



Adventure Territory

Community Safety and Well-Being Plan

2025

PREPARED BY
THE CANADIAN CENTRE FOR SAFER COMMUNITIES

Canadian Centre for
Safer Communities



Centre canadien pour des
communautés plus sûres

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Disclaimer

This Community Safety and Well-Being (CSWB) Plan was prepared by the Canadian Centre for Safer Communities (CCFSC) for The Pas, Manitoba. CCFSC is a national, not-for-profit organization that operates as a community of practice and was 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 engagement sessions with various community members and groups. Statements made by an individual may not reflect the perspectives of others, therefore, it is important to recognize that the findings from this research must be considered in their own context and not deemed to unequivocally represent the reality of community safety challenges in The Pas.

The Pas' CSWB Plan is a living document. New information, actions, and recommendations related to community safety will emerge regularly. This report reflects the data collected at the time of the CSWB Plan development.

For questions about the CSWB Plan, please contact:

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The Town of The Pas

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

Land Acknowledgment

We acknowledge that The Town of The Pas sits on the traditional, ancestral, unceded Treaty 5 Territory, the traditional lands of our neighbours, Opaskwayak Cree Nation, as well as many Cree, Dene, and Oji-Cree people, and is the homeland of the Red River Métis People. 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 this land, and to seek to understand our place within that history.



Acknowledgements

Developing this Community Safety and Well-Being Plan was a collective and collaborative effort. Sincere gratitude is offered to the community members who shared their perspectives, experiences, and concerns by attending the engagement sessions, responding to consultation questions, and completing the Community Safety and Well-Being Survey. Your participation was instrumental in identifying local priorities and ensuring that community safety and well-being efforts are rooted in the experiences and context of residents in The Pas. This CSWB Plan is stronger because of your voices.

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

- Douglas Bartlett and Rhoda Beardy (The Pas Friendship Centre)
- Courtney Butler (Employment and Income Assistance Manitoba)
- Cherlyn Cain (Seniors Sector)
- Joe Cote (Rural Municipality of Kelsey)
- Jennifer Early and Christopher Koversky (Northern Health Region)
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- Trevor Lane (Kelsey School Division)
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- Sergeant Colin Stark (Royal Canadian Mounted Police)
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- James Wigley (Canadian Mental Health Association)

With special thanks to:

- Vince Anderson (Manitoba Government)
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- Randy Thorold (Manitoba Government)

This Community Safety and Well-Being Plan would not have been possible without the leadership and support of the CSWB Plan Project Team:

- Mayor Andre Murphy (Town of The Pas)
- Bola Adedoyin (Town of The Pas)
- Mike Connors (Town of The Pas)

Message from the Mayor

Our Community Safety and Well-Being Plan represents a major milestone for The Pas, Opaskwayak Cree Nation, and the Rural Municipality of Kelsey. This plan is a result of many hours of collaboration, discussion, and community input. I would like to thank everyone who helped bring this plan to life: our steering committee members, local organizations, and all the residents who completed surveys or attended engagement sessions. Your time, your input, and your experience helped to shape this roadmap.

The plan's vision says it best:

“The Pas is a vibrant, safe, and welcoming northern community where pride, connection, and support thrive. Known for collaboration and innovation, we offer a peaceful lifestyle with clean streets, beautiful parks, and access to nature, housing, and health services. As a united Tri-Community, we foster opportunity, wellness, and hope for all residents.”

We must understand this plan is the starting point and not the finish line. Our plan will only support the vision if we invest in and act on it. Community safety and well-being is shared work.

We cannot allow this plan sit on a shelf. Our work now is to keep it moving, use it to guide us, track our progress, and to make changes in areas that matter most to our residents - safety, wellness, connection, and opportunity.



The Pas, Opaskwayak Cree Nation, and the Rural Municipality of Kelsey have always been at our best when we work together. I'm looking forward to seeing how this plan helps move us toward a safer, stronger future.

Mayor Andre Murphy
Town of The Pas

Guiding Principles

The development and implementation of The Pas' Community Safety and Well-Being Plan is guided by the following foundational principles:

COMMITMENT

COMMUNITY-LED

COURAGE

EVIDENCE-BASED

HONESTY

RESOURCEFULNESS

Executive Summary

What is a CSWB Plan?

A Community Safety and Well-Being (CSWB) Plan is a strategic framework designed to help guide and inform local decisions and actions to enhance safety and well-being. There is no “one-size-fits-all” approach; each plan reflects the unique needs, priorities, and capacities of the community it serves, though common elements often overlap across jurisdictions.

CSWB aims to create sustainable conditions where everyone feels safe, connected, and supported, with access to education, healthcare, housing, income, food, and opportunities for social and cultural participation. Achieving this requires long-term, collaborative, and evidence-based efforts that respond to local circumstances and reduce crime and other risks.

CSWB Plan Vision Statement

The Pas is a vibrant, safe, and welcoming northern community where pride, connection, and support thrive. Known for collaboration and innovation, we offer a peaceful lifestyle with clean streets, beautiful parks, and access to nature, housing, and health services. As a united Tri-Community, we foster opportunity, wellness, and hope for all residents.



Executive Summary

Community Assessment Process

The Pas' CSWB Plan was developed through a comprehensive data collection process that included reviewing existing information (e.g., Statistics Canada, local reports), conducting a CSWB survey, and community engagement. The importance of co-developing this plan with the broader Tri-Community was emphasized throughout the planning process.

Local Strengths

- A strong sense of community pride, friendliness, and neighbourly support.
- Slower pace of life provided, lack of traffic, and general walkability of the Town.
- Familial history—for some, multiple generations have been born and raised in The Pas.
- A deep appreciation for the nature and outdoor activities provided by the North, including Clearwater Lake, forests, trails, hunting, fishing, among other activities. People enjoy the peace and quiet provided by the surrounding nature.
- Appreciation of Indigenous culture, as well as the events that bring the members of the Tri-Community together.
- People appreciate the attempts of organizations and community members to foster pride and inclusivity, and welcome newcomers to the Town.



Photo: Andre Brandt Photography

Executive Summary

CSWB Plan Priorities and Goals

Housing & Houselessness

- Improve access to and the condition of existing housing stock.
- Expand housing options across the housing continuum, with attention to specific populations (e.g., seniors).
- Promote the development and improvement of vacant properties.
- Reduce the number of dilapidated and abandoned properties.

Substance Use & Mental Health

- Enhance safety in service provision for marginalized populations.
- Improve access to culturally appropriate services.
- Ensure equitable access to services across the community.
- Expand addiction supports across the full continuum of care, using the four-pillared approach and incorporating alcohol use prevention strategies.
- Strengthen youth prevention efforts through education and engagement approaches.
- Increase awareness and understanding of individual lived experiences.
- Foster stronger partnerships and coordination among local service providers and the broader community.

Crime & Safety

- Strengthen community trust and cohesion.
- Improve community perceptions of safety.
- Enhance partnerships between service providers, law enforcement, and the broader community.
- Expand youth-focused crime prevention initiatives.
- Increase access to family support programs for prevention.
- Foster collaboration with Manitoba Justice to support reintegration efforts.



Executive Summary

CSWB Plan Priorities and Goals

Children & Youth

- Increase access to low cost, low barrier recreation options.
- Increase access to social opportunities and events for teens and young adults.
- Support youth participation in skills competitions, recreation, and sports opportunities.
- Increase youth awareness of local career pathways in The Pas and the surrounding Tri-Community.

Services, Infrastructure, & Development

- Increase access to safe and affordable transportation options within The Pas and the surrounding Tri-Community.
- Increase access to safe and affordable transportation options from The Pas and surrounding Tri-Community to larger centres.
- Increase access to health care options.
- Increase the number of local health care practitioners.

