

“One’s destination is never a place, but a new way of seeing things.”

Henry Miller

## Make Shift Happen (MSH): A Year of Discovery

Crime Prevention:  
Community Readiness &  
Mobilization

Year 2 Report: April 2020 –  
March 2021

# A year of DISCOVERY

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Reviewed by: Tri-community members



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GARDEN CIRCLE: Denise Duncan, Donna Young, Victoria Lathlin, Karen Driedger, Nicole Tornquist (Jr. Chief)

The tri-community is located on Treaty 5 territory, traditional territory of many First Nations, Metis and Inuit people who share a history and a deep connection with the land. Gratitude for shared wisdom and dedication to moving forward in partnership with Indigenous communities in the spirit of reconciliation and collaboration.

This is an **interim report** including an update of activities and preliminary analysis of data gathered up to mid-March 2021.

## Overview

**Make Shift Happen** is a crime prevention initiative focused on community wellbeing through capacity building and mobilization.

### Who:

- The Town of The Pas received a federal grant from Public Safety – Crime Prevention.
- January 2020, 4 Excellence ~ fourward thinking contracted to coordinate the initiative within the tri-community (Town of The Pas, Opaskwayak Cree Nation [OCN] and Rural Municipality of Kelsey).

### Goals:

- Conduct a tri-community assessment to identify opportunities, strengthen capacity and support mobilization.
- Bridge knowledge gaps and adapt crime prevention responses to meet identified need.

### Process:

- Use community development principles and assets-based approach to enhance effectiveness of existing crime prevention and wellbeing resources and efforts.
- Address overreaching effects of crime with emphasis on Indigenous and vulnerable populations.
- Enable an adaptive and customized approach that evolves as new information and insights emerge.

### Impact:

- Reach beyond individual programs and activities to encourage collaborations for broader scope and service delivery.
- Assess and identify opportunities to foster co-creation of a strategy to address the effects and challenges of crime in the tri-community.

## **PURPOSE of MAKE SHIFT HAPPEN**

To assess community, identify opportunities, strengthen capacity and support efforts to mobilize community to address safety and crime issues in the tri-community.

## **OBJECTIVES**

- Support the dissemination of knowledge and the development of crime prevention tools and resources for Indigenous and Northern populations.
- Support capacity building and explore ways to develop culturally sensitive crime prevention practices among Indigenous and Northern populations.

## **OUTCOMES**

### Short to mid-term

- Increased knowledge of effective crime prevention resources, tools and best practices.
- Increased awareness of existing services and resources.
- Community members actively participate in the assessment.
- Strengthened relationships and trust in the tri-community.

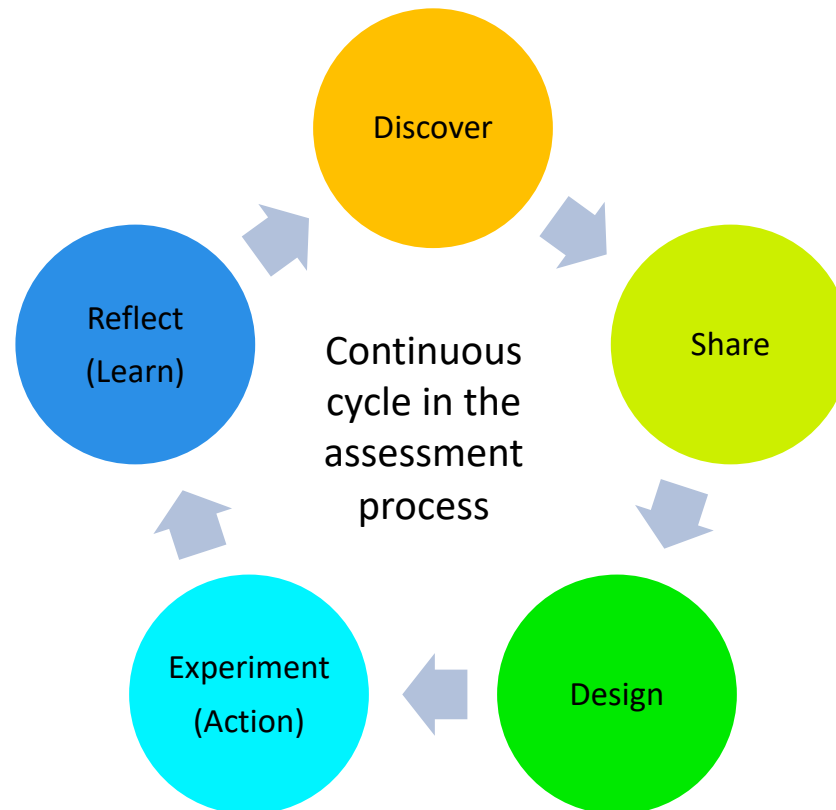
### Mid-term

- Increased skills to adapt and/or deliver effective crime prevention practices.
- A cultural shift in thinking towards a 'yes we can' attitude.
- Focus is on systems thinking and future-focused leadership.
- Heightened understanding of strengths and assets, initiatives and opportunities in the tri-community.
- Service delivery organizations building and enhancing truly collaborative partnerships.

### Long-term

Develop and implement a tri-community wellbeing, crime prevention strategy.

# Turning learning into action



*“For many years I have attended similar meetings where [the] community talks about what’s working and what isn’t working. MSH is the first time that actions are occurring.” -Tri-community member*





# DEEP DIVE action

- As themes emerged through tri-community engagement and gathering data, MSH attempted to respond to concerns in real time. This was done two ways:
  1. The Impact Lab invited tri-community to explore, learn and investigate in a safe and open setting
  2. MSH modeled action and used approaches, took risks to show a way that could address the issue. How MSH itself operated was used as a learning experience for the tri-community to reflect on and learn about the concept.

As an example, MSH used a collaborative decision-making process to engage action research because silos were tagged as a concern. First, generate awareness of the issue, then aim response at creating immediate action and strengthening capacity.

Many assessments do not focus on action. Community voiced frustration with study after study producing reports, but not actualizing change. It was decided that action was a key factor in building confidence in the process, to spark a 'can do' attitude, to enhance capacity and mobilize.

# Discoveries Surfacing

1. ***A clear direction providing leaders with more hope and clarity, reflecting cross-sectoral buy-in and long-term, multi-layered funding is integral to community wellbeing and crime prevention.***
  - Efforts to respond to the complexity of social issues contributing to crime have primarily been addressed through silos or narrow networks.
  - The tri-community has trailblazers and initiatives addressing crime and wellbeing however most lack capacity, sustained funding and support to meet the growing need.
  - Tri-community members recognize the importance of enhancing collaboration.
2. ***Commitment to develop future focused leaders, able to build trust and greater capacity to continue intersectoral, collaborative impetus drives momentum.***
  - Education and inclusion continue to evolve, still there are challenges.
  - Possibilities for strengthening communication and awareness efforts exist.
  - Deliberate attention to shift the culture; systems, funding, mindset, escalates the ability to respond to social issues.
3. ***Implementation of innovative strategies and operational infrastructures for organizations in all sectors and at all levels, increases capacity for greater impact and facilitates sustainable solutions.***
  - The main issues to address are commonly understood across sectors including; housing, employment, addictions, mental health, trauma, transitional services and collaboration. These remain consistent and the overall focus for action.
  - The essence of how the tri-community works is a central factor to consider in going forward.

**Note:** Most preliminary findings are reflected in existing studies and reports.



# Shift

*"I didn't come to play the game I came to change it."*

Cindi Johnston, Canadian thought leader

## Expectations:

- Important not to get disillusioned if things do not change, when expectations are not met it is even more important to keep at it
- The social fabric of community is complex and dynamic, it is a continuous experiment, only a certain amount can get done
- A foundational commitment of all three communities working together, dedicated to continue even when there is disagreement is key, continue to nurture the process

## Words Matter:

- The words people choose reflect values and direction  
For example: Promotion vs prevention, restorative vs punitive, vulnerable people vs people worthy of opportunity
- At the same time, information gathered impacts plans and actions  
For example: Crime statistics vs wellbeing statistics paint different pictures. RCMP share crime statistics continually, wellbeing statistics are not gathered by any one organization or reported on in a meaningful way. Will focus for the future be on wellbeing, crime, a balance of the two or something entirely different?
- Shifting the landscape of what is looked at and how it is presented assists transformation

## DRAFT model (Slide 23 & 24)

- Main concepts emerging from the data are clustered into 4 themes
  - Cultural Shift
  - Sustainability
  - Strategies
  - Opportunities & Supports

## Why?

- The concepts are multi-dimensional and interrelated
- The model is a starting point to co-create a tri-community framework to guide direction, it requires tri-community dialogue



# Impact & Shift

*"I really appreciate the momentum it creates. There is a positive aura that surrounds Make Shift Happen, inspiring others to work together to create positive change." -Tri-community member*

## What impact is MSH contributing to?

- Comments and responses to stories on the Facebook page, informal discussions, uptake of interest from organizations and buzz on the street together indicate:
  - increased awareness of tri-community services, opportunities and crime prevention strategies
  - interest in embracing a 'can do', positive attitude, focusing on strengths and solutions
  - heightened awareness and understanding of diverse community members
- Awareness is motivating people to get involved. For example: one individual who shared their story had three join their help group as a result, two service clubs had inquiries and others have contacted MSH to find out who to connect with due to interest in participation. (See Appendix A for the Awareness Campaign Report)
- Expanded reach globally for the tri-community: Order of the Eastern Star article was shared globally, there was a request to publish Dr. Banks' story in his hometown of Edinburgh, Scotland, it resulted in many comments and connections with past colleagues, patients and friends.
- Community leaders have indicated learning, growth and change in how they operate.

## What movement (evidence of shift) is happening as a result of or in part related to MSH?

- Collaborative partnerships are co-creating proposals, initiatives and linking activities directed at preventative, promotional wellbeing initiatives.
- Stories are being shared by a wider range of entities such as the Beatrice Wilson Health Centre/Mino Pimatisiwin online Elders storytelling.
- Tri-community members are approaching MSH to write their story or suggesting stories to write (organizations and individuals).
- Leaders are open to and supportive of responding to the complexity of social issues in a coordinated, collaborative way, including supportive funding for MSH efforts.

