations, as well as regional tribal councils and elected representatives from the region, were invited to participate.

Advisory Committee members participated in individual interviews to provide professional insights, information and data on current programs, resources, and processes. Members attended a two-day planning session.

**Community Organizations:** Representatives of other community agencies and organizations participated in focus groups or individual interviews to provide insights and opinions on community needs, risks, priorities to be addressed in the CSWB Plan, existing programs, gaps, and opportunities for collaboration. Participants by type of service or population included:

- Social Services (2)
- Political (Tribal Councils, Municipalities, Towns) (6)
- Policing & Crime Prevention (RCMP, Community Safety Officers) (4)
- Business Community (1)
- Community Coalitions (1)
- Recreation (Youth programming) (1)
- Housing (1)
- Education (3)

- Health Services, including Mental Health and Sexual Assault Services (6)
- Immigration Services (1)
- Fire (1)

**General Community:** 117 community members provided input to this process through an on-line survey. Notice of the opportunity to provide input was communicated through the following:

- Municipal websites
- Advisory Committee member networks
- Notices on municipal social media accounts

# CSWB Plan

## Mission

*To provide leadership, coordination, reconciliation and community relationship building*

*To provide advocacy for investments in preventative community services that support long-term community safety and well-being*

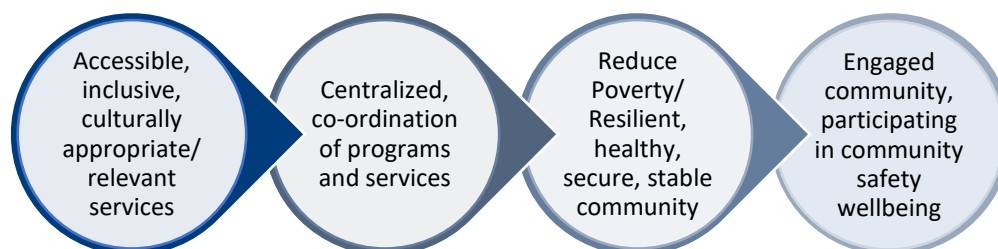
## Guiding Principles

The CSWB Plan is guided by three underlying principles. These principles are important considerations within each area of focus and the four overarching goals of the plan.

<b>Coordination</b>
Services must work together, communicate and share information to meet the needs of the community.
<b>Inclusion</b>
Services must be accessible to all community members, including vulnerable and marginalized populations.
<b>Engagement</b>
Community member participation and input is essential for successful implementation of the Community Safety and Well-Being Plan.

## Goals

The plan is focused on achieving the vision of a healthier and safer community. The four goals below detail the vision for the plan and describe the outcomes of successful implementation over the next five years.





## Indicators

Key performance indicators have been developed to measure progress toward the goals and intended outcomes of the Plan. The Table below charts detailed indicators in six key areas needed to measure progress towards the CSWB Plan goals.

Key Performance Indicator	Crisis Interventions	Key Health Indicators	Equity & Social Justice	Collaboration	Community Initiatives
<b>Mental Health &amp; Substance Use</b>	<ul style="list-style-type: none"> <li>• Calls for emergency service</li> <li>• E.R. visits related to substance use and / or mental health</li> <li>• Crime occurrences related to substance use and / or mental health</li> <li>• Homelessness due to substance use and / or mental health</li> </ul>	<ul style="list-style-type: none"> <li>• Occupancy</li> <li>• Wait times / wait lists</li> <li>• Hospitalizations due to substance use and / or mental health</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals served by the program(s)</li> <li>• Client perception and satisfaction with programs and services</li> <li>• Capacity / availability of program(s)</li> <li>• Culturally appropriate programs and services</li> </ul>	<ul style="list-style-type: none"> <li>• Warm handoffs between social service and healthcare providers, and other support services</li> <li>• Individuals connected to / declined support services (by type)</li> <li>• Mentor / mentee relationships developed (peer-to-peer)</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and education activities</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>• Wait lists for access to transitional and / or supportive housing</li> <li>• Individuals experiencing unsheltered homelessness</li> <li>• Couch-surfing (hidden homelessness)</li> <li>• Affordability, accessibility, and adequacy of housing options</li> <li>• Emergency shelter use</li> </ul>	<ul style="list-style-type: none"> <li>• Physical and mental health indicators</li> <li>• Access to services</li> <li>• Food sovereignty / security</li> <li>• Education and employment activities</li> </ul>	<ul style="list-style-type: none"> <li>• More housing added to housing stock</li> <li>• Proximity of housing options to service providers, transportation, and recreation</li> <li>• Inclusive and accessible housing supports</li> <li>• Inclusion and access in programs and services</li> <li>• Culturally appropriate programs and services</li> </ul>	<ul style="list-style-type: none"> <li>• Referrals made and received to partner agencies</li> <li>• Community partner involvement in planning and review</li> <li>• Mentor / mentee relationships developed (peer-to-peer)</li> </ul>	<ul style="list-style-type: none"> <li>• Consultations with community members and stakeholders</li> </ul>
<b>Youth Supports</b>	<ul style="list-style-type: none"> <li>• Older youth and young adult programs</li> </ul>	<ul style="list-style-type: none"> <li>• Clinical assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Youth accessing programming (by type)</li> </ul>	<ul style="list-style-type: none"> <li>• Referrals made and received to partner agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Communication material developed, promotional activities undertaken</li> </ul>

Key Performance Indicator	Crisis Interventions	Key Health Indicators	Equity & Social Justice	Collaboration	Community Initiatives
	<ul style="list-style-type: none"> <li>developed, including age cohorts served</li> <li>Youth connected with supports</li> <li>Youth aging out of care</li> <li>Emergency shelter use</li> </ul>	<ul style="list-style-type: none"> <li>Proximity of Youth housing options to service providers, transportation, and recreation</li> <li>Food sovereignty / security</li> <li>Education, employment, and life skills activities</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility and adequacy of Youth housing options</li> <li>Inclusive and accessible housing supports</li> </ul>	<ul style="list-style-type: none"> <li>Mentor / mentee relationship developed (peer-to-peer)</li> <li>Culturally appropriate programs and services</li> </ul>	<ul style="list-style-type: none"> <li>Social media and website views, like and comments</li> </ul>
Community Engagement	<ul style="list-style-type: none"> <li>Skill building and development</li> </ul>	<ul style="list-style-type: none"> <li>Community enhancement (sense of inclusion, pride, and belonging)</li> </ul>		<ul style="list-style-type: none"> <li>Programs developed to increase volunteer pool</li> <li>Inter-agency collaboration</li> <li>Recruitment</li> <li>Cross-sectorial engagement</li> </ul>	<ul style="list-style-type: none"> <li>Community vision defined</li> <li>Communication material developed, promotional activities undertaken</li> <li>Social media and website views, likes and comments</li> <li>Community engagement</li> </ul>
Transportation				<ul style="list-style-type: none"> <li>Project initiation and planning</li> <li>Identify areas for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Communication material developed, promotional activities undertaken</li> <li>Social media and website views, likes and comments</li> <li>Community survey</li> </ul>

Key Performance Indicator	Crisis Interventions	Key Health Indicators	Equity & Social Justice	Collaboration	Community Initiatives
<b>Coordination &amp; Integration of Service Providers</b>	<ul style="list-style-type: none"> <li>• Inter-agency program referrals streamlined</li> <li>• Identification of critical incidents</li> <li>• Emergency situations, identification and response</li> </ul>	<ul style="list-style-type: none"> <li>• Community wellness metrics implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Public referrals accessible (i.e., self-referral)</li> <li>• Wait times / waitlist for programs</li> <li>• Streamlined coordinated access</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment</li> <li>• Qualified CSWB Coordinator candidate retained</li> <li>• Inter-agency collaboration</li> <li>• Communication between community-based organizations, members served, and levels of government</li> <li>• Progress in achieving CSWB Plan goals</li> <li>• Service provider database, developed and active</li> <li>• Safety and security issues defined</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent, ongoing engagement</li> </ul>

## Four Priority Areas of Focus

The Community Safety and Well-Being Plan is focused on four key areas identified through stakeholder and community consultation as priorities to improve safety and well-being. Each of the priorities are explored in greater detail in the sections that follow. The four focus areas are:

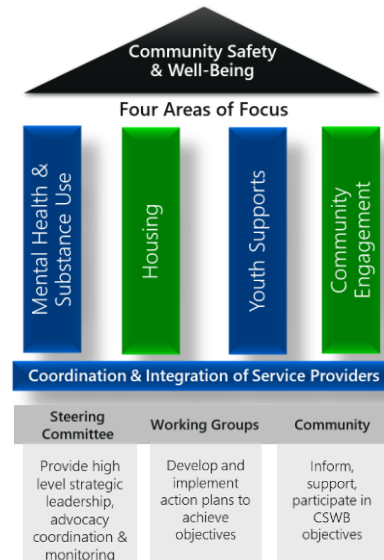
- Mental Health & Substance Use;
- Housing;
- Youth Supports; and,
- Community Engagement.

The objectives under each of the priority areas are supported by a foundation of ongoing collaboration, inclusion, and engagement. These foundational elements will ensure that the plan is dynamic and adaptive to evolving community needs.

There are important roles for the Working Group and the community overall in each focus area as shown in the graphic. More detail is included at the end of this document under Implementation.

Following detail is provided for each priority in the following sections:

- A brief description of the current situation in the City of North Battleford, including programs and services currently available;
- Targeted information to begin addressing the issues;
  - Risk and protective factors;
    - *Risk Factors* – Circumstances that increase vulnerability or the likelihood of negative consequences.
    - *Protective Factors* – Elements that have a positive influence on community safety and well-being.
  - Gaps and barriers – issues that are adversely impacting the ability of community members to meet their needs in relation to addressing an issue;
  - Vulnerable groups;
- Objectives – The initiatives the steering committee and working group will undertake to address gaps and barriers and to achieve plan goals;
- Key Outcomes – The improvements expected as the result of actions; and
- Identified Service Lead for the Objective (if identified).



# Coordination & Integration of Service Providers

## Context

Integration and coordination of service providers is critical to effectively meeting the needs of community members and getting them access as effectively as possible. When service providers work together and share information, the needs of individuals and / or their families are known and therein communicated to the right people at the right time<sup>2</sup>. Most importantly, being able to rely on others and collaborate between agencies ensures that individuals providing services are supported and successful in helping their clients. When service providers coordinate and work collaboratively it builds a ripple effect wherein clients have a healthy support system, more access to resources, and coordinated access to a variety of support tools. Care coordination is an important component of service delivery to achieve quality, efficiency, and efficacy goals<sup>3</sup>. This level of service provider integration and coordination is one component of addressing the gaps and barriers that exist for individuals / families’ navigating the social service sector.

Through community and stakeholder consultation, a theme that continuously presented in discussions about gaps and opportunities was the issue of social service isolation. For example, a lack of communication and / or awareness of what other organizations are doing which, in turn, results in organizational silos.