Sense of Belonging

- Decrease racism and discrimination at the systemic and structural level.
- Increase sense of belonging among all community members.
- Promote education and awareness on Truth and Reconciliation as well as other anti-racism and anti-discrimination initiatives.
- Strengthen and expand local Truth and Reconciliation efforts, particularly in relationship to TRC Calls to Action emphasized in The Pas' Strategic Plan (50, 57, 92).



Background Information

The Pas, Manitoba

The Town of The Pas, Manitoba is located along Highway 10, 520 kilometers northwest of Winnipeg, and 35km east of the Saskatchewan border. According to the 2021 Census, The Pas has a population of 5,639. The Pas is situated along the Hudson Bay Railway, neighbouring the Rural Municipality of Kelsey, and the Saskatchewan River flows between the Town of The Pas and Opaskwayak Cree Nation.¹

The Pas is experiencing many of the same issues that are endemic across Manitoba, and Canada as a whole: a housing crisis, systemic mental health and addictions crises, and crime. These challenges tend to feature in a variety of municipal plans. The Pas is working with the Canadian Centre for Safer Communities to develop and implement its CSWB Plan as part of the Manitoba Community Safety and Well-Being Planning Pilot Project funded by Manitoba Justice.

The Canadian Centre for Safer Communities

The Canadian Centre for Safer Communities is a national, membership-based not for profit organization that brings together urban, rural, and Indigenous communities across Canada to foster community safety and well-being (CSWB) through training, research, and knowledge exchange. We represent over 100 communities across Canada, and our work is guided by a broad concept of community safety and well-being that expands beyond criminal legal responses and reduced reliance on enforcement.

[1] The Pas Community Development Corporation. (2023). Welcome Package. https://www.thepascdc.com/files/ugd/075d63_c08394292c5d4987981bda4650a0e642.pdf



Background Information

What is a Community Safety and Well-Being Plan?

A Community Safety and Well-Being (CSWB) Plan is a strategic framework designed to help guide local decisions and actions to enhance safety and well-being. There is no “one-size-fits-all” approach, and each plan reflects the unique needs, priorities, and capacities of the community it serves, though many CSWB plans share common elements across jurisdictions. CSWB refers to a sustainable state in which everyone feels safe, connected, and supported; has opportunities for engagement and participation; and can meet their needs for education, healthcare, housing, food, income, and social and cultural expression. Achieving this requires long-term, collaborative, and evidence-based efforts that respond to local circumstances and address the diverse needs of residents.

Effective CSWB planning relies on community collaboration at every stage. Input from local organizations, residents, and people with lived and living experience is essential to identifying priorities and shaping meaningful, sustainable actions. Plans should be co-developed with the community, with regular opportunities for feedback and updates throughout the process to build trust, buy-in, and political support. Because no single organization can address the complex risks and protective factors that influence community safety and well-being, a multi-sectoral approach is critical.² The community safety and well-being planning framework focuses on four areas for improving safety and well-being:

- **Social Development:** Long-term, primary prevention efforts to address the root causes of crime and improve the social determinants of health including education, housing, and employment.
- **Prevention:** Efforts to reduce priority risks to community safety and well-being before they lead to crime and victimization, such as education campaigns, recreation and leisure programs, etc.
- **Risk Intervention:** Considered secondary prevention, it involves working in situations with elevated risk to prevent incidents of crime, victimization, or harm from occurring. This is done through targeted supports such as reintegration programs or tailored mental health and addiction services.
- **Incident Response:** Tertiary prevention approaches that involve immediate and reactionary responses to crime, victimization, and harm when they occur. This includes responses from police, fire, emergency medical services, and child welfare organizations.³

In 2022, the Manitoba government announced an investment in the Community Safety and Well-Being (CSWB) Planning Pilot Project, to develop local CSWB plans and implement safety priorities in 12 communities across the province, including The Pas. The initiative promotes a collaborative, evidence-based approach to addressing local risks through social development, prevention, risk intervention, and incident response.⁴

[2] Canadian Municipal Network on Crime Prevention. (2020). “Practitioner Guide on Crime Prevention and Community Safety & Well-Being Planning”. <https://ccfsc-cccs.ca/wp-content/uploads/2024/01/CMNCP-Practitioner-Guide-on-CP-CSWB-Final-2020.pdf>

[3] Province of Ontario. (2021). “Section 2 – The Community Safety and Well-Being Planning Framework”. <https://www.ontario.ca/document/community-safety-and-well-being-planning-framework-booklet-3-shared-commitment-ontario/section-2-community-safety-and-well-being-planning>

[4] Province of Manitoba. (2022). “Manitoba Government investing over \$1.4 million to expand community mobilization, community safety and well-being planning pilot projects”. <https://news.gov.mb.ca/news/index.html?item=54342>

Community Assessment Process

The Pas' CSWB plan was informed by a comprehensive community assessment process that involved multiple sources of information to ensure a broad range of perspectives and experiences were captured. This included three forms of data, which were analyzed and assessed to identify the CSWB Plan priorities:



Existing Data: To gather data for this report, CCFSC reviewed previous studies, including information from Statistics Canada, Manitoba Health, Manitoba Justice, Northern Health Region, and Public Safety Canada.

CSWB Survey: 792 residents completed a survey on current perceptions and issues related to community safety and well-being. The survey was conducted between June to December of 2024 and was largely administered online and promoted via the Town's website and social media. To increase survey accessibility, paper copies were also made available at various locations throughout The Pas. 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 similar survey, geared towards youth, was also completed by 29 respondents.

Community Engagement: 97 residents participated in community consultations designed to gather qualitative data on community members' opinions of the strengths and challenges faced in The Pas. Efforts were made to involve diverse groups and voices in this process.

- Business Community
- CSWB Steering Committee
- Community Safety Officers
- OCN Social Service Organization Staff
- People with lived/living experience with substance use, houselessness, and/or mental health challenges
- RM of Kelsey and OCN Leadership
- Inter-Agency Group (sector leads)
- Seniors
- Local service providers/frontline staff
- Town of The Pas Council
- Youth

Local Strengths



Community Pride



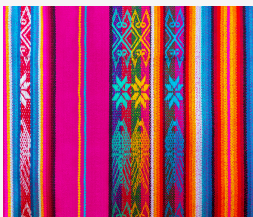
Small Town Feel



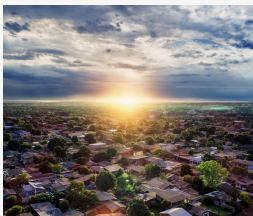
Friendly Community



Natural Environment



Cultural Opportunities



Connection to
Tri-Community



CSWB Plan Priorities, Goals, and Actions

CSWB Plan Priorities, Goals, and Actions

The Pas CSWB Plan Priorities, Goals, and Actions

This section includes a list of the CSWB Plan priorities, goals, and actions that emerged from the data collection and multiple conversations with the CSWB Plan Steering Committee. It is important to note that The Pas' CSWB Plan's priorities, goals, and actions have been intentionally articulated at a high level. This approach allows the CSWB Steering Committee and implementation action groups to determine how best to prioritize and operationalize these goals and actions. The implementation structure of this plan relies on the work of action tables and the leveraging of existing community structures to carry out this work. For more details, please refer to the Governance and Implementation section of this document.

Action items marked as “ongoing” are already underway via existing local efforts but have been included in the CSWB Plan to demonstrate their alignment with the priority areas. Action items marked as “to be determined” will be prioritized by their corresponding action team.

Prevention levels are also indicated to demonstrate that The Pas' CSWB Plan articulates actions across the prevention/intervention spectrum, utilizing a public health approach.

Primary actions are proactive approaches that seek to prevent crime, victimization, and other harm by improving well-being for all. They focus on strengthening community and social structures and involve early investment in evidence-based programs and policies that reduce risks and promote healthy development (e.g., supporting the development of socially competent children).

Secondary actions focus on situations of elevated risk. These actions involve collaborative interventions to prevent harm before it occurs by deploying focused interventions with specific groups or locations.

