
2023

WETASKIWIN COMMUNITY SAFETY & WELL-BEING STRATEGY

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Land Acknowledgment

We acknowledge that the City of Wetaskiwin sits on the traditional, ancestral, unceded Treaty 6 territory. We recognize, honour, and respect the presence of Indigenous Peoples, past, present, and future.

Why is this here?

A land acknowledgement statement represents an act of reconciliation, honouring the land and 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 cared for this land 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.

Developing the City of Wetaskiwin's Community Safety and Well-Being Strategy (CSWBS) was a collective and collaborative effort.

Sincere gratitude is offered to the community members who shared their perspectives, experiences, and concerns by attending the consultations, responding to consultation questions, and completing the community safety survey. 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 Wetaskiwin. This CSWBS is stronger because of your voices.

We would like to extend a sincere thank you to the Community Safety & Well-Being Strategy Steering Committee:

- Alberta Health Services
- BGC Wetaskiwin
- City of Wetaskiwin
- Ermineskin Cree Nations
- RCMP Alberta
- Wetaskiwin Family & Community Support Services
- Wetaskiwin Regional Public Schools

Special thanks to the following individuals and groups for their support, including setting up consultations:

- Dana Badke (BGC Wetaskiwin)
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- Cheyanne Saddleback (City of Wetaskiwin)
- John Spaans (RCMP)
- Anne Wildcat (Ermineskin Cree Nation)

If you have any questions about the CSWBS or to access supporting documentation, please contact:

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ACKNOWLEDGEMENTS

The Community Safety & Well-Being Strategy Steering Committee was guided by the following foundational principles in the development of this Strategy:

Anti-Stigma

An active opposition to stigma associated with mental health, substance use, and homelessness.

Diversity

Valuing of diversity and an acknowledgment that differences between people (i.e., race, gender, sexual orientation, class, age, country of origin, education, religion, geography, physical or cognitive abilities) are valued assets.

Equity

A commitment to the pursuit of fairness, justice, and a focus on outcomes that are most appropriate for any given group, recognizing different challenges, needs, and histories.

Focus on Rural Context

An acknowledgment of the unique opportunities, challenges, and complexities of community safety in the rural context and applying this lens when identifying priorities and potential approaches and solutions.

Inclusivity and Focus on Specific Populations

A recognition that everyone has different challenges, risks, and needs for safety and security, including that some Wetaskiwin residents that are particularly vulnerable, such youth, older adults, racialized communities, Indigenous Peoples, and 2SLGBTQ+ community members, and a commitment to ensuring their needs are taken seriously.

Reconciliation

A commitment to the Truth and Reconciliation Commission of Canada's 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 and continues to be inflicted on Indigenous Peoples, atonement for the causes, and action to change behaviour.

MESSAGE FROM MAYOR TYLER GANDAM



The Community Safety & Well-Being Strategy is another step in the right direction towards achieving Wetaskiwin's 50-year Community Vision. It is reflective of our long-term commitment to engage the community, understand collective priorities and concerns, and take action on community-guided goals

Safety is consistently cited as a high priority for our community. After being selected as a pilot site for a rural crime prevention project, and in support of Council's strategic plan, the City has worked with developing this community safety and well-being strategy to reduce crime and build capacity among service providers in Wetaskiwin.

This strategy draws insights from existing data, a local community safety survey, and consultations with various community members and groups. We want to emphasize that every voice matters in this process, and while individual perspectives may vary, our goal remains united: to create a safer home for all residents and business owners in Wetaskiwin.

Our Community Safety & Well-being Strategy brings together leaders, organizations, and community members to co-create an actionable, practical plan to improve security safety and foster a sense of security in our community. While our strategy is aspirational and challenges the status quo, we also recognize the real-world constraints we face, such as organizational structures and budgets.

This strategy focuses on addressing potential risks and vulnerabilities before they escalate. While the police play a crucial role in crime reduction, our Community Safety & Well-being Strategy encompasses a broader spectrum, attending to the people, places, and situations that may not yet be on our radar.

I would like to thank Wetaskiwinites for their participation and feedback, which has directly contributed to the development of this plan. Your continued engagement is vital as we work together in building and shaping our community for the future.

Wetaskiwin is located approximately 70 kilometres south of Edmonton and has a population of 12,317 (2022). The city name comes from the Cree word wītaskiwinihk, meaning "the hills where peace was made".

Less than 20 kilometres south of Wetaskiwin lies Maskwacis, Alberta, which serves five reserves of four Cree First Nation band governments, which are collectively known as the "four nations" and are each party to Treaty Six. The four nations include the Ermineskin Cree Nation, Samson Cree Nation, Louis Bull Tribe, and the Montana First Nation.

Wetaskiwin is experiencing many of the same issues that are endemic across Alberta, and Canada as a whole: a housing crisis, systemic mental health and addictions crises and, more recently, the repercussions of a global pandemic. The City of Wetaskiwin hired the Canadian Centre for Safer Communities (CCFSC) to support the development of its Community Safety & Well-Being Strategy (CSWBS).

After reviewing available data, as well as conducting surveys and community consultations, the following key messages emerged:

- Wetaskiwin's residents strongly value the City's beauty, access to recreation and nature, and overall sense of community
- Westaskiwin's residents are concerned with rising rates of homelessness, problematic substance use, and mental health issues in the community, as well as the well-being of the children and youth of Wetaskiwin
- Both within the City of Wetaskiwin and nations in Maskwacis, the there is a perceived lack of relations/partnerships with Indigenous population.
- In addition, community members who had weaker feelings of belonging often attributed those feelings to experiences of racism, feeling voiceless or unheard, and/or feeling unsafe.

This document provides an overview of the City of Wetaskiwin's Community Safety & Well-Being Strategy. The 10 priority areas for action identified through research, community consultations and community surveys are as follows:



Violence



Property Crime
Victimization



(Visible)
Homelessness



Mental Health &
Problematic
Substance Use



Barriers Experienced
by Indigenous
Communities



Children & Youth



Transportation



Safety Concerns
Among Business
Community



Racism,
Discrimination, and
Hate-Based
Victimization



Perceptions of
Community Safety

WHAT YOU SAID

To gather data for this report, CCFSC obtained information from Statistics Canada and Wetaskiwin Family & Community Support Services.

400 residents completed a survey on current perceptions and issues related to community safety and well-being. The survey included questions about demographics; happiness, life satisfaction, and health; belonging, trust, and relationships; community safety and perceptions of crime; substance use; and accessibility of services. A copy of the survey is available in the available supporting documentation. In addition, 335 residents participated in community consultations designed to gather qualitative data on community member's opinions of the strengths and challenges faced in Wetaskiwin. Efforts were made to involve a variety of groups and voices in this process. From the collected data, participants identified several aspects they enjoy about Wetaskiwin, including:



Activities and Beauty of the Region

Many people indicated that the green spaces, access to wildlife and parks are valued as part of Wetaskiwin. Residents noted that museums, the retail/local business community, low-cost entertainment options, neighbourhood events, community programming and restaurants contribute to the safety and enjoyment of Wetaskiwin



Diversity & Inclusion

Community members appreciated the cultural events and opportunities, diversity and indications of inclusion (i.e., rainbow stickers and paintings, Treaty Six flags) as positive components of the Wetaskiwin community. Residents also noted a strong faith community as important to their sense of inclusion and safety.



Sense of Community

Community members noted appreciation of the “small town” and “friendly” feeling of Wetaskiwin; the atmosphere was described as calm, quiet, with access to amenities. Residents pointed to involvement in local activities, community events, church and/or volunteering, as well as living in the community for a long time as contributing to their feeling of belonging in the Wetaskiwin community.

WHAT YOU SAID

When asked about challenges in Wetaskiwin, residents noted:

Business Community Concerns

The local business community is increasingly reporting that they are experiencing safety challenges to their staff and properties particularly in the South end of Wetaskiwin. Loss of local business has the potential to negatively impact the economic well-being and quality of life in Wetaskiwin.

Children & Youth

Kindergarten students in Wetaskiwin present with higher levels of vulnerabilities in one or more areas of their development as measured by the Early Development Instrument (EDI) compared to their provincial counterparts. In addition, data showed a need for increased community based programming for youth, particularly those aged 16 years and older. This is further supported by data that indicates that younger people in Wetaskiwin (under 34 years of age) feel less safe than older residents.

Homelessness, Problematic Substance Use, & Mental Health Challenges

Homelessness, particularly when combined with substance use, challenges the peaceful image of rural communities like Wetaskiwin. Moreover, racialized people experiencing homelessness are at an increased risk of violent victimization; this fear was echoed in community consultation data. Mental health challenges however were not exclusive to the unhoused community as some survey respondents also noted anxiety, depression and isolation as commonly faced issues in their households.

Indigenous Relations

Both within the City of Wetaskiwin and nations in Maskwacis, there is a perceived lack of relations/partnerships with Indigenous population in and around Wetaskiwin.

WHAT YOU SAID

Perceptions of Community Safety

Despite relatively low rates of personal victimization, survey data revealed that there are pervasive feelings of unsafety among respondents, often attributed to the presence of those experiencing homelessness. Within the data, there was a pervasive sentiment that the individuals living in encampments, shelters, and “loitering” in the business area were creating an unsafe community. These concerns are particularly pronounced concerning the South end of Wetaskiwin.

Racism

Survey data revealed that community members who had weaker feelings of belonging often attributed those feelings to experiences of racism, feeling voiceless or unheard, and/or feeling unsafe. Those who reported feeling uncomfortable in their neighbourhoods pointed to their ethnicity, culture, race, skin colour, language, accent, gender, sexual orientation religion as the sources of their discomfort.

When asked for solutions for Wetaskiwin, residents suggested:



Strengthening the relationship between Wetaskiwin and Maskwacis



Increasing programming for youth, particularly high school-aged youth



Increasing access to culturally relevant programs to support those struggling with mental health and/or problematic substance use issues



Strengthening the relationship and fostering collaboration between local businesses, the city of Wetaskiwin, local services, and service providers to address common safety concerns



Increasing the supply of affordable housing options

WHAT WE HEARD



In October 2023, members of the steering committee met with CCFSC staff to discuss the identified community assets, challenges and possible solutions. After considering community input, the steering committee decided on 10 strategic priorities. For each priority area the committee then designed actions. The actions were assessed for scope, level of prevention and the effort needed to accomplish them as well as the anticipated level of impact.

Priority areas were assessed for scope, level of prevention, as well as level of effort and impact.

Areas identified as **Scope One** comprise the highest level priority items for the implementation team moving forward. Areas identified as **Scope Two** will be supported and monitored through this plan, but actioned by other community groups and organizations. The goal was to identify actions that will address the community safety challenges faced in Wetaskiwin by designing interventions that can build on existing efforts while also creating novel prevention opportunities.

Each strategic priority area has a strategic goal. The goals are accomplished through several types of strategic approaches that together have the best chance of accomplishing this goal. The strategic approaches in turn are anticipated to be accomplished through the recommended actions. No one strategic approach and no one action alone can reasonably be expected to accomplish the strategic goals.

For more details on the process of developing the actions please refer to **Supporting Document C**.

WHAT WE HEARD

PRIORITY AREA: Violence

Inter-personal violence tends to be most feared by members of the community when compared to other crimes. Within this context, however, community members tend to overestimate the violence that takes place in public places and underestimate the violence that occurs in the privacy of homes. A reduction in inter-personal violence therefore must start with a clear assessment of the status quo and trends over time to both inform actions and develop a baseline for future measurements. Ideally the strategic goals specify what type of violence is to be prevented and to what extent. The latter can set percentage targets year over year to facilitate the monitoring progress.

Goal	Actions	Scope
To decrease interpersonal violence	Research, evidence, and knowledge To identify types, motives, and demographics of inter-personal violence in Wetaskiwin	2
	Leveraging partnerships To identify the extent of intimate partner violence and existing interventions as well as gaps in Wetaskiwin including through engagement with victims of IPV	2
	Changing the services system/programming To identify gaps in education on rights, resources, and prevention opportunities as they relate to inter-personal violence with a view to creating changes in services and systems	1

WHAT WE HEARD

PRIORITY AREA: Property Crime Victimization

The negative and long-term impact of the experience of victimization due to property crimes should not be underestimated. While the prevention of property crimes through target hardening and enforcement is a police mandate, providing tangible and socio-emotional supports to victims of property crimes are a community responsibility. The latter in addition to enforcement measures also aids in preventing re-victimization. Victims of property crime are more likely than the general population to be re-victimized unless interventions are taken to reduce their risks.

Goal	Actions	Scope
To increase supports to victims of property crimes	Programming and securing resources To explore grant funding for programs that can support the implementation of CPTED recommendations and needs both for business and private owners	2
	Research, evidence and knowledge, community engagement/education To analyze and determine when, where, and why business owners and patrons feel unsafe	1
	To increase the number of residents in Wetaskiwin that report suspicious activities to local police. Community Led Groups such as Alberta Citizen's on Patrol (ACOPA); Rural Crime Watch, (RCW) and Crime Stoppers will play an increasing collaborative role with the RCMP in the Community.	2
	Programming To expand trauma informed victim support services to victims of property crimes	2

WHAT WE HEARD

PRIORITY AREA: (Visible) Homelessness

Homelessness in and off itself is of great concern when it comes to community safety. People that are unhoused are vulnerable to victimization. Their visible street involvement in turn often causes concerns for the community and business owners and patrons. Within this context it is important to emphasize that unhoused people are not the only ones responsible for “vagrancy, social disorder, and loitering” and the association between homelessness and these social concerns may in fact often be incorrect. Finally, “vagrancy, social disorder and loitering” while potentially being bylaw infractions are not a crime, but they can increase public perceptions that the community is unsafe and unnecessarily raise fear of victimization.

Goal	Actions	Scope
To decrease homelessness and social disorder	Research evidence and knowledge To collaborate with key stakeholders in implementing a homeless count, coupled with conducting research into the root causes of homelessness (the where, the why and the who) as well as utilizing pre-existing research from known sources (ex. Provincial government, other municipalities and post-secondary institutions) to plan interventions	2
	Leveraging partnerships To reestablish the homelessness coalition in the city comprised of the Salvation Army, the Food Bank, the RCMP, and others, with a view to formalizing partnerships among service providers	1
	To utilize data to mobilize appropriate partners to do their part in reducing homelessness (for example, Veteran’s Affairs to help with homeless veterans)	
	Securing resources To find and increase resources to groups that respond to social disorder such as: citizens on patrol, peer navigators, placemaking activities, Hope Mission outreach and the RCMP foot patrol.	1

WHAT WE HEARD

PRIORITY AREA: Mental Health & Problematic Substance Use

“Substance use” was changed to “problematic substance use” because not all substance use causes challenges. There was recognition that while there is co-morbidity, substance use and mental health challenges do not always go hand in hand. Finally, homelessness was added because of the connection to problematic substance use and mental health issues. This connection exists in both directions. Being unhoused greatly impacts mental health and may lead to problematic substance use. And also, mental health challenges and problematic substance use may lead to a person becoming unhoused. This is not meant to imply that all unhoused people have problematic substance use issue or mental health challenges.

Goal	Actions	Scope
To decrease problematic substance use/distribution, mental health issues and homelessness	Advocacy To advocate for an increase in the R-pact services in the region of Wetaskiwin	1
	Research, evidence, and knowledge To monitor the impact and effectiveness of R-pact model which combines paramedic and police services currently piloted in Wetaskiwin	1
	Leveraging Partnerships To research the impact of alcohol on community safety and to identify solutions that include a review of services for persons with alcohol addictions and an assessment of collaborative opportunities including partnerships between those involved in liquor sales, in regulation and enforcement of the liquor act, and in the provision of business permits	1

WHAT WE HEARD

PRIORITY AREA: Barriers Experienced by Indigenous Communities

The complexity of this issue necessitates that actions are determined in partnership with Indigenous communities. Additionally, the concept of resilience should not be confused with the notion of coping with circumstances that are intolerable and unjust. Finally, many of the barriers are not created at the level of community and local governments and necessitate a broader look at the impact of colonialism and current practices on community safety and well-being.

Goal	Actions	Scope
To decrease the barriers experienced by Indigenous community members and to increase resiliency	Leveraging partnerships/ Communicate & educate To partner with MCTC on the creation and further implementation of educational opportunities to build understanding about inter-generational trauma and to shares data that demonstrates the Indigenous share in generating economic benefits (e.g., through a speaker series) To request MCTC to provide advice and education to police services and social service agencies on how better to serve members of their community in a way that breaks down barriers	1

WHAT WE HEARD

PRIORITY AREA: Children & Youth

This priority area came largely out of the data which show that close to 40 % of children in Wetaskiwin are vulnerable in at least one area of development, as measured by the Early Development Indicators (EDI). There was also the recognition that children and youth that are troubled are more likely to “cause trouble” and further that a small percentage of children and youth are likely responsible for over 80% of youth crimes. This in turn means that this area has a high potential for prevention because chances are these children and youth are known to their schools, coaches, neighbourhoods, services and even police.

Interventions with children and youth inevitably need to involve their families. Research in risk factors and resilience shows that while there is no linear connection between what puts children, youth, and their families at risk and their chances to get beyond these challenges, attention to strengthening resiliencies in even one area can significantly reduce the impact of risks in other areas. For example, meaningful, accessible and affordable recreation have often been cited as examples of where communities can be “the village that raises the child”. Finally, there was acknowledgement that while some services do exist not all that need to be aware of them actually know about them.

Goal	Actions	Scope
<p>To decrease the challenges faced by children, youth, and their families and to increase resiliencies</p>	<p>Leveraging partnerships/community engagement To convene a task force that is mandated to raise awareness of the challenges that children, youth, and their families are experiencing, with a view to increasing services.</p> <p>To start the taskforce work by identifying current collaborative efforts between governments, NGOs and community agencies that provide support to children, youth, and families.</p>	<p>1</p>
	<p>Communicate & educate To increase awareness of the available services for children, youth, and families with a view to increasing utilization of these services</p>	
	<p>Programming To increase programs for youth 16 years and older by leveraging existing partnerships (e.g., School board)</p>	<p>2</p>

WHAT WE HEARD

PRIORITY AREA: Safety Concerns among the Business Community

In addition to CPTED funding for the business community, as identified in priority area two, forging partnerships with business owners and the organizations representing business such as the Chamber of Commerce can go a long way towards avoiding polarization and creating change together. When social disorder leads to business not thriving it can quickly become a downward spiral in negatively affecting the overall quality of life in communities. But this does not mean business cannot thrive in communities that have visible social challenges. It takes diligent attention to the facts, and collaboration to ensure that the interest of business, the interest of the community and the well-being or marginalized populations are attended to in conjunction not opposition to each other.

Goal	Actions	Scope
To increase safety among the business community.	Leveraging partnerships/Programming To gain greater access to the business challenges and opportunities as they pertain to community safety and well-being by adding the Chamber of Commerce as a member of the CSWBS steering committee	1
	To encourage the Hope Mission Shelter to meet with the business community to develop programs and practices together	2
	To expand police and business community partnerships	2

WHAT WE HEARD

PRIORITY AREA: Transportation & Transit

At first sight this issue seems to be out of scope. But since Wetaskiwin does not have a transit system, various populations struggle to access services and/or utilize transportation options that are not safe. Additionally, communities outside of Wetaskiwin, especially Indigenous communities, are disadvantaged by not being able to use public transit to access work and health and other services. Just how extensive this issue is, who is most affected, how much, and in what location is not clearly known and needs further investigation.

Goal	Actions	Scope
To increase availability of safe transportation	Research, evidence, and knowledge To investigate transportation needs, and possible funding sources to support the provision of transportation, within Wetaskiwin and between communities in the Wetaskiwin region	2

WHAT WE HEARD

PRIORITY AREA: Racism, discrimination, and hate-based victimization

It can be very challenging to (1) acknowledge that racism exists in a community and (2) conceive of actions that can be taken at the local level to change that and which go beyond public education. And yet, when we examine who is employed, who is awarded, who receives funding, who is elected and so on, we can begin to unearth unconscious biases and address them. Therefore, studying racism and discrimination in a community context is a vital first step. But unless it is followed with a commitment to change populations experiencing discrimination will feel further disadvantaged and discouraged.

Goal	Actions	Scope
To decrease racism, discrimination, and the victimization resulting from it	Research, evidence, and knowledge To consult research on victimization as it relates to racism and discrimination	1
	Community engagement To encourage the community to host events to foster a sense of community	1

WHAT WE HEARD

PRIORITY AREA: Perceptions of Community Safety

Perceptions can easily become reality if they are not attended to. This attention needs to go beyond sharing information to affording residents positive experiences. Experiences are more persuasive than data. Finding ways to engage the community not only pays dividends in civic engagement overall, but it can also go a long way towards increasing a sense of agency and safety.

Goal	Actions	Scope
To increase the positive perceptions of community safety	Research, evidence & knowledge To include a statistically valid survey question in the community satisfaction survey of the city.	2
	To use the Annual Performance Plan to clarify perceptions of safety	2
	Communicate & Educate To develop a communication strategy, including using Town Halls, to help the community understand operational and strategic actions of the city, the police and the Hope Mission with regards to community safety and well-being	1

GOVERNANCE & IMPLEMENTATION

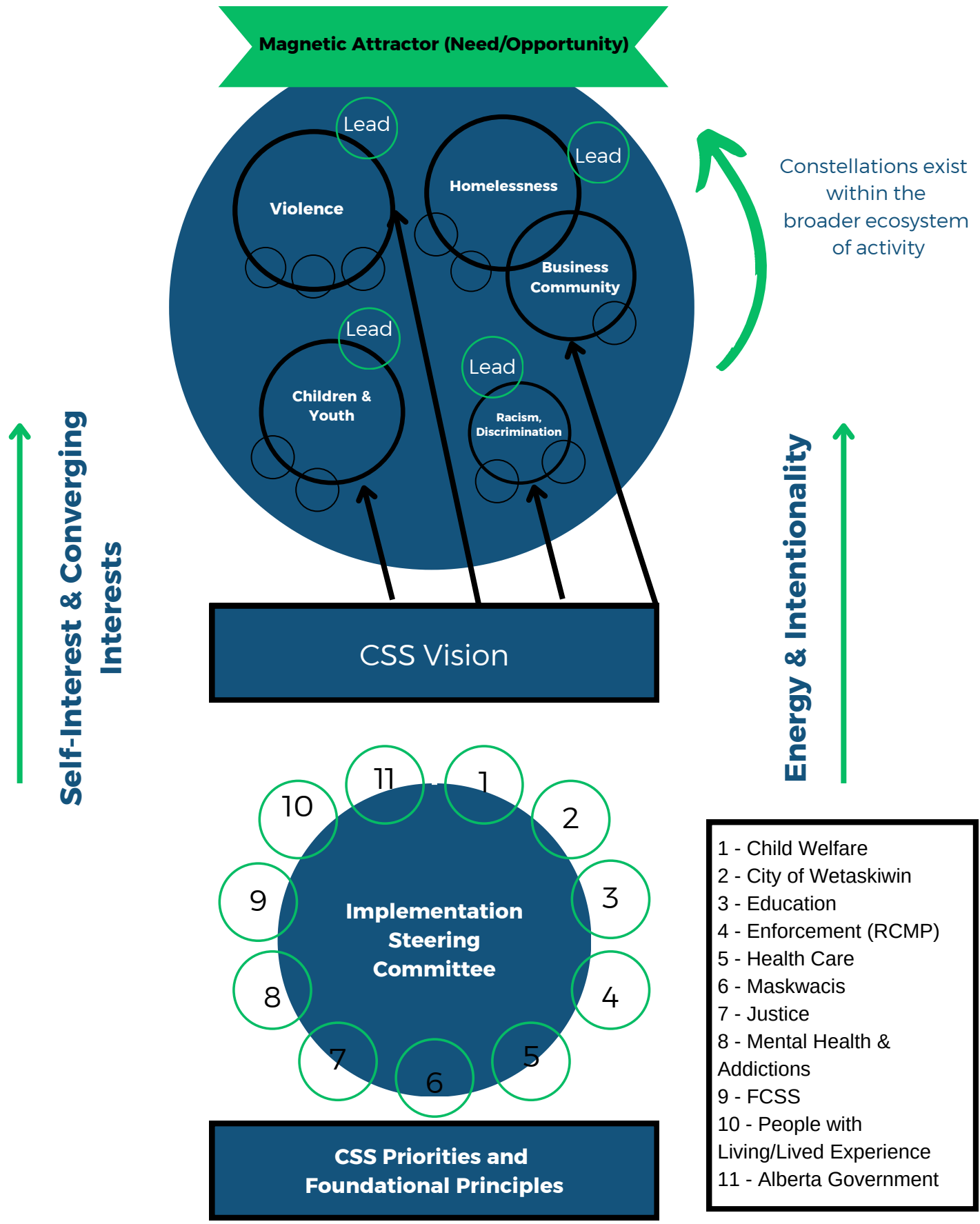
There are several key elements that will support a successful implementation of Wetaskiwin’s Community Safety & Well-Being Strategy, including:

- Adequate and sustained funding
- Clear timelines
- Permanent Coordination Support
- The establishment of an implementation steering committee

More details, including the key responsibilities of the implementation steering committee, as well as additional implementation considerations, are included in **Supporting Document D**.