Of survey respondents, 44% reported North Battleford’s efforts to reduce and prevent crime in the community were average, where 36% reported efforts being poor and very poor, respectively. 54% of survey respondents noted that social services in the community of North Battleford are not accessible, while 60% identified not having their basic human needs met in the last year; basic human needs include, but are not limited to food, water, shelter, and healthcare.

## Objectives

Four key objectives have been established for Coordination and Integration of Service Providers, and have been marked as a high priority for the CSWB Plan:

Objective	Description	Target Completion
<b>Create CSWB implementation infrastructure to facilitate service provider communication and collaboration</b>	Hire CSWB coordinator	2024
	Set up steering committee and working group TOR	*HIGH PRIORITY
	Coordinate regular working group meetings (monthly, bimonthly) (PRIORITY)	
<b>Create a mechanism to measure successful collaboration</b>	Develop a community wellness indices	2024
<b>Leverage technology to create awareness and improve access</b>	Create a service provider portal – for referrals amongst agencies	2026
	Create a service provider portal for the public	

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to services and amongst  
service providers

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## Target Outcomes

The specific target outcomes are shown in the chart below.

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Short-term	Intermediate	Long-term
<ul style="list-style-type: none"><li>• Increased understanding of social development in the community</li><li>• Increased awareness of community safety and well-being</li><li>• Increased collaboration and communication between community-based organizations</li></ul>	<ul style="list-style-type: none"><li>• Quicker connection to appropriate support services and programs</li><li>• Increased engagement with other social supports</li><li>• Increased engagement with prevention</li></ul>	<ul style="list-style-type: none"><li>• Wait times / waitlists reduced</li><li>• Reduced number of calls for emergency services</li><li>• Service providers well equipped and informed</li><li>• Increase in community cohesion, safety, and well-being</li></ul>

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## Working Group

**Lead:** City of North Battleford

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**Members:** Steering Committee, Working Group Members, and community agencies

## Mental Health & Substance Use Challenges

### Context

While many people use substances such as drugs or alcohol to relax, have fun, or cope with stressors, regular use of drugs and alcohol can lead to substance use challenges, which can have an adverse impact on individuals and / or their families <sup>4</sup>.

Harmful substance use patterns and behaviours are a compounding risk factor that impacts and is impacted by other risk factors such as financial (in)stability, housing, and mental health. It has the potential to adversely impact not just the individual struggling with it, but their family, colleagues, and friends.

It is important to note, substance use and mental health related issues are often co-occurring challenges that should be looked at as an inter-related risk factor. Often, people experiencing mental health challenges such as anxiety, depression, post traumatic stress disorder (PTSD), may use drugs and / or alcohol as a form of self-medication.

People who experience substance use challenges are up to three times more likely to have a concurrent mental health challenge. More than 15% of people experiencing substance use challenges have a co-occurring mental health related challenge.<sup>5</sup>

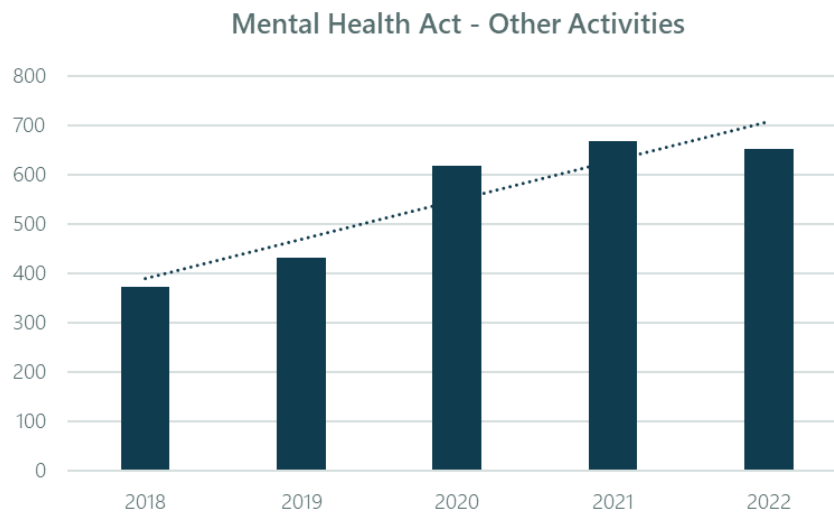
### *Current State & Supporting Statistics*

More than one in four adults living with serious mental health related challenges also experience challenges with substance use<sup>6</sup>. Mental health and addiction related issues, as co-occurring challenges, are multi-layered and complex. Any available mental health and addiction related health data was requested from Saskatchewan Health Authority but none was provided and there is no publicly available data.

From a public safety perspective, anecdotally it was reported that much of the crime being committed in the North Battleford area has roots in social issues such as addictions, poverty, family breakdown, and sub-standard housing<sup>7</sup>. Concurrent mental health and substance use challenges can further contribute to a decrease in positive mental health outcomes while also contributing to an increase in crime rates. The vast majority of police statistics are tracked based on the incident initially reported or the resulting charge from the call. This data often excludes the ability to easily track the root cause(s) of the police interaction and if they are captured it is supplementary notes that are difficult to extract and aggregate to analyze.

The only RCMP Occurrences that speaks directly to individuals experiencing mental health challenges are Mental Health Act – Other Activities. The data for this occurrence showed an annual increase in 4 of the last 5 years and have almost doubled over the last 5 years from 372 in 2018 to a peak of 669 in 2021. The annual average growth rate over the last 5 years was 16%.

Figure 1: RCMP Mental Health Act – Other Activities Occurrences 2018-2022



RCMP Occurrences that are not directly linked to substance use and mental health challenges but may be more likely associated with social disorders and potentially substance use include occurrences like Mischief and Disturbing the Peace.

- Mischief Occurrences increased at an annual average rate of 33% over the last 5 years or from 1,501 in 2018 to over 4,500 in 2022.
- Disturbing the Peace remained at about 1,100 occurrences across the five years.

There was general agreement among the survey respondents that addictions and mental health challenges are two of the top five priorities, with 79% and 66% of respondents respectively noting these co-occurring challenges as affecting overall community safety and well-being in the City of North Battleford.

Assault related calls for service to the RCMP increased an average of 30% over the five-year period between 2018 – 2022. Anecdotally, it was noted that assaults are often related to either mental health and / or substance use challenges.

According to the Canadian Institute for Health Information (2023) many mental health services are not tailored for Youth, even though 70% of people living with a mental health challenge experience symptoms before the age of 18<sup>8</sup>. This statistic connects a priority area of focus on intervention and prevention strategies.

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*Concurrent challenges, defined as “the simultaneous occurrence of a mental health and substance use challenges”, was identified by interviewees as a top priority risk factor to be addressed in the CSWB Plan.*

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## Vulnerable Groups



While concurrent mental health challenges, which include substance use, is strongly evident across all age groups, interviewees identified Youth from 14 to 17 years old as a particularly vulnerable group with the little access to programming and supports. Further, individuals experiencing unsheltered homelessness experience a higher rate of mental health and substance use challenges; methamphetamine use is correlated with a trauma-response and often related to keeping oneself safe within emergency shelter services where opioid use is correlated with pain management, with an increase of use going up in the winter months wherein individuals try to “stay warm”.

## Existing Programs & Services

The City of North Battleford organizations offer programs and services that address issues relating to mental health and substance use challenges. The majority are offered through Saskatchewan Health Authority through programs such as Rapid Access to Addiction Medicine (RAAM), residential addiction treatment programs for adults and Youth, residential detox programs, and various outreach teams for crisis response for concurrent mental health concerns.

The following table outlines the existing programs and services as inventoried through interviews and focus groups as well as during the planning session.

Organization	Major Programs & Services	Population Served
Battle River Treaty 6 Health Centre	<ul style="list-style-type: none"> <li>• Maternal Mental health programs</li> <li>• Counselling services (youth and adults)</li> <li>• Cultural Support</li> <li>• Hospital/Organization Outreach Support</li> <li>• Community Advocacy</li> <li>• Community wellness workers</li> </ul> <p>Substance Use Focused Programs and Services</p> <ul style="list-style-type: none"> <li>• Rapid Access to Addictions Medicine (RAAM) Clinic</li> <li>• Counselling, case management, and medical treatment and support for substance use and substance-based addictions</li> <li>• Assessment of substance use disorders</li> <li>• Providing trauma-informed short-term counselling around substance use</li> <li>• Treatments for opioid use disorder including Methadone, Suboxone, or Sublocade (Opioid Addiction Recovery Services Clinic – OARS)</li> <li>• Anti-craving medications for alcohol use disorder</li> <li>• Connecting individuals to the right community partners for substance use and social support services</li> </ul>	<p>All individuals dealing with mental health challenges, focused on Indigenous peoples</p> <p>All individuals dealing with substance use and substance-based addictions</p>

	<ul style="list-style-type: none"> <li>• Assistance in transitioning care back to primary care providers</li> <li>• Connecting individuals to a primary care provider if required</li> <li>• Providing Training around safe consumption and overdose prevention</li> <li>• Providing take-home Naloxone kits</li> <li>• Matrix Intensive Outpatient Addictions Program</li> </ul>	
Battlefords Mental Health Centre (Battlefords Union Hospital) Addiction Services	<ul style="list-style-type: none"> <li>• Mental health and addictions services through Prairie North Health Region</li> <li>• Assessment, individual and group counselling, problem gambling treatment, referrals to residential treatment, and community education</li> <li>• In patient mental health treatment (22 beds) adults and youth (tend to be short stay and then transfer to a specialized unit - Saskatoon)</li> </ul>	Adults Youth
Battlefords Mental Health Centre	<ul style="list-style-type: none"> <li>• Mental Health &amp; Addictions Services through Prairie North Health Region</li> </ul>	Prairie North Health Region
Psychological Service North Battleford	<ul style="list-style-type: none"> <li>• Mental health counselling</li> <li>• Caseloads</li> <li>• Psychological services</li> <li>• Trauma counselling</li> </ul>	
Canadian Mental Health Association Battlefords Branch	<ul style="list-style-type: none"> <li>• Wellness</li> <li>• Peer support</li> <li>• Seniors</li> <li>• Living well learning centre</li> <li>• Independence commons – housing with tenant support (8 individual units and 1 common shared space)</li> <li>• Recreation</li> <li>• Vocational therapy</li> <li>• Outreach</li> <li>• Drop in</li> </ul>	Persons living with mental illness, their friend, families, and caregivers
Battlefords Mental Health Centre	<ul style="list-style-type: none"> <li>• Mental Health &amp; Addictions Services through Prairie North Health Region</li> </ul>	Prairie North Health Region
Psychological Service North Battleford	<ul style="list-style-type: none"> <li>• Mental health counselling</li> <li>• Caseloads</li> <li>• Psychological services</li> <li>• Trauma counselling</li> </ul>	
Saskatchewan Hospital North Battleford	<ul style="list-style-type: none"> <li>• Public psychiatric hospital</li> <li>• 284 beds in total</li> </ul>	North Battleford and Area