*"I think the community is on an upward motion of sharing the positive news in the community, how people are working together to improve their surroundings, and coming together to share experiences and pain points. I think that notion needs to continue for a bit longer to really sink in, and to prove to some of the nay-sayers that the change starts from the inside." –Tri-community*

# Make Shift Happen ~ By the NUMBERS

**5 new collaborations including 15 organizations and/or individuals**

**208 people on the direct mailing list**

**10 Labs with 129 participants, 8 hosted by locals or those with roots in the area**

**300+ interviews, engagements, presentations**

**657 respondents in Oscar's Place Emergency Shelter community survey, 5.5% of the tri-community**

**1,459 Facebook followers and growing**

**55,877 people - the top reach for a single Feature Friday story (Appendix F)**

**44 CJAR Radio interviews with over 900 spots airing 3/day since April, 2020**

**82 stories written, published on Facebook and/or in Opasquia Times local newspaper**

- **Impact on storytellers and community is resonating, community storytelling is becoming more visible and growing within other organizations**

**CJAR donated \$34,000 in-kind towards the media campaign, Tim Horton's \$350 in gift cards**

**Estimation of those ACTIVELY involved with Make Shift Happen in the tri-community: 65**



MJ Donaldson, University College of the North

SHIFT Disturbers



Merrilee Hamilton, Margaret Barbour Collegiate Institute

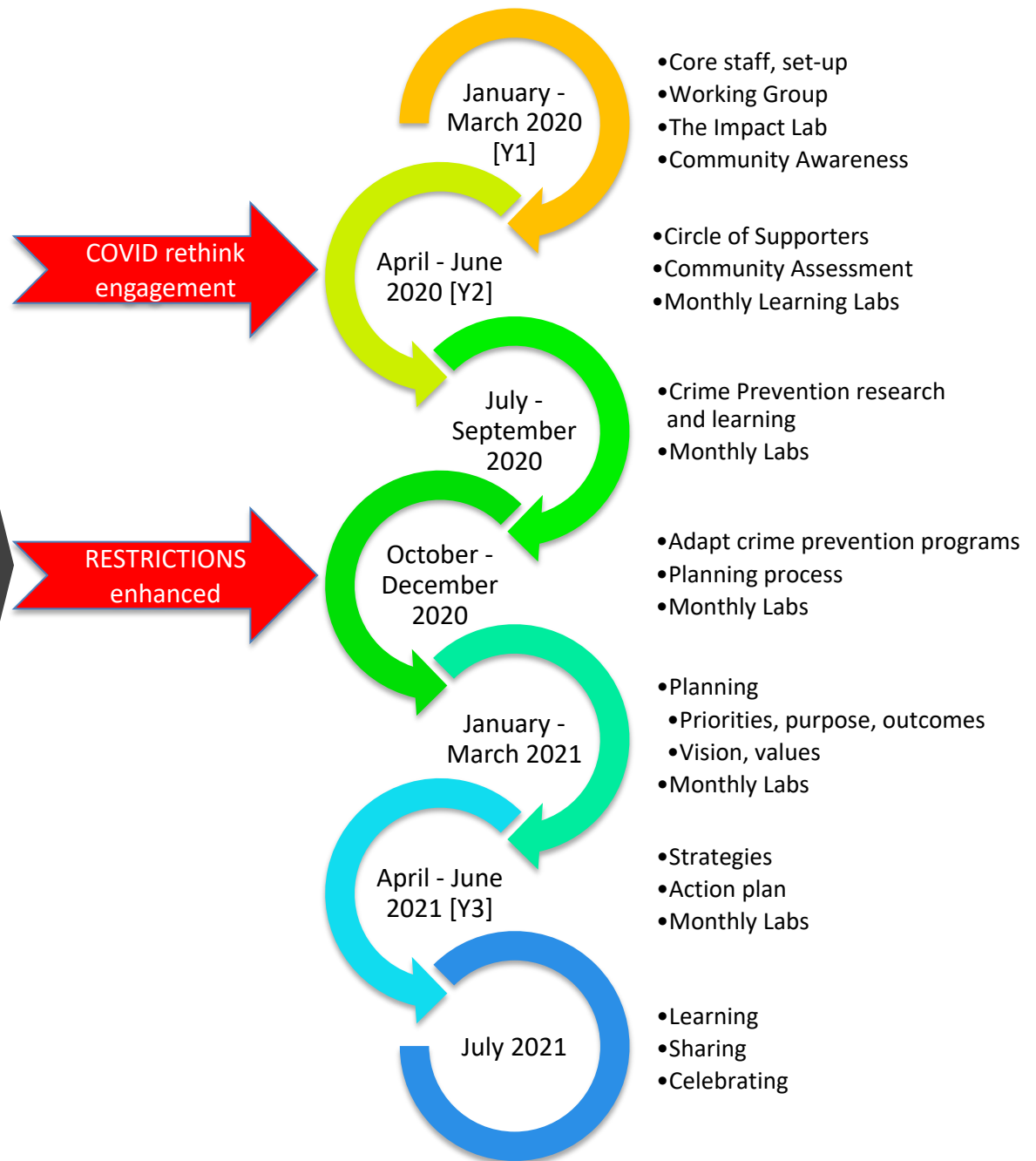


Desarae Lambert, The Pas Community Renewal Corporation

**Year 1:** community engagement, working groups, existing assets

## PROCESS: MAIN COMPONENTS

**Year 2:** relationships, learning labs, crime prevention research, collaboration, priorities



# MEASUREMENT

The adaptive approach being taken by the MSH initiative requires that data and information be collected, then allow that to direct the evaluation model. The evaluation and metrics will be further developed in tandem with the crime prevention/community wellbeing strategy. See APPENDIX C for various frameworks to help guide evaluation development.

1. An outcomes model was created (next 3 slides) based on the objectives and outcomes outlined in the grant proposal and forward thinking's proposal to measure impact and track outputs. Activities and outputs continue to advance as the process continues. Quantitative and qualitative indicators and measurement tools were used based on specific activities.

2. Reflective conversations were held in lieu of a larger scale pre-post test in September to gain insight on the process and impact. This will be repeated towards the end of the initiative, used to inform the initiative, funders and tri-community members of the overall impact and learnings. A snapshot of the conversations follow the outcomes model (Appendix B for full report)

3. While a comprehensive tri-community evaluation strategy could prove beneficial, at this time each community is at different stages and readiness levels. Make Shift Happen efforts, and others such as the tourism partnership between The Pas Community Development Corporation and Paskwayak Business Development Corporation, may be catalysts in working towards a shared vision and common assessment.

Evaluation and assessments are happening at various levels and in various forms. For example, OCN is working on a 100-year plan, community and youth surveys are being conducted. Organizations in The Pas are also engaging youth to learn about opportunities, training and employment. Discussions on how to combine efforts are ongoing.

<b>Outcomes</b> <b>Short to mid-term (up to 6 months)</b>	<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>
<p>Increased knowledge of effective crime prevention resources, tools and best practices.</p> <p>Heightened understanding and awareness of strengths and assets, initiatives and opportunities in the tri-community.</p> <p>Community members actively participate in the assessment.</p> <p>Strengthened relationships and trust in the tri-community.</p>	<p>Human Resources: 1 project coordinator, 3 storytellers and social media contractors. Volunteers, Elders, community leaders.</p> <p>Financial Resources: \$360,000 Federal Grant (full project) \$40,000 In-Kind Town of The Pas (full project)</p> <p>Physical Resources: Supplies, technology, facilitation and promotional materials. Culturally relevant supplies.</p>	<p>Establish visibility in the community via education, informing the public on what the projects' goals are and sharing community strengths through: group and individual interviews, presentations.</p> <p>Engage community for action research initiatives.</p> <p>Develop a brand.</p> <p>Create communication and evaluation plans.</p>	<p>Communications plan.</p> <p>Evaluation plan.</p> <p>110 + interviews and presentations.</p> <p>15 Community Activators &amp; Advocates leading Action Research in 4 areas; Community Safety, Homelessness, Youth and Art/Design.</p> <p>Make Shift Happen (MSH) brand.</p> <p>180 local volunteers and leaders engaged.</p> <p>Mailing list continues to grow (208+).</p> <p>15 monthly updates shared with the tri-community through Facebook and the mailing list.</p>



Outcomes Medium-term (6 months – 1.5 years)	Inputs	Activities	Outputs
<p>Increased skills to adapt and or deliver effective crime prevention practices.</p> <p>Community has a cultural shift in thinking to a ‘yes we can’ attitude.</p> <p>Tri-community is focused on systems thinking and future-focused leadership.</p> <p>Tri-community has increased awareness of existing services and resources.</p> <p>Service delivery organizations are building and enhancing truly collaborative partnerships.</p>	<p>Human Resources: Working groups and coalitions of various forms to identify community assets and strengths, gaps in services, opportunities to build on or create.</p> <p>Other community leaders with knowledge and expertise in Crime Prevention, Restorative Justice, Harm Reduction, Future-focused leadership, Elders, wisdom keepers, etc.</p> <p>Financial and Physical Resources: As above</p>	<p>Implement communications plan.</p> <p>Community assessment identifying and targeting the effects of crime; strengths, opportunities and challenges in the community faced by vulnerable populations and the community, identify gaps and services that can be provided.</p> <p>Engage tri-community to identify common values, vision, priorities. Begin vision, strategic planning.</p> <p>Host ongoing learning, sharing and solutions Labs.</p> <p>Continue active involvement in Safe Communities and Neighbourhoods (SCAN).</p> <p>Ongoing reflection of process and learnings in order to modify and adjust as necessary.</p>	<p>At least 5 collaborative partnerships including 15 organizations are underway as a direct result of Make Shift Happen. Emerging partnerships are on the rise.</p> <p>1,452 Facebook followers and growing. Feature Friday’s stories with top reach of 55,877 people.</p> <p>300+ interviews, engagements, presentations.</p> <p>657 participants in Oscar’s Place community survey, 5.5% of tri-community.</p> <p>82 stories written, published on Facebook and/or in Opasquia Times. Community is asking MSH to tell their stories. Impact on story-tellers and community is resonating. Community story-telling growing with other organizations.</p> <p>44 CJAR Radio interviews from story-telling project airing 3/day since April – over 900 spots.</p> <p>10 Labs with 129 participants (8 hosted by locals or those with roots in the area).</p> <p>Our estimation is a reach of over 3,000 people directly in the tri-community, with 65 actively engaged.</p>
<div>PLEASE NOTE: ACTIVITIES AND OUTPUTS ARE CONTINUALLY UPDATED.</div>			