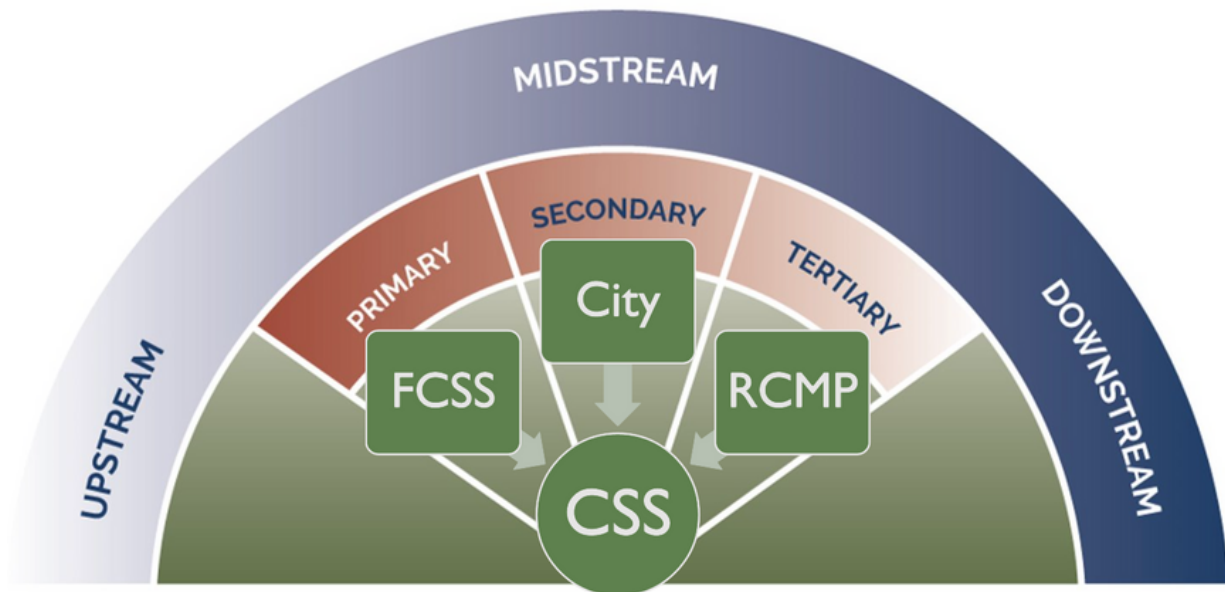
Community safety is a complex task and no one system has all the solutions. For that reason, the establishment of an ongoing round table of key partners with a clear roadmap (the strategy) and the willingness and capacity to contribute is vital for the successful implementation of the Wetaskiwin CSWBS.

While collective impact is a framework for collaboration, the constellation governance model is an approach that maximizes limited resources and provides the greatest flexibility in these collaborative ventures. The model has been adapted many times to meet diverse conditions that call for collective, rather than single organization answers. The model brings together multiple groups or sectors to work toward a joint outcome. It is a governance model ideally suited for partnerships, coalitions, networks, and even movements. As an approach for bringing together diverse service and community voices towards a common goal, it has great potential for animating the community while staying grounded in strategic agreements. The constellation governance model is illustrated below.



GOVERNANCE & IMPLEMENTATION

The coordination of strategy development can be supported through a shared leadership approach between the city of Wetaskiwin, the RCMP and FCSS, acting on a rotating basis to take responsibility for bringing together the implementation steering committee, providing agendas, and taking and distributing minutes.



The implementation of the Wetaskiwin Community Safety & Well-Being Strategy does not function in a vacuum. As the Strategy becomes better known in the community and beyond, other persons engaged in related efforts will see their alignment with the strategic goals.

The collective impact framework provides the focus for the strategy. The constellation governance provides room for organic developments and flexibility. The combination of collective impact framing and a constellation governance makes relationship building central to this collaboration.

MONITORING & EVALUATION

Given that the purpose of the Community Safety & Well-Being Strategy (CSWBS) is to create positive, long-lasting change in the community, it is imperative to establish a reliable way to monitor and evaluate whether these changes are occurring, and where additional or different action may be needed.

Monitoring and evaluation are different; **monitoring** involves a combination of data collection and analysis, while **evaluation** involves assessing to what extent the community safety plan is, or is not, meeting its objectives.

CCFSC recommends that the Wetaskiwin Community Safety Strategy be monitored and evaluated through a developmental approach.

Developmental Evaluation (DE) is an evaluation approach that adapts to dynamic realities in complex environments like community safety. It requires the collection and analysis of real-time data in a way that leads to informed and ongoing decision-making as part of the implementation process. DE aims to answer questions such as, is the action achieving what it is supposed to and if so, is it effective? For more information on conducting a Developmental Evaluation, see **Supporting Document E**.

Key performance indicators that are used to monitor and evaluate the achievement of the goals of the Community Safety & Well-Being Strategy should be observable, measurable and achievable. Ideally, key performance indicators should link to risk and protective factors, as outlined in **Supporting Document B**. For more information on selecting appropriate indicators, see **Supporting Document E**.

CCFSC RECOMMENDATIONS

In addition to the action priorities that form the Wetaskiwin Community Safety & Well-Being Strategy, the Canadian Centre for Safer Communities based on deliberations with the current steering committee and based on experiences in other community contexts has some recommendations for the consideration by the city and the implementation steering committee. Specifically, CCFSC recommends that:

1 Working Together

- A meaningful relationship between Wetaskiwin and Maskawis be (re)established and attended to throughout the implementation of the CSWBS as a key priority
- The implementation steering committee leadership secure commitments from existing organizations to engage in Scope two efforts as part of their contribution to community safety in Wetaskiwin
- Wetaskiwin stay closely connected to other communities engaged in this work, no matter which stage of development they are in, to stay abreast of current trends and industry standards and to form collaborative partnerships of mutual benefit

2 Evaluation

- The implementation steering committee early on turns its attention to agreeing on a measurement framework.
- The implementation steering committee assign percentage reductions or increases associated with action items where such measure seems appropriate.
- The community safety strategy be monitored and evaluated through a developmental approach.

CCFSC RECOMMENDATIONS

3

Governance & Implementation

- In the absence of a Centre of Responsibility that can guide the implementation of the Wetaskiwin Community Safety & Well-Being Strategy an implementation steering committee be established that can take on the role of oversight and guidance following the principles of collective impact.
- That the city agrees to utilize a constellation governance approach that incorporates collective impact principles as best suited to the successful implementation of the Strategy.
- To maximize the capacity of the implementation steering committee and to avoid conflict of interest, members of the committee are regarded as representing a sector, rather than their home organizations
- To begin with, the coordination of strategy development be supported through a shared leadership between the City of Wetaskiwin, the RCMP, and FCSS and that these three organizations on a rotating basis be responsible for bringing together the implementation steering committee, providing agendas, taking and distributing minutes, and monitoring the action recommendations
- The implementation steering committee more closely familiarize themselves with the detailed data of the community safety assessment that led to the formation of the recommended actions to help ensure that their work stays evidence informed.
- The child & youth task force consider the large reductions in youth being charged with crime on the one hand, and the significantly high rate of teen pregnancies on the other hand, as two areas of priority in their action planning
- The implementation steering committee reviews the considerations provided by Rethink Urban in the stand-alone field study as additional data to support the objectives of the community safety strategy as they relate to place making (CPTED)

Focus on Community Collaboration

As Wetaskiwin works to implement the many important components of this CSWBS, remembering that *many hands make light work* will increase the opportunities for success. Ongoing and consistent collaboration is key for achieving your community's goals.



Imagine Potential for Impact

It can be easy to get lost in our day-to-day efforts to improve community safety, especially when crises continue to present themselves. The impact of a successfully implemented CSWBS can have long-lasting positive impacts on your community.



Focus on Future Generations

Importantly, successful implementation of this CSWBS will help Wetaskiwin become a healthier and safer community for future generations. Wetaskiwin is a place where many community residents feel a strong sense of belonging, and creating a thriving community will instill that same sense of belonging in younger Wetaskiwin residents.



This Community Safety & Well-Being Strategy (CSWBS) was prepared by the Canadian Centre for Safer Communities (CCFSC) for the City of Wetaskiwin. The Canadian Centre for Safer Communities (CCFSC) is a community of practice created to inspire local action and foster community safety and well-being through national leadership, collaboration, capacity building, and knowledge exchange.

While care has been taken in the preparation of this document to ensure its contents are accurate, complete, and up to date, CCFSC recognizes certain limitations with the data. The information presented in this report is based on a review of existing data, a local community safety survey, and consultations with various community members and groups and the statements made by an individual may not reflect the perspectives of others. It is 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 Wetaskiwin.

Please note that this is a living document. New information, actions, and recommendations related to community safety emerge regularly. This report reflects the data collected at the time of the Community Safety & Well-Being Strategy (CSWBS) development. The opinions, findings, conclusions, and recommendations expressed in this report are those of the authors and do not necessarily reflect the view of the project team, the steering committee, City of Wetaskiwin employees, or the larger community of Wetaskiwin.

If you have any questions about the CSWBS or to access supporting documentation, including the Field Study conducted by Rethink Urban Inc., please contact:

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

Contact

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A: What is Community Safety and Well-Being Planning?

This document contains general information on CSWBP purposes, processes, and theoretical underpinnings, as well as context for the development of Wetaskiwin's Community Safety Strategy.

B: What were the findings that informed the development of the Community Safety & Well-Being Strategy?

This document contains information on how local data was gathered to inform Wetaskiwin's Community Safety & Well-Being Strategy, as well as detailed data and information from existing data sources, survey and community consultation results.

C: How was the Community Safety & Well-Being Strategy created from the findings and data?

This document contains an explanation of how the strategies and actions were created from local data and provides context and research on each action priority area.

D: How will the implementation of the Community Safety & Well-Being Strategy be governed?

This document contains suggested strategies for successful implementation of Wetaskiwin's Community Safety & Well-Being Strategy as well as a suggested governance model for how to support the plan's implementation.

E: How might success of the Wetaskiwin CSWBS be measured?

This document contains suggested strategies for monitoring and evaluating the implementation of Wetaskiwin's Community Safety & Well-Being Strategy, as well as suggested indicators of success for each action priority area.

F: References

2023

WESTASKIWIN COMMUNITY SAFETY & WELL- BEING STRATEGY

Supporting Document A: What is
Community Safety and Well-Being
Planning?

This Community Safety & Well-Being Strategy (CSWBS) was prepared by the Canadian Centre for Safer Communities (CCFSC) for the City of Wetaskiwin. The Canadian Centre for Safer Communities (CCFSC) is a community of practice created to inspire local action and foster community safety and well-being through national leadership, collaboration, capacity building, and knowledge exchange.

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WETASKIWIN COMMUNITY SAFETY & WELL-
BEING STRATEGY

DISCLAIMER

A: What is Community Safety and Well-being Planning?

In Canada over the last two decades there has been a shift in human services away from siloed and response focused measures towards upstream, multi-sector collaborative solutions to complex issues. This move has become known as Community Safety and Well-Being Planning (CSWBP)¹. The Ontario Ministry of the Solicitor General 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”².

Municipalities and Regions across Canada are working together with community stakeholders to create their Community Safety and Well-Being Plans. Although there is no single approach or template for CSWBPs, all plans are grounded in the knowledge that social, economic, community familial, and individual conditions and experiences significantly influence whether a person turns to crime and/or is more likely to be victimized. Accordingly, all CSWBPs seek to engage a cross-section of local leaders as well as the broader community to generate a shared vision of a community that is safe and healthy, and to commit to actions that remove local conditions that create barriers to safety and well-being. Inevitably, for such plans to be successful, CSWBPs must inspire and enable a shift in “how we work” and create a move away from organizations working toward isolated interventions and staying within their silos towards a systems approach. System approaches bring together a broad cross-section of organizations and people that work to elevate their collaboration to accomplish collective impacts. System approaches change a social services agenda into a social change agenda.

The theory of change for CSWBPs is consistent with the theory of change that underpins the [social determinants of health](#) which has a focus on decreasing risk factors and strengthening protective factors. These “root causes” are known to impact a person’s pathway towards pro-social values, attitudes, and behaviours or, alternatively, towards crime and victimization. Changing risk factors and increasing protective factors often requires broad-based, long-term, sustained investment and commitment. These social development methods to prevent crime, victimization, and fear of crime typically fall within the mandate of federal and provincial governments and include attempts to decrease if not eradicate inequities such as racism, poverty, and homelessness. Others approaches to prevention are more readily achievable through local consensus building, community leadership, and commitment to action.

¹ Ontario Ministry of the Solicitor General. (2017). *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* (Booklet 3). <https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario>

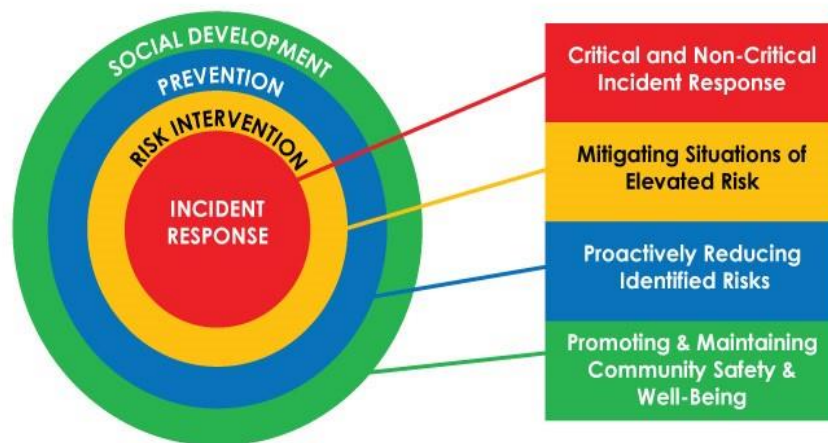
² *Ibid*

At the international level, the United Nations' [System-wide Guidelines on Safer Cities and Human Settlements](#) (2020) repeatedly calls for a coordinated, multidisciplinary effort to address the multiple root causes of delinquency, violence, and insecurity. The guidelines state that it is crucial that local governments, in collaboration with national and provincial and territorial governments, fully integrate safety and security in their strategic urban planning and decision-making processes and in their delivery of services. Local governments "also need to base their policies and strategies on a comprehensive assessment of the city [or region], drawing on appropriate data and a knowledge base of good practices and effective interventions, where available"³.

WETASKWIN COMMUNITY SAFETY & WELL-BEING STRATEGY (CSWBS)

While Community Safety Plans have been legislatively mandated in Ontario since 2019, the city of Wetaskiwin is among a growing number of municipalities in Canada that have chosen to develop a Community Safety & Well-Being Strategy (CSWBS) without such mandate.

Among other objectives, a CSWBS brings together system leaders, organizations, and community members to co-create a vision and an actionable plan to improve safety and sense of safety in their community. The Wetaskiwin CSWBS is committed to being tangible, pragmatic, and focused. The Wetaskiwin strategy is also aspirational and challenges the status quo of how systems operate, but simultaneously endeavors to reflect real-world constraints (i.e., organizational structures and budgets) and the complexities of bringing multiple organizations and communities together to co-create and implement a plan. Like all CSWBSs, the Wetaskiwin strategy is focused on reducing risk, vulnerability, and harm. While police are focused on crime reduction (attending to the people, places, and situations already known), CSWBSs focus on upstream approaches to prevention, i.e., attending to the people, places and situations not yet troubled/known. To visualize these dimensions, the Ontario Ministry of the Solicitor General's [Community Safety Framework](#) highlights four different levels of prevention/intervention.



³ UN-Habitat. (2020). *United Nations System-wide Guidelines on Safer Cities and Human Settlements*. <https://unhabitat.org/united-nations-system-wide-guidelines-on-safer-cities-and-human-settlements>

Social Development	Reduce risk factors and/or enhance protective factors in the general population.
Prevention	Identify at-risk individuals or communities and intervene to reduce risk factors and/or enhance protective factors.
Risk Intervention	Respond to acutely elevated risk situations to mitigate harm and decrease the likelihood of (re)victimization.
Emergency Response	Respond to urgent incidents to stop harms, minimize victimization, and hold individuals responsible.

With a focus on delivering tangible results and having measurable impact through localized action, the Wetaskiwin CSWBS priorities mostly speak to prevention and risk intervention and include some consideration for social development. Together actions in these dimensions attempt to reduce the need and demands for incident response in the first place.

BROADER CONTEXT FOR THE WETASKIWIN CSWBS

The Wetaskiwin CSWBS was developed within a rich context of other municipalities across Canada engaging in CSWB work as well as against the backdrop of Alberta Crime Prevention strategies generally, and a focus on rural crime prevention more specifically. This context provides the city and community of Wetaskiwin with many opportunities for exchange with other municipalities about what works, what doesn't and what is promising in the prevention of crime, victimization, and fear of crime.

The research and experiences in Canada in municipal based crime prevention are by now extensive and well documented. Cross municipal exchanges whether as part of the network provided by CCFSC or more informally, coupled with connections to literature in the national and even international crime prevention fields can make the task of implementing a strategy at the local level less daunting. Simply put, Wetaskiwin is not alone in the challenges the city and community experience and the solutions do not need to reinvent the wheel. The opportunity to work with other municipalities finally provides a chance for cross comparisons when it comes to indicators and measurements of success. Nonetheless, it is fair to say that the discipline of crime prevention when contrasted with enforcement and correctional methods is still young and the learning is ongoing. In that sense Wetaskiwin can contribute to a growing body of knowledge that will benefit not only the residents of Wetaskiwin but also others across the country. While there is not cookie cutter approach to the prevention of crime and the creation of well-being, and while each community is unique and different, the similarities in challenges and opportunities across the communities that engage in CSWB work are greater than their differences.

CCFSC therefore recommends that Wetaskiwin stay closely connected to other communities engaged in this work, no matter which stage of development they are in, to stay abreast of current trends and industry standards and to form collaborative partnerships of mutual benefit. In time, no doubt, Wetaskiwin will be called upon to support and guide other communities that are in the beginning stages of Community Safety & Well-Being Strategy

development work. And so, community by community, all local government have a chance to actively contribute to Canada being one of the safest countries in the world.

2023

WESTASKIWIN COMMUNITY SAFETY & WELL- BEING STRATEGY

Supporting Document B: What were the findings that informed the development of the Community Safety & Well-Being Strategy?

This Community Safety & Well-Being Strategy (CSWBS) was prepared by the Canadian Centre for Safer Communities (CCFSC) for the City of Wetaskiwin. The Canadian Centre for Safer Communities (CCFSC) is a community of practice created to inspire local action and foster community safety and well-being through national leadership, collaboration, capacity building, and knowledge exchange.

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WETASKIWIN COMMUNITY SAFETY & WELL-
BEING STRATEGY

DISCLAIMER

B: What were the findings that informed the development of the Wetaskiwin Community Safety & Well-Being Strategy?

To learn about the Wetaskiwin community, CCFSC conducted a **Community Safety Assessment**. Community safety assessments involve the collection of data to understand root causes, key risks, safety concerns, and available services and resources at the local level. While research has identified several general risk factors that negatively affect community safety, such as poverty, lack of social supports, and high rates of unemployment, each community has its own unique circumstances resulting in some challenges being more prevalent in some communities than others. Alternatively, protective factors may promote community safety or buffer against existing risk factors¹.

Presented below is a chart outlining risk and protective factors that may be present in communities. These risk factors and protective factors come from diverse sources including the experiences in other communities, research evidence, Public Safety Canada, the Ontario CSWB framework and more.