	<ul style="list-style-type: none"> <li>• 96 bed secure unit for offenders with mental health needs</li> </ul>	
Mental Health Capacity Building Team	<ul style="list-style-type: none"> <li>• Resource building initiative</li> </ul>	North Battleford and Area (in schools – high schools)
Police and Crisis Team (PACT)	<ul style="list-style-type: none"> <li>• Mental health professionals paired with RCMP members to respond and provide follow-up support to individuals experiencing mental health crisis</li> </ul>	Individuals experiencing mental health crisis situations
Child and Youth Services	<ul style="list-style-type: none"> <li>• Psychologists</li> <li>• Social workers</li> <li>• Addictions counsellors and therapists</li> <li>• Diagnosis</li> <li>• Individual psychotherapy</li> <li>• Family therapy</li> <li>• Group therapy</li> <li>• Consultation</li> <li>• Education</li> <li>• Prevention</li> <li>• Health promotion services</li> </ul>	Children, Youth, and their families

## Contributing Factors



### Risk Factors

Risk Factors influencing concurrent substance use and mental health challenges in the City of North Battleford are:

- Lack of harm reduction programs
- Lack of quality mental health and addiction-related resources, as co-occurring issues
- Lack of resource flexibility, need to shift with trends
- Lack of access to Saskatchewan Health Authority (SHA) data
- Lack of local treatment services
- Long wait times
- Resourcing challenges with mental health professionals
- Lack of supportive / transitional housing
- Lack of knowledge of community-oriented programs
- Short-term crisis intervention focus over long-term case management



### Protective Factors

The following elements have been identified as important to support both increased mental health and safe substance use in the City of North Battleford:

- Municipal & Provincial governments to collaboratively lead and advocate for change
- Sobering Centre and 24-hour Drop-in Centre
- Supportive / transitional Housing
- Mobile crisis response team
- More outreach-based / community-based services
- Additional mental health specialists

## Gaps & Barriers

Four key gaps and barriers were identified:

### Limited Emergency Shelters

- Limited number of available emergency shelter and drop-in spaces for individuals who are actively using substances.
- No space or shelter available 24/7 for individuals experiencing homelessness

### Associated Risk Factors

- Alcohol-related challenges by the person or in the home
- Alcohol use
- Harm caused by alcohol-related challenges in the home
- History of alcohol-related challenges in the home
- Drug / illicit substance-related challenges by the person or in the home
- Harm caused by drug / illicit substance-related challenges in the home
- History of drug / illicit substance-related challenges in the home
- Cognitive functioning – diagnosed, suspected or self-reported limitation
- Mental health – diagnosed, suspected or self-reported problem
- Grief
- Mental health in the home
- Not following prescribed treatment
- Witnessed traumatic event
- Self-harm – threatened or engaged in
- Suicide – affected by, current or previous risk

**Limited Supportive & Transitional Housing**

- Limited availability of housing stock to incorporate Supportive & Transitional Housing for individuals with mental health and substance use challenges.

**Assaults**

- High number of assaults reported related to both alcohol and / or drug use.

**Local Support Programs**

- Need for more local support programs and resources for individuals with mental health and substance use challenges (co-occurring challenges as well).

**Objectives**

Objective	Description	Target Completion
Establish Sobering Centre and 24-hour Drop-in Centre	A facility providing short-term recovery and recuperation from the effects of acute alcohol or drug intoxication	2025 *HIGH PRIORITY
Develop a Homeless Outreach Program	Experienced teams building relationships with people who are experiencing unsheltered homelessness and connecting them to support services	2026
Create a Mobile Crisis Response Team	Offers crisis intervention, mental health supports, education on concurrent mental health and addiction related challenges, coping strategies and preventative techniques, liaison and referral to community resources, etc.	2026
Establish one community-based organization to be responsible for harm reduction services and advocacy	Policies, programs, and practices aimed at reducing the health, social, and economic consequences of substance use.	2026

**Target Outcomes**

The specific target outcomes are shown in the chart below:

Short-term	Intermediate	Long-term
<ul style="list-style-type: none"> <li>• Increased awareness of support programs and services</li> <li>• Increased access to support programs</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic, coordinated approach to prevention and crisis response related to concurrent mental health and substance use challenges</li> <li>• Increased number of individuals with access to crisis support services</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced reliance on emergency and protective services related to mental health and substance use challenges</li> <li>• Decreased crime in community</li> <li>• Reduced number of calls for emergency services</li> </ul>

- 
- Caregiver capacity to support individuals with co-occurring mental health challenges
  - Quicker connection to appropriate mental health and addiction support services
  - Increased engagement with social service providers
  - Decreased number and duration of emergency visits related to mental health and / or substance use
- 

## Working Group

Lead: TBD

Members: TBD

## Housing

### Context

Housing is a basic human need; the right to housing ensures access to housing that is safe and affordable. A lack of access to adequate, affordable, and accessible housing can contribute to a precarious and stressful instability in people's lives. Housing insecurity is influenced by employment instability, the cost and quality of available housing, and available units for individuals with specific needs. Research indicates that intimate partner violence is a leading cause of housing instability, including homelessness, for women and children. Nationally, Youth aged 16-24 make up 20% of the homeless population.<sup>9</sup> Further, most sub-standard housing that includes issues such as water leaks, poor ventilation, pest infestation, among other contaminants, can lead to an increase in mold, mites and other allergens that are associated with poor health. Social, physical, and economic characteristics of neighbourhoods have been increasingly shown to affect short- and long-term health quality and longevity; concentration of sub-standard housing in less advantaged communities further compound racial, ethnic, and socio-economic disparities in health<sup>10</sup>.

### Current State & Supporting Statistics

In the City of North Battleford, there is a gap in appropriate and supported housing to address the various social dilemmas that are currently present in community.

Negative outcomes in mental health, addiction, and disability are also contributing factors to housing insecurity in the City of North Battleford. It was reported that there are some programs but not a sufficient number to serve the demand. There were also reports of supportive or transitional housing programs that had recently stopped operating or closed their doors.

Housing insecurity is further influenced by employment instability, the cost and quality of available housing, and available units for individuals with specific needs.

Interview and focus group attendees noted that the cost, quality, and availability of housing stock is a contributing factor to the City of North Battleford's inability to retain out-of-province talent for the workforce. Considering the number of individuals that require overnight shelter, the residents of North Battleford would benefit from an increase in access to transitional housing services. Stakeholders indicated a need for much better supports for individuals transitioning out of shelter to affordable and adequate housing solutions.

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*Housing was identified by community stakeholders as a top priority risk factor to be addressed in the CSWB Plan, particularly supportive and transitional housing.*

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### Vulnerable Groups



Low-income individuals and families, women / children fleeing intimate partner violence, Indigenous people, those involved with the justice system, Youth, seniors, and people experiencing concurrent mental and substance use challenges were considered specifically vulnerable to issues with housing.

### Existing Programs & Services

The City of North Battleford, and the surrounding area, offer programs and services that address issues relating to housing insecurity. The following table outlines the existing programs and services as inventoried through interviews and focus groups as well as during the planning session.

Organization	Major Programs & Services	Population Served
Battlefords Interval House	<ul style="list-style-type: none"> <li>• Safe, secure and 24-hour supervised shelter with private bedrooms for you and your children</li> <li>• Group support from partners BASAC and Catholic Family Services</li> <li>• Individual Support from in-house crisis workers</li> <li>• A communal kitchen and support in learning how to make different and healthy meals</li> <li>• Transportation services</li> <li>• Children’s play area</li> <li>• Other trauma services</li> </ul>	Women and their children
Miwasin Kikinaw	<ul style="list-style-type: none"> <li>• Emergency shelter</li> <li>• Dining room and meal program</li> <li>• Cameco community kitchen</li> <li>• Saskatchewan Health Authority medical clinic and on-site care team</li> <li>• Volunteer program</li> <li>• Fine options program</li> </ul>	The Battlefords & surrounding region
Battlefords Housing Authority	<ul style="list-style-type: none"> <li>• General maintenance</li> <li>• Emergency maintenance</li> <li>• Fire safety</li> <li>• Manages 629 well maintained houses, duplexes, four-plex, and apartment rental units</li> <li>• One-on one support (referrals to local resources) home visits with all tenants yearly</li> <li>• Client education – Rent Ed (partner with Friendship Centre) understand rights as a tenant</li> </ul>	Families, seniors, and persons with disabilities
Battlefords District Food & Resource Centre	<ul style="list-style-type: none"> <li>• Registered food charity</li> <li>• Clothing</li> <li>• Other supports</li> </ul>	<ul style="list-style-type: none"> <li>• Adults</li> <li>• Individuals receiving SIS</li> </ul>
Haven for 8	<ul style="list-style-type: none"> <li>• A warm safe home for 8 of the hardest-to-house homeless individuals where they can work on their healing journey and connect to supports needed to address mental health and addictions issues</li> </ul>	<ul style="list-style-type: none"> <li>• Underhoused</li> <li>• Individuals experiencing mental health and / or addiction related issues</li> </ul>
Battleford Indian & Métis Friendship Centre	<ul style="list-style-type: none"> <li>• Reaching Homes Program – find affordable, safe for their clients</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals experiencing homelessness</li> </ul>



### Contributing Factors



#### Risk Factors

Risk Factors influencing Housing in North Battleford are:

- Low income, unemployment
- Insufficient education
- Substance use, mental health
- Family breakdown
- Multiple failed attempts in housing placements



#### Protective Factors

The following elements have been identified as important to support Housing in North Battleford:

- Safe places for youth
- Adequate income support
- Supportive housing programs (staffed), outreach
- Supports to maintain housing (e.g. assistance for repairs (furnace breaks), rent in arrears), outreach
- Assisted living

#### Associated Risk Factors

- Housing – Person doesn't have access to appropriate housing

#### Protective Factors (Housing and Neighbourhood)

- Access to / availability of resources, professional services and social supports
- Access to stable, appropriate, sustainable housing
- Housing in close proximity to services

### Gaps & Barriers

Key gaps and barriers identified that impact the ability of community members to meet their needs in relation to housing needs:

- Lack of supportive / transitional housing
- Need for housing options for Youth / low-income population
- Misalignment between housing units current use and the housing needs of the community
- Need for low-barrier supports to enable access to housing or prepare individuals to be eligible for housing and ongoing support to remain eligible

### Objectives

Objectives were identified in a planning session facilitated by MNP with the Task Force. Priority objectives are items that were deemed essential – requiring immediate attention.