<b>Outcomes</b> <b>Long-term (1.5 – 3 Years)</b>	<b>Inputs</b>	<b>Activities</b>	<b>Outputs</b>
<p>Increased programming and support for the target populations. Target populations are reached through supports and interventions.</p> <p>Tri-community works as a collaborative force building an inclusive, vibrant, safe, welcoming region.</p>	<p>Suggested at this point Human Resources:  1 Tri-community connector /social navigator.  1 Story-tellers/social media.</p> <p>Financial Resources:  TBD – no less than \$160,000/year for HR above</p> <p>Strategic Planning, Implementation and programming costs: TBD</p> <p>Physical &amp; Service Resources:  Supplies, technology, facilitation materials. Culturally relevant supplies. Promotional materials. Media and communication services.</p>	<p>Suggested  Based on the findings, the tri-community establishes a plan on how to move forward, including short and long-term goals and impact measures, then implements the plan.</p> <p>Set parameters to measure the program with all the data/information collected through the projects' duration, move toward the development and or implementation of programs that address the issues that have been identified.</p> <p>Tri-community develops a comprehensive assessment and evaluation strategy.</p>	

# Making SHIFT Happen



Opaskwayak Cree Nation Community Garden volunteers



Sonny Lavallee, Long-time Trappers Festival Volunteer

# Reflective Conversations

Barbara Pedersen Facilitation Services Inc., was contracted to conduct confidential conversations with residents of the tri-community involved in MSH. The purpose was to harvest a sample of learnings, inform the process and to measure awareness of MSH activities among interviewees. See Appendix B for full report.

## **Conversation snapshots:**

- Most prevalent is excitement and positivity about the activities and the potential transformation in the tri-communities.
- Touch of skepticism and concern about MSH being another one-time initiative that is not sustainable, and that discussions in the communities seem to continually return to homelessness.
- Individuals saw themselves as contributors, aligning with the goals of MSH to have the community lead the process and to strengthen the capacity of individuals.
- Some individuals identified ways they were doing things differently because of MSH; others not necessarily changing. However, all identified ways they had benefitted from MSH.
- All seven identified ways that MSH was supporting organizations and the tri-community as a whole.
- All individuals spoke about the issues in downtown The Pas such as homelessness, Oscar's Place, crime. However, these issues did not dominate the majority of conversations, rather they were recognized as issues that MSH is, and will continue, to help.

# Reflective Conversations continued

## **Participants were asked how MSH should evolve:**

- 1) Extend the reach
- 2) Find sustainable, long-term funding
- 3) Utilize the collaborative decision-making process MSH used for future funding opportunities
- 4) Expand decision-making to include people who are homeless
- 5) Continue learning and understanding social issues
- 6) Bring northern communities together

## **Themes of hope for the tri-community included:**

- 1) Continued hope and evidence that there is a way to make things happen
- 2) All three communities are working together at all levels (community organizations to political councils)
- 3) MSH creates beneficial outcomes that reverberate throughout different sectors in tri-community
- 4) MSH is sustainable with ongoing funding, political commitment and a paid person as a 'catalyst and organizer'

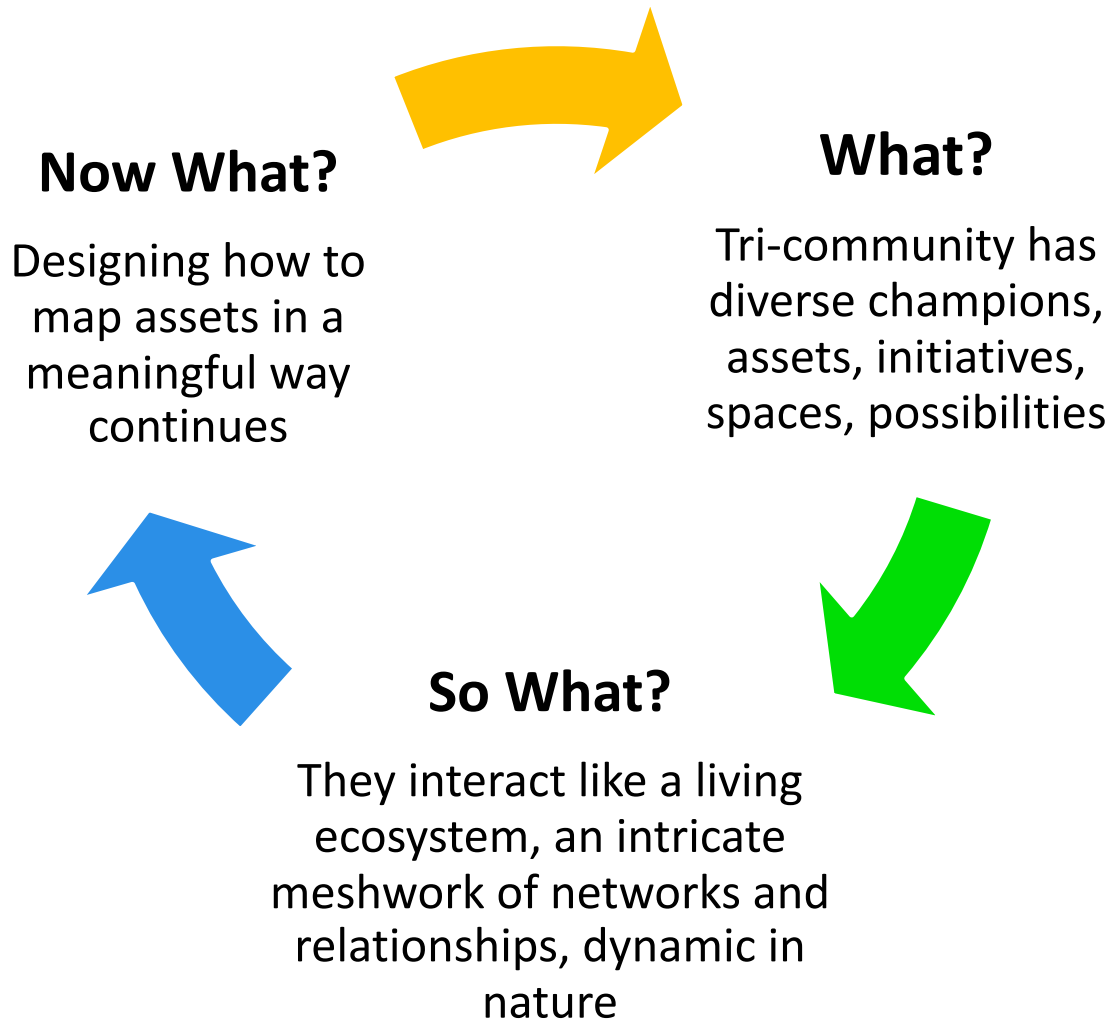




The Pas Rotary Club members



# Assets Map



*"We have amazing people in our communities. We have great business minds, political minds, great youth. We have lots of future here." –Tri-community member*



Community Activators & Advocates and volunteers work on Shadows Project



The Pas Handi-van: Dean Zorn



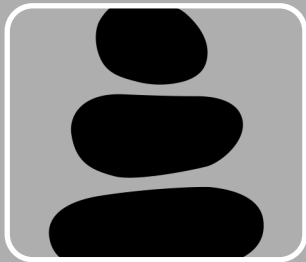
The Pas Golden Agers: Doreen Blake, Alice Soschyski, Marilyn Johnson

# Opportunities - 4 Clusters

Opportunity: Encourage collaboration among tri-community organizations to enhance wellbeing efforts by:

- Shifting the culture: re-thinking crime, justice and systems; re-engaging leadership and community
- Building sustainability: planning and investing; including everyone, people worthy of opportunity
- Creating strategies: concentrating on community wellbeing, crime prevention, justice; attention to how time is spent
- Addressing risks and supports: addictions and mental health; housing and food security, employment and education; transitional services

Themes remain consistent from Year 1 to Year 2 Reports (See Appendix D for Year 1 Report), affirmed in the Urban Aboriginal Strategy<sup>1</sup>, Housing Study<sup>2</sup>, The Pas Community Renewal Corporation's 5-year Plan<sup>3</sup>, Virgo Report<sup>4</sup>.



## Cultural Shift

Focuses on underlying intent HOW interaction happens, foundational for transformation

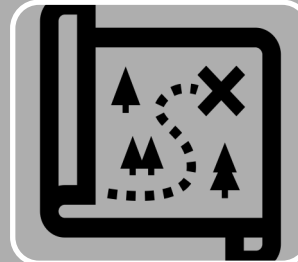
'It takes all of us'  
'Knowledge is power'  
'Silo busting'



## Sustainability

Social, economic and environmental  
Planning and WHO is being planned WITH (not for)

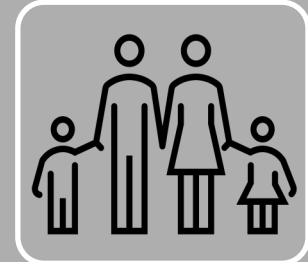
"Nothing for us without us." (MMIWG)



## Strategies

Includes specific actions to take based on best practice moving towards customized NEXT practice

Focus on promotion rather than prevention, 'try this' rather than 'stop that' thinking



## Risks & Supports

Risks are individual health issues & social issues

Supports are the base of what Maslow's Hierarchy describes as fundamental to survival

# Opportunity Clusters

## Re-think:

- Crime & Justice, Creative & Systems Thinking
- Education & Understanding
- Diversity, Inclusion & Equity

## Re-engage:

- Leadership & Community Involvement
- Awareness & Communication
- Collaboration

This DRAFT model begins to amass the data to date; statistics, studies, stories and dialogue.

It is a starting point to co-create a tri-community framework to guide direction, but it first requires more discussion and debate.