Level	Risk Factors
Societal	<ul style="list-style-type: none"> • Large number of people living in poverty • High level of inequity • Inter-generation trauma including trauma due to residential school history • Significant prevalence of discrimination, stigmatization, and oppression such as racism • Lack of affordable, appropriate, and safe housing • Lack of adequate services (social, physical health, mental health, addictions, etc.) • High unemployment
Community	<ul style="list-style-type: none"> • Presence of organized crime • Presence of and human trafficking • Repeated negative media attention • Availability of street level drugs • Availability of street level weapons (including firearms) • High level of fear of social disorder (e.g., visible homelessness, public drug use) • High transience in neighborhoods • Lack of adequate services (cultural, recreational)

¹ Public Safety Canada. (2015). "Risk and Protective Factors". <https://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/fndng-prgrms/rsk-fctrs-en.aspx>

	<ul style="list-style-type: none"> • Large number of residents reporting feeling unsafe in their neighborhood • Neighbourhoods that show neglect and lack of sense of ownership and pride • Food insecurity
School	<p>School Environment</p> <ul style="list-style-type: none"> • Lack of dedicated educational supports to students with special needs • Lack of attention to bullying (including cyber bullying) • High number of suspensions and expulsions • Negative labelling by teachers • Undiagnosed learning disabilities • Access to street level drugs within the school • Presence of gangs in school <p>Relationship to School</p> <ul style="list-style-type: none"> • Low attachment to school • Low educational aspirations • Consistent underperformance • Chronic absenteeism
Peer Group	<ul style="list-style-type: none"> • Friends with problematic substance use issues • Peers that are in conflict with the law • Lack of meaningful peer connections • Tolerance of violence in peer group (including emotional violence and bullying) • Discrimination of peers due to their race, sexual orientation, gender, faith, country of origin • Pre-teen exposure to high stress
Family	<ul style="list-style-type: none"> • Intimate partner and family violence (including elder abuse) • Erratic (or overly laissez-faire or punitive) parenting • Tolerance of problematic substance use • Abuse and neglect of children • Inadequate supervision • Violence between siblings • Criminalized or incarcerated parents or family members • Lone parent household with limited economic means • Anti-social behaviour within the home
Individual	<ul style="list-style-type: none"> • Adverse childhood experiences (ACEs) • Prior delinquency and criminalization • Low sense of belonging • Problematic alcohol and drug use • Addiction to gambling • Lack of attention to trauma • Frequent displays of aggression and violence (including verbal violence)

	<ul style="list-style-type: none"> • Early sexualization • Unattended to mental health challenges • History of victimization • Isolation, boredom • Low sense of self
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Level	Protective Factors
Societal	<ul style="list-style-type: none"> • Access to resources to meet basic needs including stable housing • Strong social safety net • High level of equity in all regards • Adherence to human rights • Commitment to Truth and Reconciliation • Visibly valuing children and having a commitment to the future
Community	<ul style="list-style-type: none"> • High level of community engagement • High level of volunteerism • High level of trust in public institutions including police • Access to and participation in traditional healing and cultural activities • Availability of barrier free recreation • Strong neighborhood networks • Strong leadership (both elected officials and “natural” leaders) • Investment in community safety through social development
School	<ul style="list-style-type: none"> • Effective connections between school and home environment • Clear behavioral expectations and follow-through on infractions • Attention to context in which the schools exist • School-neighborhood collaborations • Knowledge and utilization of asset-based teaching • Availability of diverse extracurricular activities • High number of students that graduate • Availability of cultural education including First Nations • School engagement of family
Peer Group	<ul style="list-style-type: none"> • Positive and sustained peer relations • Connections to peers who are actively engaged in the community in positive ways. • High level of intolerance towards violence and problematic substance use • Involvement in after school activities • Peers that are engaged in recreational activities.
Family	<ul style="list-style-type: none"> • Parents that are present and consistent • Availability to family dialogues on challenging topics • Shared activities between members of the family • Parents modeling involvement in recreation

	<ul style="list-style-type: none"> • Parents whose needs are met and who feel supported in the larger community. • Multiple and healthy connections to the wider community • Sense of agency
Individual	<ul style="list-style-type: none"> • Positive self-regard • Strong sense of belonging • Regular positive acknowledgement from peers and family • Conflict resolution skills • Intolerance towards violence and coming in conflict with the law. • Success in one or more significant areas of life (school, recreation, social connections) • Access to one significant other outside of the family • Financial stability • Stable employment

EXISTING DATA

When conducting a community safety assessment, CCFSC consults and incorporates data from a variety of sources to ensure the information collected is as comprehensive as possible. Often that works begins with a review of existing data. To understand the current community safety landscape in Wetaskiwin, existing quantitative data was collected and compiled. These data included demographic details from Statistics Canada (e.g., population size, diversity, income, labour force), police data (e.g., crime rates), along with information from community organizations related to food insecurity, risk of violence in schools, as well as data related to mental health and addictions.

COMMUNITY SAFETY SURVEY

Additionally, to understand the perceptions and feelings of community safety in Wetaskiwin, CCFSC administered a survey to residents between February and July 2023. In total, 400 residents completed the survey.

The survey as administered by CCFSC and advertised by the City, among others. Paper copies were also made available for participants if requested.

The survey included questions about residents' sense of belonging, trust, and relationships; perceptions of crime and safety; substance use; and the accessibility of local services. By sharing their experiences, residents can help shape life in Wetaskiwin, determine community priorities, and indicate where from within their experiences change is most needed. Survey questions followed a Likert scale format from very satisfied, over satisfied, neither satisfied or dissatisfied, to dissatisfied and finally very dissatisfied. A copy of the survey is provided at the end of this supporting document. It should be noted that because of the absence of a random sample, the survey results are not generalizable to the overall population. However, the results provide a comprehensive snapshot of current perceptions and issues as they pertain to community safety

and as identified by community members. Finally, the data gathering process included community consultations.

COMMUNITY CONSULTATIONS

The development of a CSWBS commonly includes quantitative and qualitative community assessments whereby the latter tends to be generated through community consultations. Qualitative data provides a more inclusive understanding of the challenges that may have been highlighted in the quantitative data. Qualitative data also sheds a light on the experiences of various groups within the community. In that sense, consultations help provide a rich understanding of community perceptions and experiences by answering the **how and why** of issues related to community safety. Engaging the community also positively contributes to social cohesion, community buy-in and accountability, and ultimately can strengthen the protective factors.

CCFSC, in partnership with the Wetaskiwin Family & Community Support Services and BGC Wetaskiwin completed community consultations between March and September 2023 that included a total of 335 participants. Specifically, we consulted individuals whose voices tend to be overlooked in official planning processes to ensure their concerns and priorities are included in the CSWBS. During each consultation, we asked participants questions related to three community safety topics: positive aspects about Wetaskiwin; concerns related to safety in Wetaskiwin; and opportunities to improve community safety and address challenges in Wetaskiwin.

A core principle for conducting community consultations is to provide opportunities for all to participate in a meaningful, safe, and inclusive manner. As a result, we organized engagements in partnership with local leaders and organizations.

CCFSC conducted two general virtual consultations. The invitation was extended to local stakeholders from various sectors, including municipal representatives, businesses, community-based organizations, services for older adults, health and social service agencies, libraries, recreation, and wellness agencies, etc. We also organized consultations with specific groups, including youth (in partnership with schools), Indigenous communities, newcomers and immigrants to ensure that the voices of individuals who tend to face increased marginalization and oppression were heard. These sessions were conducted in the following formats:

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

Community consultations were held with the following groups:

- 2SLGBTQ+ community members

- Business community
- First Nations and Métis individuals living in Wetaskiwin
- General public
- Healthcare professionals (Medavie Health Services West)
- Maskwacis key stakeholders (staff, chief, etc.)
- Members of the CSWBS Steering Committee
- Municipal employees
- Newcomers and refugees
- People experiencing houselessness
- People who are unemployed
- Education professionals (Wetaskiwin Regional Public Schools, NorQuest College)
- Service providers (AHS, community services, Hope Mission, BGC, etc.).
- Single parents
- Sports organizations (Football Association, Swim Club, etc.)

KEY FINDINGS FROM THE COMMUNITY SAFETY ASSESSMENT

Based on both the quantitative and qualitative data that can shed light on local realities the following is a summary of the key findings.

Residents identified several aspects that they enjoy about Wetaskiwin, including:

Activities and Beauty of the Region: Many people indicated that the green spaces, access to wildlife, and parks are valued parts of Wetaskiwin. Residents noted that museums, the local retail business community, low-cost entertainment options, neighbourhood events, community programming and restaurants contribute to the safety and enjoyment of Wetaskiwin. Community members specifically noted enjoying the parks and museums available in their community.

Sense of Community: Community members noted appreciation of the “small town” and “friendly” feeling of Wetaskiwin; the atmosphere was described as calm, quiet, with access to amenities. Residents shared that involvement in local activities, community events, church, volunteering, as well as living in the community for a long time all contribute to their feeling of belonging in the Wetaskiwin community.

Diversity & Inclusion: Community members expressed that they appreciate the cultural events and opportunities, diversity, and indications of inclusion (i.e., rainbow stickers and paintings, Treaty Six flags) as positive components of the Wetaskiwin community. Residents also noted a strong faith community as important to their sense of safety.

Residents spoke of the following challenges to community safety in Wetaskiwin:

Indigenous relations: Both within the City of Wetaskiwin and nations in Maskwacis, there is a perceived lack of relations and partnerships with the Indigenous population in and around Wetaskiwin.

Racism: Survey data revealed that community members who had weaker feelings of belonging often attributed those feelings to experiences of racism, feeling voiceless or unheard, and/or feeling unsafe. Those who reported feeling uncomfortable in their neighbourhoods pointed to their ethnicity, culture, race, skin colour, language, accent, gender, sexual orientation and religion as the source of their discomfort.

Visible homelessness, substance use, and mental health challenges: Visible homelessness, particularly when combined with substance use, were seen as challenging the peaceful rural image of Wetaskiwin. Moreover, racialized people experiencing homelessness are at an increased risk of violent victimization; this fear was echoed in community consultation data. Additionally mental health challenges are not exclusive to the unhoused community as survey respondents noted that anxiety, depression and isolation are issues commonly faced in their households.

Perceptions of community safety: Despite relatively low rates of personal victimization, survey data revealed that there are pervasive feelings of unsafety among respondents, often attributed to the presence of those that are experiencing homelessness. Within the data, there was a strong sentiment that the individuals living in encampments, shelters, and “loitering” in the business area were creating an unsafe community. These concerns are particularly pronounced with regards to the South end of Wetaskiwin.

Business community concerns: The local business community is increasingly reporting that their staff are experiencing safety challenges and that their customers and properties are vulnerable. Loss of local business has the potential to negatively impact economic well-being and the quality of life in Wetaskiwin overall.

Children & Youth: Kindergarten students in Wetaskiwin present with higher levels of vulnerabilities in one or more areas of their development compared to their provincial counterparts. In addition, youth were identified as having an increasing need for access to community-based programming. This is further supported by data that indicates that younger people in Wetaskiwin (under 34 years of age) feel less safe than older residents.

CCFSC recommends that the working groups the implementation steering committee (actions teams) more closely familiarize themselves with the detailed data of the community safety assessment that led to the formation of the recommended actions to help ensure that their work stays evidence informed.

DETAILED FINDINGS FROM THE COMMUNITY SAFETY ASSESSMENT

Quantitative Data / Statistics

The following section compiles trends in existing data sources to provide an overall understanding of the socio-demographics of Wetaskiwin.

Demographics

The population size of Wetaskiwin is largely stable and is slightly older when compared to the province of Alberta and the country. Between 2016 and 2021, the overall population of Alberta increased, but Wetaskiwin's population remained more or less stable with a slight 0.5% decrease. In 2021, the largest age group in the City of Wetaskiwin was 30- 59-year-olds, which accounted for 36.7% of the overall population, while children under the age of 15 accounted for 18% of the overall population. In addition, Wetaskiwin has a larger percentage of the population that identifies as Indigenous (18%) than that of Alberta (6.8%) and of Canada (5%). Wetaskiwin also has a higher number of lone parent families (23.4%) than Alberta (15.2%) and Canada (16.4%)²

Education and Employment/Income

With regards to education levels, in 2021, over 80% of Wetaskiwin residents had attained at least a high school diploma. Wetaskiwin has a larger percentage of individuals with no certificate, diploma, or degree (18.1%), compared to Alberta (9.9%). The unemployment rate in Wetaskiwin (12%) is slightly higher than the rate of 11.5% in Alberta.

In 2020, about 95% of Wetaskiwin residents had an income (a rate similar to the provincial rate of 95.2%). The median and average individual income in Wetaskiwin (\$38,400 and \$46,760, respectively) were significantly lower than the median and average individual income level across

² Statistics Canada. (2022b). *Crime severity index and weighted clearance rates, police services in Alberta*. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510019001&pickMembers%5B0%5D=1.175&cubeTimeFrame.startYear=2017&cubeTimeFrame.endYear=2021&referencePeriods=20170101%2C20210101>

Alberta (\$46,760 and \$60,850, respectively). On average, males in Wetaskiwin have employment incomes 63% higher than females.

In both Wetaskiwin (26.6%) and Alberta (23.5%), the largest segment of the labour force is employed in a Sales and Service occupation. The City of Wetaskiwin has a greater proportion of its labour force in Trades, Transport, Equipment Operators and related areas (23.8%) than the province^{3 4}.

Housing and Homelessness

In 2021, the average monthly cost of shelter for owners and renters was slightly lower in the City of Wetaskiwin compared to the average cost for owners and renters across Alberta. In terms of attainability (comparing income level to costs associated to shelter), the City of Wetaskiwin has a slightly higher level of attainability than the province. In Wetaskiwin, 23% of City households spend 30% or more of household income on shelter costs. In comparison, 27% of households in Alberta spend 30% or more of their income on shelter costs. However, the number of people who own their dwelling was lower in Wetaskiwin (63.3%) than elsewhere in the province (70.9%) in 2021⁵

Concerning the use of emergency shelters, generally, the average number of clients served was within the capacity of the local available shelter spaces. However, the Mustard Seed emergency shelter exceeded its capacity during a few months in 2022. Mustard Seed's busiest months were February – May, while Hope Mission served most clients in April and November.

Children, Youth, and Seniors

The Early Development Instrument (EDI) is a tool that collects data providing insights into the healthy development of children⁶. EDI data shows avoidable and persistent inequalities in children's developmental health and well-being in Alberta. Inequalities in children's well-being arise because of the conditions in which people are born, grow, live, work and age.

³ City of Wetaskiwin. (2022). "2022 Community Profile for the City of Wetaskiwin".

https://www.wetaskiwin.ca/DocumentCenter/View/6538/Wetaskiwin-2020-Community-Profile_May-2022

⁴ Statistics Canada. (2022c). Census Profile, 2021 Census of Population, Wetaskiwin, City and Alberta [Province] (table). <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfmLang=E&SearchText=wetaskiwin&DGUIDlist=2021A00054811002&GENERlist=1,2,3&STATISTIClist=1,4&HEADERlist=0>

⁵ *Ibid.*

⁶ Janus, M., Reid-Westoby, C., Raiter, N., Forer, B., & Guhn, M. (2021). "Population-Level Data on Child Development at School Entry Reflecting Social Determinants of Health: A Narrative Review of Studies Using the Early Development Instrument". *International Journal of Environmental Research and Public Health*. 25;18(7):3397. DOI: 10.3390/ijerph18073397

At the provincial level, the current rate for children identified as “vulnerable” on one or more scales of the EDI is 29.4%, meaning that almost 30% of kindergarten students in the province start school with vulnerabilities in one or more areas of their development. In Wetaskiwin, these vulnerabilities are more pronounced, with 37.2% of children being considered vulnerable in at least one area of development as measured by the EDI in 2016. The highest rates of vulnerability were related to communication skills and general knowledge (20%), language and cognitive development (18%), and physical health and well being (18%). These children are more likely to experience future challenges in their school years and beyond ⁷.

In a needs-assessment conducted in 2022, residents in the County of Wetaskiwin demonstrated a high level of awareness of the social issues that children and youth face, identifying mental health, violence and bullying, and problematic substance use and addictions as the top three issues faced by this demographic.

In survey data provided by FCSWBS Wetaskiwin, participating seniors noted experiences of loneliness, a lack of support and a lack of access to recreational activities. High levels of stress and prolonged feelings of stress were the most cited mental health and wellbeing concerns of this group. As much as 62.5% of survey respondents noted that they “always” or “sometimes” feel unsafe when out in the community. Similarly, of the youth surveyed by FCSWBS, over 46% reported feeling “stressed and anxious a lot of the time”.

Crime and Victimization

Overall, the **Crime Severity Index** (CSI) in Wetaskiwin has increased since 2017 for all types of crime (general, violent crime, and non-violent crime), with the highest crime severity index being recorded in 2019 and 2020. The violent crime severity index in Wetaskiwin peaked in 2020 but decreased by 23% the following year. The overall rate of police-reported crime statistics in Wetaskiwin increased slightly in 2019 and 2022 but decreased in 2021. By comparison when looking at the province the overall CSI for Alberta increased slightly (by 1.92%) from 2021 – 2022.

The **most frequent criminal occurrence** in Wetaskiwin was mischief, obstruct enjoyment of property (760 occurrences) while the least frequent occurrence was criminal harassment (28 occurrences). Between 2021 and 2022, there was a reduction in most occurrence types in Wetaskiwin except mischief and obstruct enjoyment of property (2.3% increase) and fraud (2.7% increase). The largest decrease was in mischief and damage to property (41.3% decrease), followed by assault (26.6% decrease).

With regards to **violent crime**, the rate per 100,000 population has increased consistently since 2018, reaching 6,242.46 in 2021. This represents a 5% increase from the previous year

⁷ Bian, J., Gilham, G., Lyman, K., Metes, D., & Wang, M. (2016). “Alberta Early Development Instrument Community Profile Report”. *Alberta Government*. <https://open.alberta.ca/dataset/3a4a9513-067a-4565-a4f7-7939c16db411/resource/4c90b431-7462-43a1-9725-ce6d23b49bc8/download/edi-wetaskiwin-and-area.pdf>

pattern is partially consistent with the province of Alberta, which also saw rising violent crime between 2017 – 2019. However, 2020 - 2021 saw a decrease in violent crime across the province, although this can partially be attributed to decreased reporting during the Covid-19 pandemic (Statistics Canada, 2020). From 2021 – 2022, violent crime rates continued to fall across Alberta overall by 3.21%⁸.

With regards to **domestic violence**, there were 196 incidents in Wetaskiwin between January and December 2022, almost one for every two days. The highest number of incidents occurred in November (26), June (22), and May (21). Approximately 18% of domestic violence incidents involved drugs or alcohol.

Concerning non-domestic violence incidents, which include assault, aggravated assault, assault on a police officer, and assault with a weapon or causing bodily harm, in total, there were 508 non-domestic violence incidents in Wetaskiwin in 2022. In most cases (65%), the suspect was a family member, friend, or other acquaintance of the victim (Statistics Canada, 2022a; Statistics Canada, 2022b).

The rate of youth charged (all violations combined) decreased significantly over the past five years, from 13,519 violations in 2017 to 2,214 in 2021. It is unclear if this decrease is due to actual changes in youth delinquency rates or a change in police approaches to youth crime.

Health and Social Services

On average, the condition with the highest chronic disease prevalence rate reported for Wetaskiwin County during 2013 to 2020 was hypertension. In 2020, the Wetaskiwin County prevalence rate for hypertension per 100 population was 1.2 times higher than the corresponding rate reported for the province. In addition, Wetaskiwin County showed prevalence rates higher than the provincial rates for chronic diseases including diabetes, heart disease and pulmonary disease.

Concerning maternal health, between the periods of 2018/2019 to 2020/2021, the birth rate for Wetaskiwin County was on par with the provincial rate, with 24.5 births per 1,000 women. However, the teen birth rate in the county was much higher at 33.5 births per 1,000, in contrast to Alberta's teen birth rate (6.9 births per 1,000).

Regarding mental health, the City of Wetaskiwin RCMP received 387 mental health related calls in 2022. In the same year, in data reported by the RCMP Wetaskiwin Municipal Detachment,

⁸ Statistics Canada. (2023). Crime severity index and weighted clearance rates, police services in Alberta. <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510019001&pickMembers%5B0%5D=1.1&cubeTimeFrame.startYear=2017&cubeTimeFrame.endYear=2022&referencePeriods=20170101%2C20220101>

there was a total of 305 occurrences related to the Mental Health Act, and 338 well-being checks conducted by the Wetaskiwin Municipal RCMP in 2022 ⁹

Community Consultations

Consultations occurred between March and September 2023.

Community members tend to have valuable insights and knowledge of the strengths and challenges that their community faces, as well as unique solutions that can help address these on-going challenges. Community consultations are an effective means of capturing this knowledge. The qualitative data collected from these processes help to better understand the day-to-day experiences of residents in Wetaskiwin, as well as highlight the strengths of the community as noted by participants. Several themes emerged from these consultations.

Strengths

Participants in the community consultations noted the following strengths of Wetaskiwin:

Category	Feedback
Physical Environment	Participants indicated that the green spaces, access to wildlife and parks are valued as part of Wetaskiwin.
Access to Recreation	Participants noted that museums, the retail/local business community, low-cost entertainment options, neighbourhood events, community programming and restaurants contribute to the safety and enjoyment of Wetaskiwin.
Sense of Community	Participants spoke of the “small town” and “friendly” feeling of Wetaskiwin; the atmosphere was described as calm, quiet, with access to amenities.
Diversity & Inclusion	Participants expressed appreciation for the cultural events and opportunities, diversity and indications of inclusion (i.e., rainbow stickers and paintings) as positive components of the Wetaskiwin community.

More specifically, participants spoke of the following locations and spaces as something they enjoy:

- Reynold’s Museum

⁹ Statistics Canada. (2022c). Census Profile, 2021 Census of Population, Wetaskiwin, City and Alberta [Province] (table). <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfmLang=E&SearchText=wetaskiwin&DGUIDlist=2021A00054811002&GENDERlist=1,2,3&STATISTIClist=1,4&HEADERlist=0>

- Heritage Museum
- Main Street
- Norwood Arena
- School playgrounds
- Library
- Manluk Centre
- Parks: By-the-Lake Park; Jubilee Park; Peace Hills Park; Peace Cairn Park; Montgomery Park; Dog parks; Friendship Park

Challenges

Community consultation participants also noted challenges to life in Wetaskiwin:

Category	Feedback
Visible homelessness, substance use, and mental health concerns	Many participants cited specific areas of concern (outlined below) as locations where homelessness is visible because those that are homeless are congregating and taking shelter. Respondents reported witnessing public substance use in these areas as well as seeing drug paraphernalia. Participants also noted that there is a lack of secular recovery and treatment-based options in Wetaskiwin.
Racism, discrimination, and victimization	Community consultations revealed an attitude toward members of Maskwacis residents that is marred by both covert and overt racism. Some noted the lack of culturally appropriate and responsive support for community members from Maskwacis as a continuing challenge in responding to their needs. Participants also noted a growing awareness of the violence being perpetrated against the Indigenous peoples living in Wetaskiwin.
Perceptions of community safety	Participants expressed a general fear of the visible homeless population in Wetaskiwin and a concern that those experiencing homelessness are “dangerous”. Community members expressed reservations about being in the community after dark or allowing their children to be outside and unsupervised. Seniors as a group also expressed feelings of being unsafe.
Violent & Property Crime	Both those experiencing homelessness as well as the public-at-large cited fears for their personal safety. Participants noted concerns of gang activity and violence, as well as racially motivated attacks on Indigenous people. They additionally

	expressed concerns about property crime, especially break and enter, and theft.
Indigenous Community	Participants noted the multiple barriers experienced by the Indigenous community members including higher rates of dying by suicide, poverty, and a lack of affordable housing. A need for culturally responsive programs was noted in that context.
Business Community	There was an expressed concern that the business community is being negatively impacted by the presence of people that are unsheltered. Residents value the small businesses in Wetaskiwin and are concerned about local businesses being replaced by “big box” stores.
Transportation, Road safety	The lack of transportation between Maskwacis nations and Wetaskiwin was highlighted as a problem, as well as the lack of transportation options within Wetaskiwin.
Youth Challenges	Participants expressed concerns that youth (particularly teenaged youth) in Wetaskiwin face unique challenges including a lack of affordable activities. Some even expressed concerns that youth will become involved in gangs or other criminal activity.