Objective	Description	Target Completion
Comprehensive review of housing stock / property available for adaptive re-use	Needs assessment of the housing demand in the community and then adapt existing property (i.e., current vacant housing stock) for a new purpose like transitional, supportive, and / or modular housing.	2024 *HIGH PRIORITY

<b>Assess need and develop Transitional / Supportive Housing</b>	Added stock of transitional housing, an intermediate step between emergency shelter services and permanent housing. Added stock of supportive housing, which includes subsidized housing with on-site supports for individuals experiencing mental health and / or substance use challenges, at-risk Youth, and those who are at risk of experiencing unsheltered homelessness.	2026
<b>Implement Crime Free Multi-housing program</b>	Educate and support property owners and landlords to create safer properties and reduce crime by incorporating crime prevention techniques through environmental design.	2028

## Target Outcomes

The specific target outcomes are shown in the chart below:

Short-term	Intermediate	Long-term
<ul style="list-style-type: none"> <li>Increased awareness of available housing stock</li> <li>Increased access to affordable, accessible, and adequate housing</li> <li>Plans developed with community input</li> <li>Awareness of concepts to create crime-free buildings</li> <li>Increased homeowner and tenant safety education</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of households able to maintain appropriate and affordable housing</li> <li>Complete inspection of buildings for Crime Free Multi-Housing certification</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of individuals, including Youth, with stable housing</li> <li>Affordable, accessible, and adequate housing options for all community members</li> <li>Database of certified Crime Free Multi-Housing buildings</li> <li>Improved personal safety for residents, landlords, and managers</li> </ul>

## Working Group

**Lead:** Battleford Housing Authority

**Members:** RCMP, City of North Battleford, Community Safety Officers, other community service providers

## Youth Supports

### Context

Families play an important role in children's development. Children need the support of a well-functioning, nurturing family to feel safe and protected. In fact, families can be the most important source of protection from harm for children when they provide a sense of security, foster self-esteem, and respond appropriately to children's needs.<sup>11</sup> A safe and supportive family environment is strongly associated with a child's development, social and emotional well-being.

An unsupportive family environment may be one in which there are frequent disagreements or conflict, violence, lack of nurturing, inadequate parental supervision or poor connection to community, among other things. Youth who grow up through such circumstances are more likely to be mistreated (abused, neglected) and / or develop emotional or behavioural issues. As with many of the risk factors present in this report, intergenerational trauma, challenges related to substance use and poverty are often underlying factors that impact parenting outcomes while further isolating Youth into their experiences.

Issues that Youth face in communities are complex and multi-layered, including issues around healthy relationships and boundaries, self-esteem, inclusion, consent, at-risk behaviour, and Youth homelessness. Homelessness has devastating effects on society, communities, and most importantly, Youth themselves<sup>12</sup>.

Youth are a group of dynamic, vibrant, and innovative individuals. Every young person should be afforded the opportunity to be the best version of themselves<sup>13</sup>.

### *Current State & Supporting Statistics*

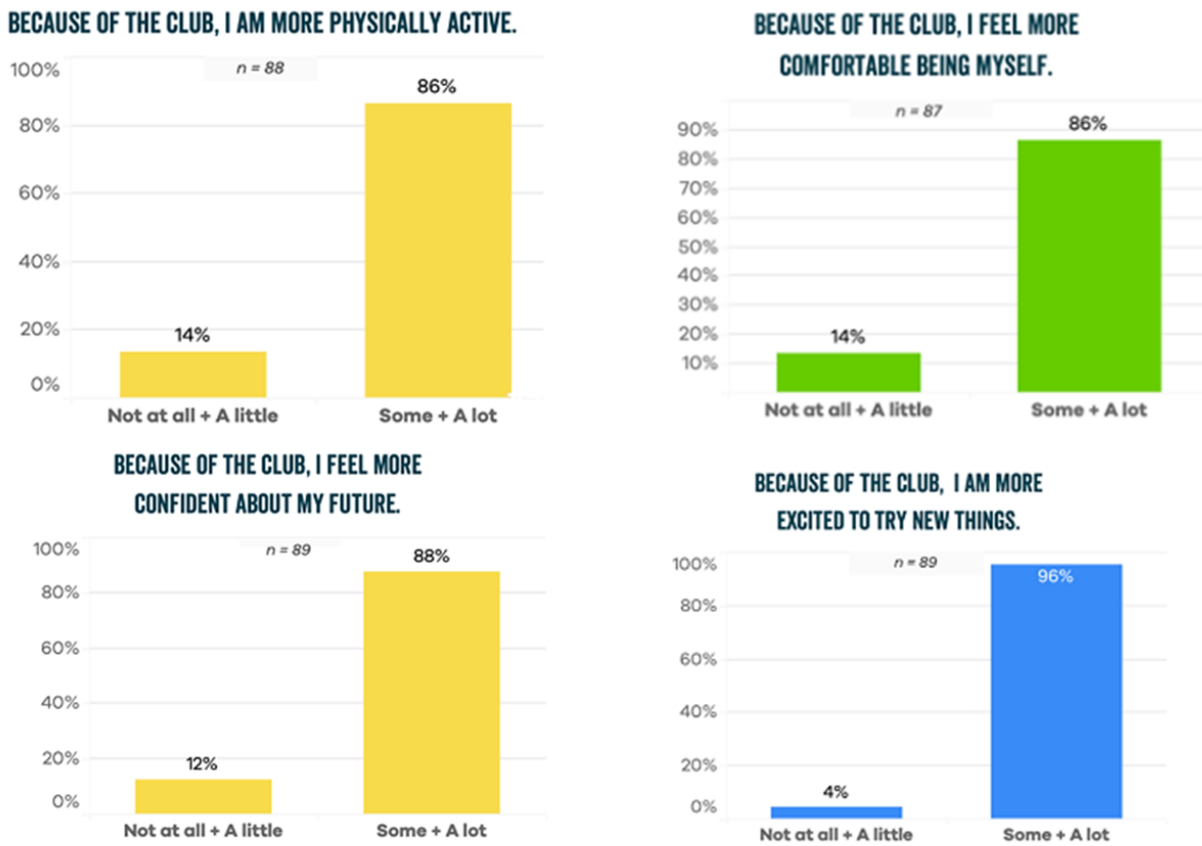
BGC Battlefords (formerly Boys and Girls Club Battlefords), Battlefords Concern For Youth, Battleford Indian Métis Friendship Centre, and Big Sisters, Big Brothers of the Battlefords are a few of the organizations currently with a variety of different programs in addition to the school divisions that are providing services and programming for Youth leaderships and mentorship.

BGC Battlefords completed an evaluation to better understand how children and Youth who attend BGC Battlefords programming were impacted by attending their programming. Four key areas of development were of focus:

- Positive relationships;
- Healthy living;
- Lifelong learning and;
- Leadership.

Evaluation findings included Youth reporting being more active, more confident and comfortable being themselves, more confident about their future and more excited to try new things.<sup>14</sup>

Figure 2: Boys and Girls Club Battlefords (BGC) Learning & Impact Project's 2023 Final Report Findings



Survey results from this study found 30.3% of respondents noted that support for at-risk Youth is a priority for community safety and wellbeing in North Battleford.

Through stakeholder feedback it was further noted that services geared toward vulnerable Youth are required, awareness and communication about recreational opportunities for Youth is needed and there need for more support and resources supporting older Youth (and young adults).

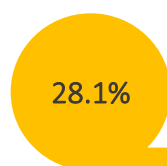
The World Health Organization reported that globally, in 2023, 14% of 10–19-year-olds experience mental health conditions that remain largely unrecognized and untreated. Youth with mental health conditions are particularly vulnerable to social exclusion, discrimination, stigma, educational difficulties, risk-taking behaviour, physical ill-health, and human rights violations<sup>15</sup>. Suicide is the fourth leading cause of death among 15-19-year-olds.

## Vulnerable Groups

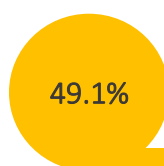


Vulnerable Youth fall into multiple categories and are centered around material, emotional, and social aspects<sup>16</sup>. These factors include, but are not limited to, money, food, shelter, health care, education, and support, along with absence of supportive peer group, of role models to follow, or of guidance in difficult situations.

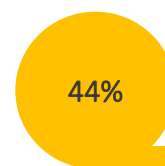
*Child Poverty Rate, Lone-Parent Family Poverty Rate<sup>17</sup>, and Youth Food (In)Security<sup>18</sup>*



Overall North Battleford Child Poverty Rate



Saskatchewan Child Poverty Rate in Lone-Parent Families 2019



Of people helped by Battlefords District and Food Centre in 2021 were children

## Existing Programs & Services

There are a number of organizations in addition to school that are providing programming and services supporting Youth. The following table outlines the existing programs and services as inventoried through interviews and focus groups and during the planning session.

Organization	Major Programs & Services	Population Served
Catholic Family Services of the Battlefords Inc.	<ul style="list-style-type: none"> <li>• Counselling</li> <li>• Family programs</li> <li>• Supported independent living programs</li> </ul>	Battlefords and surrounding area
Kanawayimik Child and Family Services Inc.	<ul style="list-style-type: none"> <li>• CFS program                             <ul style="list-style-type: none"> <li>○ Family violence program</li> <li>○ Prevention program</li> <li>○ Counselling program</li> <li>○ Foster parent program</li> <li>○ Urban services</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Moosomin First Nation</li> <li>• Saulteaux First Nation</li> <li>• Sweetgrass First Nation</li> <li>• Mosquito First Nation</li> </ul>
BGC Battlefords	<ul style="list-style-type: none"> <li>• Before school and after school</li> <li>• 290 days/year</li> <li>• Drop-in programs (after school, until 8:30 pm)</li> <li>• After school snack, dinner, evening snack</li> <li>• Specialized programming (e.g. hockey, music, dance)</li> <li>• Mental health wellness</li> <li>• Fee for service (before and after care program in schools)</li> <li>• summer parks drop-in (3 City splash parks)</li> </ul>	<ul style="list-style-type: none"> <li>• Ages 5-14</li> <li>• Ages 14-18</li> </ul>