Tertiary actions involve criminal justice responses and/or rehabilitation measures that attempt to deter future criminality or disorder. These actions are often immediate response measures and tend to involve policing and first line responder mandates.⁵

Taken together, these actions address the root causes and risk factors that contribute to harmful behaviours, as well as the immediate safety and well-being concerns in The Pas.

[5] Public Safety Canada. (2003). “Approaches to understanding crime prevention”. <https://www.publicsafety.gc.ca/lbrr/archives/cnmcs-plcng/cn35739-01-eng.pdf>

Priority: Housing & Houselessness

Description

Housing and houselessness refers to the lack of available affordable housing and the increased visible homelessness in the community. Homelessness in and of itself is of great concern when it comes to community safety. People that are unhoused or are living in unstable housing are vulnerable to victimization. Their visible street involvement, in turn, often causes concerns for the community, business owners, and patrons.

Key Findings from Data

- The lack of housing available in The Pas was frequently mentioned as a concern across data collection efforts. Participants in the survey and community engagements, as well as publicly available data, point to a lack of rental housing options for the general population, as well as a lack of housing that meets the specific needs of seniors and low-income families. There are also concerns that the existing affordable housing stock has fallen into disrepair, making it unusable.
- The Town's unhoused population is top of mind. The emerging encampments and visible homelessness in the downtown, as well as the behaviours of some, are contributing to a sense of unsafety in the community. The data shows both empathy and frustration regarding this issue; there is an understanding that unhoused people need assistance but also frustration regarding the growing unhoused population. In addition, there is frustration with unhoused people coming from other communities to The Pas – whether by choice to access services, or because they have been removed from their home communities.

Goals

- Improve access to and the condition of existing housing stock.
- Expand housing options across the housing continuum, with attention to specific populations (e.g., seniors).
- Promote the development and improvement of vacant properties.
- Reduce the number of dilapidated and abandoned properties.

Actions: Housing & Houselessness

Action Plan

Goals:

- Improve access to and the condition of existing housing stock.
- Expand housing options across the housing continuum, with attention to specific populations (e.g., seniors).

Action	Prevention Level	Timeline
Increase investment in housing development.	Primary	Ongoing
Pursue access to appropriate services across the housing continuum for people in need, including stable and affordable housing.	Secondary	Ongoing

Goal: Promote the development and improvement of vacant properties.

Action	Prevention Level	Timeline
Support the ongoing redevelopment of vacant properties.	Tertiary	Ongoing
Collaborate with The Pas Community Development Corporation to review and reform by-laws aligned with housing development needs under the Land Use Plan.	Primary	Ongoing
Advocate to and partner with Manitoba Housing to improve and maintain existing housing stock.	Secondary	Ongoing



Actions: Housing & Houselessness

Action Plan

Goal: Reduce the number of dilapidated and abandoned properties.

Action	Prevention Level	Timeline
Prioritize the demolition of dilapidated buildings, recognizing the process outlined in the Municipal Act is underway.	Tertiary	Ongoing
Advocate to and partner with Manitoba Housing to improve and maintain existing housing stock	Secondary	Ongoing



Priority: Substance Use & Mental Health

Description

Addressing the mental health and substance use crisis is crucial for the safety, health, and resilience of The Pas. It is important for members of the community to have access to timely, compassionate, and culturally appropriate support to address their needs. Reducing stigma, expanding services, and focusing on prevention and early intervention can save lives and ease the burden on emergency and justice systems.

Key Findings from Data

- There are concerns in The Pas regarding public substance use and intoxication, as well as needle disposal. Engagement and survey data revealed calls for increased access to treatment options for both substance use and mental health issues. There is an understanding that law enforcement is currently the only option to manage these behaviours, but that this approach is not sufficient.
- There is a perception of lawlessness, particularly regarding public substance use and intoxication, and that it has become normalized, with law enforcement unable to assist due to being under-resourced.

Goals

- Enhance safety in service provision for marginalized populations.
- Improve access to culturally appropriate services.
- Ensure equitable access to services across the community.
- Expand addiction supports across the full continuum of care, using the four-pillared approach and incorporating alcohol use prevention strategies.⁶
- Strengthen youth prevention efforts through education and engagement approaches.
- Increase awareness and understanding of individual lived experiences.
- Foster stronger partnerships and coordination among local service providers and the broader community.

[6] The four pillars of an evidence-based approach to drug policy include prevention (preventing problematic drug and substance use), treatment (supporting innovative approaches to treatment and rehabilitation), harm reduction (supporting measures that reduce the negative consequences of drug and substance use), and enforcement (addressing illicit drug production, supply and distribution) (Government of Canada, 2018).

Actions: Substance Use & Mental Health

Action Plan

Goals:

- Enhance safety in service provision for marginalized populations.
- Improve access to culturally appropriate services.
- Ensure equitable access to services across the community.

Action	Prevention Level	Timeline
Collaborate with The Pas Friendship Centre to support additional opportunities for culturally appropriate services, especially for Indigenous residents, such as traditional ceremonies and teachings.	Primary/ Secondary	Ongoing

Goal: Expand addiction supports across the full continuum of care, using the four-pillared approach and incorporating alcohol use prevention strategies.

Action	Prevention Level	Timeline
Begin conversations with Manitoba Justice to implement the <u>Community Mobilization Model</u> in The Pas to enhance collaborative, community-led responses to social challenges.	Secondary	Ongoing



Actions: Substance Use & Mental Health

Action Plan

Goal: Strengthen youth prevention efforts through education and engagement.

Action	Prevention Level	Timeline
Explore the implementation of the Icelandic Prevention Model ⁷ to influence risk and protective factors related to substance use within the community, school, peer and family contexts.	Primary	To be determined
Reintroduce a school-based addictions counsellor.	Secondary/ Tertiary	To be determined
Introduce evidence-based substance use prevention programming within schools.	Primary	To be determined
Support Kelsey School Division land-based education efforts.	Primary	Ongoing
Explore the possibility of a teen clinic program/primary health nurse embedded within the Margaret Barbour Collegiate Institute (high school).	Secondary	To be determined
Work with the Kelsey School Division to identify funding opportunities to support the initiatives listed above.	Primary	Ongoing
Collaborate with The Pas Friendship Centre (TPFC) to support the development of their emerging youth hub and enhance existing youth programs, including the youth mentorship program.	Primary/ Secondary	As TPFC youth hub is implemented

[7] "The Icelandic Prevention Model (IPM) is a collaborative upstream model designed to influence risk and protective factors related to youth substance use within the community, school, peer, and family contexts. By engaging whole communities, the IPM has been effective in reducing youth substance use behaviours" (Halsall, Lachance, & Kristjansson, 2020).



Actions: Substance Use & Mental Health

Action Plan

Goal: Increase awareness and understanding of individual lived experiences.

Action	Prevention Level	Timeline
Launch a storytelling campaign to share lived experiences, reduce stigma, and dispel myths around experiences of addictions.	Tertiary	To be determined
Support and amplify The Pas Friendship Centre's existing storytelling campaign, elevating the voices of lived experience.	Tertiary	Ongoing

Goal: Foster stronger partnerships and coordination among local service providers and the broader community.

Action	Prevention Level	Timeline
Explore informal information sharing agreements between organizations, informed by the Community Mobilization framework.	Secondary	After community mobilization is implemented



Priority: Crime and Safety

Description

Increasing feelings of safety and decreasing crime are often cornerstone components of CSWB plans. When people feel safe in their neighbourhoods, they are more likely to engage with others, support local initiatives, and invest in their community's future. Addressing the root causes of crime through prevention and increased support helps build trust and long-term stability.

Key Findings from Data

- 80% of those who completed the survey said they are either “dissatisfied” or “somewhat dissatisfied” with their personal safety in The Pas. While this cannot be considered representative of the general population given the small sample size, it should not be ignored. Similar safety concerns were expressed in the youth survey.
- The data demonstrates a perception that crime and violence are on the rise, and people avoid accessing downtown businesses and services due to fears of harassment or assault.
- There is a desire to capitalize on the beauty of The Pas with frequent requests for the repair of abandoned buildings, community clean-ups, and beautification efforts.