Culture Shift

Sustainability

Risks & Supports

Strategies

## Planning & Resources:

- Community Planning
- Social, Economic, Environment
  - Investment
- North/South Rapport

## People Worthy of Opportunity:

- Youth
- People Experiencing Homelessness
- Families, Men, Women, Elders

## Risks:

- Addictions
- Mental Health

## Supports:

- Housing
- Employment & Training
- Food Security & Transitional Services

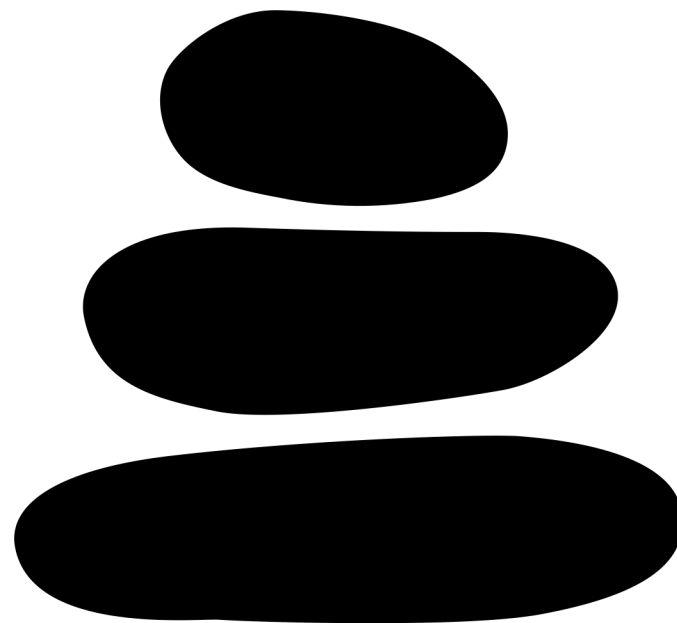
## Policing & Justice:

- Community Safety
- Restorative Justice

## Time Well Spent:

- Leisure & Recreation
  - Art & Design
  - Business & HR

# Culture Shift



*“Because of MSH, I am involved in a project and am going “outside of the box” and will work with people that I am not familiar with. That is new and exciting.” - Tri-community member*

THINK  
ABOUT  
THINGS  
DIFFERENTLY



# Culture Shift

## Re-think

### Crime & Justice, Creative & Systems Thinking

#### *Learnings*

- Key organizations are actively working on community initiatives and program priorities—RCMP, Crown Attorney, Correctional Centre, OCN, Town of The Pas, RM of Kelsey
- Initiatives and programs focus on—prevention, reconciliation, restorative justice, policing, family and youth
- Members from each community see their role in the tri-community as different based on their geographical location
- In general, community members see each community as separate with different responsibilities rather than a tri-community, loyalty appears to be with the community that they reside in, or where they vote for leadership

#### *Actions*

- Shift thinking encouraged
- Action research through collaborative decision-making
- Focus on relationship building and communication
- Potential to form Community Restorative Justice (RJ) Council

#### *Observations*

- Tipping point for shift is near
- Addressing root causes and systemic issues key
- Trying and failing is better than doing nothing at all

## Re-engage

### Leadership & Community Involvement

#### *Learnings*

- Formal and informal leadership is strong yet disconnected; each community has unique leadership approaches
- SCAN is a valuable forum to congregate and share, more OCN representation is wanted
- Looking to engage younger members and volunteers
- Group dynamics led to demise and/or dysfunction of numerous groups and stalled positive action

#### *Actions*

- MSH working with existing leaders to build trusting relationships and encourage respectful engagement
- Nudging to widen network bridges, linking and collaborating with others particularly youth & homeless people continues
- 25 – 30 leaders actively involved in SCAN
- Leaders invited to host Labs

#### *Observations*

- Time is needed to strengthen working relationships and leadership change
- Opportunity exists to foster courageous conversations
- Commitment to the tri-community council and creation of a common vision would have notable impact

**A WAY FORWARD: Experiment, test, learn, fail forward**

# Culture Shift

## Re-think

### Education & Understanding

#### *Learnings*

- High school and post-secondary dropout rates are high<sup>6,7,8</sup>, with some link to crime and lower wage earning
- Alternative approaches directed at students with diverse needs
- Junior and senior highs focused on cultural inclusivity and community connection
- Technology and bullying continue to be pressing issues
- Deep-rooted beliefs and experiences hinder readiness and openness for increased understanding of diverse populations

#### *Action*

- UCN Justice Gathering planning in collaboration with others
- Impact Labs held for crime prevention strategies, Crime Prevention through Environmental Design, RJ, stories from people who are homeless

#### *Observations*

- Providing supports, alternative forms of education and transitional services for students who are or who are at risk of dropping out would impact crime
- Creating a culture of acceptance and curiosity is essential

## Re-engage

### Collaboration ~ SILO BUSTING

#### *Learnings*

- Nurture and support at all levels, in all sectors, inter and intra-community needed to bust silos
- Systems and processes do not allow desired level of collaboration (e.g. competing for funds, grants, supports, staff)
- Organizations hesitant to take risks due to a lack of trust, lateral violence, program security and/or power
- Organizational agility may be truncated for many by adherence to existing structures

#### *Action*

- Connecting people, networks, organizations to open conversations and to create collaborative partnerships
- Activating a design experiment (art & homelessness) mashes social issues with economic ventures
- Discussing sustainability efforts for MSH with supportive organizations to develop a way forward together

#### *Observations*

- Probing organizational readiness for collaborative and future-focused leadership
- Widening networks will benefit youth and people without homes
- Building a culture of sharing means taking risks, are people open to that as COVID is taking its toll?

**A WAY FORWARD: Sit together, commit together, take action ~ Imagine, design, activate vision & priorities**

# Culture Shift

## Re-think

### Diversity, Equity & Inclusion (DEI)

#### *Learnings*

- Racism is a highly charged term and often used with qualifiers ('not to be racist')
- Systemic racism is addressed to some extent at the policy level, but remains an issue
- Frustration with inherent bias and understanding as reflected in the Oscar's Place Survey (APPENDIX E)
- Effort at inclusivity and equity made in various forms (depending on the organization), effectiveness is unknown
- Immigrant Services Office is supporting newcomers

#### *Action*

- MSH is committed to DEI by working with a variety of tri-community members and acknowledging Treaty 5 Territory when gathering
- Tri-community members are encouraging people without homes and youth to sit at the table and be a part of solution-building
- SCAN is encouraging diverse stakeholders to join in

#### *Observations*

- Tri-community members want to work together
- People don't want to deal with or talk openly about racism
- Opportunity to use recommendations from the Truth and Reconciliation report
- Hidden barriers (e.g., financial, systemic) impact accessibility and inclusion creating inequity

## Re-engage

### Awareness & Communication

#### *Learnings*

- Communication and awareness are fragmented
- The most widely used social media platform in the region is Facebook
- Local radio and newspaper reach different audiences

#### *Action*

- The Town and OCN both taken steps to build online engagement and awareness (new website, a Facebook morning show)
- MSH continues to share learnings and increase engagement through a Facebook page Make Shift Happen @tricomcommunityawareness, monthly updates and a direct mailing list
- MSH hosted a story writing Lab, inspiring others to share their stories

#### *Observations*

- There is an opportunity to build on storytelling to draw people in with local authors, film makers, artists and musicians
- With so many FB followers MSH will review how to proceed
- There may be merit in using other radio stations, ex. CBC North
- Making awareness and communication a priority, requiring significant and consistent effort and investment in various forms, on multiple platforms is a substantive consideration



# DEEP DIVE culture shift

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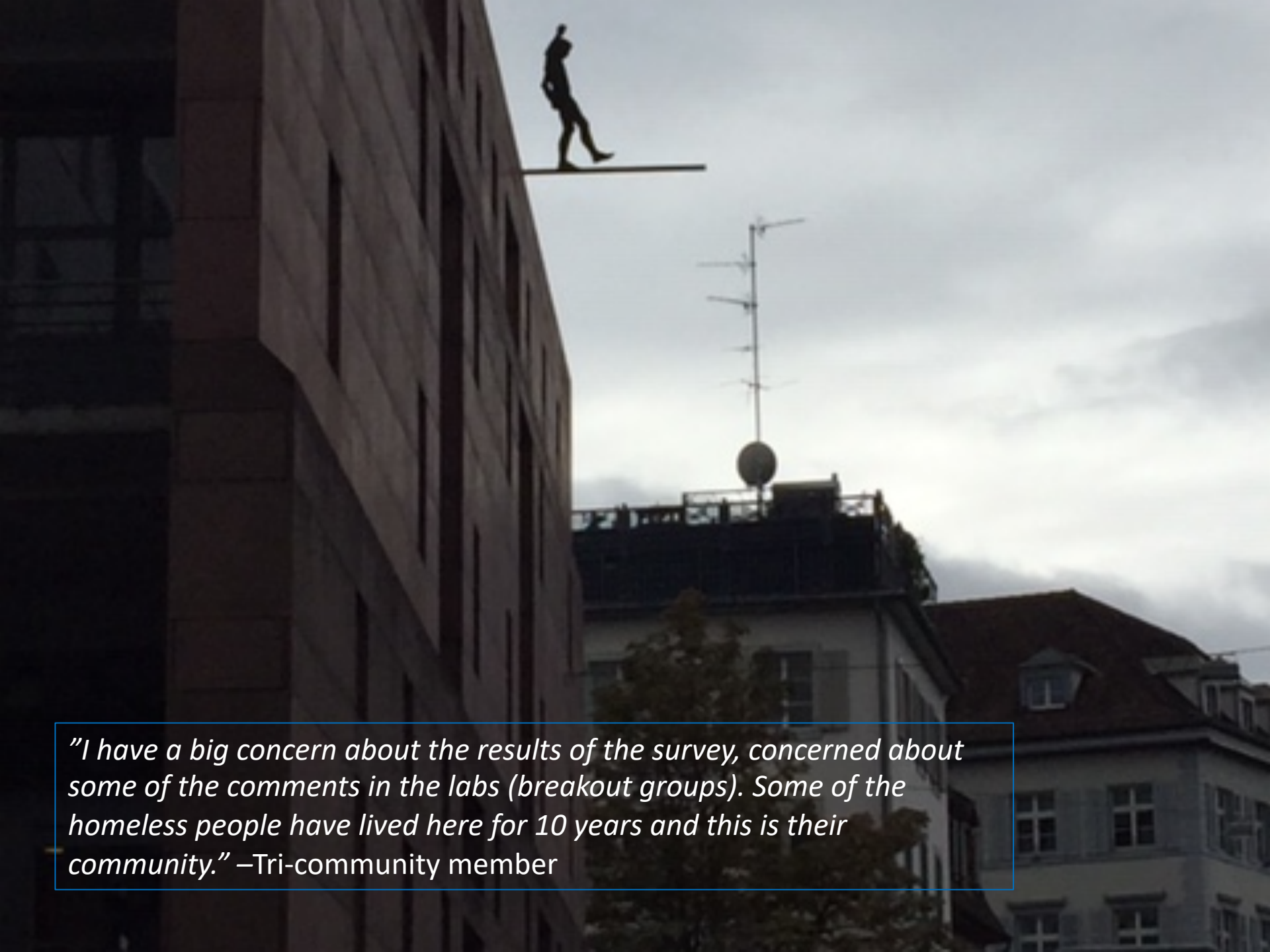
## RE-THINK

- It appears that focusing on 'how community works together to respond to the complexity' is critical. A majority of people agree that working together rather than in silos would have a profound impact on the ability to address wellbeing and crime prevention in the tri-community. Moves have been made towards collaboration through the tri-community council and SCAN. It takes time and patience. Shifting focus on the intricacies of how communities work together, communicate, show respect, inclusion, and how the social/cultural fabric (beliefs, structures, etc.) affect and impact community safety and wellbeing are foundational for transformation.
- Shifting attitudes from 'we can't do it' to 'what can we do?' is a constant effort and concern.