	<ul style="list-style-type: none"> <li>• Summer day camps fee for service (weekly)</li> <li>• Weekly food boxes for members that need extra assistance (3 meals/day including lunch supplies)</li> </ul>	
Battlefords Early Years Resource Centre	<ul style="list-style-type: none"> <li>• Childhood activities</li> <li>• Programs</li> <li>• Events</li> </ul>	Young children from zero to age five and their families
Government of Saskatchewan Child and Family Program	<ul style="list-style-type: none"> <li>• Family services</li> <li>• Family services intake unit</li> <li>• Children’s services</li> <li>• School linked program</li> </ul>	Families and residents of Saskatchewan
Big Sisters, Big Brothers of the Battlefords	<ul style="list-style-type: none"> <li>• Big brother / sister / sibling mentoring</li> <li>• In-school mentoring</li> <li>• Girls healthy body / mind program</li> <li>• Boys healthy body / mind program</li> <li>• Couples matched mentoring</li> <li>• Group only volunteers</li> </ul>	Youth
Battlefords Early Childhood Intervention Program	<ul style="list-style-type: none"> <li>• Child development</li> <li>• Case coordination and transition support</li> <li>• Community development and partnerships</li> <li>• Referrals</li> </ul>	Pre-schoolers with developmental delays
Battlefords Concern For Youth	<ul style="list-style-type: none"> <li>• Youth mentorship services</li> <li>• Outreach services</li> <li>• Recreational programming</li> <li>• Cultural programming</li> <li>• Life skills programming</li> <li>• Creative programming</li> </ul>	Youth in community
Battleford Indian Métis Friendship Centre	<ul style="list-style-type: none"> <li>• Youth leadership program</li> <li>• Basketball league</li> <li>• Cultural humility training</li> <li>• Saskatoon Indigenous Community Action Partnership (SICAP)</li> <li>• Indigenous social finance – payroll services</li> </ul>	Those who are in need and everyone who walks through the doors
Learning Tree Child Development Centre	<ul style="list-style-type: none"> <li>• Child learning development centre</li> <li>• Infants &amp; toddlers</li> <li>• Two-year-old program</li> <li>• Preschool program</li> <li>• Pre-K program</li> </ul>	<ul style="list-style-type: none"> <li>• Infants</li> <li>• Toddlers</li> <li>• Children</li> </ul>
Bridges for Children	Program for children under the age of 12 who are displaying ‘criminal’ behaviour. Bridges for Children uses a family centered process called “Wraparound” to help families who are facing challenges	Children under the age of 12 displaying ‘criminal’ behaviour
KidsFirst	<ul style="list-style-type: none"> <li>• Voluntary program offering guidance for new families and learning groups for children and their caregivers</li> <li>• Circle of Learning</li> </ul>	Children and caregiver(s)

- Toddler Activity Group (TAG)

Parent Mentoring Program	Mentoring and group programming for expectant parents and those with children 5 and under	Prairie North Health Region
Keyanow Child and Family Centre	Child protection services	Children and families on reserve

## Contributing Factors



### Risk Factors

Risk Factors influencing Youth supports and services in North Battleford include:

- Lack of employment, inadequate housing, poverty
- Lack of local / extended family supports
- Lack of connection to community supports
- Insufficient nutrition and housing supports



### Protective Factors

The following elements have been identified as important in North Battleford:

- Parenting, in-home support programs
- Early identification and interventions for children and families at risk
- Counselling to support family communication, harmony
- Food security programs (e.g. school breakfast programs)
- Access to resources, professional services and social support

## Gaps & Barriers

Key gaps and barriers identified:

- Need for supportive housing for Youth
- No Youth emergency shelter or 24-hour drop-in space
- Gaps in awareness about available Youth programs and supports
- Need for recreational programming for older Youth (12-18) and young adults
- Perception of increasing Youth suicide and self-harm risk
- Sports and recreation targeted to the higher socio-economic population

## Objectives

Objectives were identified in a planning session facilitated by MNP with the Advisory Committee. Priority objectives are items that were deemed essential – requiring immediate attention.

### Associated Risk Factors

#### Family Circumstances

- Parenting – parent-child conflict
- Parenting – not receiving proper parenting (stable, nurturing home)
- Physical or sexual violence in the home
- Supervision – not properly supervised
- Unemployment – caregivers chronically or temporarily unemployed

#### Antisocial / Problematic Behaviour

- Neglecting other's basic needs inserted

#### Protective Factors

- Family life is integrated into the life of the community

Objective	Description	Target Completion
Educate the community about Youth programming and services available.	Educate the community about the available Youth programming and services and how to access them.	2024
Establish Supportive Housing for Youth	A type of housing meant to combine affordable housing with intensive coordinated services (i.e., housing education, financial knowledge, cognitive development, life skills, etc.), decreasing chance of cyclical cycle of unsheltered homelessness.	2028
Establish and develop a Youth shelter	A facility that provides adequate, temporary housing to protect Youth dignity while giving them the opportunity to lead a “normal” life	2028

## Target Outcomes

The specific target outcomes are shown in the chart below:

Short-term	Intermediate	Long-term
<ul style="list-style-type: none"> <li>Increased awareness and understanding about available Youth programs</li> <li>Increased engagement with available Youth programming and family support services</li> <li>Increased knowledge of basic life skills</li> <li>Increased access to Youth programs and services</li> </ul>	<ul style="list-style-type: none"> <li>Fewer incidents of Youth self-harm practices</li> <li>Reduced number of Youth living unsheltered</li> <li>Active engagement in recreational programming</li> </ul>	<ul style="list-style-type: none"> <li>Long-term</li> <li>Increased number of Youth employed</li> <li>Increased and consistent school attendance</li> <li>Increased self-esteem, sense of belonging, and pride</li> </ul>

## Working Group

Lead: TBD

Members: TBD



# Transportation

## Context

Public transportation enables mobility, opens the economy with more employment opportunities, creates social and financial equity, and combats social exclusion and transport disadvantage.<sup>19</sup> A well functioning public transportation system enables individuals and families to participate in the economic, political, and social elements of what a community has to offer.

Improving transportation may not directly solve the complex social problems faced by a municipality and / or region; however, it plays an important role within a community by acting as a connector to required services such as education, healthcare, employment, and broad community connections.

### *Current State & Supporting Statistics*

The City of North Battleford currently has three main cab companies: Bridge Taxi, Crown Cab, and North Battleford City Cab. Ride-sharing services have been approved to be established in the Province of Saskatchewan they do not currently exist in North Battleford. Taxis and ride sharing, although useful for supporting transportation efforts, are not accessible forms of public transportation due to the prohibitive cost.

The current state reporting on public transportation in the City of North Battleford is anecdotal; however, currently, the City’s Public Transit offers two routes that run Monday through Friday, from 08:00 to 18:00, with no services on Saturdays, Sundays, or on holidays<sup>20</sup>.

54% of survey respondents answered ‘no’ to feeling social services in the community are accessible, with transportation included as an example. One survey respondent noted transportation is a barrier to attending community funded public events, particularly for families with lower household income. No public transportation during the evening hours is an added barrier in accessing recreation programs and community services after work hours.

### *Vulnerable Populations*

Seniors and low-income individuals, and families are disproportionately impacted by the presence or lack of public transportation.

## Objectives

Two key objectives have been established for Transportation for the CSWB Plan with a focus on increasing accessibility to services in the community:

Objective	Description	Target Completion
Complete Bussing Needs Assessment Study	Engage the community and analyze historical data to identify and prioritize needs and demand for public transportation and create a plan to address them	2025

Objective	Description	Target Completion
Create and Execute a Public Transit Awareness Campaign	Communicate and create awareness about the benefits public transportation offers	2025

## Target Outcomes

The specific target outcomes are shown in the chart below.

Short-term	Intermediate	Long-term
<ul style="list-style-type: none"><li>Increased understanding of public transportation needs</li></ul>	<ul style="list-style-type: none"><li>Increased awareness of transit services</li></ul>	<ul style="list-style-type: none"><li>Increased transit ridership</li><li>Improved community mobility</li></ul>

## Working Group

**Lead:** North Battleford Public Transit

**Members:** City of North Battleford, other community organizations

## Community Engagement

### Context

Community involvement and participation is fundamental to the overall CSWB Plan.

It is important for the CSWB Plan to equitably represent the needs of all community members of the City of North Battleford. For this to happen, efforts must be taken to ensure that community engagement is inclusive of all voices and perspectives within the communities – not just those who feel comfortable or capable of expressing their concerns. Inclusion is ensuring equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or mental health challenges and members of other minority groups. The Indigenous community is extremely important in the overall fabric of the City and surrounding region. While Indigenous inclusion involves equal access to opportunities and resources, it is also about relationships, respect, celebrating Indigenous culture, creating meaningful learning experiences, and taking the time to learn.<sup>21</sup>

Community engagement includes the input provided to the development and ongoing evolution of this plan, and more importantly, involvement in implementation of the plan. Community connections are an important protective factor for community safety and well-being. Community members are also a highly valuable asset to the community – many community programs and activities would not be possible without the leadership and support of community volunteers, such as recreation programs, community celebrations, and personal supports to other community members. Special attention should be paid to reaching out to marginalized groups and organizations that work closely with marginalized individuals. This attention to the composition of community engagement participants will give the Steering Committee confidence that the feedback received is truly representative of the communities.

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### Indigenous Inclusion

#### **It's all About Relationships.**

Indigenous Inclusion is not about knowing the most facts, reading the most books, or reaching to try and find ways to indigenize every program. It's about creating environments to foster relationships. It's about creating a space to learn, explore, heal, and communicate with a community that has been ignored by the government and mainstream society for years. Most importantly, it's about teaching future generations to learn and evolve from the wrongs of the past.

#### **It's About Respect.**

It's about learning the difference between western and Indigenous views. It's about learning to see the beauty in that difference and approaching new and different cultures appropriately, professionally and without judgment.

#### **It's About Celebrating Indigenous Culture.**

It's about making space for Indigenous peoples to engage in cultural activities or re-discover their culture. The best way to learn about any other cultures is to investigate, participate, support and encourage others to with an open mind and heart.

#### **It's About Creating Meaningful Learning Experiences.**

It's about community projects and familiarizing yourself with issues/events that are important to Indigenous communities. Most importantly, it's about watching and listening.

#### **It's About Taking the Time to Learn.**

It's about learning about the pieces of history that were omitted from public record and acknowledging the difference in the Canadian experience. Furthermore, it's about working towards closing that gap so that all people have the same experiences and opportunities.

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Source: <https://tlp-lpa.ca/faculty-toolkit/indigenous-inclusion>

## Objectives

Three key objectives have been established for Community Engagement for the CSWB Plan:

Objective	Description	Target Completion
Create central volunteer registry	Leverage ongoing volunteers across organizations and partner with community-based organizations to generate and maintain a volunteer database	2026
Establish volunteer awards	Highlight volunteer impact by celebrating milestones	2026
Create volunteer opportunity awareness	Deliver positive experiences to current volunteers while advertising and engaging in outreach, and networking, to expand volunteer registry	2026

## Target Outcomes

The specific target outcomes are shown in the chart below.

Short-term	Intermediate	Long-term
<ul style="list-style-type: none"> <li>Increased awareness of volunteer opportunities</li> <li>Increased understanding of community needs</li> </ul>	<ul style="list-style-type: none"> <li>Increased volunteer retention and engagement</li> </ul>	<ul style="list-style-type: none"> <li>Increased community cohesion</li> <li>Increased volunteer retention</li> <li>Increased capacity of service providers</li> </ul>

## Working Group

**Lead:** City of North Battleford

**Members:** Steering Committee and Working Group

# Implementation

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## Roles & Responsibilities

The governance and implementation infrastructure will be critical to the success of the CSWB plan. The initiatives outlined in the plan and the desired impact cross multiple different service areas and population groups therefore the working group must include representatives from many of the service providers in the community.