Goals

- Strengthen community trust and cohesion.
- Improve community perceptions of safety.
- Enhance partnerships between service providers, law enforcement, and the broader community.
- Expand youth-focused crime prevention initiatives.
- Increase access to family support programs for prevention.
- Foster collaboration with Manitoba Justice to support reintegration efforts.

Actions: Crime and Safety

Action Plan

Goals:

- Improve community perceptions of safety.
- Strengthen community trust and cohesion.

Action	Prevention Level	Timeline
Conduct a <u>Crime Prevention through Environmental Design</u> (CPTED) ⁸ assessment to identify areas and locations for continued improvement.	Tertiary	To be determined
Implement CPTED measures, including the installation of cameras and lighting, while completing the full assessment.	Tertiary	After CPTED assessment
Maintain and upgrade community spaces through additional clean-ups.	Secondary	Ongoing
Continue social media campaigns to share accurate, positive information regarding community news and events.	Secondary	Ongoing

Goal: Expand youth-focused crime prevention initiatives.

Action	Prevention Level	Timeline
Increase restorative justice opportunities for youth—both responsive and preventative—through collaboration with the Inter-Agency Group, especially in schools.	Tertiary	Ongoing

[8] Crime Prevention Through Environmental Design is based upon the theory that "... the proper design and effective use of the built environment can lead to a reduction in the incidence and fear of crime, and an improvement in the quality of life" (CPTED Canada, 2025).



Actions: Crime and Safety

Action Plan

Goals:

- Enhance partnerships between service providers, law enforcement, and the broader community.
- Foster collaboration with Manitoba Justice to support reintegration efforts.

Action	Prevention Level	Timeline
Enhance local opportunities for community-led safety networks such as Neighbourhood Watch and Citizens on Patrol.	Tertiary	To be determined
Support The Pas Friendship Centre's efforts to reactivate Bear Clan.	Tertiary	To be determined
Advocate for the resumption of the Northern Incentive program for RCMP recruitment and retention; collect ongoing data regarding the need to resume this program.	Tertiary	Ongoing
Align restorative justice efforts to support those outlined in Opaskwayak Cree Nation's (OCN) Community Safety Plan.	Tertiary	Ongoing



Priority: Children and Youth

Description

Fostering healthy families, children, and youth is vital for building a strong and compassionate community. When families have access to the support, resources, and opportunities they need, children and young people are more likely to grow up healthy, confident, and resilient. Investing in children and youth lays the foundation for lifelong community well-being. By supporting the families of The Pas, we create a brighter, more equitable future for everyone.

Key Findings from Data

- There is a lack of data around the experiences of children and youth in The Pas and the surrounding Tri-Community; however, existing data demonstrates a higher number of youth aged 0-17 in the low-income measure in The Pas compared to the province, as well as higher charge rates, and increasing rates of youth violence.
- In engagement sessions, many youth noted an intention to leave The Pas once they finished high school to pursue education and career opportunities in other communities.
- Youth engagement data also demonstrated a desire for more youth-friendly recreation options.
- Moreover, engagement data with other groups indicated high levels of support for increased prevention programming in The Pas for youth, particularly concerning substance use.

Goals

- Increase access to low cost, low barrier recreation options.
- Increase access to social opportunities and events for teens and young adults.
- Support youth participation in skills competitions, recreation, and sports opportunities.
- Increase local youth awareness of career pathways in The Pas and surrounding Tri-Community.

Actions: Children and Youth

Action Plan

Goals:

- Increase access to low cost, low barrier recreation options.
- Support youth participation in skills competitions, recreation, and sports opportunities.
- Increase access to social opportunities and events for teens and young adults.

Action	Prevention Level	Timeline
Work with the Kelsey School Division to identify funding sources for additional opportunities, events, and initiatives for youth.	Primary/ Secondary	To be determined
Deliver recreational opportunities to The Pas through pop-up events by partnering with schools, Indigenous organizations, cultural organizations, and other school recreation departments.	Primary/ Secondary	If/when funding is identified and available.
Investigate options for youth recreation, including a community hub.	Primary/ Secondary	Ongoing

Goal: Increase local youth awareness of career pathways in The Pas and surrounding Tri-Community.

Action	Prevention Level	Timeline
Collaborate with high schools and local industries to investigate possible skill-based learning, hands-on training, and work experience opportunities, integrating classroom education with internships, job shadowing, and skills development initiatives aligned with regional employment needs.	Primary	Once funding is available (see above).



Actions: Children and Youth

Action Plan

Goal: Increase access to family support programs for prevention.

Action	Prevention Level	Timeline
Review existing programs for potential barriers to access.	Primary	Ongoing
Explore opportunities for additional prevention programming in partnership with community organizations.	Primary	Ongoing



Priority: Services, Infrastructure, & Development

Description

Including considerations of services, infrastructure, and development in a Community Safety and Well-Being Plan is essential; these elements directly impact the quality of life, access to support, and long-term resilience of a community. Effective services ensure timely support during crises, while strong infrastructure creates a stable environment. Together, these factors create the foundation for a safe, healthy, and thriving community.

Key Findings from Data

- People in The Pas appreciate the access to sports and recreation opportunities, the available green space and parks, as well as the many cultural events.
- There are calls for increased health care options for both physical and mental health and frequent comments about the age of the Town's hospital and need for updates.
- Community members highlight a need to improve the Town's infrastructure. Road conditions, including highways out of town, are in need of improvement, and many people noted that cellular reception is very limited/non-existent in some areas.

Goals

- Increase access to safe and affordable transportation options within The Pas and the surrounding Tri-Community.
- Increase access to safe and affordable transportation options from The Pas and surrounding Tri-Community to larger centres.
- Increase access to health care options.
- Increase the number of local health care practitioners.

Actions: Services, Infrastructure, & Development

Action Plan

Goal: Increase access to safe and affordable transportation options within The Pas and the surrounding Tri-Community.

Action	Prevention Level	Timeline
Investigate opportunities to expand local transit options (e.g., community shuttle programs, volunteer driver networks, bus or van service for seniors).	Primary	To be determined

Goal: Increase access to safe and affordable transportation options from The Pas and surrounding Tri-Community to larger centres.

Action	Prevention Level	Timeline
Advocate to Manitoba Health concerning the need for medical transportation options.	Primary	Ongoing



Actions: Services, Infrastructure, & Development

Action Plan

Goals:

- Increase access to health care options.
- Increase the number of local health care practitioners.

Action	Prevention Level	Timeline
Coordinate with The Pas Community Development Corporation to align with and strengthen existing economic and community development initiatives.	Primary	Ongoing
Collaborate with the Communities Economic Development Fund (CEDF) and other regional partners to build on recent recruitment efforts.	Primary	Ongoing
Support and align with the regional immigration strategy aimed at attracting newcomers to Northern Manitoba communities, including The Pas, Swan River, Snow Lake, and Flin Flon.	Primary	Ongoing



Priority: Sense of Belonging

Description

Enhancing community members' sense of belonging is vital for creating a safe, inclusive, and supportive environment where everyone feels valued and connected. When people feel like they belong, they are more likely to engage positively with others, participate in community life, and seek help when needed. This is especially important for vulnerable populations—such as newcomers, seniors, people with disabilities, and marginalized groups—who may face barriers to inclusion. A strong sense of belonging fosters trust, reduces isolation, and builds resilience, helping all community members thrive together.

Key Findings from Data

- When sorted by racial/ethnic identity, survey data indicates First Nation, Métis, and Inuit respondents expressed lower ratings of happiness than White respondents in The Pas.
- Similarly, First Nation, Métis, and Inuit respondents report lower levels of life satisfaction.
- Community engagement sessions also highlighted a desire to enhance feelings of belonging for various groups, including those with lived experience and the 2SLGBTQQIA+ community.
- Engagements also uncovered experiences of discrimination, as well as gaps in the availability of culturally appropriate services.
- There is a need to pay attention to the disproportionate negative outcomes experienced by Indigenous peoples in The Pas.