Specific locations or spaces that participants note as areas of worry are mostly on the South Side of Wetaskiwin (south of 45th), including:

- 7-Eleven (56th Street)
- Safeway
- Circle K
- Whistle Stop Mall
- Banks: TD, ScotiaBank; particularly after business hours
- 36th Avenue
- Train tracks on 55th Avenue
- Liquor stores
- Walmart
- Bingo Hall
- Centennial area
- Parking areas
- Downtown after 11pm

CSWB Survey Responses

400 residents of Wetaskiwin completed the survey between February 2023 and July 2023. The themes collected from the survey data support and shed light on important issues of community safety and well-being in Wetaskiwin.

Survey respondents comprised a good cross section of the population. But care should be taken in generalizing to the larger population.

Ages demographics

- 25.3% were aged 35 – 44
- 24% were aged 55 – 64
- 16.5% were aged 45 – 54
- 15% were aged 25 – 34

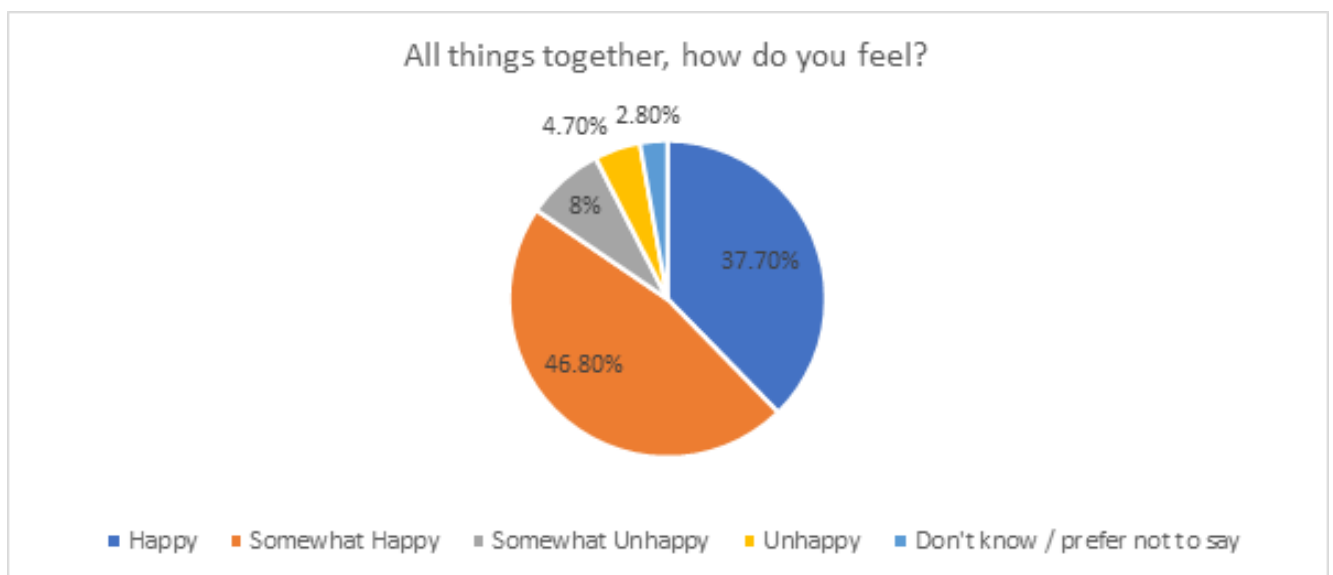
Ethnicity/Race:

- 87.2% identified as White
- 6.4% identified as First Nation, Métis, or Inuit
- 6.4% identified as Other or Mixed
-

Gender identity

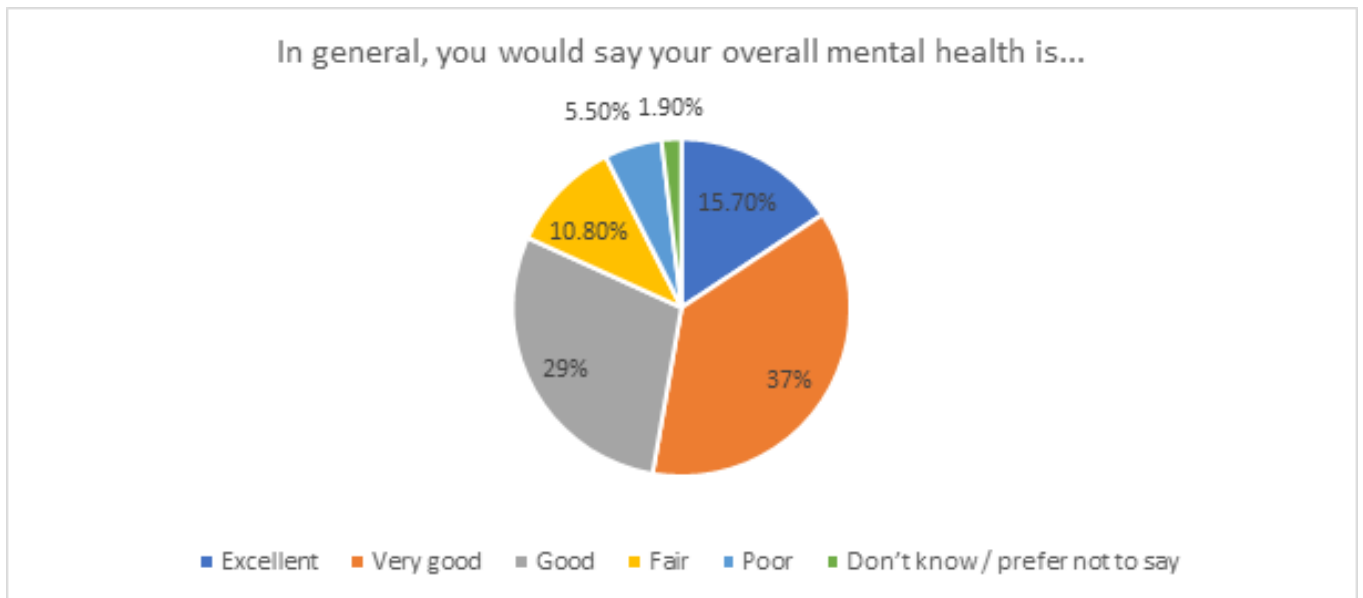
- 66.9% identified as Women
- 32% identified as Men
- 1.1% identified as Other (non-binary, prefer to self-describe)

Feelings of Happiness, Life Satisfaction, and Health



Most survey respondents reported feeling happy or somewhat happy and indicated that their mental health was very good, or good. Of note is that respondents aged 65 and older were significantly different from the younger age groups (34 and younger, 35 to 44 and 45 to 54) in as much as the older age group reported having better mental health when compared to younger respondents.

Happy	37.70%
Somewhat Happy	46.80%
Somewhat Unhappy	8%
Unhappy	4.70%
Don't know / prefer not to say	2.80%



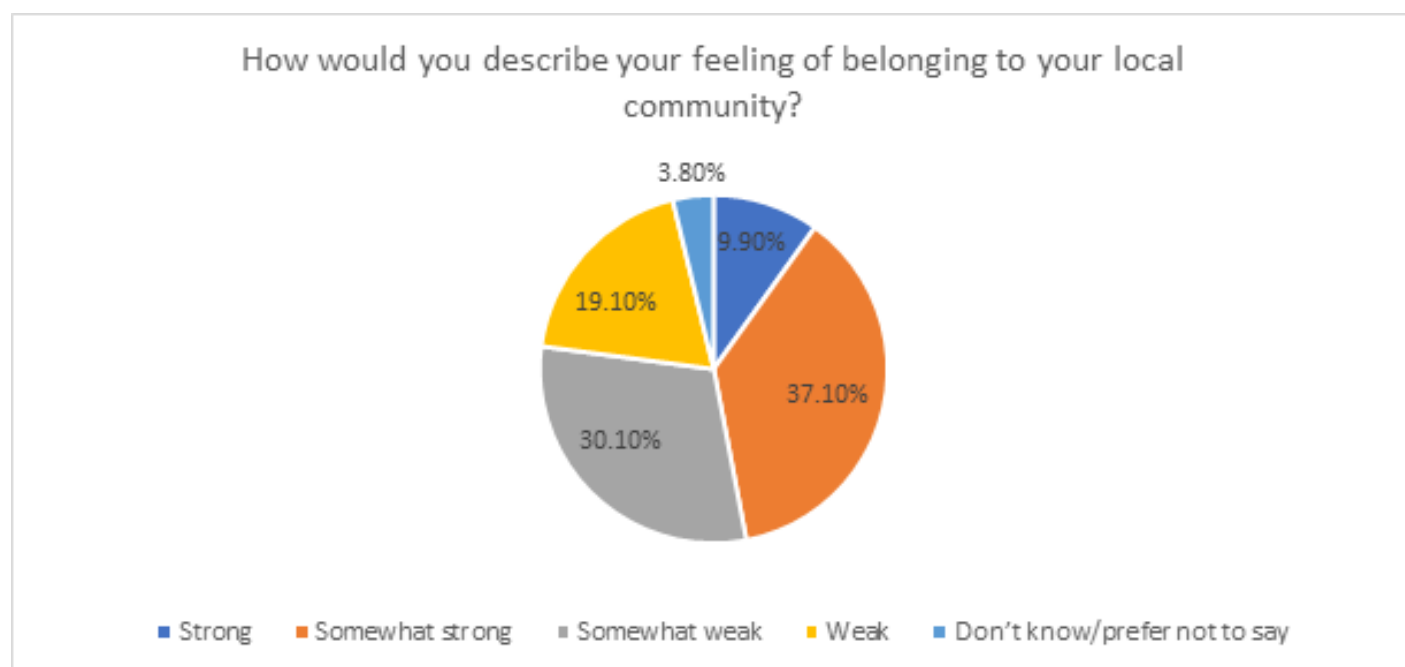
Excellent	15.70%
Very good	37%
Good	29%
Fair	10.80%
Poor	5.50%
Don't know / prefer not to say:	1.90%

Feelings of Belonging, Trust, and Relationships

There seemed to be an almost even split between survey respondents that indicated they had somewhat strong sense of belonging to the community and respondents that reported a somewhat weak sense of belonging. When asked why they felt this way, survey respondents cited involvement in local activities, community events, church and volunteering, as well as living in the community for a long time as contributing to their feelings of belonging. For those who expressed a weaker sense of belonging they cited feelings of racism, feeling voiceless or unheard, and/or feeling unsafe and excluded as contributing to this feeling.

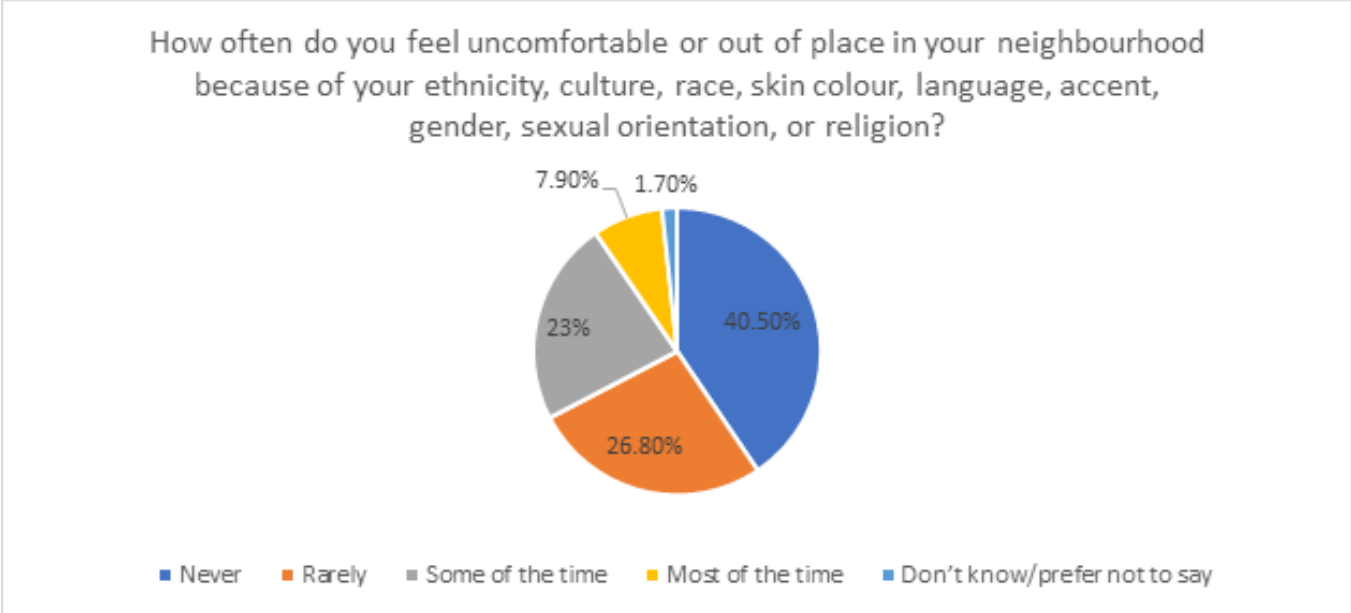
While most survey respondents reported either never or rarely feeling uncomfortable or out of place in their neighbourhood, over 30% of survey respondents indicated that they feel uncomfortable or out of place in their neighbourhood “some of the time” or “most of the time” because of their ethnicity, culture, race, skin colour, language, accent, gender, sexual orientation religion.

When asked about specific challenges faced by themselves or someone in their household, respondents pointed to feelings of “significant anxiety, depression, stress, and isolation” as the most frequent issues.



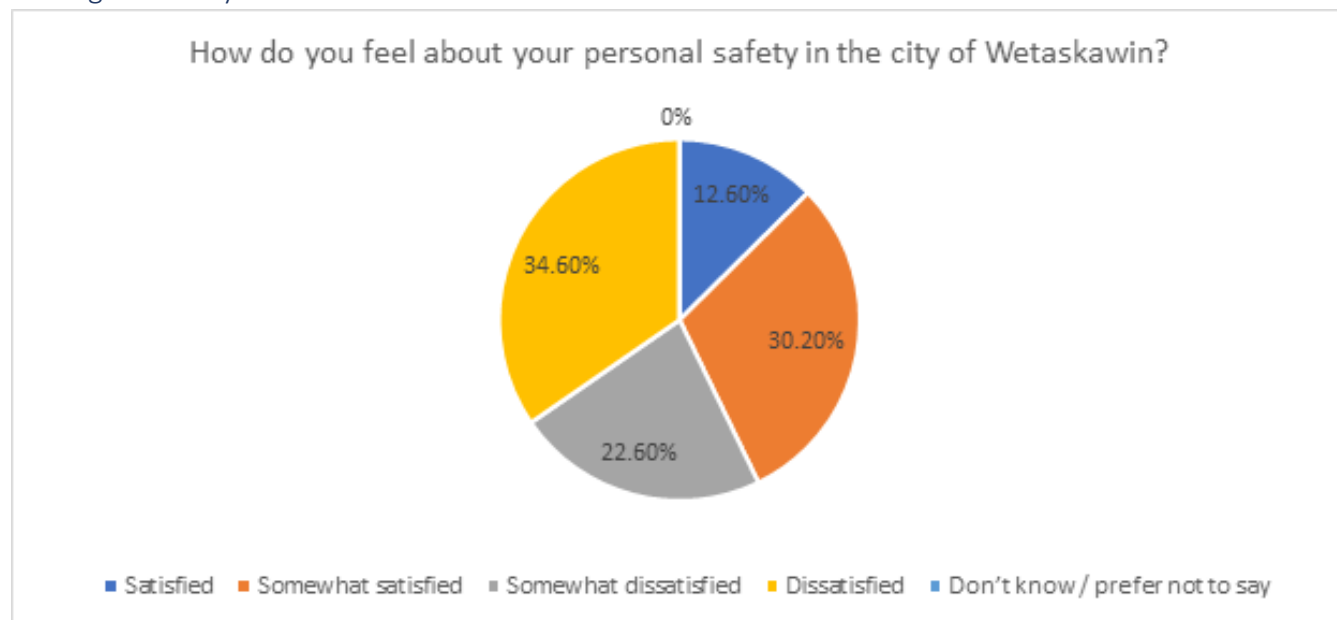
Strong	9.90%
Somewhat strong	37.10%

Somewhat weak	30.10%
Weak	19.10%
Don't know/prefer not to say	3.80%



Never	40.50%
Rarely	26.80%
Some of the time	23%
Most of the time	7.90%
Don't know/prefer not to say	1.70%

Feelings of Safety



Only 12.6% of survey respondents indicated that they feel *satisfied* with their personal safety in the city of Wetaskawin, while over 57% of respondents reported feeling either dissatisfied or somewhat dissatisfied with their feelings of personal safety. Notably, respondents aged 34 and younger were less satisfied than those aged 65 and older. The latter may well be due to greater exposure to the community for younger populations and/or younger populations having young children and responding with the safety of their children in mind.

Satisfied	12.60%
Somewhat satisfied	30.20%
Somewhat dissatisfied	22.60%
Dissatisfied	34.60%
Don't know / prefer not to say	0%

In response to questions about specific activities that make them feel safe or unsafe survey respondent indicated that:

- they feel safe or somewhat safe walking alone in their community during the day (67%)
- they feel safe or somewhat safe being home alone during the day (83%)
- they feel unsafe walking alone in the community at night (over 52%)

When asked about what would increase feelings of safety, respondents frequently cited decreasing the visibility of homeless people and/or people with drug and substance use issues. Within the data, there was a pervasive sentiment that the individuals living in encampments, shelters, and “loitering” in the business area were creating an unsafe community. Many respondents were particularly concerned with public intoxication, drug use, homelessness, “loitering” and property theft. The use of alcohol, opioids and methamphetamines is seen as “very problematic” in Wetaskiwin. Concerning fears of victimization, respondents expressed being most concerned with experiencing break and enters, home invasions, vandalism, trespassing, harassment or assault by another person in public, and having their car broken into.

Respondents accurately perceive that crime is on the rise; almost 70% of respondents indicated that they believed crime in the city of Wetaskiwin has increased over the last five years and that that crime is higher in Wetaskiwin than the rest of Alberta. It is worth noting however, that there is a discrepancy between perceptions of safety and experiences of victimization in Wetaskiwin. Overwhelmingly, survey respondents had not experienced the types of harm they were most concerned about such as break and enter, home invasion, harassment, assault or having their car broken into. Instead, they often **knew** someone who had experienced these issues in the past 12 months. These vicarious experiences impact a person’s feelings of safety and contribute to rising levels of fear, particularly of those who are experiencing homelessness.

The role of the police is seen as important in ensuring community safety; respondents noted increased visibility of police as a means of increasing feelings of safety. However, respondents also noted a lack of accountability and untrustworthiness in institutions of law, feeling as though there are no significant consequences for those that break the law.

2023

WESTASKIWIN COMMUNITY SAFETY & WELL- BEING STRATEGY

Supporting Document C: How was the
Community Safety & Well-Being
Strategy created from the findings and
data?

This Community Safety & Well-Being Strategy (CSWBS) was prepared by the Canadian Centre for Safer Communities (CCFSC) for the City of Wetaskiwin. The Canadian Centre for Safer Communities (CCFSC) is a community of practice created to inspire local action and foster community safety and well-being through national leadership, collaboration, capacity building, and knowledge exchange.

While care has been taken in the preparation of this document to ensure its contents are accurate, complete, and up to date, CCFSC recognizes certain limitations with the data. The information presented in this report is based on a review of existing data, a local community safety survey, and consultations with various community members and groups and the statements made by an individual may not reflect the perspectives of others. It is 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 Wetaskiwin.

Please note that this is a living document. New information, actions, and recommendations related to community safety emerge regularly. This report reflects the data collected at the time of the Community Safety & Well-Being Strategy (CSWBS) development. The opinions, findings, conclusions, and recommendations expressed in this report are those of the authors and do not necessarily reflect the view of the project team, the steering committee, City of Wetaskiwin employees, or the larger community of Wetaskiwin.

If you have any questions about the CSWBS or to access supporting documentation, including the Field Study conducted by Rethink Urban Inc., please contact:

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City of Wetaskiwin
paul.edginton@wetaskiwin.ca

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

Contact

Canadian Centre for Safer Communities
[https://ccfsc-cccs.ca/](https://ccfsc-cccs.ca)
admin@ccfsc-cccs.ca

WETASKIWIN COMMUNITY SAFETY & WELL-
BEING STRATEGY

DISCLAIMER

C: How was the Wetaskiwin Community Safety & Well-Being Strategy created from the findings and data?

The Community Safety & Well-Being Strategy steering committee reviewed the data on two occasions and then engaged in a sorting process to divide the identified themes into three areas of scope, based on their applicability to the mandate and purpose of the Wetaskiwin CSWBS.

Through this process ten priority areas for the Wetaskiwin CSWBS emerged. These were stated as strategic goals and the committee in smaller working groups then went about designing actions for each of these ten priorities. **Goals** commonly define a direction: to increase, to decrease, to stop, to start, etc. This is important for evaluation purposes because it makes the goals more readily measurable. Ideally whenever a goal speaks of decreases and increases this should also be accompanied with a percentage increase and a timeline. For example, if the goal is to decrease intimate partner violence, ideally one would have a base line (how many incidents of intimate partner violence are reported in a year), a reduction that the strategy aims for (a decrease in the rate by 20%) and a timeline (within four years). This approach allows the implementation steering committee to measure whether the actions are having the desired impact. This will be further elaborated on in the supporting document on evaluation.

Additionally, actions should fall within several identifiable strategic approaches. The rationale for this is that the complexity of social issues rarely makes it possible to create meaningful change through one type of action alone. Rather we need a more comprehensive action approach that integrates several actions towards a greater whole. The steering committee was asked to design actions for each priority and strategic goal, preferably in several strategic approach areas. **The committee did not assign percentage reductions or increases but CCFSC recommends this as a significant first development step for the implementation committee.** The committee, however, examined each action (as they had done with the themes) in terms of where it fits in terms of scope and made an assessment whether an action is expected to need high or low efforts and produce high or low impact.

Below is a summary of the outcome from the steering committee meeting dialogue on October 31, 2023, provided by the Canadian Centre for Safer Communities (CCFSC). A first draft was provided to Committee members in November with the opportunity for input. This input led to additional changes to the document which was further refined and approved at a meeting of the steering committee on December 6, 2023.

CAPACITY/ASSETS THEMES

- Small town feel
- Parks, green spaces & recreation
- Community services
- Sense of community
- Diversity & inclusion

CHALLENGES/PRESSURE POINTS THEMES

- Violence
- Property crime victimization
- (Visible) homelessness
- Mental health & substance use
- Barriers experienced by Indigenous community
- Children & youth challenges
- Safety concerns among business community
- Transportation
- Racism, discrimination & hate-based victimization
- Perceptions of community safety

Note: “Property crime” became “victimization due to property crime”, road safety was moved to scope three, “visible homelessness” became “(visible) homelessness” to recognize that homelessness in and of itself is a challenge, and finally transportation was left in given the geography of Wetaskiwin and area and the reality that that there is no transit system. The latter greatly impacts some populations in terms of access to services and their safety.

Opportunities to increase community safety in Wetaskiwin as mentioned in the community consultations included:

- Local reconciliation actions to (re)build relationships between Wetaskiwin and Maskwacis
- Mental health and substance use supports (culturally relevant, secular)
- Increased affordable housing
- Public/community education related to safety
- 2nd generation CPTED measures
- Programs for youth (especially teenagers)
- Transportation
- Relationship building between businesses, community organizations, enforcement agencies, and city staff
- Focus on youth (lack of services)

Three filters were applied for selecting priority areas and actions:

Scope one themes fit directly within the purpose of the CSWBS. They are complex challenges that impact safety and require multi-sectoral, coordinated approaches.