The steering committee includes leadership from all the communities in the region to ensure there is representation and input from everyone. It also creates a much stronger advocacy capacity for the region. Inclusion of multi-sectoral perspectives with structured roles and responsibilities in implementation will ensure the Plan is actionable and there is appropriate accountability for implementation.

### Steering Committee

The primary directive of the Steering Committee members will act as the champions of the Plan, rallying support from the public and community agencies / organizations, educating the public and serving as the face for the Plan.

Going forward, they will be responsible for the overall success and ongoing development of the Community Safety and Well-Being Plan.

The specific responsibilities of the Steering Committee include:

- Ensuring outcomes are established and approved.
- Ensuring a performance measurement framework is established including performance measures, responsibilities, Schedule, as well as a process for implementing measurement and evaluation.
- Ensuring each section / activity under the Plan, is achievable.
- Ensuring the right agencies / organizations and participants are designated for each activity (i.e., implementation team).
- Owning, evaluating, and monitoring the Plan.
- Setting a future date for reviewing the Plan's achievements in order to prepare the next Steering Committee, who will be developing the next version of the CSWB Plan.
- Initiate and facilitate the working group as may be necessary to assist in the development, encouragement, and promotion of community safety initiatives.

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Provide high-level strategic leadership, coordination, and monitoring

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## Working Group

The working group will be empowered by the Steering Committee to take responsibility for the development and implementation of the Plan. The Steering Committee / Working Group will identify an individual from an appropriate member organization to lead each area of focus and every objective. Details on the structure of these teams and the responsibilities of leads is provided below.

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Develop and  
implement action  
plans to achieve  
objectives

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### Area of Focus Leads

Leads will be responsible for overseeing implementation of all objectives in the workplan within their area of focus and report on progress to the Working Group. They will act as a central point of coordination and communication with the leads responsible for implementation of objectives ensuring they have what they need for success. Specifically, the leads are responsible for collaborating with the team to:

- Confirm strategies, desired outcomes, and performance measures
- Develop an Engagement Plan to inform decisions with input from community members of the vulnerable populations impacted by the risk factor
- Document implementation plans that detail roles, responsibilities, timelines, reporting relationships, and requirements
- Monitor progress based on the established implementation plans
- Report on progress to the Steering Committee

### Objective Leads

Objective Leads are responsible for leading the implementation of their assigned objective(s). This includes coordination with their team and the Area of Focus Lead to ensure that implementation is progressing to the agreed upon timeline. They are responsible for communicating with their team, monitoring progress, and coordinating with the Area of Focus Lead for any additional resources or supports necessary for implementation. Additionally, they are responsible for leading data collection activities that will be used to report on progress as per the evaluation frameworks.

### Key Resources

Key Resources will be selected as members of the working groups to implement each objective. Key Resources will be selected based on their familiarity with the risk factors and vulnerable groups associated with the area of focus, and access to relevant information and data.

### *Community Safety & Wellbeing Coordinator*

The Coordinator is responsible for facilitating and supporting the implementation of the CSWB plan and coordinating all the activities of the Steering Committee and Working Group.

Other responsibilities of the coordinator include:

- Planning and coordinating Steering Committee meetings.

- Ensuring the Steering Committee and Working Group decisions are acted upon.
- Leading Coordination and Integration objectives of the CSWB plan.
- Preparing documents for the Steering Committee as required.
- Receiving and responding to requests for information about the CSWB plan.
- Ensuring the CSWB Plan is made publicly available.
- Public reporting on implementation of the CSWB plan.
- Recording Steering Committee and Working Group meeting proceedings (minute-taking).

### *Community*

Members of the community play an active role in engaging in community safety and well-being initiatives and guiding the CSWB plan as it evolves. Target groups impacted by or familiar with priority risk factors should be involved in developing implementation plans and adjusting the CSWB Plan moving forward. The community, as a whole, should be empowered to play a role in the implementation where appropriate through engagement and volunteer opportunities.

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Inform, support,  
participate in CSWB  
Plan objectives and  
initiatives

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## Evaluation and Improvement

It is important to measure performance and progress made towards the expected outcomes of improvement initiatives, both for purposes of accountability and learning. Monitoring progress towards expected outcomes may identify mid-course corrections that need to be made to improve implementation of an initiative, leading to a process of continual improvement.

### Logic Models and Evaluation Framework

Each Area of Focus in the plan includes a set of outcomes, identified as short-term, intermediate and long-term, recognizing that some changes can be expected to occur immediately, while sustainable changes at the highest-level (impacts) will take some time.

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Collect, track and  
report to learn and  
improve

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Logic models, sometimes referred to as “theory of change” map the resources, major programs and initiatives, their activities and outputs and the outcomes they are expected to achieve. A logic model has been developed for each Area of Focus of this CSWB Plan, including Coordination & Integration of Service Providers and Transportation.

The evaluation framework provides a framework for monitoring and reporting on the CSWB activities. It includes indicators (measurable pieces of information) for the outcomes and how indicator data will be collected. The Working Group may also choose to include indicators that apply at a higher CSWB Plan level, such as a community safety and well-being indices. The logic models and evaluation framework are included in Appendix B.

For annual reporting purposes, detailed indicators can be summarized under a set of Key Indicators (see Indicators page 6 through 8) representing progress on the high-level goals of the CSWB plan.

### *Baseline Measures and Targets*

To measure improvement, baseline measures and targets for future reporting periods are developed for the indicators. Each area of focus lead will develop baselines measures and targets for the first year of the CSWB plan as one of their first implementation tasks. Going forward, new targets will be set on an annual basis.

### *Reporting*

The Steering Committee should provide an Annual Progress Report on implementation of the CSWB Plan and key indicators of community safety and well-being to the public.



## Appendix A - CSWB Plan Summary



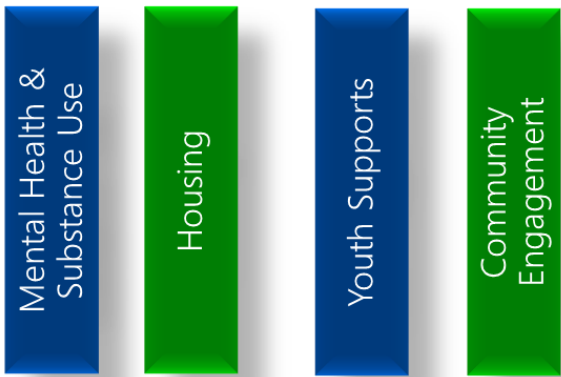
## CITY OF NORTH BATTLEFORD COMMUNITY SAFETY & WELL-BEING PLAN

**Mission:** To provide leadership, coordination, reconciliation and community relationship building and advocacy for investments in preventative community services that support long-term community safety and well-being

### OUR FOCUS



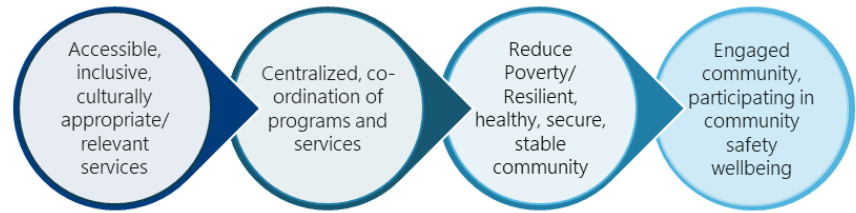
#### Four Areas of Focus



#### Coordination & Integration of Service Providers

Steering Committee	Working Group	Community
Provide high level strategic leadership, advocacy coordination & monitoring	Develop and implement action plans to achieve objectives	Inform, support, participate in CSWB objectives