Goals

- Decrease racism and discrimination at the systemic and structural level.
- Increase sense of belonging among all community members.
- Promote education and awareness on Truth and Reconciliation as well as other anti-racism and anti-discrimination initiatives.
- Strengthen and expand local Truth and Reconciliation efforts, particularly in relation to Truth and Reconciliation Commission's (TRC) Calls to Action emphasized in The Pas' Strategic Plan (50, 57, 92).

Actions: Sense of Belonging

Action Plan

Goal: Decrease racism and discrimination at the systemic and structural level.

Action	Prevention Level	Timeline
Engage community leaders and interest-holders to support and promote anti-racism and anti-discrimination initiatives.	Primary	Ongoing
Collaborate with local organizations to review policies and procedures that may perpetuate harm or inequality.	Primary	To be determined
Identify and prioritize policy changes that promote equity and inclusion across systems.	Primary	To be determined

Goal: Increase sense of belonging among all community members.

Action	Prevention Level	Timeline
Explore opportunities to host community-wide events, with leadership from the Town of The Pas and local organizations.	Primary	Ongoing



Actions: Sense of Belonging

Action Plan

Goals:

- Promote education and awareness on Truth and Reconciliation as well as other anti-racism and anti-discrimination initiatives.
- Strengthen and expand local Truth and Reconciliation efforts, particularly in relation to the TRC Calls to Action emphasized in The Pas' Strategic Plan.

Action	Prevention Level	Timeline
Engage community leaders and interest-holders to support and promote anti-racism and anti-discrimination initiatives.	Primary	Ongoing
Continue participation in TRC-related programs in partnership with Opaskwayak Cree Nation (OCN) and Indigenous-led organizations.	Primary	Ongoing
Develop and deliver a training and education campaign on Truth and Reconciliation for local organizations and service systems.	Primary	To be determined





Additional Themes and Actions from the Community Assessment

Additional Themes and Actions

This section outlines additional themes and actions that emerged in the data collection process but have not been included in the CSWB plan. During the priority setting process, the Steering Committee identified these actions as already being undertaken in The Pas or as not currently feasible due to funding or other limitations. For each theme, a chart outlining recommended actions and related notes is provided. In each chart, action items are sorted as follows:

- **Green:** Something that will be or is already being done in The Pas.
- **Blue:** Something that is being/will be looked into but may require additional funding, partnerships, etc.
- **Grey:** Something that will not or cannot be done at this time due to financial limitations, falling outside the jurisdiction of the municipality, etc.

Theme: Housing and Houselessness

Suggested Actions	Notes
Examine bylaws for tiny home options to inform needs.	Bylaw work is being undertaken by The Pas Community Development Committee.
Conduct an assessment to understand student rental options in The Pas/Tri-Community to inform local needs.	Work already completed.

Theme: Crime and Safety

Suggested Actions	Notes
Host a community safety summit.	Completed - event was held in September 2025.

Theme: Services, Infrastructure, and Development

Suggested Actions	Notes
Demolish dilapidated buildings.	Work is already being undertaken by the Town.
Conduct a CPTED assessment; implement recommended CPTED measures (cameras, lights, etc.).	Cameras and lights are being installed; however, an assessment can still be done and new areas of vulnerability can be addressed through additional CPTED measures.
Expand cellular service.	This item requires actions beyond the scope of the municipality.



Governance and Implementation

Governance & Implementation

Moving a strategy from development and planning to implementation and action can be daunting. There is often fear of insufficient commitment to make the strategy a reality; however, experience and research over decades of community safety work have led to the identification of several key elements that can support the successful implementation of community safety strategies. Effective governance and implementation are foundational to a successful CSWB plan. Available literature on the topic emphasizes the importance of dedicated coordination structures supported by core budgets, political leadership, and skilled staff to drive strategic efforts and ensure continuity.^{8,9,10}

Elements commonly captured in a successful implementation plan include:

- Adequate and sustained funding for the actions and coordination of the plan.
- Clear timelines and measures of progress.
- Ongoing, dedicated coordination support.
- The establishment of an implementation Steering Committee.

Community safety is complex, and no single organization or sector has all the solutions. For that reason, the establishment of an ongoing round table of key partners with a clear roadmap and the willingness and capacity to contribute resources (including in-kind) is vital for the successful implementation of The Pas' CSWB Plan.

Community safety strategies lend themselves well to a collective impact approach. For something to be regarded as a collective impact effort it needs to meet several key criteria:

1. A shared vision and agenda
2. Shared measurements
3. Mutually reinforcing activities
4. Continuous communication
5. Backbone support

[8] Waller, I. (2021). Reducing violent crime by 50% before 2030: Decisive Action Now to Achieve These STGs. In H. Kury & S. Redo (Eds), *Crime Prevention and Justice in 2030* (pp. 535-557). Springer.

[9] Eurosocioal. (2015). Regional Model for a Comprehensive Violence and Crime Prevention Policy. [http://www.sia.eurosocioal-ii.eu/files/docs/1461686840-DT_33-Modelo%20regional%20Prevencion%20Violencia%20\(ENG\).pdf](http://www.sia.eurosocioal-ii.eu/files/docs/1461686840-DT_33-Modelo%20regional%20Prevencion%20Violencia%20(ENG).pdf)

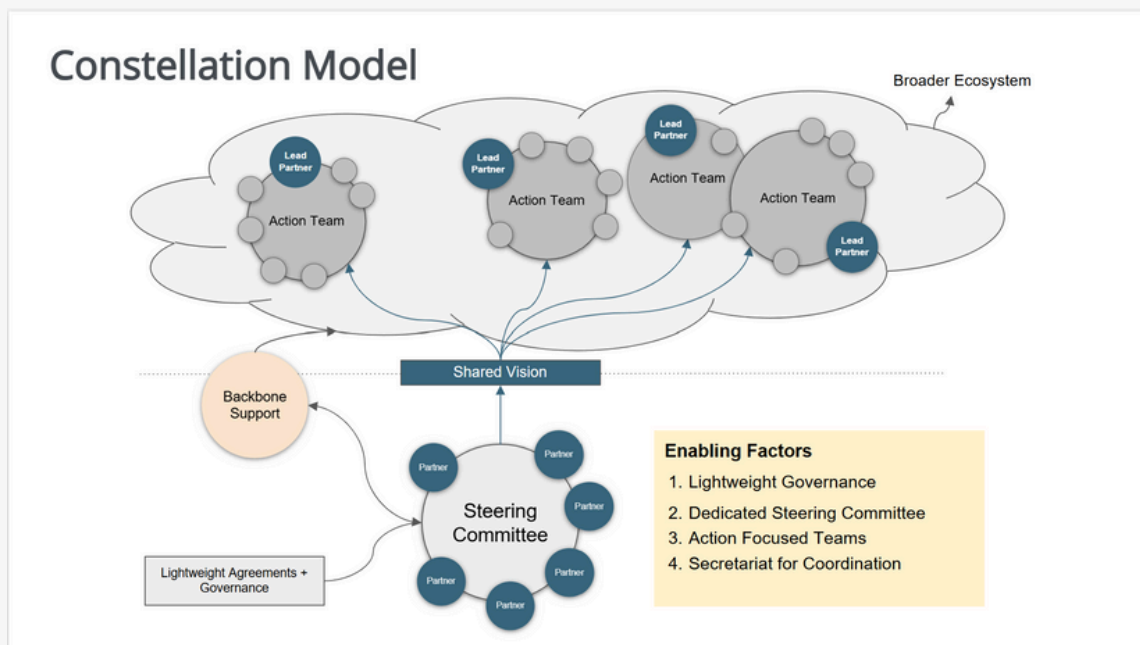
[10] Canadian Municipal Network on Crime Prevention. (2017). Municipal Crime Prevention Offices: Importance, Role, Function, and Models. <https://ccfsc-cccs.ca/wp-content/uploads/2024/01/AB-17-3-ENGLISH-Digital.pdf.pdf>