Scope two themes will be principally supported by the CSWBS and actioned through existing structures or organizations whose mandates are directly related to the theme.

Scope three themes are concerns or challenges with limited applicability to the CSWBS because they are not root causes or risk factors for complex safety issues. These will be referred to appropriate departments and/or community organizations that can address the issues directly.

The committee first had to decide whether something was in or out of scope at first sight. This exercise was repeated for each action that had been designed.

SCOPE ONE ACTIONS

Through this process we identified seventeen (17) actions as falling into Scope one for the Wetaskiwin CSWBS. These form the main part of the strategy and are as follows:

1. To identify gaps in education on rights, resources, and prevention opportunities as they relate to inter-personal violence with a view to creating changes in services and systems
2. To analyze and determine when, where, and why business owners and patrons feel unsafe
3. To expand trauma informed victim support services to victims of property crimes
4. To reestablish the homelessness coalition in the city comprised of the Salvation Army, the Food Bank, the RCMP and others, with a view to formalizing partnerships among service providers
5. To utilize data to mobilize appropriate partners to do their part in reducing homelessness (for example, Veteran's Affairs to help with homeless veterans)
6. To find and to increase resources to groups that respond to social disorder such as: citizens on patrol, peer navigators, placemaking activities, Hope Mission outreach and the RCMP foot patrol
7. To advocate for an increase in the R-pact services in the region of Wetaskiwin
8. To monitor the impact and effectiveness of the R-pact model which combines paramedic and police services currently piloted in Wetaskiwin
9. To research the impact of alcohol on community safety and to identify solutions that include a review of services for persons with alcohol addictions and an assessment of collaborative opportunities including partnerships between those involved in liquor sales, in regulation and enforcement of the liquor act, and in the provision of business permits

10. To partner with MCTC on the creation and further implementation of educational opportunities to build understanding about inter-generational trauma and to shares data that demonstrates the Indigenous share in generating economic benefits (e.g., through a speaker series)
11. To request MCTC to provide advice and education to police services and social service agencies on how better to serve members of their community in a way that breaks down barriers
12. To convene a task force that is mandated to raise awareness of the challenges that children, youth, and their families are experiencing, with a view to increasing services.
13. To start the taskforce work by identifying current collaborative efforts between governments, NGOs and community agencies that provide support to children, youth, and families.
14. To gain greater access to the business challenges and opportunities as they pertain to community safety and well-being by adding the Chamber of Commerce as a member of the CSWBS steering committee
15. To consult research on victimization as it relates to racism and discrimination
16. To encourage the community to host events to foster a sense of community.
17. To develop a communication strategy, including using Town Halls, to help the community understand operational and strategic actions of the city, the police and the Hope Mission with regards to community safety and well-being

SCOPE TWO ACTIONS

Twelve (12) actions fall into Scope two and are as follows:

1. To identify types, motives, and demographics of inter-personal violence in Wetaskiwin
2. To identify the extent of intimate partner violence and existing interventions as well as gaps in Wetaskiwin including through engagement with victims of IPV

3. To explore grant funding for programs that can support the implementation of CPTED recommendations and needs both for business and private owners
4. To increase the number of residents in Wetaskiwin that report suspicious activities to local police. Community Led Groups such as Alberta Citizen's on Patrol (ACOPA); Rural Crime Watch, (RCW) and Crime Stoppers will play an increasing collaborative role with the RCMP in the community.
5. To collaborate with key stakeholders in implementing a homeless count, coupled with conducting research into the root causes of homelessness (the where, the why and the who) as well as utilizing pre-existing research from known sources (ex. Provincial government, other municipalities and post-secondary institutions) to plan interventions
6. To increase awareness of the available services for children, youth, and families with a view to increasing utilization of these services
7. To increase programs for youth 16 years and older by leveraging existing partnerships (e.g., School board)
8. To encourage the Hope Mission Shelter to meet with the business community to develop programs and practices together
9. To expand police and business community partnerships
10. To investigate transportation needs, and possible funding sources to support the provision of transportation, within Wetaskiwin and between communities in the Wetaskiwin region.
11. To include a statistically valid survey question in the community satisfaction survey of the city.
12. To use the Annual Performance Plan of the RCMP to clarify perceptions of safety

Scope two actions have a strong connection to actions in scope one but mostly will be monitored by the implementation steering committee because they can be implemented through existing mechanisms. However, the steering committee leadership will need to secure commitment from existing organizations to engage in these efforts as part of their contribution to community safety in Wetaskiwin.

Note: While road safety featured in the consultations, it was decided that it is best attended to through current city departments. It was therefore moved into scope three and does not feature in the CSWBS.

Together the twenty-nine (29) actions in scope one and two are the Community Safety & Well-Being Strategy for Wetaskiwin. This strategy is meant to balance diverse strategic approaches and be mostly focused on prevention and risk intervention outcomes.

For this reason, in the tables below CCFSC identified the level of prevention for each action. This aids in the assessment of whether the plan, which is meant to be pro-active, is indeed focused on reductions of risks (midstream) and changes in systems (upstream) or whether it mostly makes recommendations in the downstream areas (i.e. when a crime has already happened).

Upstream	Midstream	Downstream
<ul style="list-style-type: none"> • Focus on addressing the root causes of crime and victimization by investing in interventions that tackle social, economic, and psychological risk factors before harm occurs. • Harness evidence-based solutions in sectors such as youth, family, schools, health, and policing • Generally, occurs at the macro policy/national level 	<ul style="list-style-type: none"> • Focus on providing supports and resources to help those in vulnerable or marginalized positions to prevent further suffering. • Generally, occurs at the micro policy/local, community, regional, or organizational level and tend to address challenges related to things like housing, employment, and food security 	<ul style="list-style-type: none"> • Focus on providing interventions to reduce harms among those who are already suffering or facing challenges. • Includes addressing immediate needs of specific groups or individuals, such as rehabilitation for substance use disorder. • Generally, occurs at the service or access to service level

The agreed upon actions were also assessed in terms of the effort needed to accomplish them and the impact expected from taking these actions. The table below was used as a guide to make decisions about actions that should continue to be included. These fall into the high impact area. Later CCFSC introduced a medium impact and effort rating to allow for greater flexibility. Generally speaking, any action that only produces low impact is unlikely to be a good use of limited resources.

Scope 1 and 2	High Impact	Low Impact
High Effort	Major projects; pursue sparingly	Waste of limited resources
Low Effort	Quick wins; low hanging fruit	Unimportant fill in tasks

After the steering committee went through a process of first deciding what is in scope the members in working groups designed priority actions and identified what **strategic approaches** (or types of actions) they fall into.

STRATEGIC APPROACHES

To effectively create change in Wetaskiwin, it is essential to take an approach that is both as comprehensive as possible, integrated, and strategic. While the foundational values provide the philosophical grounding for the CSWBS, the strategic approaches help put it into action.

Advocate

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

Base Actions in Evidence and Knowledge

Ensuring that community safety 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 is crucial in this regard.

Collaboration, Coordination, and Alignment of Services

The success of the CSWBS depends on the collective willingness and ability of system leaders to create changes in current service systems. This means working beyond conventional silos and in collaboration with other services and the community toward establishing a collective vision for the mutually agreed-upon actions.

Communication

Obtaining buy-in to address priorities is highly dependent on the communication of desired outcomes and their connections to priority actions. Ongoing communication within and across systems is vital to the success of the CSWBS because information related to its challenges and successes are key for sustained commitment.

Engage the Community

No CSWBS can be accomplished solely through the efforts of organizations and systems. Grassroots and community level involvement are critical for its success. All systems and sectors must commit to engaging the community, including people with lived or living experience, in the development and implementation of solutions in a meaningful way.

Focus on Social Determinants of Safety and Well-Being

Addressing the determinants of community safety and well-being in relation to CSWBS priorities is crucial to the planning and implementation process. This includes attending to determinants at different levels, including individual, relationship, community, and societal levels.

Leverage Partnerships

The CSWBS is meant to 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.

Below is an example that was provided to the steering committee to explain what strategic approaches are. The thinking here is that each priority area ought to be examined in terms what is needed in: advocacy, research, programming etc. Not each priority area will see actions in ALL strategic approaches but if a priority area only sees action in one strategic approach it is likely too limiting to be effective long term. For example, if the action is to establish a program but we don't have the knowledge about what is needed and what works, the programming might fail because it is not evidence informed.

EXAMPLE: To decrease intimate partner violence				
Strategic Approaches	Action(s)	Upstream	Midstream	Downstream
Advocacy	• To give voice to the importance of additional resources for the establishment of a healing centre			
Research, Evidence, and Knowledge	• To assess the status of IPV through a review of calls for services to police, shelter utilization data, and public survey data.			
Changing the Service Systems	• To assess the extent of IPV service duplication			
Communicate & Educate	• To launch a campaign to engage the public in better understanding IPV			
Engagement of the Community	• To engage the community in overcoming the bystander effects			
Leveraging Partnerships	• To ensure that all those with a stake in IPV can participate on an IPV taskforce.			
Programming	• To provide anger management to perpetrators of IPV.			
Secure Resources	• To apply for funding for services in IPV.			

This approach allowed the committee to come up with a **list of actions for each of the priority areas** under different strategic approaches. Next the committee identified whether the action is high or low effort for high or low impact. The latter was not fully completed by the committee because of time constraints and was subsequently added by CCFSC staff. CCFSC staff also assessed the actions in terms of their place on the prevention continuum. However, committee members received the tables provided below and their feedback was incorporated.

The following tables provide the priority area, the strategic goal, the strategic approaches, the actions, the scope they fall into, the level or prevention they address and finally the assessment of efforts versus anticipated impact. **The order of priorities, goals and actions does not imply that one is more important than the other.**

Note: References to supporting local data are included with each Action Priority. To access the full community profile, please see **Supporting Document B.**

ACTION PRIORITIES

Priority one: Violence

<p>Strategic Goal To decrease inter-personal violence</p>	<p>Notes: Inter-personal violence tends to be most feared by members of the community when compared to other crimes. Within this context, however, community members tend to overestimate the violence that takes place in public places and underestimate the violence that occurs in the privacy of homes. A reduction in inter-personal violence therefore must start with a clear assessment of the status quo and trends over time to both inform actions and develop a baseline for future measurements. Ideally the strategic goal specifies what type of violence is to be prevented and to what extent. The latter can set percentage targets year over year to facilitate the monitoring progress.</p>		
<p>Strategic approaches and proposed actions</p>	<p>Scope</p>	<p>Effort/Impact Assessment</p>	<p>Prevention level</p>
<p>Research, evidence, and knowledge To identify types, motives, and demographics of inter-personal violence in Wetaskiwin</p> <p>Leveraging partnerships To identify the extent of intimate partner violence and existing interventions as well as gaps in Wetaskiwin including through engagement with victims of IPV</p>	<p>2</p> <p>2</p>	<p>Low-high</p> <p>Low-low</p>	<p>Downstream</p> <p>Downstream</p>

<p>Changing the services system/programming To identify gaps in education on rights, resources, and prevention opportunities as they relate to inter-personal violence with a view to creating changes in services and systems</p>	<p>1</p>	<p>High-high</p>	<p>Midstream to upstream</p>
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Notes: While only the third proposed action is within scope one, it cannot proceed without the actions taken in scope two.

Violence

Definition

The World Health Organization (WHO) defines violence as "the intentional use of physical force or power, threatened or actual, against oneself, a group or community, that either result in or have a high likelihood of resulting in injury, death, psychological harm, maldevelopment or deprivation"¹.

The WHO classifies three types of violence:

1. Interpersonal violence (between family members, intimate partners, friends, acquaintances, and strangers)
2. Self-directed violence (e.g., suicide or self-mutilation)
3. Collective violence (inflicted by larger groups such as nation states, militia groups and terrorist organizations)

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, emotional and/or psychological abuse. It can include intimate partner violence, elder abuse, violence against children, animal abuse, and/or

¹ World Health Organisation. (WHO). (1996). Report of the WHO global consultation on violence and health. Geneva, Switzerland. Unpublished report. Retrieved from: https://www.who.int/violence_injury_prevention/violence/world_report/en/full_en.pdf

self-harm. It is important to note that these forms of violence frequently occur simultaneously in a home².

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. It is primarily experienced by women; about 1 in 4 have have experienced contact sexual violence, physical violence, and/or stalking by an intimate partner during their lifetime³

Supporting Local Data

In speaking with community members, participants in community consultations highlighted a sense of insecurity due to fears of violent victimization, a “high violent crime rate” and concerns about the prevalence of sexual, domestic, and intimate partner violence in Wetaskiwin. Community members noted concerns about how growing levels of violence are impacting Wetaskiwin’s youth, families, and Indigenous population. Specific services for sexual and domestic violence were noted as community needs.

Priority two: Property Crime Victimization

Strategic Goal To increase supports to victims of property crimes		Notes: The negative and long-term impact of the experience of victimization due to property crimes should not be underestimated. While the prevention of property crimes through target hardening and enforcement is a police mandate, providing tangible and socio-emotional supports to victims of property crimes are a community responsibility. The latter in addition to enforcement measures also aids in preventing re-victimization. Victims of property crime are more likely than the general population to be re-victimized unless interventions are taken to reduce their risks.	
Strategic approaches and proposed actions	Scope	Effort/Impact assessment	Prevention level

² Canadian Municipal Network on Crime Prevention. (2021). *Peaceful Homes: A Guide to the Prevention of Violence in the Home During and After Lockdowns*. www.safercities.ca

³ Centers for Disease Control and Prevention. (2020). *Intimate Partner Violence*. <https://www.cdc.gov/violenceprevention/intimatepartnerviolence/index.html>

<p>Programming and securing resources. To explore grant funding for programs that can support the implementation of CPTED recommendations and needs both for business and private owners</p>	2	Medium-Medium	Midstream
<p>Research/evidence and knowledge; Community engagement/education To analyze and determine when, where, and why business owners and patrons feel unsafe.</p>	1	Medium-Medium	Midstream
<p>To increase the number of residents in Wetaskiwin that report suspicious activities to local police. Community Led Groups such as Alberta Citizen’s on Patrol (ACOPA); Rural Crime Watch, (RCW) and Crime Stoppers will play an increasing collaborative role with the RCMP in the community</p>	2	Medium-high	Midstream
<p>Programming To expand trauma informed victim support services to victims of property crimes</p>	1	Medium-medium	Downstream

Notes: The programming action lends itself to a pilot project that could in turn lead to longer term funding for victims of property crimes.

Property Crime and Harassment at Home

Definition

In a property crime, a victim's property is stolen or destroyed, without the use or threat of force against the victim. Property crime can include theft, breaking and entering, burglary, auto theft, arson, and vandalism⁴. Property crime is the most recorded offence in most communities. It can disrupt the integrity of a neighbourhood and make residents fear for their safety.

Harassment at home refers to illegitimate behaviours that aim to disturb and cause distress to the victim. Often, harassment at home does not meet the criteria for criminal harassment (under the Criminal Code), but it still translates into repeated behaviours that cause the victim to fear for their safety. Harassment at home can involve various tactics, including insults, minor vandalism, trespassing, creating dangerous living conditions (e.g., dogs, fire), noise nuisance, aggressive behaviour, spreading rumours and defamation, etc. Often harassment at home begins with a conflict among neighbours and escalates to illegitimate behaviour and, ultimately, criminal harassment⁵.

Supporting Local Data

In speaking with community members, participants noted concerns about experiencing break and enters and thefts in their homes and cars. Experiencing a break and enter was the most cited concern of victimization in survey data. Vicarious trauma associated with knowing people who have experienced this type of harm compounds these levels of fear for those in Wetaskiwin. Additionally, victims of break and enter tend to experience high stress as a result of having had their home (which is meant to be a safe space) invaded. While communities tend to provide supports to victims of violent crimes, victims of break and enter frequently suffer in silence.

Priority three: (Visible) Homelessness

Strategic Goal To decrease homelessness and social disorder	Notes: Homelessness in and off itself is of great concern when it comes to community safety. People that are unhoused are vulnerable to victimization. Their visible street involvement in turn often causes concerns for the community and business owners and patrons. Within this context it is important to emphasize that unhoused people are not the only ones responsible for "vagrancy,
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⁴ National Institute of Justice. (n.d.). *Property Crimes*. <https://nij.ojp.gov/topics/crime/property-crimes>

⁵ Luce, S. (2022, November). *Consultation on Community Safety and Well-Being*. Canadian Municipal Network on Crime Prevention.

to formalizing partnerships among service providers.			
To utilize data to mobilize appropriate partners to do their part in reducing homelessness (for example, Veteran’s Affairs to help with homeless veterans)	1	Medium-high	Midstream
Securing resources To find and to increase resources to groups that respond to social disorder such as: citizens on patrol, peer navigators, placemaking activities, Hope Mission outreach and the RCMP foot patrol.	1	Medium-medium	Midstream

Notes: It may be helpful to have a separate action for homelessness and social disorder. The association between the two may hinder principles of openness and inclusion and stands the risk of stigmatizing person that are unhoused. Additionally, in action priority 3/3 it might be best to separate any new actions from augmenting existing ones. Finding resources for new programs is a high effort while adjusting existing programs may be a medium effort.

Poverty and Housing

Definition

Poverty, in the simplest sense of the word, is a state where one lacks access to basic needs such as food, clothing, and shelter. It is also used to describe a person whose living conditions prevent them from being able to acquire education, seek medical help, secure a stable job, and participate in recreational activities due to a lack of money⁶. In Canada, the poverty line is based on the cost of a basket of goods and services that individuals and families require to meet their basic needs and achieve a modest standard of living in communities across the country. There is a strong association between housing need and living in poverty. The current housing affordability crisis both increases poverty while disproportionately impacting those who already

⁶ Government of New Brunswick. (2009). *What is poverty?*
https://www2.gnb.ca/content/gnb/en/departments/esic/overview/content/what_is_poverty.html

live in poverty⁷. According to the Canada Mortgage and Housing Corporation (CMHC), housing is considered affordable when a household spends less than 30% of its pre-tax income on adequate shelter. Households that spend more than 30% of their income on shelter are deemed to be in core housing need. Those that spend 50% or more on shelter are in severe housing need⁸.

Supporting Local Data

Consultation participants consistently identified homelessness and housing as a pervasive and pressing community issue. Rising costs of living combined with the impacts of the Covid-19 pandemic have increased the need for affordable housing solutions. The business community also highlighted the need to address the root causes of homelessness in Wetaskiwin, given its pervasive impact on local commerce.

Priority four: Mental Health and Problematic Substance use

Strategic goal: To decrease problematic substance use and distribution, mental health issues and homelessness		Notes: “Substance use” was changed to “problematic substance use” because not all substance use causes challenges. There was recognition that while there is co-morbidity, substance use, and mental health challenges do not always go hand in hand. Finally, homelessness was added because of the connection to problematic substance use and mental health issues. This connection exists in both directions. Being unhoused greatly impacts mental health and may lead to problematic substance use. And also, mental health challenges and problematic substance use may lead to a person becoming unhoused. This is not meant to imply that all unhoused people have problematic substance use issue or mental health challenges.	
Strategic approaches and proposed actions	Scope	Effort/Impact assessment	Prevention level
Advocacy	1	Medium-medium	Midstream

⁷ Homeless Hub. (n.d.). *Poverty Hub: Definitions*. <https://www.homelesshub.ca/povertyhub/measurement-trends/definitions>

⁸ *Ibid.*

<p>To advocate for an increase in the R-pact services in the region of Wetaskiwin</p> <p>Research, evidence, and knowledge</p>	1	Medium-medium	Midstream
<p>To monitor the impact and effectiveness of the R-pact model which combines paramedic and police services currently piloted in Wetaskiwin</p>	1	Medium-medium	Midstream
<p>Leveraging Partnerships</p> <p>To research the impact of alcohol on community safety and to identify solutions that include a review of services for persons with alcohol addictions and an assessment of collaborative opportunities including partnerships between those involved in liquor sales, in regulation and enforcement of the liquor act, and in the provision of business permits</p>	1	Medium-medium	Midstream

Notes: For an issue as complex and pervasive as this the recommended actions are potentially too complex to be in one priority area. It might be worthwhile to do either of two things: tease apart the issue rather than tackle them as one or take each individual issue through the possible strategic approaches lens to see what else can be done. In other words, ask what can be done about problematic substance use in each of the strategic approaches (from advocacy to securing resources) and do the same for mental health and then homelessness. Many of the

potential actions will fall into scope two and three but at least this means this priority has been examined in more depth and any overlap between areas has been identified.

Mental Health and Substance Use

Definition

Mental health is an integral and essential component of health. According to the World Health Organization, “mental health is a state of well-being in which an individual realizes their own abilities, can cope with the normal stresses of life, can work productively, and is able to make a contribution to their community”⁹. Multiple social, psychological, and biological factors impact the mental health of a person at any point in time (e.g., violence, persistent socio-economic pressures, homelessness. etc). Poor mental health is also associated with rapid social change, stressful work conditions, gender and racial discrimination, social exclusion, physical ill-health, and human rights violations.

Misperceptions about the relationship between mental illness and violence contribute significantly to stigma, discrimination, and social exclusion. Studies indicate that people living with mental health conditions are no more likely to engage in violent behaviour than the general population ¹⁰. On the contrary, the General Social Survey has indicated that people living with a mental health-related disabilities experience violence at rates more than double that of the general population. Individuals struggling with mental health challenges are also less likely to report their victimization compared with those not experiencing these challenges (22% versus 31%, respectively)¹¹.

Addiction refers to the use of drugs (including prescription drugs and alcohol) in a way that is harmful to a person’s health and life¹². People of any age, gender, or economic status can become addicted to substances. Certain factors can affect the likelihood and speed of developing a substance use disorder, including family history of addiction, mental health disorders, peer pressure, lack of family involvement, adverse childhood experiences, trauma and early onset of substance use. Research shows that the presence of addiction increases the likelihood of violent behaviour; however, that connection is affected by multiple factors including the type of

⁹ World Health Organization. (2022). *Mental health: strengthening our response*. <https://www.who.int/news-room/fact-sheets/detail/mental-health-strengthening-our-response>

¹⁰ Canadian Mental Health Association. (2011). *Violence and Mental Health: Unpacking a Complex Issue*. <https://ontario.cmha.ca/documents/violence-and-mental-health-unpacking-a-complex-issue/>

¹¹ Statistics Canada. (2022). *Experiences of violent victimization among persons with mental health-related disabilities in Canada, 2018*. <https://www150.statcan.gc.ca/n1/daily-quotidien/220126/dq220126b-eng.htm>

¹² Government of Canada. (2021). *About Substance Use*. <https://www.canada.ca/en/health-canada/services/substance-use/about-problematic-substance-use.html>

substance, population, gender, and comorbidity¹³. Furthermore, being a victim of violence can be a precursor to having a substance use disorder¹⁴.