### OUR GOALS



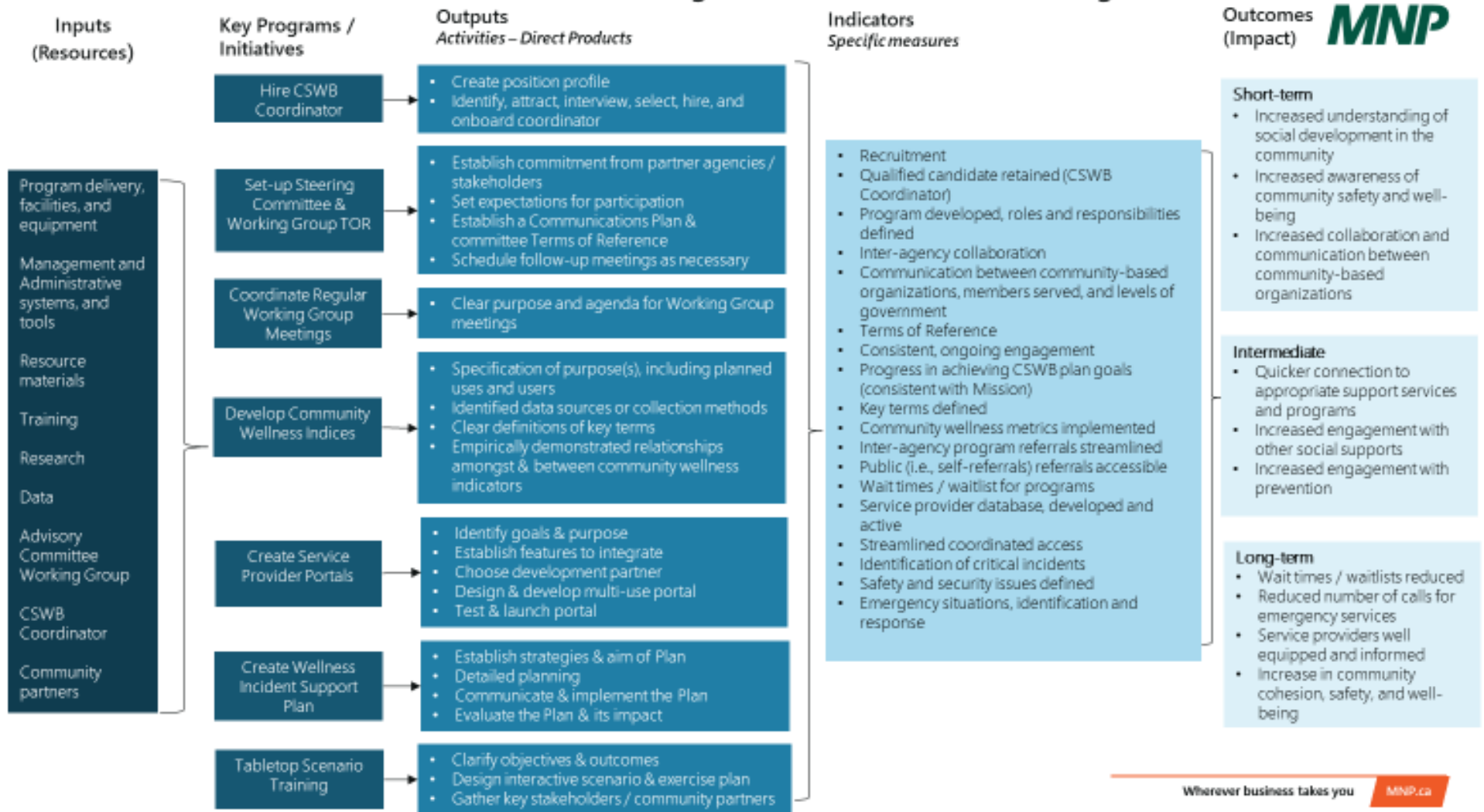
### OUR CHALLENGE

Priority Area	Mental Health & Substance Use	Housing	Youth Supports	Community Engagement
	Reduced harmful use of drugs and alcohol	Supportive and transitional housing	Increase awareness and housing supports for youth in the community	Community involvement and participation
Challenges to be Addressed	<ul style="list-style-type: none"> <li>Limited emergency shelter and drop in space for individuals actively using substances</li> <li>Limited supportive and transitional housing for individuals with substance use challenges and mental health challenges</li> <li>High number of assaults related to alcohol or drug use</li> <li>Need for more local support programs and resources for individuals with mental health and substance use challenges (co-occurring challenges as well)</li> </ul>	<ul style="list-style-type: none"> <li>Lack of supportive / transitional housing</li> <li>Need for housing options for Youth / low-income population</li> <li>Misalignment between housing units current use and the housing needs of the community</li> <li>Need for low-barrier supports to enable access to housing or prepare individuals to be eligible for housing and ongoing support to remain eligible</li> </ul>	<ul style="list-style-type: none"> <li>Need for supportive housing for youth</li> <li>No youth emergency shelter or 24-hour drop in space</li> <li>Gaps in awareness about available youth programs and supports</li> <li>Need for recreational programming for older youth (12-18) and young adults</li> <li>Perception of increasing youth suicide and self-harm risk</li> </ul>	<ul style="list-style-type: none"> <li>Volunteer participation is critical to the operations of many of the community-based programs in the City</li> <li>Volunteer burnout is risk if the pool of volunteers doesn't expand</li> <li>More need for communication and awareness campaigns to keep the community informed about how they can get involved</li> <li>Limited information communicated about the challenges in the community</li> <li>Community challenges have been mislabelled as crime versus safety and wellness issues</li> </ul>
<p style="color: orange;">← Personnel recruitment challenges, funding resources are limited, community service providers are working in silos →</p>				

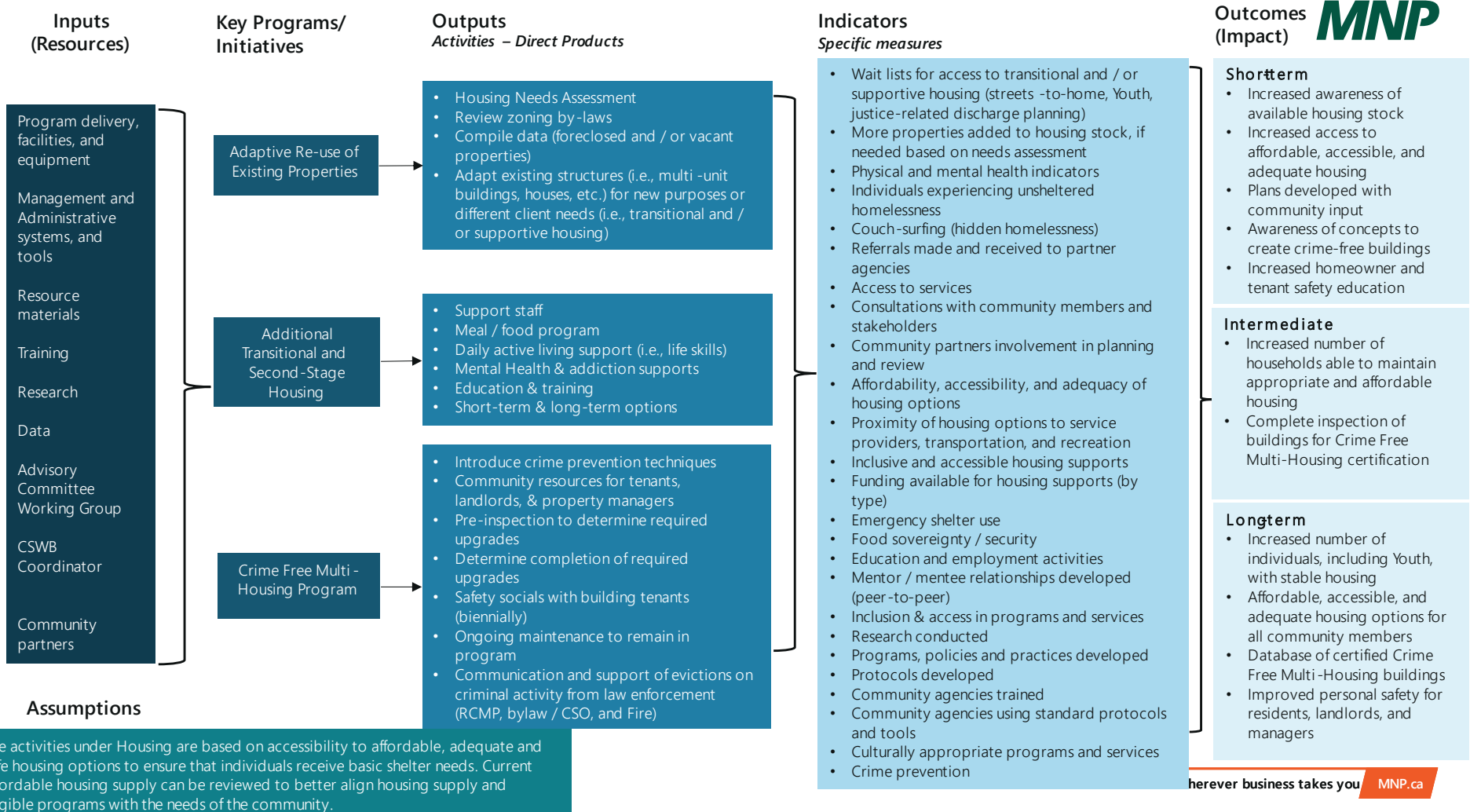
OUR WORK PLAN	2024	2025	2026	2027	2028	Working Group	
						Lead	Key Resources (preliminary)
<b>COORDINATION &amp; INTEGRATION OF SERVICE PROVIDERS</b>						<b>Lead Agency – City of North Battleford</b>	
Hire CSWB coordinator (PRIORITY)						City of North Battleford	
Set up steering committee and working group TOR (PRIORITY)						CSWB Coordinator	Steering Committee and Working Groups
Coordinate regular working group meetings (monthly, bimonthly) (PRIORITY)						CSWB Coordinator	
Develop a community wellness indices						CSWB Coordinator	Working Group Members
Create a service provider portal – for referrals amongst agencies						CSWB Coordinator	Working Group Members
Create a service provider portal for the public						CSWB Coordinator	Working Group Members to provide service provider detail
Tabletop Scenario Training						Protective & Emergency Services	Community agencies participation
Create a Wellness Incident Support Plan						Protective & Emergency Services	
<b>MENTAL HEALTH &amp; SUBSTANCE USE</b>						<b>Lead Agency- TBD</b>	
Establish Sobering Centre and 24-hour Drop-in Centre (PRIORITY)							Co-location partners
Develop a Homeless Outreach Program							
Create a Mobile Crisis Response Team							
Establish one CBO to be responsible for harm reduction services and advocacy							
<b>HOUSING</b>						<b>Lead Agency- TBD</b>	
Explore adaptive re-use of existing properties to meet identified housing gaps (PRIORITY)						Lead Agency - Battleford Housing Authority	
Establish additional transition and second stage housing opportunities for individuals experiencing barriers with current programs						Lead Agency - TBD	
Implement Crime Free Multi-housing program						Lead Agency - Battleford Housing Authority	RCMP, CSOs
<b>YOUTH SUPPORTS</b>						<b>Lead Agency- TBD</b>	
Create awareness of available youth programming in the City						Lead -CSWB Coordinator	BGC Battlefords, Concerns for Youth, Battleford’s Indian Metis Friendship Centre, Big Sisters, Big Brothers, BRT6HC
Establish youth shelter and supportive housing						Lead - TBD	BGC Battlefords, Battleford’s Indian Metis Friendship Centre, Concerns for Youth
<b>TRANSPORTATION</b>						<b>Lead Agency- North Battleford Public Transit</b>	
Complete bussing needs assessment study							
Create and execute a public transit awareness campaign							City of North Battleford, Steering Committee
<b>COMMUNITY ENGAGEMENT</b>						<b>Lead Agency – City of North Battleford</b>	
Create central volunteer registry						CSWB Coordinator	Working Group Members, community agencies, faith-based organizations
Establish volunteer awards						CSWB Coordinator	
Create volunteer opportunity awareness						CSWB Coordinator	