## RE-ENGAGE

- Opening space, prioritizing social interactions and cultural beliefs from leadership at all levels are worthy considerations.
- Intentional focus on the 'how' may lead to breakthroughs in the ability to address long-term social issues. A shift in thinking, in organizational cultural, in how individuals, leaders, organizations, and systems function, may be at the heart of community crime prevention and wellbeing.
- Looking at how other cultures and countries think about and address crime, from New Zealand<sup>9</sup> to Sweden<sup>10</sup>, Restorative Justice to prison reform, is beneficial.
- The Truth and Reconciliation recommendations<sup>11</sup> suggest ways to begin healing underlying issues with Indigenous people and would be valuable to include in a strategy going forward.

Introducing a new way requires incremental steps, a safe and supportive environment to try new things and trusted relationships.



*"I have a big concern about the results of the survey, concerned about some of the comments in the labs (breakout groups). Some of the homeless people have lived here for 10 years and this is their community." –Tri-community member*

# Sustainability



*"I am not sustainable!"* –Tri-community member





The Young Wolf Pack

# Sustainability

## Planning & Resources

### Community Planning – Social, Economic, Environment

#### Learnings

- Further investigation into the role of all councils' governance with regards to social aspects of community is needed
- Each community has unique structures related to social connectors and community planning
- Approaches to economic development are also distinctive
- Inclusion of environmental aspects require further study
- Year 1 Report listed existing studies, strategies dealing with complex issues (Appendix D) clearly linked to opportunity clusters
- People see value in having a neutral tri-community connector (MSH Coordinator), to open space for dialogue, decisions, collaboration and action
- Skepticism about studies is high because perception is that "nothing happens"
- People are getting burned out, it's been a long year with COVID

#### Action

- MSH is using a community building approach to encourage animation, *the process is the focus* with solutions and actions at the forefront to generate momentum
- Sustainability of MSH or similar is being discussed to continue momentum
- Locals are hosting Impact Labs and action research building on successes
- The Strategy Circle was formed (Slide 57) to look into the future

#### Observations

- The best laid plans may be sitting on the shelf
- Without stats, stories and studies it is difficult to get long-term multi-layered funding, find the balance

A WAY FORWARD: Create the future together, focus on the process

## People Worthy of Opportunity

### Youth

#### Learnings

- Neighbourhood mischief, crime and theft is an ongoing issue, age of perpetrators not confirmed
- Exploitative and predatory behaviour is identified, yet RCMP statistics do not reflect this
- Service providers are acutely aware of youth potential/issues
- Underlying concerns such as: self-esteem, mental health, a sense of hope & belonging, cultural connection, trauma, violence, unstable home life persist; poverty limits access to positive activities; inaccessibility limits inclusion and lowers self-esteem
- Most youth see schools as safe places
- Cell phones amplify bullying, programs are addressing this
- Access to employment opportunities is layered with issues
- Land-based learning initiatives are evolving
- Tri-community has a substantial number of programs and services for youth
- Wraparound services are seen as positive, but unintended consequences (system dependency) are emerging

#### Action

- Groups are collaborating, working with stakeholders and developing Hubs; alternative sentencing is available
- The Community Activators & Advocates youth stream are actioning research through initiatives focused on community and cultural inclusion, vision for the future and celebrating talent

#### Observations

- Anything for youth should be done along with youth
- Build on the sense of safety and belonging in schools

# Sustainability

## Planning & Resources

### Investment

#### *Learnings*

- Most agree that sustainable, multi-layered funding is needed for long-term shift to occur
- Finances are limited and uncertainty with a reliance on grants keeps organizations on their toes
- Investment heavily weighted on economic aspects rather than a balance of social, economic and environmental
- The changing face of volunteerism is inspiring deliberation
- The overall level of importance organizations place on sustainability is unknown, it appears to be high
- Data on environmental investment is unknown

#### *Action*

- Tri-community & MSH are exploring opportunities, economic, environmental and social, to create sustainability

#### *Observations*

- Re-thinking funding processes may change the need and impact of resources overall, e.g., collaborative
- Federal and provincial funding requirements are time-consuming and complex, limiting accessibility and impact
- More self-sustaining, innovative ways to acquire funds and build social investment needed
- Collaborative resource accrual could be beneficial
- Shift operations to sustainability rather than reliance
- Federal and provincial funding programs are better served funding community building initiatives rather than short-term projects

## People Worthy of Opportunity

### People experiencing homelessness

#### *Learnings*

- Accurate numbers of people who are homeless and/or transient is difficult as definitions vary and many are couch surfing, a shadow population
- Reports range from 22-40 depending on definition and time of year
- Oscar's Place reports 72% of their clients from out of town
- The population is growing, getting younger and more violent
- It is difficult to separate people experiencing homelessness with those 'hanging around the street' in a meaningful way
- The Housing study (2017)<sup>2</sup> reported "a majority of shelter clients admit to an alcohol addiction. More than half of those have been in treatment...some more than once."
- The emergency shelter capacity is 26 beds, women's shelter capacity 20. COVID restrictions have affected the ability to operate
- The emergency shelter is struggling and does not have funds to operate 24/7, nor does it have funds to provide services other than minimal meals
- Urgency has increased with COVID
- National study on shelters<sup>12</sup> does not address specific concerns of the tri-community area, although Indigenous and northern/rural populations are at high risk
- Oscar's Place survey (Appendix E): Significant finding was to respond to the complexity of the issue; Respondents agreed expanded exposure to services, education and increased understanding are important; Coordinating efforts identified as key to enabling change

# Sustainability continued

## People Worthy of Opportunity

### People experiencing homelessness con't...

#### *Learnings*

- Local services for people without homes are shutting down
- Downtown businesses and services are frustrated and looking for solutions
- RCMP report spending approximately 80% of their time on calls dealing with 15 people, an ineffective use of resources

#### *Action*

- Swampy Cree Tribal Council (SCTC) committed to putting a working group together to respond the needs of people on the street and recently purchased PPE, new mattress pads, food, dishes, stove and provided staff training for Oscar's Place
- Interviews highlighted the need for basic necessities, for example, obtaining identification is a barrier for moving into housing, while underlying trauma, addictions and mental health contribute to ongoing difficulties
- A best practice from the Canadian National Homeless Strategy<sup>14</sup> is to include people who are homeless in decision-making and planning
- Community Activators & Advocates are doing a deep dive into addictions and mental health services, identifying opportunities, gaps, continuum of care, connecting service delivery organizations, mapping a potential way forward
- The March 20th SCAN meeting focused on generating solutions for people experiencing homelessness
- A number of projects and initiatives are underway or in the proposal stages, details are not available at this time

#### *Observations*

- Two parts needed: long-term strategy and quick action
  - Long term:** Working closely with SCTC to build a tri-community strategy (led by Indigenous groups including people who are homeless, local leadership) is critical
    - Financial support from all levels of government for success
    - Work closely with Thompson and other communities who have addressed homelessness strategically
  - Quick action:** Downtown businesses/services rally together to create a welcoming area and bring back local shoppers
    - Complicated by COVID but by no means impossible
    - Talk with people on the street and ask them how they can help the tri-community
- Work with community and interdenominational, faith-based leadership to build compassionate service

#### **Definition of people experiencing homelessness**

- For the purposes of this report people experiencing homelessness includes people who are transient, couch surfing, not wanted in their home or who do not have a home, adapted from the National Housing Strategy<sup>16</sup>

**A WAY FORWARD: The tri-community co-creating a strategy to end homelessness**

# Sustainability

## Planning & Resources

### North/South Rapport

#### *Learnings*

- With 60% of the provincial land mass<sup>17</sup> and only 6.4% of the population (74% of those are Indigenous people)<sup>18</sup>, an artful balance of services is required
- Provincial understanding of northern context is lacking, the response to COVID highlighted this
- Organizations from outside the region may not recognize the unique characteristics within each northern area

#### *Action*

- Discussions about the unique needs of the region and issues surrounding crime prevention and community wellbeing are ongoing among:
  - The Pas and Area Chamber of Commerce with local and provincial representatives
  - Tri-community Councils
  - Northern Mayors who meet and lobby
  - Swampy Cree Tribal Council

#### *Observations*

- The tri-community must work collectively to build a powerful voice for the north and strengthen relationships with south
- National and provincial responses should engage local leaders
- Nuanced differences across the north need to be honoured and respected when developing strategies, supports and services
- Continued education of non-northern groups through discussions and relationship building is needed

## People Worthy of Opportunity

### Families, Men, Women, Children, Elders

#### *Learnings*

- RCMP reported approximately 12% of calls to be assault or sexual assault (1.1%) during the month of August 2020 for The Pas and OCN
- More crime prevention/wellbeing strategies and programs are needed for men, women and young children aged 6-12 years
- A strong family unit can prevent anti-social and crime-related behaviour<sup>19</sup>
- There are family focused events and services as well as parenting programs, the extent is not known
- Groups impacted by the issues of crime and violence as well as the perpetrators should be included in planning

#### *Action*

- No specific action yet taken

#### *Observations*

- Work with Missing and Murdered Indigenous Women and Girls (MMIWG) to strengthen tri-community and address issues
- Integrate intergenerational programming to strengthen action and share learning
- Work with younger children and families for long-term prevention
- Engage the faith community in a more substantial way
- Work with Elders to deepen understanding and add wisdom

**A WAY FORWARD: Using global perspective to inform local action**





# DEEP DIVE sustainability

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## PLANNING & RESOURCES

- Community planning includes social, economic and environmental aspects of sustainability.
- Investment includes funding, human resources and environmental consideration.
- Manitoba's north/south rapport has real implications in terms of accessibility to services, resources and funds.
- Inclusion of the Missing and Murdered Indigenous Women and Girls (MMIWG) movement, will benefit community crime prevention and wellbeing planning.