Supporting Data

During the community consultations, many participants indicated the need to improve the services and resources available to people living with mental health and addiction challenges. Community members flagged public, problematic substance use and drug paraphernalia as particularly concerning. There was also a recognition that trauma contributes to problematic substance use. Specific locations on the south side of town South Side of Wetaskiwin were noted as areas where community members feel particularly unsafe due to the presence of people that are unhoused or engage in public substance use.

Priority five: Barrier experienced by Indigenous communities.

Strategic Goal:		Notes:	
To decrease the barriers experienced by Indigenous community members and to increase resiliency.		The complexity of this issue necessitates that actions are determined in partnership with Indigenous communities. Additionally, the concept of resilience should not be confused with the notion of coping with circumstances that are intolerable and unjust. Finally, many of the barriers are not created at the level of community and local governments and necessitate a broader look at the impact of colonialism on current practices in community safety and well-being.	
Strategic approaches and proposed actions	Scope	Effort/Impact level	Prevention level
Leveraging partnerships/communicate & educate.			
To partner with MCTC on the creation and further	1	High-high	Midstream

¹³ Duke, A. A., Smith, K. M. Z., Oberleitner, L. M. S., Westphal, A., & McKee, S. A. (2018). Alcohol, drugs, and violence: A meta-meta-analysis. *Psychology of Violence, 8*(2), 238-249. <https://doi.org/10.1037/vio0000106>

¹⁴ Vertava Health. (2021). *The Connection Between Addiction and Violence*. <https://vertavahealth.com/blog/addiction-violence/>

<p>implementation of educational opportunities to build understanding about inter-generational trauma and to shares data that demonstrates the Indigenous share in generating economic benefits (e.g., through a speaker series)</p> <p>To request MCTC to provide advice and education to police services and social service agencies on how better to serve members of their community in a way that breaks down barriers</p>	<p>1</p>	<p>Medium-High</p>	<p>Midstream</p>
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Notes: While it seems thin to propose just two actions in this area it is respectful to not pre-empt a collaborative process with Indigenous partners. Adding MCTC representation at the steering committee table, as was agreed during the meeting, will be an important first step in reconciliation.

Supporting Data

Community input highlighted a desire to strengthen the relationship between Wetaskiwin and Maskwacis. Suggestions included findings opportunities to learn and engage together and inviting Maskwacis to participate in Wetaskiwin events. At the same time, community consultation data also acknowledged that the various challenges faced by Maskwacis include racism, discrimination, higher rates of suicide and poverty. There was an awareness of the multiple barriers faced by local Indigenous peoples, as well as a desire to address these challenges.

Priority area six: Children and Youth Challenges

<p>Strategic goal:</p> <p>To decrease the challenges faced by children, youth, and their families and to increase resiliencies.</p>	<p>Notes:</p> <p>This priority area came largely out of the data which show that close to 40 % of children in Wetaskiwin are vulnerable in at least one area of development, as measured by the Early Development Indicators (EDI).</p>
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		<p>There was also the recognition that children and youth that are troubled are more likely to “cause trouble” and further that a small percentage of children and youth tend to be responsible for over 80% of youth crimes. This in turn means that this area has a high potential for prevention because chances are these children and youth are known to their schools, coaches, neighbourhoods, services and even police.</p> <p>Interventions with children and youth inevitably need to involve their families. Research in risk factors and resilience shows that while there is no linear connection between what puts children, youth, and their families at risk and their chances to get beyond these challenges, attention to strengthening resiliencies in even one area can significantly reduce the impact of risks in other areas. For example, meaningful, accessible, and affordable recreation have often been cited as examples of where communities can be “the village that raises the child”. Finally, there was acknowledgement that while some services do exist not all that need to be aware of them actually know about them.</p>	
Strategic approaches and proposed actions	Scope	Effort/Impact assessment	Prevention level
<p>Leveraging partnerships/community engagement</p> <p>To convene a task force that is mandated to raise awareness of the challenges that children, youth, and their families are experiencing, with a</p>	1	Medium-high	Upstream

<p>view to increasing services.</p> <p>To start the taskforce work by identifying current collaborative efforts between governments, NGOs and community agencies that provide support to children, youth, and families.</p> <p>Education & communication</p> <p>To increase awareness of the available services for children, youth, and families with a view to increasing utilization of these services</p> <p>Programming</p> <p>To increase programs for youth 16 years and older by leveraging existing partnerships (e.g., School board)</p>	<p>1</p> <p>2 (Child and youth service providers)</p> <p>2</p>	<p>Medium-high</p> <p>Low-medium</p> <p>Medium-high</p>	<p>Upstream</p> <p>Midstream</p> <p>Midstream</p>
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Notes: The prevention potential of engaging youth in a non-judgemental, peer supportive, LGBTQ2S+, and culturally sensitive environment cannot be understated. The activities provided should ideally be generated with and by youth. This is also a great area for building city, community, and neighbourhood partnerships.

Two data generated during the community safety assessment that are not addressed here provide some opportunities for the youth task force. The first is the significant decrease in youth being charged with crime in the preceding five years (from 13,519 violations in 2017 to 2,214 in 2021), and the second is the comparatively high rate of teen pregnancies (33.5 births per 1,000 women 15 to 19 years in Wetaskiwin, compared to 6.9 births per 1,000 women 15 to 19 years in Alberta). While the low charge rate lends itself to positive communication with the community about young people in Wetaskiwin, the rate of teen pregnancy is of concern.

CCFSC recommends that the child & youth task force consider the large reductions in youth being charged with crime on the one hand, and the significantly high rate of teen pregnancies on the other hand, as two areas of priority for their action planning.

Youth and Family Challenges

Definition

The active engagement of youth in community safety efforts is central to achieving sustainable, inclusive, and safe societies. Young people face various challenges that impact their safety and well-being, including lack of employment opportunities, substance use, academic pressures, mental health challenges, social media and online harms, peer pressures, and more. Efforts to address young peoples’ challenges focus on improving child and youth welfare outcomes and promoting safe and stable families. Youth issues are different in rural areas than they are in cities. While the causes of youth crime may be similar, many risk factors are exacerbated in rural areas. For example, school attendance, graduation rates, and youth employment tend to be lower in more remote areas. There are also fewer recreational options for youth in rural areas (e.g., shopping malls, cinemas, sport facilities, etc.) and a lack of public transportation options to reach these activities. Youth suicide rates also tend to be higher in rural areas. Family challenges refer to issues that strain the health, safety, and stability of parents and caregivers. This can include challenges related to childcare, services, and supports for parents and caregivers.

Supporting Data

In speaking with community members, many highlighted challenges related to young people in the area, including a lack of affordable services for youth, concerns about rising levels of bullying, and potential gang involvement. Community consultations suggested creating more programs for high-school aged youth as a means of deterring problematic behaviours. Importantly, data on early development of Wetaskiwin’s children demonstrated multiple areas of vulnerability which require action. In Wetaskiwin and area, 37.2% of children are vulnerable on at least one area of development as measured by the EDI in 2016, compared to a rate of 29.4% in Alberta.

Priority seven: Safety Concerns among the Business Community

<p>Strategic goal:</p> <p>To increase safety among the business community.</p>	<p>Notes:</p> <p>In addition to CPTED funding for the business community, as identified in priority area two, forging partnerships with business owners and the organizations representing business such as the Chamber of Commerce can go a long way towards avoiding polarization and creating change together. When social disorder leads to business not thriving it can quickly become</p>
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		a downward spiral in negatively affecting the overall quality of life in communities. But this does not mean business cannot thrive in communities that have visible social challenges. It takes diligent attention to the facts, and collaboration to ensure that the interest of business, the interest of the community and the well-being of marginalized populations are attended to in conjunction not opposition to each other.	
Strategic approaches and proposed actions:	Scope	Effort/Impact assessment	Prevention level
Leveraging partnerships/Programming To gain greater access to the business challenges and opportunities as they pertain to community safety and well-being by adding the Chamber of Commerce as a member of the CSWBS steering committee	1	Low-medium	Midstream
To encourage the Hope Mission Shelter to meet with the business community to develop programs and practices together	2	Medium-medium	Midstream
To expand police and business community partnerships	2	Medium- medium	Midstream

Notes: While there is no simple solution to the dilemma that business and social services are facing together, it is not unique to Wetaskiwin. Examples cited in *Neighbourhood Power*¹⁵ demonstrate that when we bring together the arts, business, social services, and citizens the potential for meaningful change increases.

¹⁵ Diers, J. (2014). *Neighbor Power: Building Community The Seattle Way*. University of Washington Press.

Supporting Data

Community consultations showed significant concern among local businesses about the impact of issues of community safety on their ability to keep the business going. The need to foster vibrant local businesses emerged as a strong theme from community data. The business community members who participated in community consultations were interested in collaborating on activities with law enforcement and social services that could improve conditions for local commerce in Wetaskiwin.

Priority eight: Transportation and Transit

Strategic goal: To increase availability of safe transportation.		Notes: At first sight this issue seems to be out of scope. But since Wetaskiwin does not have a transit system, various populations struggle to access services and/or they utilize transportation options that are not safe. Additionally, communities outside of Wetaskiwin, especially Indigenous communities, are disadvantaged by not being able to use public transit to access work and health and other services. Just how extensive this issue is, who is most affected, how much, and in what location is not clearly known and needs further investigation. This is an investigation that falls within the mandate of a city department.	
Strategic approaches and proposed actions	Scope	Efforts/Impact Assessment	Prevention Level
Research, evidence, and knowledge To investigate transportation needs, and possible funding sources to support the provision of transportation, within Wetaskiwin and between communities in the Wetaskiwin region.	2	Medium-medium	Upstream

Notes: Access to safe, affordable, and timely transportation is an equity issue. The inability to access work, recreation and services puts some populations at a great disadvantage if not at risk when compared to others. This is an investigation that could fit well within a city survey or official planning. While the solutions may not lie at the level of local government, having knowledge of the extent of the issue goes a long way towards solving the problem in collaboration with local business, the service sector, the community, and other orders of government.

Transportation

Definition

Public transportation refers to any form of transportation (i.e., buses, trains, subways, cars) that generally operates on a fixed route, has set fares, and is available to members of the public. It is connected to community safety as many individuals rely on buses, trains, and other public transit to get to work, school, the grocery store, and attend to other needs. As a result, without sufficient public transportation options, many community members may struggle to fulfill their basic needs, negatively affecting their overall well-being.

Supporting Data

During the community consultations, several participants identified a lack of transportation options in Wetaskiwin as a significant barrier to safety and well-being. Available options were referred to as potentially unsafe, and a need to create a transit system between Wetaskiwin and Maskawis was also discussed.

Priority nine: Racism, discrimination, and hate-based victimization

<p>Strategic Goal:</p> <p>To decrease racism, discrimination, and the victimization resulting from it.</p>	<p>Notes:</p> <p>It can be very challenging to (1) acknowledge that racism exists in a community and (2) conceive of actions that can be taken at the local level to change that and which go beyond public education. And yet, when we examine who is employed, who is awarded, who receives funding, who is elected and so on, we can begin to unearth unconscious biases and address them. Therefore, studying racism and discrimination in a community context is a vital first step. But unless it is followed with a commitment to change populations experiencing discrimination will feel further disadvantaged and discouraged.</p>
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Strategic approaches and proposed actions	Scope	Effort/Impact assessment	Prevention level
<p>Research, evidence & knowledge</p> <p>To consult research on victimization as it relates to racism and discrimination.</p> <p>Community engagement</p> <p>To encourage the community to host events to foster a sense of community.</p>	<p>1</p> <p>1</p>	<p>Low-low</p> <p>Low-medium</p>	<p>Midstream</p> <p>Midstream</p>

Notes: This work can only be meaningfully accomplished in collaboration with racialized populations such as the Indigenous population and people of colour. Changing the committee membership to reflect that reality and/or providing resources to a group already dedicated to this issue in support of their work, and to lean on their expertise and experience is likely a critical first step.

Racism

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. Racism can take several forms including:

Historical racism: historical domination or subordination of certain groups which continues to be reflected in current 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 individuals belonging to ethnic minorities.
 Individual racism: behaviours aimed to exclude someone, physical violence, verbal threats, intimidation, harassment, physical assault, damage to property, hate crimes, or hate speech.

Supporting Data

In speaking with community members, many conversations focused on stigma, racism, and discrimination. Consultation participants identified that marginalized communities are often stigmatized and thus face greater levels of oppression and systemic barriers. In particular, community consultations revealed a pervasive feeling that Indigenous community members are discriminated against in a variety of ways in Wetaskiwin.

Priority ten: Perception of Community Safety

Strategic Goal: To increase the positive perceptions of community safety		Notes: Perceptions can easily become reality if they are not attended to. This attention needs to go beyond sharing information to affording residents positive experiences. Experiences are more persuasive than data. Finding ways to engage the community not only pays dividends in civic engagement overall, but it can also go a long way towards increasing a sense of agency and safety.	
Strategic approaches and proposed actions	Scope	Effort/Impact assessment	Prevention level
Research, evidence & knowledge To include a statistically valid survey question in the community satisfaction survey of the city	2	Low-medium	Midstream
To use the Annual Performance Plan of the RCMP to clarify perceptions of safety	2	Low-medium	Midstream
Communicate & Educate	1	Low-medium	Midstream

To develop a communication strategy, including using Town Halls, to help the community understand operational and strategic actions of the city, the police and the Hope Mission with regards to community safety and well-being			
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Notes: Assessments of victimization, fear of crime, and public perceptions of safety whenever possible should be modeled on national surveys of this nature to allow for comparison with other similar sized communities and to capitalize on survey approaches that have been well tested. The RCMP has to some extent used this approach which can be expanded to include the question of how the residents of Wetaskiwin and region feel about their community generally and how safe they feel more specifically. Efforts to address these perceptions can then be focused on specific populations. In other words, disaggregated data can assist us in understanding who specifically is reporting fear of crime. Historically, for example, women report a greater sense of vulnerability in public spaces even though their actual vulnerability is highest in private spaces. Knowing this can assist in designing programs and communication approaches that address this discrepancy. Also, people who do not live in the downtowns often report a greater sense of fear of downtown areas than downtown residents. Diverse events that draw people into the downtown can go a long way towards changing the perceptions of those who currently feel less safe.

Public Education

Definition

Public education or raising public awareness is an effort to build recognition or understanding of a problem and a solution through media, messaging, and an organized set of communication tactics. Public education can not only inform the community about a current topic or problem but also motivate them into action. A public awareness and education project is a great way to highlight the importance of crime prevention and community safety and broaden the engagement ¹⁶.

Supporting Data

During the consultation process, participants expressed serious concerns about the levels of crime and victimization in Wetaskiwin. Survey respondents accurately perceived that crime is on the rise; almost 70% of respondents indicated that they believed crime in the city of Wetaskiwin has increased over the last five years and that that crime is higher in Wetaskiwin

¹⁶ Rasmussen University. (2022). *What is a public awareness campaign?*
<https://rasmussen.libanswers.com/faq/248422>

than the rest of Alberta. It is worth noting however, that there is a discrepancy between perceptions of safety and experiences of victimization in Wetaskiwin. Overwhelmingly, survey respondents had not experienced the types of harm they were most concerned about, but they often knew someone who had experienced these issues in the past 12 months.

OBSERVATIONS FROM CCFSC

There are ten priority areas with 29 priority actions between them. Seventeen (17) of these are in scope one; the rest are in scope two. Of those in scope one, only one is upstream which is likely reasonable for a strategy focused on changes within the next five years. Two of the scope one priority actions are high effort which is ideal for a plan of this nature. Both are anticipated to have a high return on investment but are also labour intensive and more than two projects of that nature could easily become overwhelming. None of the priority actions have an effort that is anticipated to be greater than the impact.

Several priority actions fall into more than one strategic approach (e.g., research AND education). In total there are 29 strategic approaches between all priority actions in the following order:

- Leveraging partnerships
- Research, evidence & knowledge
- Programming
- Communicate & educate
- Community engagement
- Secure resources
- Changing the service system
- Advocacy

While for a five-year focus that seems overall to be a good balance it is a bit tilted in favour of research actions and a little short on service and system change efforts. As working groups are formed to dive more deeply into the subject matter this is likely to change.

2023

WESTASKIWIN COMMUNITY SAFETY & WELL- BEING STRATEGY

Supporting Document D: How will the
implementation of the
Community Safety & Well-Being
Strategy be governed?

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Please note that this is a living document. New information, actions, and recommendations related to community safety emerge regularly. This report reflects the data collected at the time of the Community Safety & Well-Being Strategy (CSWBS) development. The opinions, findings, conclusions, and recommendations expressed in this report are those of the authors and do not necessarily reflect the view of the project team, the steering committee, City of Wetaskiwin employees, or the larger community of Wetaskiwin.

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WETASKIWIN COMMUNITY SAFETY & WELL-
BEING STRATEGY

DISCLAIMER

D: How will the implementation of the Wetaskiwin Community Safety & Well-Being Strategy be governed?

KEY ELEMENTS OF SUCCESSFUL STRATEGY IMPLEMENTATION

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

Adequate and Sustained Funding

Too often community safety strategies fail because they are expected to be done “off the side of people’s desks.” And when a program is everyone’s responsibility it quickly can slip into it being no-one’s responsibility. Municipalities that have seen success have either created a fund to support the strategy and/or have partnered with community organizations, police, and the business community in sharing the investment in specific actions. This does not always mean new money. Sometimes it is a question of reallocating resources towards this shared effort.

Clear Timelines

The success of strategies is heavily dependent on them being implemented in a timely manner. Goals that are meaningful today can lose their meaning, as current events take over and new priorities arise. Having clear expectations for when an action is expected to be started goes a long way toward keeping strategies relevant and vibrant.

Permanent Coordination Support

Some municipalities have engaged staff whose job is solely focused on the implementation of the strategy. Examples of positions in smaller communities include [Thunder Bay](#) (Ontario), [Williams Lake](#) (British Columbia), Kenora (Ontario) and Campbell river (British Columbia). Examples of larger, permanent offices include [REACH Edmonton Council for Safe Communities](#) (Alberta), the former [Waterloo Region Crime Prevention Council](#) (1995-2022) (Ontario), and [Halifax Regional Municipality \(Nova Scotia\) Public Safety Strategy](#). Not all municipalities have the resources to support a CSWBS in this manner. In those cases, it will be important to link the strategy to ongoing strategic work in city departments in collaboration with community stakeholders.

IMPLEMENTATION STEERING COMMITTEE

The steering committee that was in place to design the strategy is ideally placed to also support the implementation. This helps to ensure strategic memory and can help to guarantee some buy-in. Establishing an implementation team is also an opportunity to widen the commitment to others in the community who have a role to play and/or whose interest has been perked by the release of the strategy. Implementation teams should be multi-disciplinary, transparent in their appointment, guided by the strategy and in ongoing communication with the city, the community and key stakeholders.

OTHER KEY ELEMENTS

Evidence Informed

This element refers to the importance of basing crime prevention and community safety on a multidisciplinary foundation of knowledge about crime and violence, their multiple causes, and promising and proven practices. To receive support with research and documenting evidence, municipalities can implement partnerships with local universities and colleges if these exist.

Examples of databases that document evidence and best practices include:

[CrimeSolutions.gov](https://www.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;

[Crime Prevention Inventory](https://www.cpscc.ca/): Public Safety Canada's website provides a list of programs funded under the National Crime Prevention Strategy, by Canadian provinces/territories, or non-governmental organizations; and

[POPcenter.org](https://www.popcenter.org/): a website that compiles data concerning situational crime prevention and proactive policing techniques that have been proven to be effective.

Community Safety Assessment, Planning, Implementation, and Evaluation

To prevent crime and increase community safety, local Community Safety strategies are a great tool for mobilizing the community and its key sectors. The strategies should be based on diagnoses of crime problems and local community safety priorities. 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*](#), as well as tools developed by CCFSC, including the [*Practitioner Guide on Community Safety & Well-Being Planning*](#), 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 CSWBS often mobilizes diverse sectors (education, health, criminal justice, etc.) to contribute to solving problems in public insecurity. Senior leaders can align around key determinants of wellbeing and make decisions that result in policy, programmatic, resource allocation, and even systems change to better address community safety challenges. This is often referred to as horizontal-vertical level integration, as explained in a forthcoming information sheet to be made available on the Canadian Centre for Safer Communities' (CCFSC) website.

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 specific skills. Examples of organizations that offer training for crime prevention include the European Forum for Urban Security (EFUS), Conestoga College (Kitchener, ON), and the Canadian Centre for Safer Communities (CCFSC).

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 via social media
- Utilizing their own passion, knowledge, and skills to promote a better understanding of prevention
- Supporting and advocating for prevention, innovation, and collaboration

Championship

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

ADDITIONAL IMPLEMENTATION CONSIDERATIONS

Not all ingredients to success will be present in all communities all the time and in fact frequently the resources do not exist to emulate these best practices. This can make the implementation of a strategy daunting and can raise fears that the implementation will be stalled or will never get off the ground altogether. In this section we talk about the importance of establishing a governance approach that suits the local context. Upon approval of the strategy by city council an implementation steering process will need to be agreed upon. A solid and effective governance approach provides oversight and guidance and helps to ensure the monitoring of the Strategy as it is being put into action.

Some municipalities across the country have Centres of Responsibility (CORs) charged with developing and implementing community safety strategies. CORs support community-based

partnerships for prevention and are often hosted rather than led by their local governments. These collaborative bodies develop and coordinate the implementation of strategies to reduce the risk factors and root conditions that lead to public insecurity.

In the absence of a Centre of Responsibility that can guide the implementation of the Wetaskiwin Community Safety & Well-Being Strategy CCFSC recommends that an implementation steering committee be established that can take on the role of oversight and guidance following the principles of collective impact.

COLLECTIVE IMPACT

The literature on [collective impact](#) speaks of **enabling activities toward the realization of a collectively agreed-upon agenda**. This is accomplished through facilitation, coordination, managing strategy related activities, communicating on behalf of the collective, stimulating ongoing engagement of key players, keeping the community and its organizations informed of emerging trends, and staying abreast of research. For a collaborative approach to be regarded as a collective impact it needs to meet five key criteria:

1. The development of a common agenda which, in the case of Wetaskiwin, is the Community Safety & Well-Being Strategy. The Strategy is a road map and a living plan that defines the purpose as: increasing community safety and decreasing the experiences of public insecurity in Wetaskiwin.
2. Using shared measurement to understand progress as identified in a strategy evaluation with clear indicators of measurement which is further elaborated on in supporting document E.
3. Supporting mutually reinforcing activities. This is included in activities that fall into Scope 2 which speaks to leveraging efforts already under way or working with organizations that have a mandate in the action area.
4. Engaging in continuous communications between sectors and with the community and its key stakeholders.
5. Providing a backbone to move the work forward. This is the role of the implementation steering committee.

The success of collaborative work is directly related to having adequate resources for the coordination of collaborative efforts. This is a complex and concentrated task that should not be underestimated. Effective implementation, while hopefully inspired by a passion for the work, also needs a knowledge base and skill set that comes with training and experience not only in prevention but also in community development. In that sense there needs to be an investment in the implementation steering committee to keep members engaged and grounded in current knowledge. This knowledge should follow the evidence from credible organizations with a history in effectively implementing prevention approaches.