## Appendix B – Logic Models and Evaluation Framework

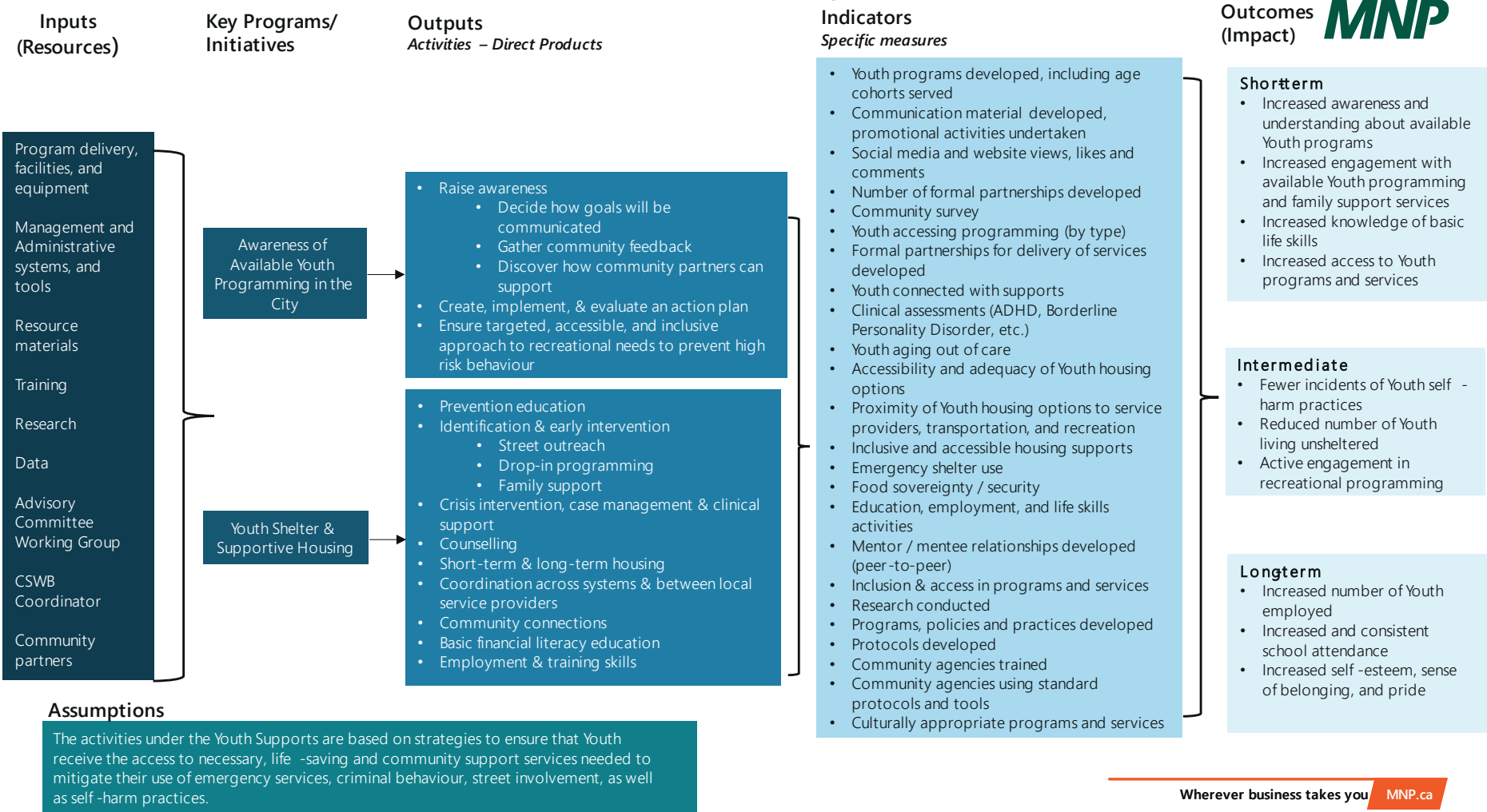
## Coordination & Integration of Service Providers Logic Model



## Housing Logic Model

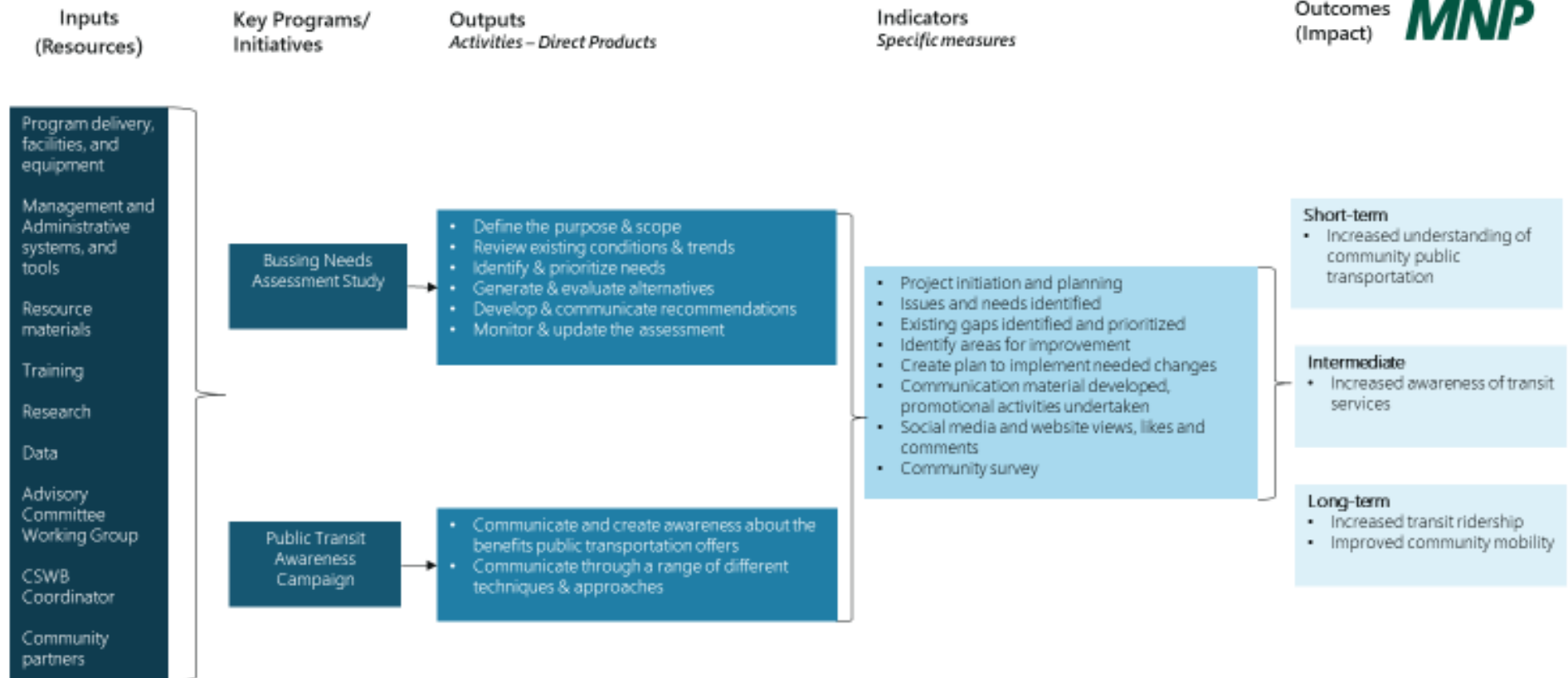


## Youth Supports Logic Model



## Transportation Logic Model

Outcomes (Impact) **MNP**

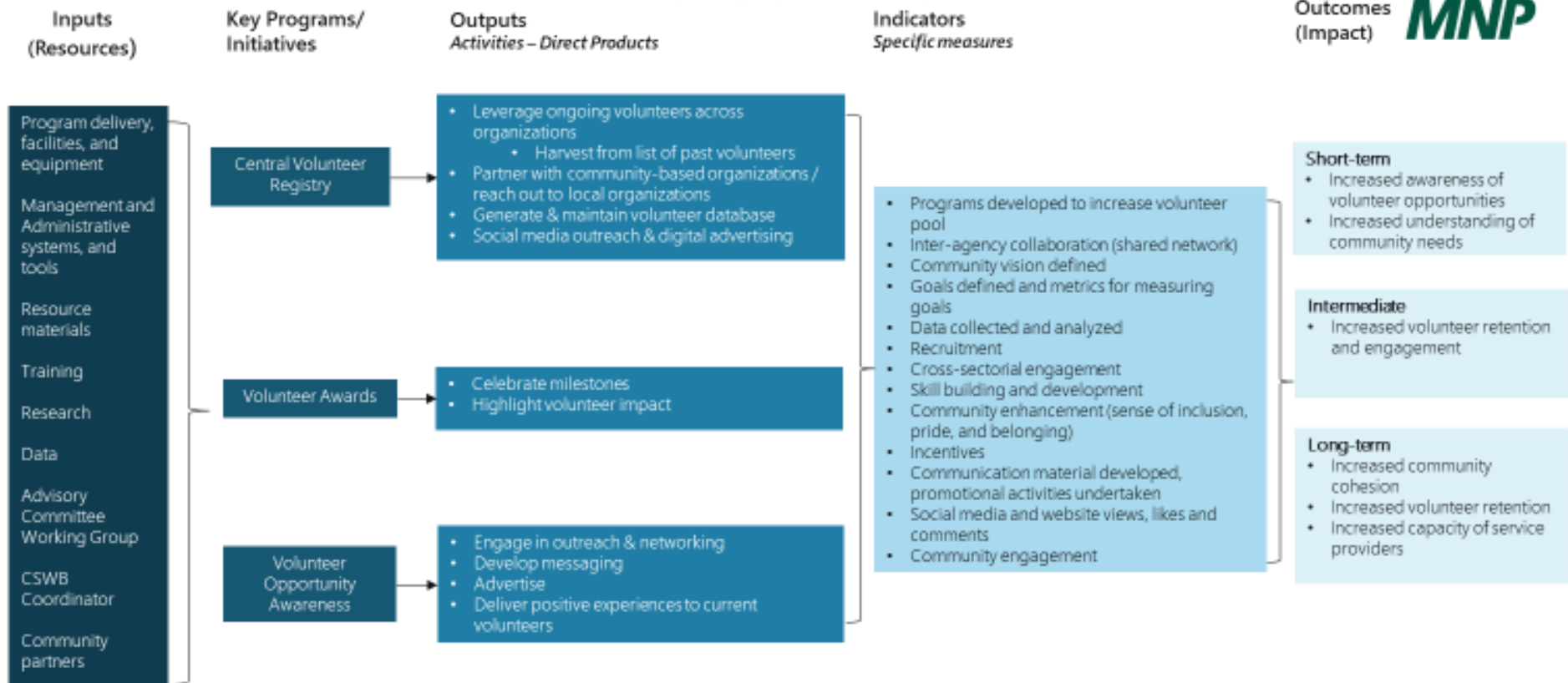


### Assumptions

The activities under Transportation are based on the identified need to create awareness about public transportation services and identify and address unmet needs to increase community mobility and accessibility in the community



## Community Engagement Logic Model



### Assumptions

The activities under Community Engagement are based on the need for community involvement and participation to ensure the successful implementation of the CSWB plan. Activities are focused on providing information to community on how to get involved and to facilitate the understanding of the challenges faced in the community.

## Appendix C – References / Endnotes

## References / Endnotes

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- <sup>10</sup> Braveman, P., Dekker, M., Egarter, S., Sadegh-Nobari, T., & Pollack, C. (2011). *Housing and Health*. Robert Wood Johnson Foundation. <https://www.rwjf.org/en/insights/our-research/2011/05/housing-and-health.html#:~:text=Substandard%20housing%20such%20as%20water,increased%20risk%20of%20cardiovascular%20disease>.
- <sup>11</sup> Mullan, Killian, Higgins, Daryl, Australian Institute of Family Studies, *A Safe and Supportive Family Environment for Children: Key Components and Links to Child Outcomes*, 2014, Australian Government Department of Social Services, Occasional Paper Number 52
- <sup>12</sup> *Here and Now: The Winnipeg Plan to End Youth Homelessness*. (2021). Here and Now Winnipeg. [https://rayinc.ca/wp-content/uploads/2021/09/28239\\_here\\_now\\_plan\\_report\\_FIN\\_WEB.pdf](https://rayinc.ca/wp-content/uploads/2021/09/28239_here_now_plan_report_FIN_WEB.pdf)
- <sup>13</sup> *Canada's Youth Policy*. (2020). Government of Canada. <https://www.canada.ca/en/youth/programs/policy.html>
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