The Constellation Governance Model

The Constellation Governance Model is an effective approach to operationalize a collective impact framework. It maximizes limited resources, provides flexibility, and is ideally suited for partnerships, coalitions, networks, and even movements. The model has been adapted many times to meet diverse conditions that call for collaborative, rather than single organization, solutions. It brings together multiple groups or sectors to work toward an agreed upon shared outcome and includes three key elements:

- **Backbone Support:** Provides day-to-day support and coordination of implementation to ensure the process continues to move forward. Ideally, municipalities have dedicated funding and positions for this (i.e., a CSWB Coordinator) but it can also be a shared responsibility between local organizations.
- **Steering Committee:** Often drawn from the original CSWB Plan Steering Committee, this multi-sectoral group provides oversight of the implementation process to maintain strategic alignment with the plan and local efforts.
- **Action Teams:** Typically smaller, time-limited, flexible groups created to lead specific priorities and related actions. Their role is to implement the CSWB Plan while ensuring the process remains responsive to community needs and diverse expertise.¹¹

As an approach for bringing together diverse service and community voices towards a common goal, the Constellation Governance Model has great potential for animating the community while staying grounded in strategic agreements.



[11] Surman, S. & Surman, M. (2018). Listening to the Stars: The Constellation Model of Collaborative Social Change. Social Models. <https://socialinnovation.org/wp-content/uploads/2016/10/Constellation-Paper-Surman-Jun-2008-SI-Jour...>

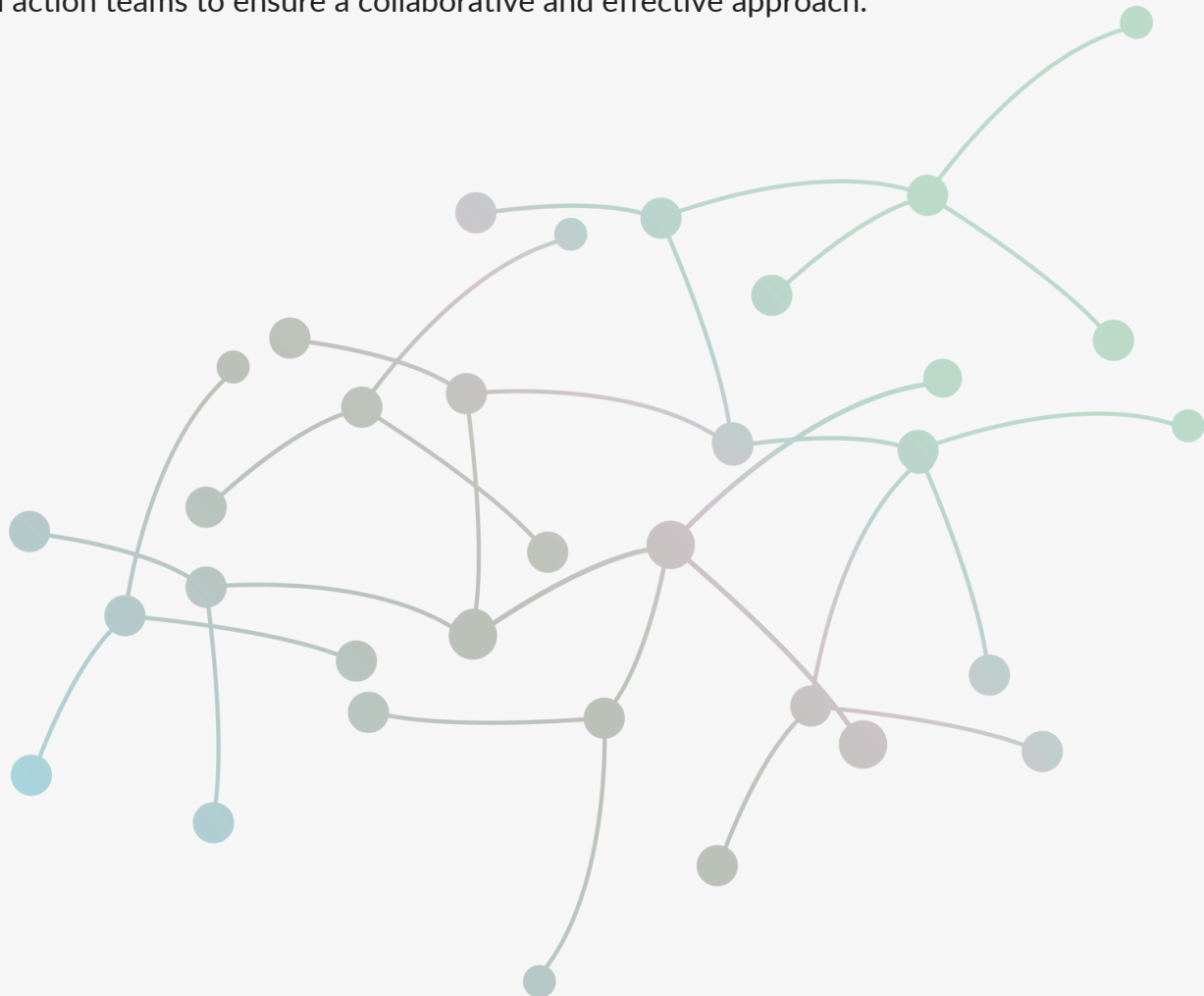
The Constellation Governance Model

CCFSC Recommendations

The implementation of The Pas' Community Safety and Well-Being Plan does not function in a vacuum. As the CSWB Plan becomes better known in the community and beyond, other people engaged in related fields will be able to see their role in and their organization's alignment with the strategic goals.

Based on conversations with the CSWB Project Team and Steering Committee, CCFSC recommends hiring a dedicated staff person, serving as the Community Safety and Well-Being (CSWB) Coordinator - either full-time or part-time and housed within the municipality - to lead the backbone work required for successful implementation. Utilizing a constellation governance model, the initiative will organize work around outlined priority areas, ensuring coordinated efforts across the community (as outlined in Figure 2 on the previous page).

Community Mobilization will play a vital role within action teams, which will focus on implementing the strategies outlined in the CSWB Plan. While the CSWB Coordinator will provide overall backbone support and drive implementation, they will work in partnership with the community and action teams to ensure a collaborative and effective approach.





Monitoring and Evaluation

Monitoring and Evaluation

Given that the purpose of the Community Safety and Well-Being (CSWB) Plan 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 collecting information on an ongoing basis to assess the activities and outputs of the plan (activities and their direct, tangible results like products or services delivered) while evaluation involves assessing to what extent the plan is, or is not, meeting its objectives and having the outcomes it was hoping to have (the impact, change, or benefits created).

CCFSC recommends that The Pas' Community Safety and Well-Being Plan be monitored and evaluated through a Developmental and Realist evaluation approach.

- **Developmental Evaluation (DE)** is an evaluation approach that adapts to dynamic realities in complex environments like community safety. It requires the ongoing collection and analysis of real-time data in a way that leads to informed and ongoing decision-making as part of the implementation process. In this way, DE supports the ongoing monitoring of the activities, successes, and challenges of the plan, so achievements can be celebrated and expanded, and adjustments can be made if needed.
- **Realist Evaluation** is also used for complex social initiatives and focuses on "what works, for whom, in what circumstances, and how?" It goes beyond a simple "does it work?" to understand the underlying causal mechanisms that lead to specific outcomes within particular contexts. This helps explain to partners, the public, and other interest-holders what changes the plan is creating and what impacts the plan is having in the community.

Taken together, these two approaches provide a solid framework for the ongoing monitoring and evaluation of The Pas' CSWB Plan.