## PEOPLE WORTHY OF OPPORTUNITY

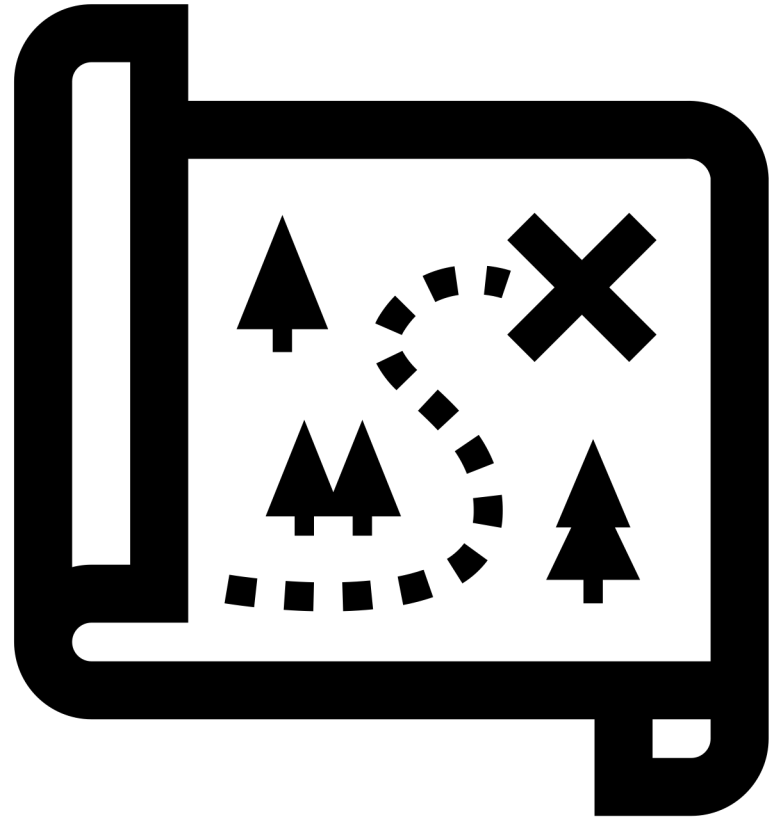
- The focus of this initiative is on Indigenous and northern populations that are vulnerable. Youth and people experiencing homelessness are central in all discussions in the tri-community. These groups are a part of the tri-community, however 'otherness' seems to be a consistent pattern.
- It appears there is a lack of services especially for children 6 – 12 years old. Manitoba Justice outlines protective factors such as "healthy prenatal and early childhood development, strong attachment to parents, appropriate parental guidance and supervision" as "positive influences that may decrease the likelihood that individuals engage in crime or antisocial behaviour."<sup>19</sup> The importance of family suggests their inclusion in co-creating strategies to reduce crime. Supportive homes are critical to the development and wellbeing of children and youth.
- Support services for men are limited. The need for creative responses to the inclusion of men in positive, supportive initiatives proves beneficial.
- With Indigenous people representing 5% of the Canadian population in 2019 yet accounting for 27% of homicide victims and 38% of accused persons and the rate of homicide for Indigenous peoples six and a half times higher than for non-Indigenous people<sup>20</sup>, it clearly identifies the need for culturally appropriate responses.
- A holistic approach to prevention including the full spectrum of ages ranging the lifespan is appropriate. It is important then not only to focus on the two most prevalent populations, but to create the space for age inclusivity, opportunities for multi-generational sharing and learning, an approach that opens doors, intentional inclusion.





Shadow builders

# Strategies



*"I like that MSH is consistent, needs to be able to connect with communities on many different levels; make relationships, help people feel connected in community. MSH does this well." –Tri-community member*



RCMP and Citizens on Patrol



Opaskwayak Cree Nation Bear Clan



# Strategies

## Policing & Justice

### Community Safety

#### Learnings

- People feel unsafe in downtown The Pas<sup>13</sup>; business owners and service providers are frustrated
- Neighbourhood crime is concerning with a 2.2% increase in RCMP calls/ year<sup>5</sup> and a 10% increase in the Crime Severity Index (CSI) in Manitoba from 2018 to 2019<sup>28</sup>
- Town of The Pas plan for Community Safety Officers
- RCMP aware of the need to do more community policing
- OCN is moving to First Nations Policing in April 2021
- Volunteers patrolling the streets
- UCN researching impact of weekend Nisiiminan Safe Ride program
- Organizations working with people experiencing homelessness
- The Pas Watch FB page tracks neighbourhood crime in real time
- Best practices in Canadian National Crime Prevention Strategy<sup>15</sup>, Prince Albert's Hub<sup>21</sup> and Thompson's efforts are of interest

#### Action

- Community Activators & Advocates addressing tri-community safety from an integrated approach, linking education and existing resources with community action:
  - Crime Prevention Through Environmental Design (CPTED) assessment
  - Impact Labs held
  - Collaboration to hire a safety coordinator, Community Ambassadors, Justice Gathering planned for 2022
  - Community RJ council being explored
- Research uncovered initiatives relevant to the north (Appendix G)

#### Observations

- Balanced approach of enforcement, support and sustainable resources is needed now

## Time Well Spent

### Leisure & Recreation

#### Learnings

- Recreation directly influences crime reduction<sup>23</sup>
- Many organizations offer year-round recreation programming; at least six youth groups operating
- Fees and lack of equipment may be barriers to access; subsidized programs available but reportedly makes users uncomfortable
- Tri-community believes natural, outdoor, public spaces as a top strength<sup>25</sup>, providing informal gathering spaces
- School activities, sports, arts, outdoor recreation, afterschool programs are all available and well attended
- Efforts on tourism; regional partnerships and the recent tri-community branding focuses on economic development
- Recreation links with social service providers is unknown

#### Action

- Links with cultural camps discussed in 'youth'
- Skatepark development/upgrade in action<sup>24</sup>

#### Observations

- Connecting social service agencies with recreation, sport, arts community may provide opportunities
- School policies around use of space and play equipment outside of school times should be visited
- Focus on free -- parks, community events, inclusivity and accessibility factor to consider
- Address newcomers needs, cultural differences in free-time activities, informal bumping places [e.g. walking path]

A WAY FORWARD: Community safety & recreation have direct linkages, build on positive use of free time.

# Strategies

## Policing & Justice

### Restorative Justice (RJ)

#### *Learnings*

- Recidivism and the reduction of crime frequency rates are indicators of successful community reintegration, it appears transitional supports are inadequate, statistics are unknown
- Probations play a key role in transition, further investigation
- Manitoba Metis Federation has Community Justice Council (CJC) & justice workers, Town of The Pas does not have a CJC; The Crown Attorney and RCMP see value in CJC and Restorative Justice
- OCN's transition to First Nations Policing will take time
- The Pas Correctional Centre using a case management approach
- Relationships among parties could be strengthened

#### *Action*

- MSH actions:
  - Impact Lab on justice gathering & RJ
  - Explore the viability and interest of a Town CJC
  - Build connections and dialogue among key players
  - Promote tri-community participation in SCAN

#### *Observations*

- Increase awareness and education around benefits of RJ
- Strengthened relationships and communication would benefit a coordinated approach
- Links with the justice system in transitional supports are key

## Time Well Spent

### Art & Design

#### *Learnings*

- Tri-community members agree beautification is key to a welcoming, safe place to be, supported by evidence<sup>25</sup>
- A number of beautification programs exist or in development
- Business making efforts to beautify storefronts
- Investment into murals ongoing (5 in town); graffiti limited by murals
- Paving and pothole projects in Town and OCN have warranted praise
- A community survey indicates arts activities on the rise among residents<sup>25</sup>
- The number of artists in the tri-community is not known
- No data for urban planning considerations related to crime/wellbeing

#### *Action*

- CDC offering beautification grants
- Community Activators & Advocates initiated the Shadows project
- Discussions happening around Northern art efforts
- Friendship Centre interested in arts as a mobilizer

#### *Observations*

- Opportunity in art – to link community with social cause, wellbeing and crime prevention
- Community members are taking the lead to make shift happen
- Support and mobilize art community in building community

# Strategies

## Time Well Spent

### Land-based activities

#### *Learnings*

- Cultural connections through land-based activities such as berry picking, hide tanning can have meaningful impact<sup>30, 31</sup>
- Experiential learning invites people to learn in ways other than formal education, which is often not active and participatory; it includes people who may not otherwise engage in learning opportunities
- Two current youth land-based projects, Mino Pimatisiwin and the Cedar Path project, clearly focus on building tri-community wellbeing
- These initiatives are using an inclusive, holistic approach, coupled with research and evaluation to inform future action

#### *Action*

- MSH is working with Mino Pimatisiwin and Cedar Path to strengthen their collaboration which could translate into a framework for other organizations

#### *Observations*

- OCN and The Pas likely duplicating efforts in many sectors
- Collaboration among groups doesn't have to mean losing services to another; working together can strengthen all groups and build on duplicative efforts to increase overall impact

## Time Well Spent

### Business & HR

#### *Learnings*

- Some business closures have resulted from COVID, others have done quite well, all have adjusted how they do business
- Attracting qualified staff continues to be a concern, in-house training is developing to shift the need for outside workers
- There is active engagement in economic development
- Exploration of ways to proactively develop entrepreneurial and 'side hustle' markets
- Provincial supports are available
- Formation of a working group focused on human resources being considered; HR departments currently operate independently of one another
- Interest in a tri-community volunteer bank/social club

#### *Action*

- Discussions happening to link social issues with economic development and build a stronger business community
- Organizations working together on tourism development
- Arts champions discussing how they can boost economic impact

#### *Observations*

- Regional efforts could be beneficial in HR development similar to tourism development
- Need to bolster readiness to work across sectors
- Emergence of a 'fourth sector' is an opportunity to study

A WAY FORWARD: Spend time on duplication with fresh eyes & see the 'business' in that which is not yet business





Tipi at Beatrice Wilson Health Centre (BWHC)

The left side of the slide features a vertical blue background with a gradient from light blue at the top to a darker blue at the bottom. Numerous white and light blue bubbles of various sizes are scattered throughout, particularly concentrated in the lower half, creating an underwater effect.