EFFECTIVE PREVENTION

Research from public health and other bodies with long-standing investments in prevention, including the World Health Organization, shows that for prevention to work it needs to adhere to the following:

- Efforts need to be intensive, not ad hoc. Prevention is not accomplished through multiple unrelated projects, but instead through integration of approaches towards a common goal. The implementation steering group will need to monitor how far actions remain connected and integrated.
- Programs are ideally located in natural settings such as neighbourhoods or existing community organizations rather than establishing new ones.
- Ideally interventions start as early as possible in the lives of children and enhance protective factors. We know that when children grow up in caring families, safe and healthy communities, and equitable and inclusive societies, their chances of living fulfilled, and peaceful lives is exceedingly better than when these conditions are not met. The implementation steering committee has a role in helping to generate knowledge that can lead to changes in existing practises and policies such that the community over time goes further upstream in its prevention efforts. The research and knowledge actions alongside the identification of the lower EDI scores in Wetaskiwin lend themselves to great starting points in this regard.
- Leaders in prevention inevitably place a high value on the wellbeing of future generations and the focus on children and youth as one priority in the CSWBS show commitment to this end.

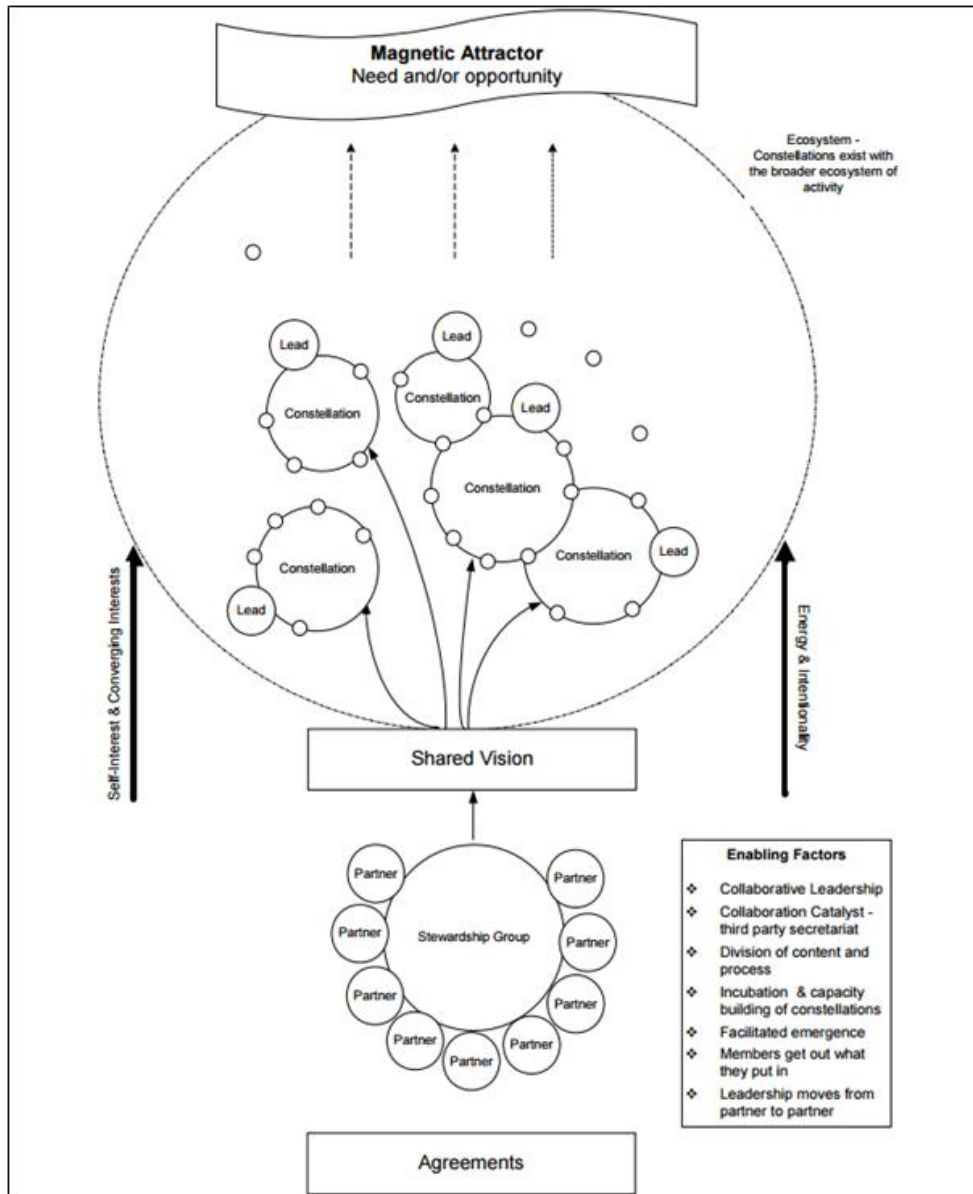
Community safety is a complex task and no one system has all the solutions. For that reason, the establishment of an ongoing round table of key partners with a clear roadmap (the strategy), and the willingness and capacity to contribute, is vital for the successful implementation of the Wetaskiwin CSWBS. It will be at the implementation steering committee where horizontal knowledge (data emerging from efforts in the community) can be integrated with vertical level efforts (changes to the community and its institutions). Through this integration, prevention becomes more possible. In addition to the responsibilities for oversight, the implementation steering committee will have opportunities to align efforts around key risk and protective factors, thereby slowly beginning to change the social conditions that lead to crime victimization and fear of crime in the first place. In successful collaborations for prevention, the risk and protective factor framework becomes a kaleidoscope through which different interconnected patterns come into view. Collaborations for prevention further necessitate that members of the committee are focused on what is best for the community overall rather than their home organization.

Therefore, **CSFSC recommends that in order to maximize the capacity of the implementation steering committee its members are encouraged to view their role as representing a sector rather than their home organizations.** Sector leaders have expertise, connections, and credibility within an area of intervention. Sector leaders focus on the wellbeing of the whole rather than simply representing their place of connection or employment.

While collective impact is a framework for collaboration, the constellation governance model is an approach that maximizes limited resources and provides the greatest flexibility in these collaborative ventures.

THE CONSTELLATION GOVERNANCE MODEL

The constellation governance model was created by the Centre for Social Innovation (CSI) in Toronto around 2005 ([Constellation Model of Governance - Centre for Social Innovation](#)). The model has been adapted many times since then to meet diverse conditions that call for collective, rather than single organization answers. In a paper documenting early experiences, Sonya Turman from CSI in 2006 described the model as a way of bringing together multiple groups or sectors to work toward a joint outcome. It is a governance model ideally suited for partnerships, coalitions, networks, and even movements. As an approach for bringing together service and community voices towards a common goal it has great potential for animating the community while staying grounded in strategic agreements. The essential elements of a constellation governance model include:



A STEWARDSHIP TEAM

To the Wetaskiwin CSWBS the implementation steering committee is the stewardship team. Ideally members of the steering committee that participated in the development of the strategy will remain involved for the duration of the implementation to ensure consistency and avoid the loss of historic knowledge. This committee should meet regularly (often enough to maintain momentum but not too often to avoid burn-out) and always keep an open seat at the table for additional engagement from an organization or individual not yet included.

¹ Centre for Social Innovation. (2006). "Constellation Model of Governance". <https://socialinnovation.org/about/innovations-publications/constellation-model-of-governance/>

Ideally members of the implementation steering committee will remain consistent, and if change is necessary, an orientation hand-over is part of the responsibility of the departing committee member. The key responsibilities of the implementation steering committee are:

- Providing oversight to strategy implementation.
- Championing the strategy.
- Ensuring that the community is informed and engaged.
- Helping to ensure the foundational commitments are adhered to.
- Reviewing the evaluation and monitoring results as they emerge to advise on changes to the strategy as needed.
- Taking leadership in the implementation of a sustainability plan.
- Engaging new stakeholders as the needs arise.
- Being ambassadors for the strategic vision.
- Communicating plan priorities within their own spheres of influence.
- Seeking out novel or aligning existing resources in new ways to support the strategy implementation.
- Facilitating connections to existing efforts that align with the strategic priorities.
- Being a support and sounding board and providing oversight to the action teams.
- Staying informed of and sharing knowledge regarding developments relevant to the Wetaskiwin CSWBS.
- Developing policies to support the strategic goals.
- Chairing action teams, as applicable.

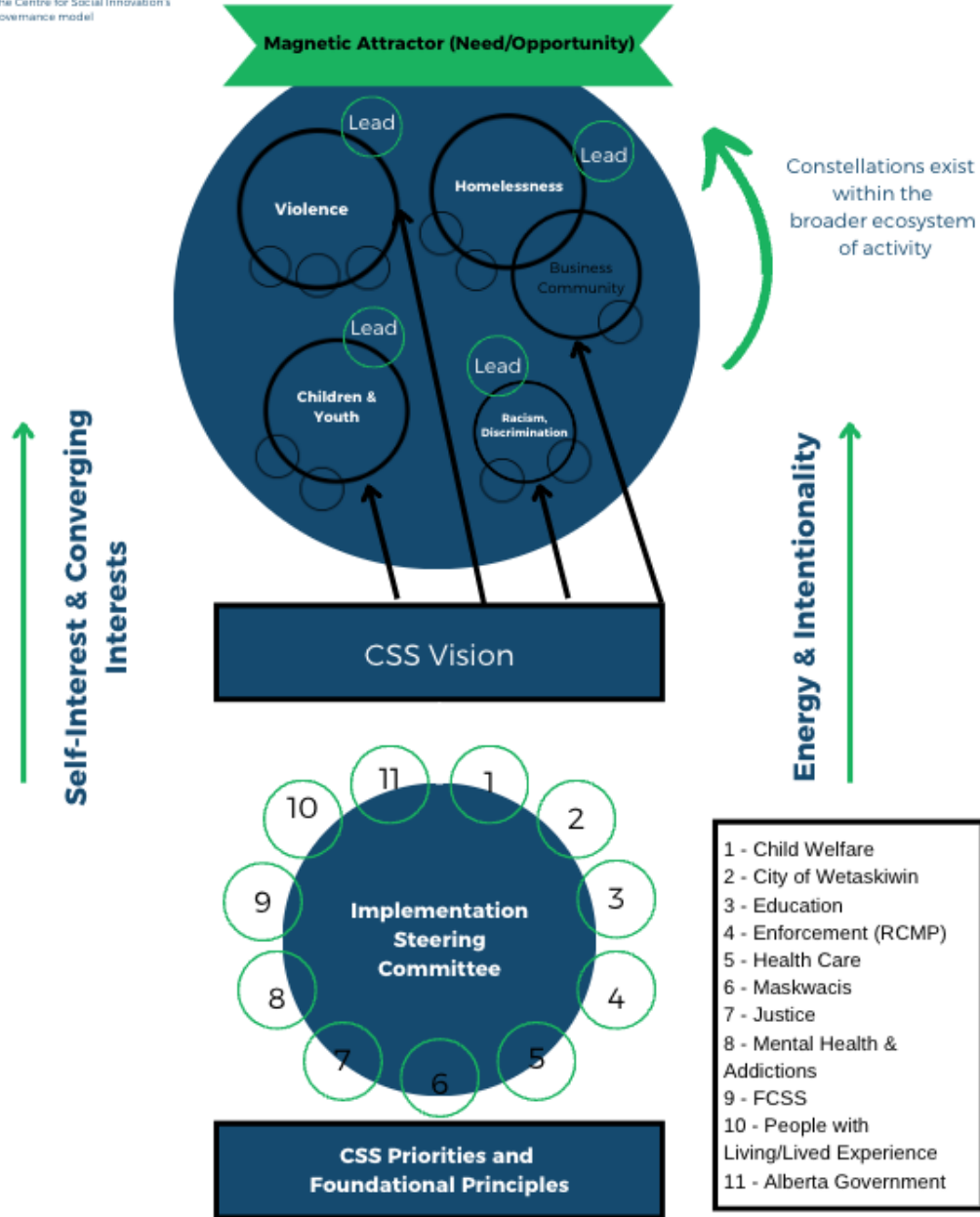
ACTION TEAMS

Not all actions can be accomplished through the mechanism of the implementation steering committee. Action teams will need to be formed that are responsible for attending to specific priorities. Action team tables broaden the partnership beyond the implementation steering committee to other organizations and even individuals from the community. This increases resources but also ensures that diverse subject matter expertise is available. Action team tables tend to be smaller and meet more frequently than the implementation steering committee, whose responsibility it is to ensure that action teams stay focused on their priority actions, and that duplication is avoided. Action teams, unlike the implementation steering committee have a limited mandate and as objectives are accomplished, action teams will sunset and other action teams may be developed. Not all action teams start at the same time, and it is the responsibility of the implementation steering committee to select which action priorities receive attention first.

A visual overview of the recommended governance for the implementation of the Wetaskiwin CSWBS is provided below.

GOVERNANCE

adapted from the Centre for Social Innovation's Constellation Governance model (Toronto, 2022)



WETASKIWIN COMMUNITY SAFETY STRATEGY

GOVERNMENT-COMMUNITY PARTNERSHIPS

Municipalities are the places where the prevention of crime and the advancement of community safety often occur because they are the order of government closest to the community and hence ideally suited to support partnerships for prevention. The relationship between the City of Wetaskiwin and the implementation steering committee needs to be clearly defined. While the City of Wetaskiwin leads the development of the strategy, without ongoing community buy-in and leadership, it cannot succeed. In fact, the sustainability of the strategy is highly dependent on the capacity to mobilize existing community efforts.

There are five prototypes for government-community collaboration for community safety that are most commonly employed to advance community safety strategies:

Grassroots Committees

While these committees are powerful mechanisms for mobilizing the community, they tend to be limited in their capacity to make change because of severe resource limitations.

Police-Driven Community Committees

In the context of community safety, these committees tend to struggle with distinguishing between prevention through attention to root causes and enforcement efforts.

Government Departmental Committees

City staff play a vital role in the implementation of the strategy. However, departmental committees with community representation are too restrictive when it comes to sustainably mobilizing the community.

Stand-Alone Organizations to Host the Strategy

Outside government organizations tend to have the greatest level of autonomy. As such, they are more easily embraced by the community. However, these structures can find themselves in competition with other services and organizations over resources, which makes partnership building challenging. Additionally, creating a stand-alone organization is resource intensive.

Government-Community Partnership

This approach brings both government and community together with equal input and decision-making power. These tables tend to include heads of departments (or their delegates) and key decisionmakers from within the community. Members of this type of round table are selected for their relevance to the strategy and their capacity to influence change. These round tables must take care to ensure equity, which includes engaging with and amplifying the voices of disadvantaged groups. This inevitably needs to include the teachings from the Truth and Reconciliation Commission of Canada's Calls to Action.

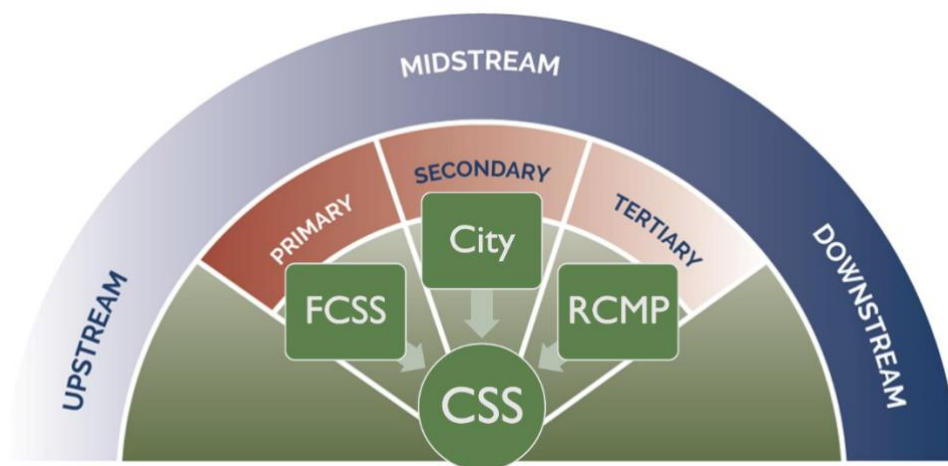
PROPOSED GOVERNANCE FOR THE WETASKIWIN CSWBS

In contemplating the most appropriate governance model for the CSWBS the following considerations were important:

1. The timeframe of the strategy necessitates an “all hands-on deck” approach and this means leaning on established opportunities.
2. The strategy development was guided by a steering committee whose members have a continued commitment to the goals.
3. The City of Wetaskiwin invested in the strategy through staff and through engaging CCFSC
4. The RCMP as well as the community organizations made significant in-kind staff supports available to strategy development.
5. Life in communities does not stand still while strategies are being developed and any governance structure necessarily needs to be able to adapt frequently and with ease if the strategy is to stay relevant to the community.

Given the above considerations, CCFSC recommends that the city agrees to utilize a constellation governance approach that incorporates collective impact principles as best suited to the successful implementation of the Strategy.

CCFSC further recommends that to begin with, the coordination of the Strategy development be supported through a shared leadership between the city of Wetaskiwin, the RCMP, and FCSWBS and that these three organizations on a rotating basis be responsible for bringing together the implementation steering committee, providing agendas, taking and distributing minutes, and monitoring the action recommendations



The implementation of the Wetaskiwin Community Safety & Well-Being Strategy does not function in a vacuum. As the Strategy becomes better known in the community and beyond other persons engaged in related efforts will see their alignment with the strategic goals. This is an ideal, but often not anticipated, consequence from prevention strategies and it is to be

encouraged by the implementation steering committee. Prevention strategies, if communicated well to the public and championed by persons with credibility (Mayors, Elders, etc.), have the capacity to significantly animate the community. This is where governance, planning for sustainability, communication, and engagement efforts align. It is at the place of the implementation steering committee that these connections are attended to. If this is part of the regular agenda, the strategy can become the catalyst for policy, programmatic, resource allocation and even systemic changes.

The collective impact framework provides the focus for the strategy. The constellation governance provides room for organic developments and flexibility. The combination of collective impact framing and a constellation governance makes relationship building central to the collaboration for a safer Wetaskiwin.

2023

WESTASKIWIN COMMUNITY SAFETY & WELL- BEING STRATEGY

Supporting Document E: How might
success of the Wetaskiwin CSWBS be
measured?

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WETASKIWIN COMMUNITY SAFETY & WELL-
BEING STRATEGY

DISCLAIMER

E: How might the success of the Wetaskiwin Community Safety & Well-Being Strategy be measured?

MONITORING AND EVALUATING THE STRATEGY

Given that the purpose of the Community Safety & Well-Being Strategy (CSWBS) is to create positive, long-lasting change in the community, it is imperative to establish a reliable way to monitor and evaluate whether these changes are occurring and where additional or different action may be needed. Monitoring and evaluation involve a combination of data collection and analysis (monitoring) and assessing to what extent the community safety plan is, or is not, meeting its objectives (evaluation).

Recognizing that community safety is complex, and that perceptions and feelings of safety can be impacted by various domains (e.g., education, health, victimization, living standards, social issues, access to services, sense of belonging, recent events, etc.), it is important that monitoring and evaluation be based on diverse measurements that move beyond conventional measures such as reported crime statistics and the crime severity index, alone.

Developmental Evaluation

Developmental Evaluation (DE) is an evaluation approach that adapts to emergent and dynamic realities in complex environments like community safety. It requires the collection and analysis of real-time data in a way that leads to informed and ongoing decision-making as part of the implementation process. DE aims to answer questions such as, is the action achieving what it is supposed to and if so, is it effective? DE can provide stakeholders with a deep understanding of context and real-time insights about how a new initiative, program, or innovation should be adapted in response to changing circumstances and what is being learned along the way. This approach allows for changes in direction as the implementation process occurs rather than waiting to measure success after years have passed. DE necessitates an ongoing engaged monitoring process that is best accomplished through multi-disciplinary methods.

Theory of Change

To describe how the CSWBS is affecting change in the short, medium, and long-term to achieve its intended impacts, it is helpful to develop a theory of change. Community safety challenges are particularly complex. As a result, establishing direct causal links between activities and outcomes is often not possible. To evaluate the Wetaskiwin CSWBS, it is important to understand that the strategy is an aspirational document that is meant to provide direction and guidance. As a first step the recommended actions need a [program logic model](#) that can be used to more directly focus and measure activities.

Conceptually, the theory of change for the implementation of Wetaskiwin CSWBS can be constructed and evaluated based on three main components:

Increased capacity for systems change:

- Being a catalyst for collaboration
- Aligning system-level efforts
- Facilitating responsive system approaches
- Fostering shared responsibility

Knowledge exchange to increase evidence- informed decision-making.

- Facilitating community and system-level exchanges
- Advancing understanding of risk and protective factors
- Promoting the use of effective and promising practices

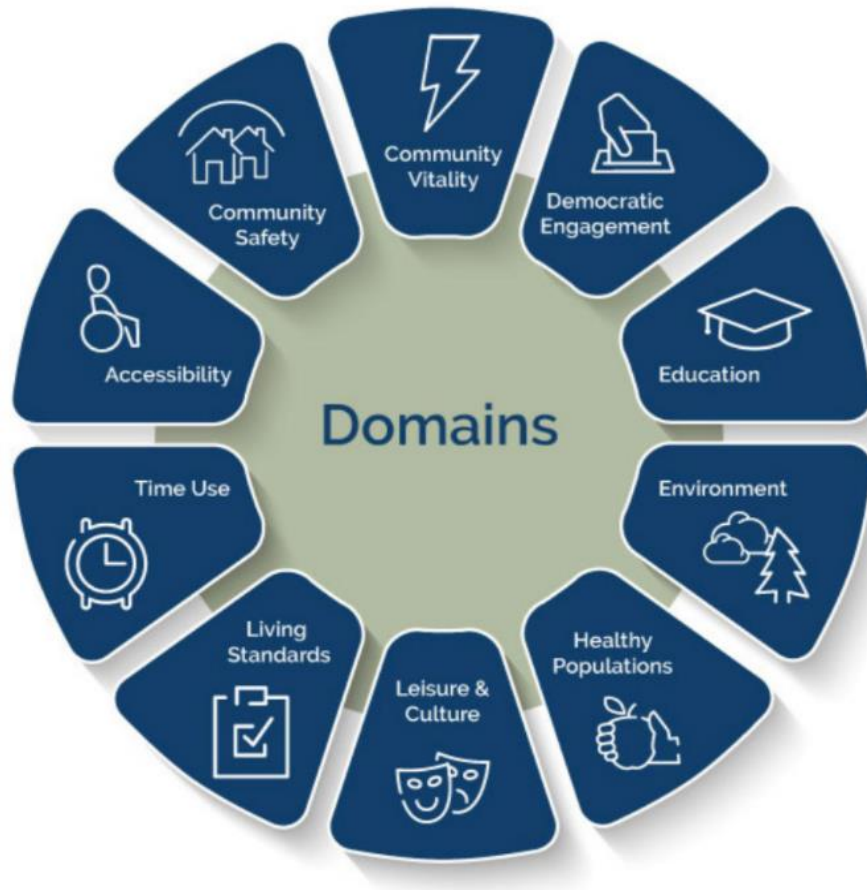
Community engagement to advance safety and upstream approaches to prevention

- Leveraging existing resources and assets in the community
- Listening to marginalized voices
- Engaging community members including those with lived and living experience in decision-making

KEY PERFORMANCE INDICATORS

Information and data that help communities monitor and evaluate the achievement of goals and objectives are called [performance indicators](#). Performance indicators are observable, measurable pieces of information that show the extent to which a particular outcome is being achieved. Indicators are generally used to measure program and project outputs to identify the changes they create (outcomes). Performance indicators can be quantitative (i.e., numbers, statistics) such as the percentage of the population that reported having [experienced a form of violence](#), or they can be qualitative (i.e., judgments, perceptions) such as how effective the CSWBS implementation is seen to be for generating changes in community safety.