To assess the outputs and outcomes of the plan, Key Performance Indicators (KPIs) are identified so they can be measured. The sections below highlight the main components of the CSWB Plan for The Pas, and the indicators, measures, data collection tools, and data sources that can be used for monitoring and evaluation. This includes both quantitative (numerical) and qualitative (narrative) types of data, for a robust mixed-methods approach.

Monitoring and Evaluation

CSWB Governance and Systems Change Indicators

The collaborative nature of a CSWB plan process means that your community has already been creating impact. CSWB planning brings together sector leaders from across your community to co-create a local strategy designed to achieve both short-term and long-term change. Measuring the progress you have made together as a community in working collaboratively is part of the success of a CSWB plan.

As such, CCFSC recommends monitoring the following indicators of collaborative governance and system change. These can be measured locally by surveying local partners who have participated in the plan’s development, or who continue to participate in the CSWB plan implementation and governance. CCFSC recommends that these indicators be measured at the beginning of CSWB implementation, and once or twice a year thereafter.

Indicators	Measure	Recommended Tools or Data Sources
Local actors' ratings of the community’s capacity, capabilities, culture, and context relevant to multisector collaboration and system change around CSWB issues.	Partners' views on the level and quality of collaboration currently happening, and desired level of collaboration moving forward.	CCFSC's "4C Framework: Local Assessment Tool for Multisector Collaboration" Tamarack’s Monitoring Collaboration Tool
Level of participation and engagement.	# of agencies involved in CSWB governance and implementation; in what types of activities, if there are formal agreements in place.	CSWB Steering Committee and Action Teams documents (Terms of Reference, meeting Minutes, etc.)
Responsive policies and practices.	# and type of new or revised policies and/or practices as a result of CSWB work.	Systems mapping CSWB Steering Committee and Action Teams documents (Terms of Reference, meeting Minutes, etc.)
Resources allocated to implementation.	# and type of new, revised or upgraded financial support for CSWB work. Resources can include human resources, time, systems, procedures, forums, expertise, frameworks, communications systems.	CSWB Steering Committee and Action Teams documents (Terms of Reference, meeting Minutes, etc.)

Monitoring and Evaluation

Priority Area Indicators

In addition to the governance and system change indicators listed above, CCFSC recommends monitoring the following indicators to assess trends over time, and for outcomes and impact. These local indicators will not change overnight and are also influenced by factors outside of the control of actors and organizations within The Pas. Despite this, actions in the CSWB Plan's priority areas are designed to try to move the needle locally on these issues. CCFSC recommends that these indicators be monitored twice a year or annually, if possible and relevant, or when the data becomes available. This will help track the status of the trends in the community and offer a starting point to explore whether CSWB actions are having their intended outcomes and impacts, and why or why not.

These indicators and their results will have to be further discussed with CSWB partners and contextualized for local realities. For this, CCFSC recommends using the following techniques:

- **Collaborative Sensemaking:** the process by which a group of people with diverse backgrounds work together to create a shared understanding of a complex situation. It involves interpreting information, connecting diverse perspectives, identifying patterns, and negotiating meaning to arrive at a common understanding that makes sense within the context of local realities.
- **Process Tracing:** the process by which a group of people discuss, trace, and assess the strength of evidence for concluding that an initiative or intervention has contributed to changes that have been observed or measured.

By following the principles of these techniques, the CSWB partners can describe what happened and how the action or initiative was supposed to produce change, collect data to see if these specific events and actions actually occurred (focusing on quality of information over quantity of information), and develop a well-supported explanation of what change happened, the extent to which change happened, and how it happened.

Monitoring and Evaluation

Priority: Housing and Houselessness

Indicators	Measure	Recommended Tools or Data Sources
<p>Housing Insecurity</p> <p>Unmet Housing Needs</p>	<p>Rate (per 100,000) of persons across core housing needs, by social and affordable housing status, economic family structure, and sex.</p> <p>Core housing need refers to whether a private household's housing falls below at least one of the indicator thresholds for housing adequacy, affordability or suitability, and would have to spend 30% or more of its total before-tax income to pay the median rent of alternative local housing that is acceptable.</p>	<p>Population level data available: Statistics Canada Census</p> <p>Population level data available: Statistics Canada - Canadian Housing Survey</p>
<p>Homelessness</p>	<p>Measured via Point in Time (PiT) Count: a one-day snapshot or survey of people experiencing homelessness in the community, which includes data on their location (shelters, transitional housing, or unsheltered areas) and other demographic and homelessness-related details.</p> <p>Includes measure of the # of people experiencing chronic homelessness, defined as someone who has a total of at least 6 months (180 days) of homelessness over the past year.</p>	<p>Point in Time (PiT) Count</p>
<p>Presence of Encampments</p>	<p>Mapping of the #, location, and size of encampments, percent change; # of people living in encampments collected via PiT count.</p>	<p>Point in Time (PiT) Count</p> <p>Population level data available: 2022 Survey on Homeless Encampments</p>
<p>Access to Services</p>	<p>Availability, use, and cultural responsiveness of services. Includes the #, type, location, service hours, spaces available, spaces used, waitlists, etc. of relevant services.</p>	<p>Systems and asset mapping</p> <p>Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC</p>

Monitoring and Evaluation

Priority: Substance Use and Mental Health

Indicators	Measure	Recommended Tools or Data Sources
Unmet Mental Healthcare Need	% of people indicating unmet mental healthcare need in the previous year.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Canadian Community Health Survey
Self-rated Mental Health	# and % of people who report excellent, very good, good, fair, or poor mental health.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Canadian Community Health Survey
Self-reported Drug and Alcohol use and Addictions	Adults self-report of substance use and % of adults indicating a substance use issue.	Population level data available: Government of Canada Health Infobase
Substance Use Related Healthcare Visits	# of substance use related hospitalizations and ER department visits.	Population level data available: Canadian Institute for Health Information
Overdoses and Drug Poisonings	# of fatal and non-fatal suspected or confirmed overdoses or drug poisonings; # of opioid mortalities; % of people self-reporting experiencing an overdose.	Population level data available: Government of Canada Health Infobase
Suicide Attempts and Mortality	The number of people who attempt suicide and the number of deaths from suicide; tracking change over time.	Population level data available: Government of Canada Health Infobase
Access to Services	Availability, use, and cultural responsiveness of services. Includes the #, type, location, service hours, spaces available, spaces used, waitlists, cultural components, etc. of relevant services.	Systems and asset mapping Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC

Monitoring and Evaluation

Priority: Crime and Safety

Indicators	Measure	Recommended Tools or Data Sources
Trust in Neighbours and Others	Proportion of people with "high" self-reported trust in neighbours: family, neighbourhood, those that you work with, go to school with, who speak a different language than you, with a different religion than you, with a different ethnic or cultural background than you, and strangers.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Statistics Canada General Social Survey
Walking Alone After Dark	% of people who feel "safe" or "very safe" walking alone in their community after dark.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Statistics Canada Quality of Life Hub
Satisfaction with Personal Safety from Crime	% of those who reported being satisfied or very satisfied with their personal safety from crime.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Statistics Canada General Social Survey
Perceptions of Neighbourhood Crime	% of people who see their neighbourhood as having "higher" amounts of crime compared to other areas of Canada.	Population level data available: Statistics Canada Quality of Life Hub
Self-reported Victimization	% of those who reported being victimized by property or violent crime.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC
Police-reported Crime	Incident rates per 100,000 (property crime and violent crime).	Collect in partnership with Police partner Population level data available: Statistics Canada Crime & Justice Statistics

Monitoring and Evaluation

Priority: Crime and Safety

Indicators	Measure	Recommended Tools or Data Sources
Access to Services	Availability, use, and cultural responsiveness of services. Includes the #, type, location, service hours, spaces available, spaces used, waitlists, cultural components, etc. of relevant services.	Systems and asset mapping Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC
Availability and Use of Reintegration Supports	Availability of reintegration support programs or processes; # of referrals.	Systems and asset mapping
Availability and Use of Culturally Responsive Services	Indigenous-led justice initiatives (sentencing circles, community-based programs, Indigenous court work programs); # of referrals.	Systems and asset mapping