# DEEP DIVE strategies

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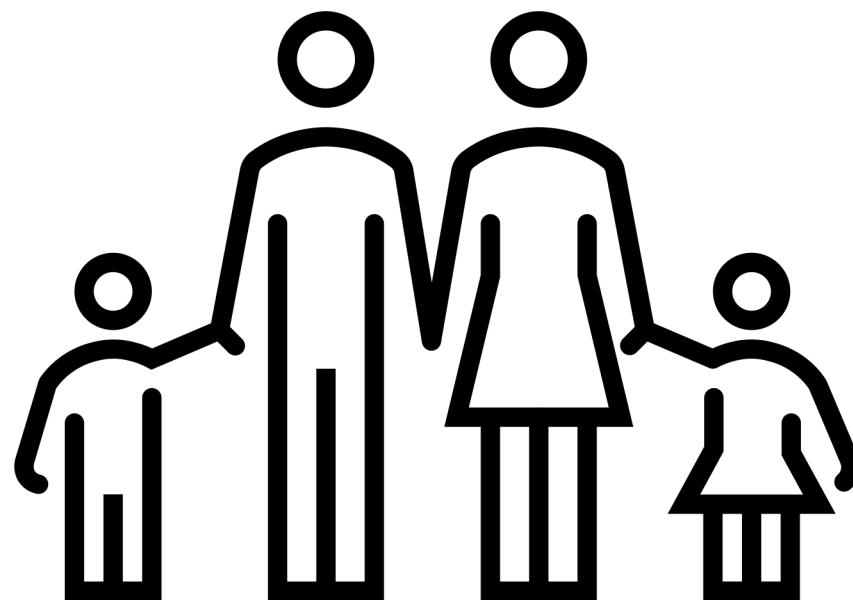
## POLICING & JUSTICE

- Most people automatically think of police and jail when thinking about crime and justice. What if the automatic thought was community wellbeing and restoring balance?
- Delving into crime prevention/community wellbeing is an exercise in alternate thinking. Much of the research shows the ineffective nature of prisons, limitations of the judicial system, prison programming and training<sup>32</sup>.
- Recent initiatives that send mental health workers, social workers, drug and addiction supports and the like rather than police officers<sup>32,33,34</sup>, address some of the disconnects and issues faced by communities.
- This is not to say police do not have a role to play, keeping the peace. Enforcement efforts are needed to deal with eminent risk of life, violent crime, cyber crime, etc. Places are needed to keep violent offenders off the streets. Community safety is complex and warrants a deep dive into progressive, restorative practice.

## TIME WELL SPENT

- Time use studies have provided sociologists, public health officials and leisure researchers insight into how people spend their time: leisure, work, sleep/obligation<sup>35</sup>.
- Combining a crime prevention lens with time use reveals interesting insights.
- Recreation has built a substantial bank of research around the impact and preventative nature of positive leisure time use<sup>23</sup>.
- Work is equally important in the use of time. Businesses are central for employment, training, skill development and especially financial ability.
- Together, recreation and employment become powerhouses for crime prevention and community wellbeing.
- Another important element of time use studies is people log how are feeling during each activity, deepening the ability to understand motivation, detect triggers and identify opportunities for support, intervention and/or action, circling around to underlying influences such as trauma.
- Effective wellbeing/ crime prevention strategies need to go beyond the automatic.
- Artistic endeavours together with recreation are supported by community<sup>25</sup>.

# Risks & Supports



*“The residents and organizations of the tri-communities will be less divided and will think more about people first, rather than location, race, status. MSH is helping to create this unity.” –Tri-community member*





The Novo family; Davide president of Building Better Communities and Marcia, Mary Duncan principal

# Risks & Supports

## Risks

### Addictions

#### *Learnings*

- Most criminal offences in the area related to alcohol and/or drug abuse issues
- Addictions, substance abuse are underfunded & underserved
- A single 16 bed, 28 day addictions centre operates within 400 km
- Programs that exist are at full capacity with high demand
- There is no sobering centre or transitional housing
- Alcoholics Anonymous meets three times a week
- Some organizations and programs are operating, collaborating, and linking with mental health service providers

#### *Action*

- Cree Nation Tribal Health is working on building a treatment centre in the tri-community area
- Community Activators & Advocates are conducting a robust examination of the landscape of addictions and mental health in the tri-community, discussed on slide 36, which will be informative for the overall assessment

#### *Observations*

- Addressing systemic racism, trauma and the impact of colonization will be instrumental in healing (Truth & Reconciliation Recommendations)
- Substance abuse and addictions are manifestations of deeper systemic, social, economic, environmental and/or personal issues which require immediate and sustained attention

## Supports

### Housing

#### *Learnings*

- Lack of affordable and transitional housing is reported in 2017<sup>2</sup> and availability has worsened, information on OCN housing unknown
- The Pas Coalition for Affordable Housing is not operational; Town Council was approached to develop innovative, affordable housing linked with services; The 'Housing Audit'<sup>2</sup> notes, "The Pas is lacking a progressive and connected system that can move people through a 'safe place' stream of options to an independent housing situation."
- Manitoba Housing continues to match waiting list with those housed; has access to renter and landlord training programs that could help clarify expectations
- A 2020 'Down Payment Assistant Program' successfully helped five new homeowners, second round has opened

#### *Action*

- Land inventory being created for potential developers
- A number of organizations are developing proposals to address transitional housing

#### *Observations*

- There is critical need for transitional housing together with direct support services. Two examples: The Winnipeg 'Village' program and Hamilton, ON Housing First coupled with support services<sup>37</sup>



# Risks & Supports

## Risks

### Mental Health

#### *Learnings*

- Mental health is underfunded and underserved in the area
- The few organizations offering mental health programs operate at full capacity with high demand
- Non-profit associations and local organizations offer mental health support through a peer support facilitator and mental health awareness training
- Youth support through schools: Student counsellors at each school, but social workers shared; Some schools have trauma-informed teachers and service providers; Youth relationships with counsellors and social workers appear to be trusted and strong; there is an Indigenous liaison
- Networks and collaboration could be strengthened among service providers

#### *Action*

- Community Activators & Advocates are conducting a robust examination of the landscape of addictions and mental health in the tri-community, details on slide 36, which will inform the overall assessment

#### *Observations*

- Mental health is gaining national awareness
- Stigma still exists
- Having two support centre options is positive, fostering coordination of services and funding between the two would benefit the tri-community

## Supports

### Employment & Training

#### *Learnings*

- Unemployment rate in Manitoba 6.8%, the Parklands & North is reported as 8.2% (Feb 2021)<sup>38</sup>
- Employment and training continues to be a need
- Various programs are focused on employment and training, but an in-depth assessment has not been completed
- Local training organizations incorporate strong cultural programming
- Larger businesses and organizations working to enhance in-house training
- COVID added complexity with changing restrictions, ability to run programs, restrictions on business and training facilities
- Innovative approaches adapting to youth needs such as short-term and mini-employment opportunities

#### *Action*

- Discussions with government, educational institutions and initiatives are ongoing

#### *Observations*

- Further investigation into employment and training is needed including local unemployment rate and job opportunities

**A WAY FORWARD: Non-judgement, keep talking and trying**



# Risks & Supports

## Supports

### Food Security

#### *Learnings*

- There is a growing need for basic food supplies in the tri-community
- The Pas Soup kitchen closed its doors in 2020
- The emergency shelter and Friendship Centre provide basic meals
- COVID prompted bag lunch delivery program as well as creation of a food bank that delivered food baskets to upwards of 150 families and individuals, the need continues rising
- Meals on Wheels has operated for 30-35 years providing meals to between 8-18 clients; church and service groups deliver meals prepared by the hospital
- The status of school meal programs is unknown
- OCN has a green house and community gardens that provide fresh produce and opportunity to work and garden

#### *Action*

- The Friendship Centre is continuing to evolve the Food Bank

#### *Observations*

- The growing need for food security is global

## Supports

### Transitional Services

#### *Learnings*

- Service gaps appear in transitions between different services, treatment and tri-community integration, different levels of schooling, housing opportunities, age categories, moving from one community to another
- Transitional services, and the lack of them, is identified in existing studies and reports <sup>2,4</sup>

#### *Action*

- MSH and tri-community are working to identify specific transition points
- Each of the 'Clusters' discussed have transition points to address

#### *Observations*

- With siloed service delivery and operation, it is reasonable to ascertain that gaps exist among the different service points
- Transitions between communities will need to be addressed at the larger scale in building community relationships
- Points to widening the bridges between networks, or creating bridges in some cases

A WAY FORWARD: Continue to focus on basic needs. Observing patterns and flow help in responding to the complexity and seeing the big picture. Have a look around, what do you notice?



The Pas Friendship Centre staff and Food Bank



# DEEP DIVE

## risks & supports

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### RISKS

- Addressing addictions, mental health, trauma and racism on systemic levels are at the doorstep. Build on existing movements.

### SUPPORTS

- Housing, employment and food security, are basic human needs. Canada's Homelessness Strategy – Reaching Home supports the National Housing Strategy “to support the most vulnerable Canadians in maintaining safe, stable and affordable housing”<sup>14</sup>. Employment is directly related to poverty, poverty to increased crime.<sup>39</sup>
- Food insecurity is on the rise. The Friendship Centre started a food bank, OCN has the community gardens and green house initiatives as well as Beatrice Wilson Health Centre and other food drives. Food security is a growing issue that if left untended has substantial community wellbeing and crime consequences.<sup>40</sup>
- Transitional services are limited, if not non-existent. This is across sectors and populations. For example, transitioning from Rosaire House back to community -- limited counseling services, no transition house, from elementary school to high school, or high school to university -- one account was of a grade 12 student not finishing required courses because of the fear of having to leave high school and move on to college/university. Transition from prison to community, probation services; however, no halfway house, and limited support services. All transitions may be challenging, support is key to long-term success.