Performance Indicators can also measure changes at several different levels including at the levels of individual, family, neighbourhood, community, city, and region. In this regard, having a broad range of performance indicators is important to manage expectations regarding progress and results. Improving perceptions of safety among communities and preventing harm are complex undertakings that take time. Broad impacts and systemic changes facilitated by a CSWBS will not be measurable within the first few years of implementation. However, other changes at the individual and neighbourhood level may be measurable fairly quickly, such as the community's sense of belonging and connectedness. There are ten domains related to community safety that can be examined to monitor progress and they are shown in the visual below. In addition to providing a good concept of potential measurements, the domains are also an important part of upstream approaches to prevention which seeks to promote wellbeing in a way that prevents harm from occurring in the first place.



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

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

The committee in charge of implementation can populate this information into a performance measurement framework for mapping and tracking purposes.

Once the performance measurement framework is established, baseline and subsequent data are collected upon which the 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 in time to assess the changes that have occurred over time. Not only does this allow for an overall evaluation of the strategy, but adjustments can also be made throughout the process as new data are collected. This developmental approach helps to ensure

that necessary modifications or improvements are throughout the process, rather than learning that something was not working after the fact.

POTENTIAL LIST OF INDICATORS

Below is a list of potential indicators from each domain that can be used to assess the impacts of a CSWBS. This list is not exhaustive and additional indicators may be required.

Domains	Indicators
Community Vitality	<ul style="list-style-type: none"> • % of the population that reports strong sense of belonging to community • % of population reporting unpaid, formal volunteering for organizations • % of population with 5 or more close friends
Democratic Engagement	<ul style="list-style-type: none"> • % of voter turnout at federal, provincial, and municipal elections • Ratio of eligible voters to those registered to vote • Gap in % turnout between older and younger voters • % of population with high confidence in elected officials
Education	<ul style="list-style-type: none"> • Ratio of students to educators in public schools • Availability of after-school activities in community • % of 25 to 64-year olds in population with a university degree • % of 20 to 25-year olds in labour force that completed high school
Environment	<ul style="list-style-type: none"> • % of population that live within 5km of a park or outdoor recreation • % of population that is satisfied with opportunities to enjoy the outdoors
Healthy Populations	<ul style="list-style-type: none"> • % of population that rates their overall health as good or excellent • Rate of emergency department visits for mental health conditions • % of daily or occasional smokers among teens aged 12 to 19 • % of households that are moderately or severely food insecure
Leisure and Culture	<ul style="list-style-type: none"> • Average % of time spent on the previous day in social leisure activities • Average monthly frequency of participation in physical activity • Availability of accessible recreation and leisure opportunities for youth • Average attendance in past year at all performing arts performances
Living Standards	<ul style="list-style-type: none"> • After-tax median income of families • Gini coefficient (income gap) • % of households who spend >30% of income on shelter costs • % of lone-parent households • % of labour force in long-term unemployment
Time Use	<ul style="list-style-type: none"> • % of residents 25 to 64 years of age working over 50 hours per week • Average daily amount of time spent with friends (minutes per day) • Mean workday commute time for individuals that are working • % of 25 to 64 year old reporting high levels of time pressure
Accessibility	<ul style="list-style-type: none"> • % of population that is satisfied with accessibility to services • % of population that is satisfied with public transportation • Walking score of major neighbourhoods
Community Safety	<ul style="list-style-type: none"> • Crime Severity Index • Calls for service to police • % of population that feels safe walking alone • % of students who feel safe at school

SAMPLE PERFORMANCE MEASUREMENT FRAMEWORK

Indicators, and other performance measurement information should be mapped out early on by the implementation steering committee to ensure that monitoring and evaluation is done consistently throughout the implementation process. This information forms the Performance Measurement Framework. Please see below a sample Performance Measurement Framework template to show how such information may be captured¹.

Risk Factor: Persistent Un/Under-Employment

Expected Outcomes	Indicators	Baseline Data	Targets	Data Sources	Data Collection Methods	Frequency	Responsibility
Long-term Outcome: Increased community safety and well-being	# of people un/under-employment	Un/under-employment rates from the year the plan starts	5% decrease over 2 years	Statistics Canada Census	Statistics Canada website	Every two years	Implementation steering committee
Intermediate Outcome: Increased participation in employment support services	# of participants	Participation rates from the year the plan starts	10% increase over 2 years	Municipality /Region	Collect from employment support services	Annual	Municipality/Region
Immediate Outcome: Community is better informed of connection between un/under-employment and CSWBs	# of professionals and stakeholders that have attended CSWBs sessions	No comparison – would start from 0	50 people in year one	Community Safety & Well-Being implementation team	Collect attendance sheets at the end of every session	At the end of the first year of implementation	Community Safety & Well-Being implementation team

A logic model will provide the initiative with making expressed connections between professional engagement, service provision, and targeted changes in un/under-employment reductions.

¹Ontario Ministry of the Solicitor General. (2017). *Community Safety and Well-Being Planning Framework: A Shared Commitment in Ontario* (Booklet 3). <https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario>

CSWBS PRACTICES THAT HAVE PROMISE

Implementation of CCSWBS can build on a growing body of research evidence about what works and what has promise. Below are some examples that can be adapted to local situations if appropriate.

Examples of Potential Programs/Approaches to Explore		
Program/Approach	Description	Reference/Website
Infant-Parent Psychotherapy	This is a dyadic, relationship-based therapy intended for maltreating parents of infants (who had neglectful experiences in their childhood).	https://crimesolutions.ojp.gov/ratedprograms/106
Nurse-Family Partnership	This is a home visitation program for low-income, first-time mothers designed to improve family functioning.	https://crimesolutions.ojp.gov/ratedprograms/187
Creative Interventions Toolkit	This toolkit promotes an approach called community-based interventions to violence or what some call community accountability or transformative justice.	https://www.creative-interventions.org/toolkit/
The Fourth R	Promoting healthy youth relationships by building the capacity of schools and communities through innovative programming, research, education, and consultation.	https://youthrelationships.org/
Big Brothers Big Sisters (BBBS)	This program offers one-on-one mentoring in a community setting for at-risk children and youth between the ages of 6 and 18. The program was associated with statistically significant reductions in initiating drug and alcohol use and antisocial behavior among mentored youth, compared with non-mentored youth.	https://crimesolutions.ojp.gov/ratedprograms/112

Guiding Good Choices	This is a family-competency training program to promote healthy parent-child interactions and address children's risk for early substance use.	https://crimesolutions.ojp.gov/ratedprograms/77
Youth Inclusion Program	The Youth Inclusion Program (YIP) is a neighborhood-based initiative that aims to reduce youth crime and antisocial behavior by creating a safe place where youth can go to learn new skills, take part in activities with others, and receive educational support.	https://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/nvntr/dtls-en.aspx?i=10058
Multisystemic Therapy	A family and community-based treatment program for adolescent offenders who have exhibited serious antisocial, problem, and delinquent behaviors.	https://crimesolutions.ojp.gov/programdetails?id=192
Functional Family Therapy	This is a family-based prevention and intervention program for youth, ages 11 to 18, who are justice-involved or at risk for delinquency, violence, substance use, or other behavioral problems.	https://crimesolutions.ojp.gov/programdetails?id=122
Assisting Immigrant Mothers (AIM)	Assisting Immigrant Mother's Project (AIM) utilizes a two-tier wraparound services approach to build protective factors in immigrant youth and mothers living in Calgary Housing Company (CHC). AIM uses a holistic and targeted crime-prevention approach by providing both family and youth-focused services.	https://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/nvntr/dtls-en.aspx?i=10079
Aboriginal EMPATHIC Program	The Aboriginal Emotional Maturity Problem-Solving & Awareness Targeting Higher Impulse Control (EMPATHIC) Program is a school-based	https://www.publicsafety.gc.ca/cnt/cntrng-crm/crm-prvntn/nvntr/dtls-en.aspx?i=10002

	curriculum. The program was modified to reflect Aboriginal cultural values and teachings and is centered on emotional awareness, impulse control, techniques to handle emotions, and increasing levels of self-esteem and pride in the Aboriginal culture.	
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POTENTIAL MEASURES FOR THE WETASKIWIN CSWBS

When we measure the success of a strategy, we commonly ask ourselves two questions:

1. Did we do what we said we would do?
2. How successful were the actions that we took?

The first is often more process oriented and speaks to the strength of the collaborative. The second more concretely monitors and evaluates if the goals were achieved and to what extent.

The following table outlines possible example indicators that could be measured to track successes of the Wetaskiwin’s Community Safety & Well-Being Strategy. These were developed by CCFSC and are not approved by the steering committee. **CCFSC therefore recommends that the implementation steering committee early on turns its attention to agreeing on potential indicators as part of a measurement framework.**

Scope 1 Indicators

Scope 1 Actions	Potential Indicators
To decrease interpersonal violence - Changing the services system/programming: To identify gaps in education on rights, resources, and prevention opportunities as they relate to inter-personal violence with a view to creating changes in services and systems	<ul style="list-style-type: none"> • Assessment of potential service gaps; this can be done through roundtable discussions • Assessments of changes in service systems and their impact on closing the gaps (i.e. if identified gap is lack of public awareness of available resources in IPV, have services engaged in enhanced communication and public engagement, and have they measured in changes in awareness as a result of these actions)
To increase supports to victims of property crimes - Research, evidence and knowledge, community	<ul style="list-style-type: none"> • Study of business owner and patron experiences and perceptions of safety completed

<p>engagement/education: To analyze and determine when where and why business owner and patrons feel unsafe</p>	<ul style="list-style-type: none"> • Study utilized to adjust services such that victims of property crime receive trauma-informed supports
<p>To decrease homelessness and social disorder - Leveraging partnerships: To reestablish the homelessness coalition in the city comprised of the Salvation Army, the Food Bank and others, with a view to formalizing partnerships among service providers including the RCMP</p>	<ul style="list-style-type: none"> • Homeless coalition established • PIT count completed and informing coalition deliberations
<p>To decrease homelessness and social disorder - Leveraging partnerships: To utilize data to mobilize appropriate partners to do their part in reducing homelessness (for example, Veteran’s Affairs to help with homeless veterans)</p>	<ul style="list-style-type: none"> • Homeless coalition membership expanded to include partners serving unique populations • Actions arising from coalition adjusted to accommodate these populations
<p>To decrease homelessness and social disorder - Securing resources: To find and increase resources to groups that respond to social disorder such as: citizens on patrol, peer navigators, placemaking activities, Hope Mission outreach and the RCMP foot patrol.</p>	<ul style="list-style-type: none"> • Data to reflect on extent of homelessness and social disorder shared with potential funders • Additional funding secured • Reported decreases in calls for service to police for social disorder • (Visible) homelessness decreased according to local shelter providers
<p>To decrease problematic substance use/distribution, mental health issues and homelessness – Advocacy: To advocate for an increase in the R-pact services in the region of Wetaskiwin</p>	<ul style="list-style-type: none"> • Evaluation of R-pact services in Wetaskiwin and beyond completed • Evaluation data utilized to advocate for additional resources from the province and others
<p>To decrease problematic substance use/distribution, mental health issues and homelessness - Research, evidence, and knowledge: To monitor the impact and effectiveness of R-pact models which combine paramedic and</p>	<ul style="list-style-type: none"> • See above • Number of persons diverted from emergency wards • Lower mortality among unsheltered people • Greater utilization of mental health and addiction services when compared to baseline data

<p>police services currently piloted in and Wetaskiwin</p>	
<p>To decrease problematic substance use/distribution, mental health issues and homelessness - Leveraging Partnerships: To collaborate with partners to research and review alcohol services to identify solutions. This should include partners involved in liquor sales, regulation and enforcement of the liquor act and business permits, as well as the City of Wetaskiwin</p>	<ul style="list-style-type: none"> • Collaborative round table including liquor commission established • Study of impact of opening hours and other regulatory measures completed • Study utilized to create changes including to business permits issued by the City • Decreased calls for service to police and other emergency services due to public intoxication • Experience from collaborative round table and data reviewed by implementation steering committee with a view to root causes
<p>To decrease the barriers experienced by Indigenous community members and to increase resiliency - Leveraging partnerships/ Communicate & educate: To partner with MCTC on the creation and further implementation of educational opportunities to build understanding about inter-generational trauma and to share data that demonstrates the Indigenous share in generating economic benefits (e.g., through a speaker series)</p>	<ul style="list-style-type: none"> • MCTC has taken leadership in convening a communication working group with a focus on Indigenous experiences including intergenerational trauma, as well as the Indigenous share in generating economic benefits • Speakers' series is launched • Impact of knowledge exchange efforts measured through number of participants at events, and participants' self-reported feedback on changes in knowledge
<p>To decrease the barriers experienced by Indigenous community members and to increase resiliency - Leveraging partnerships/ Communicate & educate: To request MCTC to provide advice and education to police services and social service agencies on how better to provide services to members of their community in a way that breaks down barriers</p>	<ul style="list-style-type: none"> • Police services, social services, municipalities and other stakeholders actively seek out MCTC to partner on educational opportunities • MCTC reports a high level of engagement and a sense of forward momentum • Services use the TRC calls to action as a measure of their willingness and capacity to break down barriers in service provision for Indigenous peoples • Number of indigenous peoples engaged in local services has increased • Satisfaction expressed by indigenous peoples in local services has improved

<p>To decrease the challenges faced by children, youth, and their families and to increase resiliencies - Leveraging partnerships/community engagement: To convene a task force focused on raising awareness of the challenges facing children, youth, and families with a view to increasing services; Starting with collaboration with existing government, NGO and community agencies providing support to children and youth</p>	<ul style="list-style-type: none"> • Task force convened, comprised of government, NGO and community agencies • Task force has reviewed EDI measures and other data reflecting on the status of children and youth in Wetaskiwin, and have developed a data baseline • Task force has recommended actions to increase the well-being of children, youth, and their families in Wetaskiwin • Longer term, EDI measures, school participation rates, recreation engagement numbers, and public health data with a focus on children and youth have improved when compared to the baseline provided by the task force
<p>To increase safety among the business community - Leveraging partnerships/Programming: To gain greater access to the business challenges and opportunities as they pertain to community safety and well-being by adding the Chamber of Commerce as a member of the CSWBS steering committee</p>	<ul style="list-style-type: none"> • Chamber of Commerce has joined the implementation steering committee and a working group with a focus on business challenges has been convened • Businesses report greater sense of agency with regards to community safety • Longer term, businesses report greater sense of safety for their staff, patrons, and property
<p>To increase availability of safe transportation - Research, evidence, and knowledge: To investigate transportation needs, and possible funding sources to support the provision of transportation, within Wetaskiwin and between communities</p>	<ul style="list-style-type: none"> • A transportation needs survey investigating both public transportation and safety challenges is developed by the implementation steering committee, and administered through the City • Survey outcomes are utilized to develop a transportation plan • Transportation plan is used to stimulate possible funding
<p>To decrease racism, discrimination, and the victimization resulting from it - Research, evidence, and knowledge: To consult research on victimization as it relates to racism and discrimination</p>	<ul style="list-style-type: none"> • Consult literature on the experiences of racism and discrimination in Canadian cities • Monitor hate crime statistics in Wetaskiwin • Include question about discrimination and exclusion in municipal survey of perceptions and experiences as they relate to community safety

	<ul style="list-style-type: none"> To utilize data gathered to inform community efforts to decrease racism, discrimination and victimization resulting from it
<p>To decrease racism, discrimination, and the victimization resulting from it - Research, evidence, and knowledge: To encourage the community to host events to foster a sense of community</p>	<ul style="list-style-type: none"> To utilize data gathered as per above action to mobilize community groups to host events to foster a sense of community with a focus on cultural diversity Number of events hosted, number of participants per event, self-reported change in knowledge and behaviour through event evaluations
<p>To increase positive perceptions of community safety - Communicate & Educate: To develop a communication strategy, including the use of Town Halls, to help the community understand operational and strategic actions of the city, police and Hope Mission with regards to community safety and well-being</p>	<ul style="list-style-type: none"> City has developed a communication strategy about community safety and well-being Strategy has been shared through Town Halls and other communication mechanisms of the City Public events are well attended Self-reported change in knowledge and behaviour solicited through event and communication evaluation

Scope 2 Indicators

Scope 2 Actions	Potential Indicators
<p>To decrease interpersonal violence - Leveraging partnerships: To identify the extent of intimate partner violence and existing interventions and gaps in Wetaskiwin including through engagement with victims of IPV</p>	<ul style="list-style-type: none"> Shelters and other social services provide data focused on number of victims of domestic violence and intimate partner violence Victims of domestic violence and intimate partner violence are included in round table discussions on how to decrease this form of victimization Novel programs have started and/or existing programs have been enhanced to advance this prevention agenda (i.e. dating violence prevention curriculum in local schools)
<p>To decrease interpersonal violence - Research, evidence, and knowledge: To identify types, motives, and demographics of inter-personal violence in Wetaskiwin</p>	<ul style="list-style-type: none"> Data collected above examined for greater detail to better understand DPV and IPV in Wetaskiwin Police, shelters, schools, and counselling agencies agree to sharing aggregate data

<p>To increase supports to victims of property crimes - Programming and securing resources: To explore grant funding for programs that can support the implementation of CPTED recommendations and needs for business and private owners</p>	<ul style="list-style-type: none"> • A list of CPTED recommendations addressing property crimes has been generated • The list is utilized to solicit possible grant funding • Changes to the built environment are taking place • Victims of property crime report greater sense of safety • Property crime declines
<p>To increase supports to victims of property crimes - Research, evidence, and knowledge: To increase the number of residents in Wetaskiwin that report suspicious activities to local police. Community Led Groups such as Alberta Citizen’s on Patrol (ACOPA); Rural Crime Watch, (RCW) and Crime Stoppers will play an increasing collaborative role with the RCMP in the Community.</p>	<ul style="list-style-type: none"> • A campaign developed through the implementation steering committee, in collaboration with Community Led Groups such as Alberta Citizen’s on Patrol (ACOPA); Rural Crime Watch, (RCW) and Crime Stoppers, to mobilize citizens to report suspicious activities to local police • Police are utilizing reports to establish trends • Property crime declines
<p>To increase supports to victims of property crimes- Programming: To expand trauma informed victim support services to victims of property crimes</p>	<ul style="list-style-type: none"> • Social services and police establish a triage agreement for timely intervention • Social services offer trauma-informed support to victims of property crime, including individual counselling and group support • Number of victims of property crime attending • Self-reported decrease in traumatic impact by victims of property crime
<p>To decrease homelessness and social disorder - Research evidence and knowledge: To collaborate with key stakeholders in implementing a homeless count, coupled with conducting research into the root causes of homelessness (the where, the why and the who) as well as utilizing pre-existing research from known sources (ex. Provincial government, other municipalities and post-secondary institutions) to plan interventions</p>	<ul style="list-style-type: none"> • The homeless task force has completed a PIT count, including conversations/interviews with people who are unsheltered to better understand the root causes leading to homelessness in Wetaskiwin • This data is utilized in combination with promising practices in decreasing homelessness (i.e. Housing First) to develop a housing and homelessness strategy • Number of people housed has increased • Number of becoming unhoused has decreased

<p>To decrease the challenges faced by children youth and their families and to increase resiliencies - Education & communication: To increase awareness of services for children, youth, and families with a view to increasing utilization of these services</p>	<ul style="list-style-type: none"> • Local service providers serving children, youth, and families convene to create a service map • Service map is shared widely, including through schools, municipality, and community agency communications • Services report an increase in utilization of their programs by children, youth, and families
<p>To decrease the challenges faced by children youth and their families and to increase resiliencies – Programming: To increase programs for youth 16 years and older by leveraging existing partnerships (e.g., School board)</p>	<ul style="list-style-type: none"> • Existing partnerships (e.g., school boards) lead to the development of new programs and/or enhanced existing programs for youth 16 and older • Programs are shared in conjunction with other child, youth, and family-focused community mechanisms (see above) • Youth 16 and older participate in programs in increasing numbers • Youth report high level of engagement and program satisfaction, solicited through regular program evaluations
<p>To increase safety among the business community - Leveraging partnerships/Programming: To encourage the Hope Mission Shelter to meet with the business community to develop programs and practices together</p>	<ul style="list-style-type: none"> • Hope Mission and business community have met to increase mutual understanding of each other’s situations • Programs and practices are co-developed in collaboration with the homelessness task force
<p>To increase positive perceptions of community safety - Research, evidence & knowledge: To include a statistically valid survey question in the community satisfaction survey of the city</p>	<ul style="list-style-type: none"> • The community satisfaction survey of the City includes questions about perceptions and experiences as they relate to community safety and well-being, modelled on national surveys and other community surveys of this nature • Significant number of residents complete the survey • Data utilized to inform implementation steering committee directions as they pertain to public perceptions in Wetaskiwin
<p>To increase positive perceptions of community safety - Research, evidence & knowledge: To use the</p>	<ul style="list-style-type: none"> • RCMP includes in their Annual Performance Plan efforts questions about community safety to augment efforts made by the City

<p>Annual Performance Plan to clarify perceptions of safety</p>	<ul style="list-style-type: none">• This data is shared with the implementation steering committee• City residents report a greater sense of safety in Wetaskiwin when compared to baseline data
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WESTASKIWIN COMMUNITY SAFETY & WELL- BEING STRATEGY

Supporting Document F: References

This Community Safety & Well-Being Strategy (CSWBS) was prepared by the Canadian Centre for Safer Communities (CCFSC) for the City of Wetaskiwin. The Canadian Centre for Safer Communities (CCFSC) is a community of practice created to inspire local action and foster community safety and well-being through national leadership, collaboration, capacity building, and knowledge exchange.

While care has been taken in the preparation of this document to ensure its contents are accurate, complete, and up to date, CCFSC recognizes certain limitations with the data. The information presented in this report is based on a review of existing data, a local community safety survey, and consultations with various community members and groups and the statements made by an individual may not reflect the perspectives of others. It is 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 Wetaskiwin.

Please note that this is a living document. New information, actions, and recommendations related to community safety emerge regularly. This report reflects the data collected at the time of the Community Safety & Well-Being Strategy (CSWBS) development. The opinions, findings, conclusions, and recommendations expressed in this report are those of the authors and do not necessarily reflect the view of the project team, the steering committee, City of Wetaskiwin employees, or the larger community of Wetaskiwin.

If you have any questions about the CSWBS or to access supporting documentation, including the Field Study conducted by Rethink Urban Inc., please contact:

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

Contact

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WETASKIWIN COMMUNITY SAFETY & WELL-
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