Monitoring and Evaluation

Priority: Children and Youth

Indicators	Measure	Recommended Tools or Data Sources
Early Development Indicators	E.g., The Kindergarten Parent Survey (KPS) is the parent-completed EDI companion tool, which measures contextual factors that can play a large role in the healthy development of children, including social cohesion.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Collect in partnership with local school board
Youth Constructive Use of Time	Proportion of youth who are involved in creative, sports, recreational, religious, advocacy, or other positive leisure activities on a regular weekly basis.	Systems and asset mapping Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC
Access to Services	Availability, use, and cultural responsiveness of services. Includes the #, type, location, service hours, spaces available, spaces used, waitlists, cultural components, etc. of relevant services.	Systems and asset mapping Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC
Availability and Use of Pre Charge Diversion Programs	Local availability of diversion programs; # and % of police-reported incidents cleared by referral to a diversion program.	Population level data available: Department of Justice Dashboard
Availability and Use of Restorative Justice Programs	Local availability of RJ programs: # of referrals made to a RJ program or process; # of victims and offenders accepted into a RJ process; # of successful completions.	Population level data available: Department of Justice Dashboard
Youth Perceptions of Safety	Proportion of youth who report feeling safe at home, at school, and in their neighbourhood.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC

Monitoring and Evaluation

Priority: Services, Infrastructure, and Development

Indicators	Measure	Recommended Tools or Data Sources
Unmet Physical Healthcare Need	% of people indicating unmet healthcare need in the previous year.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Statistics Canada Canadian Community Health Survey
Proximity-based Access to Services	Proximity/distance to key community services.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Statistics Canada Proximity Measures Database

Monitoring and Evaluation

Priority: Sense of Belonging

Indicators	Measure	Recommended Tools or Data Sources
Active Participation in Traditional Cultural Activities, Ways of Life, and Contemporary Mainstream Cultural Activities of Interest	Proportion of people who report participating in various forms of traditional cultural activities; other forms of cultural activities of personal interest.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Statistics Canada Canadian Community Health Survey
Social Connections	Proportion of people (18+) who report being satisfied with frequency of contact with close contacts (e.g., friends, family, relationships).	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Statistics Canada Canadian Community Health Survey
Sense of Belonging to Local Community	Proportion of people who report strong, moderate or weak sense of community belonging.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Statistics Canada Canadian Community Health Survey
Discrimination and Unfair Treatment	Proportion of people who have experienced discrimination or been treated unfairly by others.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Statistics Canada General Social Survey
Experiences of Racism	Proportion of people who have reported experiencing racism in the last 5 years.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC
Newcomers and Settlement	Number of newcomer settlement and support services, and use of them, by community and neighbourhood; % of newcomers that report settlement services helped them meet friends; % of newcomers that report settlement services helped them connect with their communities.	Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC Population level data available: Immigration, Refugees and Citizenship Canada

Conclusion

Developing and implementing a Community Safety and Well-Being (CSWB) Plan is a significant undertaking, and challenges - both expected and unforeseen - are inevitable. Yet, with a shared vision of a community that is safe and feels safe for everyone, The Pas can move forward with confidence by grounding its efforts in three key commitments:

- 1. Strengthen Community Collaboration:** As The Pas brings the CSWB Plan to life, remembering that many hands make light work will be essential. Meaningful, ongoing collaboration among community members, organizations, and partners is the foundation for achieving lasting progress on complex social goals.
- 2. Envision Meaningful Impact:** In the midst of daily efforts and emerging challenges, it is important to keep sight of the broader purpose. A well-implemented CSWB Plan is not merely an operational expense—it is an investment in the long-term health, safety, and vitality of the community.
- 3. Prioritize Future Generations:** This plan offers an opportunity to create a safer, more inclusive, and resilient community for generations to come. The Pas has long been a place where residents feel a strong sense of belonging. By balancing immediate action with a long-term vision, the CSWB Plan will help nurture that same sense of belonging among future residents and ensure The Pas continues to thrive.

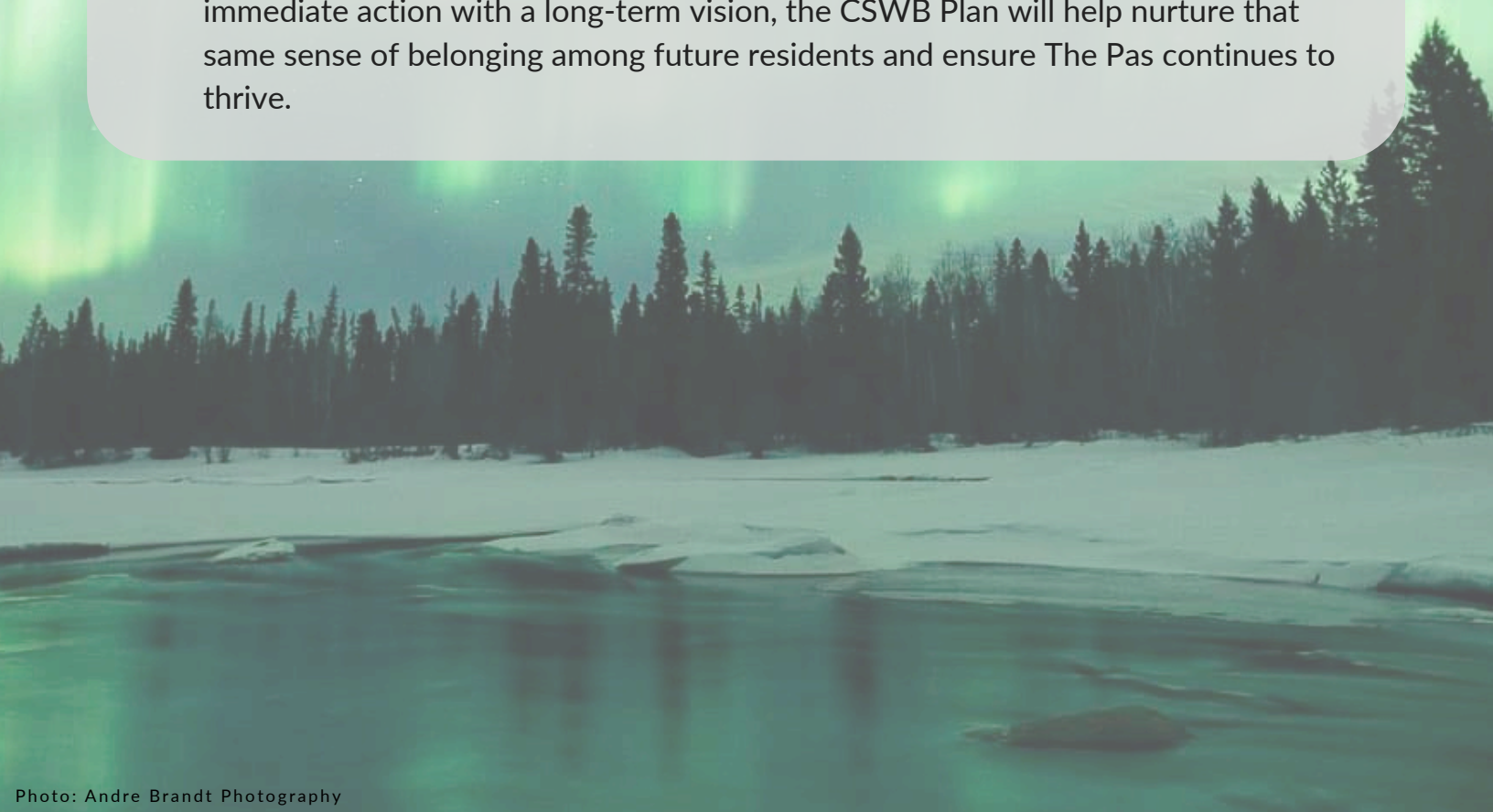


Photo: Andre Brandt Photography