Giraffe person in Europe



# The Impact Lab: Inspiring Social Innovation

The Social Innovation and Impact Lab (The Lab) has evolved to become a creative space to experiment with prototypes, test initiatives, open up possibilities and to connect people ready to take action to address social issues. The pandemic has kept The Lab virtual, but participants are making it work.

## 10 Labs ~ 129 participants + 5 SCAN meetings

**Solutions Labs** (2) – 25 people, 20 Solutions Appendix H 1 & 2

Host: Make Shift Happen, supported by The Pas and Area Chamber of Commerce

Explore the issue of homelessness and its correlation to environment, policy and the hidden interconnectivity of groups working toward solutions.

**ACTION Result 1:** Oscar's Place Survey to uncover perceptions, solutions

**ACTION Result 2:** Sharing Stories Lab to build awareness

**Community Sharing Labs** (2) – 16 people Appendix H 3 & 4

Host: B. Petersen Facilitation Inc.

Share strengths, opportunities and actions to increase safety and wellbeing in the tri-community and identify priorities.

**ACTION Result:** Identify local funding options for a full-time community connector to continue building networks, collaborations and a strategy.

**Story-writing Lab** - 5 people

Host: Trent Allan, past editor, Opasquia Times

Impart story writing skills to build capacity and confidence among aspiring writers.

**Exploring Crime Prevention Strategies Lab** – 10 people Appendix G

Host: Amanda Scott, previous resident

Inspire ideas for possible crime prevention, community wellbeing strategies in the tri-community.

**ACTION Result:** Identified need for CPTED Lab to build understanding of the process.

**Crime Prevention through Environmental Design (CPTED) Labs** (2) – 35 people

Host: Al McLauchlan, Vice Chair The Pas & Area Chamber of Commerce

Advance knowledge of CPTED process and crime prevention planning.

**ACTION Result:** UCN Law Enforcement students conducting a community CPTED assessment.

**Restorative Justice Lab** – 8 people

Host: Chris Pallan, UCN Law Enforcement Instructor

Foster appreciation of restorative justice and its potential benefits.

**ACTION Result:** Discussions with Crown, RCMP, MMF for potential Community Justice Council

**Sharing Solutions to Raise Up Our People Lab** – 30 people

Host: A. Lathlin, MLA, with Amanda and Lorraine Packo sharing stories of 14 people experiencing homelessness

Create insight around homelessness challenges, possible actions to facilitate transitions

**ACTION Result:** Two organizations connecting to work on transitional supports

**SCAN meetings** (5) - 25-30 participants each

Host: RCMP Staff Sergeant Brent Lemieux

Opening space for awareness and collaboration.

**ACTION Result:** Developing solutions to address crime and community wellbeing.



Make Shift Happen Lab



Graffiti Lab with Einstein





# Working Group Success

The original objective was to connect existing groups sharing similar goals to create three multi-sectoral working groups. In Year 2 MSH is working with six active groups and others are emerging.

- 1. Community Activators & Advocates**  
Continuation of action research in four areas: youth, homeless, community safety, art/design
- 2. Garden Circle**  
Evolved into working on youth cultural camps
- 3. SCAN (Safer Communities and Neighbourhoods)**  
Existing RCMP-led multi-sectoral meetings – linking with MSH
- 4. Communications Crew**  
Make Shift Happen storytellers and Facebook gurus
- 5. Group of 6/ Strategy Circle**  
Informal groups of people coming together to discuss strategy, overall development, other ideas of importance
- 6. ImagiNorthern**  
Exploration into art, economics, social issues in the North



10 & 60 Clean up crew

# Financial Report

- The budget that follows summarizes expenditures from categories outlined in Annex B of the Town of The Pas Proposal. (Appendix I) A more detailed cash-flow chart is available upon request.
- Total grant funds of \$180,000 were utilized with a substantial portion for communication, awareness and education, evaluation and consulting fees.
- The majority of funds were spent locally on services and supplies with a small portion, approximately \$20,000, spent on services and supplies outside of the tri-community. Some went to consultants with direct ties with the tri-community, but who no longer live in the area.
- In addition to the budgeted dollars, CJAR Radio supported the initiative with significantly reduced fees for service donating \$34,000 in-kind.
- Local volunteers have extended the reach of allocated funding by sharing their expertise and knowledge, skills and creativity with Make Shift Happen.
- Expenditures for rent/ utilities are \$0 as no formal space was used. This allowed more funds to be directed to communications to grow education and awareness.
- Community members were encouraged to stretch funding by seeking other funding sources while designing the Action Research; Community Activators & Advocates activities.
- Examples: The Museum Director secured a \$1500 grant for the Art/Design group from the Thomas Sill Foundation. Other Community Activators & Advocates secured grant funds for the Homeless group towards Oscar's Place. The collaborative approach in determining use of funds for action research proved a valuable exercise.

# Budget

Detailed Eligible Expenditures by Category	Description	Budget	Actual Expenditures	Total Remaining
<b>Public Safety Canada</b>	Total Cash	\$180,000		
Audit and evaluation expenses	Survey Monkey, B. Facilitation Inc. – Process Evaluation	\$1,500	\$6,165.62	(\$4,665.62)
Culturally appropriate expenditures	Elder Gifts	\$3,750	\$75.00	\$3,675.00
Fees and disbursements for consultants and experts	A. Scott - Research, B. Herchmer – Survey review/analysis, B. Pedersen – Sharing Labs	\$11,250	\$10,234.76	\$1,015.24
Liability insurance		\$900		\$900.00
Office equipment and minor capital acquisitions net of disposable		\$3,750		\$3,750.00
Public awareness and educational costs	Arctic Radio, Opasquia Times, Funky Thredz – t-shirts, UCN Bookstore, Riverside - stories, Ballantyne - Facebook tech, stories	\$12,500	\$40,380.99	(\$27,880.99)
Rental, normal utilities, maintenance and property tax		\$21,600		\$21,600.00
Salaries and wages	fourward thinking facilitators and consultants (Includes \$5,744.30 GST)	\$111,000	\$120,630.29	(\$9,630.29)
Supplies, materials, shipping, stationary, postage, printing, distribution and licenses		\$2,500	\$412.82	\$2,087.18
Training and project development	Ganaraska – CPTED Lab, A. Scott – CP Strategy Lab	\$11,250	\$2,100.00	\$9,150.00
<b>Sub-total: Cash</b>		\$180,000	\$179,999.48	\$0.52
<b>Town of The Pas</b>	Total In-kind	\$20,000		
Administrative expenses	Including liability insurance	\$20,000	\$20,000	
<b>Sub-total: In-kind</b>		\$20,000	\$20,000	
<b>Total</b>		\$200,000	\$199,999.48	\$0.52





what grounds the tri-community?



# Value the Future

- Common values ground the tri-community. Make Shift Happen will work with members to identify foundational values to direct future action.
- The Seven Sacred Teachings and Medicine Wheel will be important inclusions in these discussions.
- Common values will help identify priorities. The multi-sectoral approach creating a crime prevention and community wellbeing strategy means every program, system, individual and regional entity can work together to contribute.
- Measurement, metrics and evaluation will be based on the values and priorities agreed upon by the tri-community. Developmental evaluation will be put in place once priorities have been identified.
- Using a community development approach, participatory action research ensures learning is acted on at every step in the process. Therefore, as Make Shift Happen evolves, every effort at adjusting and responding to learnings is made. For example, through initial interviews it was identified that awareness and understanding of crime prevention and community wellbeing initiatives were not wide-spread, hence a communication strategy sharing stories of organizations and individuals commenced and is ongoing. MSH is now being contacted by others to share their stories. Facebook page, Opasquia Times and CJAR radio have increased awareness and raised understanding of the amazing people and organizational actions happening in the tri-community.

# Into the future

Gather Stats and Stories  
Community Activators &  
Advocates continue  
action research  
Social Innovation Labs  
Strategic development &  
Linking  
SCAN

April - June 2021

Jan - March 2021

MSH formally ends  
Draft report for  
community review  
Celebrate

July 2021

Aug. 2021

Final Report submitted to  
Federal Government

Sep. 2021

2022

Community Insight Labs  
Youth Documentary in  
the making  
Future-focused  
Leadership

Youth Gathering

Justice Gathering



MAKE  
SHIFT  
HAPPEN

Assessment, Opportunities, Action

Talk to Us

[karendriedger@gmail.com](mailto:karendriedger@gmail.com)

**The Communications Crew ~**

Denise Duncan, Darrelyne Bickel, Michelle Ballantyne

**Community Activators & Advocates ~** *Youth:* Cheryl

Antonio, Barb McLeod, Britney Curran, Merilee Hamilton.

*Homeless:* David Brauer, Paulette Aamot, Marianne Curran, Kayla Hanke, Lori Armitage, Leslie Wulowka. *Art/Design:* Sharain Jones, Jackie Rechenmacher.

*Community Safety:* Chris Pallan, Desarae Lambert, Linda Buchanan

**The Garden Circle ~** Donna Young, Sarah Linklater, Renee Kastrukoff, Lisa Gamblin, Victoria Lathlin, Nicole Tornquist, Marcia Novo

The Pas Mayor & Council, Jenn Early & Graham Kahler, Town Staff

RM of Kelsey Reeve & Council, OCN Onekanew mena Onushekewuk

Those that have come before us & who have left us

Those with high spirits and whose spirits are low

**THANK YOU**  
for creating the way forward!

**SCAN** (Safer Communities and Neighbourhoods) ~ Initiated by RCMP Staff Sargent Brent Lemieux

Storytellers, presenters & researchers  
Hidden Heroes, Facebook followers & skeptical bystanders  
Shift Disturbers, Shenanigators & Shadows

**Note:**

This report has been reviewed by tri-community members and external reviewers to validate information and enhance robustness.



**A WAY FORWARD**



Addendum:  
Appendices,  
References and  
Bibliography

Refer to MSH  
Addendum Final pdf

