Dauphin

Community Safety and Well-Being Plan

2026



PREPARED BY
THE CANADIAN CENTRE FOR SAFER COMMUNITIES

Canadian Centre for **Safer Communities**

Centre canadien pour des **communautés plus sûres**

Table of Contents

Disclaimer	02
Acknowledgements	03
Message from the Mayor	05
Guiding Principles	06
Executive Summary	07
Background Information	10
Community Assessment Process	12
Local Strengths	13
CSWB Plan Priorities, Goals, and Actions	14
Governance and Implementation Considerations	40
Monitoring and Evaluation Considerations	44
Conclusion	55

Disclaimer

This Community Safety and Well-Being (CSWB) Plan was prepared by the Canadian Centre for Safer Communities (CCFSC) for Dauphin, 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 engagements 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 Dauphin.

Dauphin's CSWB Plan is a living document. New information, actions, and recommendations related to community safety and well-being will emerge regularly. This report reflects the data collected at the time of the Community Safety and Well-Being (CSWB) Plan development.

For questions about the CSWB Plan or to access supporting documentation, please contact:

Lisa Gaudet, PhD, CMMA
Deputy City Manager
City of Dauphin
LisaG@dauphin.ca

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

Land Acknowledgment

We acknowledge that Dauphin sits on Treaty 2 territory, which is the traditional land of the Anishinaabeg, Cree, Oji-Cree, Assiniboine, Dakota, and Dene Peoples, and the national homeland of the Red River Métis. 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.



Photo provided by the City of Dauphin

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 responding to engagement questions and completing the CSWB survey. Their participation was instrumental in identifying local priorities and ensuring that community safety and well-being efforts are rooted in the experiences and context of the Dauphin community. This CSWB Plan is stronger because of their voices.

We would like to extend a sincere thank you to the Dauphin Community Safety and Well-Being Plan Project Management Team:

- Kathy Bellemare (Councillor, City of Dauphin)
- Lori Bicklmeier (Coordinator, DART and Re-START Programs)
- Lisa Gaudet (Deputy City Manager, City of Dauphin)
- Sharla Griffiths (City Manager, City of Dauphin)
- Ted Rea (Councillor, City of Dauphin)

Additionally, thank you to the Dauphin Community Safety and Well-Being Plan Advisory Committee members:

- Conrad Demeria (City of Dauphin)
- Lisa Hammond (Mountain View School Division)
- Anna Iermolenko (Dauphin and Area Welcoming Communities Coalition)
- Richard Ives (Dauphin Citizens on Patrol Program)
- Scott Linklater (RCMP)
- Samantha Murray (Manitoba Housing)
- Crystal Nepinak (Treaty 2)
- Susie Secord (Dauphin Friendship Centre)
- Andrew Seeley (RCMP)
- Glenda Short (Prairie Mountain Health)
- Mark Smaill (RCMP)
- Jarri Thompson (Dauphin Friendship Centre)
- Ryan Vanderheyden (Dauphin Recreation Services)
- Brenda Winters (Northwest Métis Council; Government of Manitoba, Probation)
- Naomi Yakielashek (Government of Manitoba, Adult and Youth Corrections)

Message from the Mayor

On behalf of Mayor and Council, we are pleased to present Dauphin's Community Safety and Well-Being Plan.

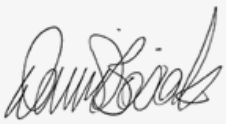
This Plan reflects our shared commitment to fostering a safe, inclusive, and resilient community where residents feel a sense of belonging and have access to the supports and services they need to thrive. Community safety and well-being is a collective responsibility, and this Plan recognizes that lasting solutions are achieved through collaboration, prevention, and coordinated action.

Developed in partnership with local organizations, service providers, and community stakeholders, the Plan is informed by local data, lived experience, and a shared understanding of the challenges and strengths within our community. It provides a long-term framework to guide collective efforts focused on prevention, social development, early intervention, and coordinated response.

Mayor and Council extend our sincere appreciation to our staff who led this project, and to the many partners and community members who contributed their time, expertise, and perspectives throughout the development of this Plan. We are especially grateful to Manitoba Justice for its leadership and financial support through the Community Safety and Well-Being Planning Pilot Project, and to the Canadian Centre for Safer Communities (CCFSC) for their guidance, expertise, and collaborative approach in helping to shape a Plan that reflects Dauphin's unique context and priorities.

We are proud to support the implementation of this Community Safety and Well-Being Plan and look forward to continued collaboration as we work together to build a stronger, safer community for all.

Sincerely,



David Bosiak
Mayor, City of Dauphin

Guiding Principles

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

- ACCOUNTABILITY
- COLLABORATION
- COMPASSION
- DIVERSITY
- EQUITY
- INCLUSIVITY
- INNOVATION
- PROACTIVITY
- RECONCILIATION
- RESPECT

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 these conditions requires long-term, collaborative, and evidence-based efforts that respond to local circumstances and reduce crime and other risks.

CSWB Vision Statement

We are a safe, inclusive, and vibrant community where every person feels a sense of belonging and respect. Through accessible services, welcoming spaces, and meaningful connections, residents are empowered to live healthy, fulfilling lives. Guided by collaboration, innovation, and the celebration of our diversity, Dauphin is building a future rooted in dignity, opportunity, and shared prosperity.



Executive Summary

Community Assessment Process

Dauphin's Community Safety and Well-Being Plan was informed by a comprehensive data collection process that included a review of existing data (e.g., Statistics Canada, RCMP, community reports), a CSWB survey with community members, and community engagement with various groups, including service providers and people facing higher levels of marginalization/vulnerability.

Local Strengths

- Friendliness of the people in Dauphin and welcoming community.
- Slower pace of life, as well as the lack of traffic and general walkability of the city.
- Deep appreciation for the peace and quiet provided by nature, including surrounding lakes and forests, as well as the availability of outdoor activities.
- Proximity of amenities, including easy access to recreation, education, public services, and resources that support well-being.
- A vibrant arts and culture scene, including live music, festivals, theatre, and community events.



Photo: Rainbow Beach, provided by the City of Dauphin

Executive Summary

CSWB Plan Priorities and Goals

Housing & Houselessness

- Increase access to housing in Dauphin.
- Improve existing housing conditions in Dauphin.
- Expand the housing continuum in Dauphin.

Mental Health & Addiction

- Increase understanding of mental health and addiction challenges.
- Increase access to mental health and addiction supports.
- Strengthen interagency collaboration.

Crime & Safety

- Increase perceptions of safety and awareness of crime trends.
- Decrease crime rates.

Access to Services & Supports

- Improve navigation and integration of services.
- Strengthen capacity of existing services.
- Expand local service availability and accessibility.
- Enhance youth engagement through accessible recreation.
- Improve employment, income stability, food security, and affordability.
- Enhance equitable and accessible transportation.
- Ensure accessibility in the built environment.

Sense of Belonging

- Foster a sense of belonging and trust.
- Promote cultural awareness and representation.
- Support Indigenous cultural development and reconciliation.
- Reduce stigma toward vulnerable populations.

Background Information

Dauphin, Manitoba

Dauphin is located 327 kilometres northwest of Winnipeg and had a population of approximately 8,368 in 2021.[1] Dauphin is situated between Riding Mountain National Park and Duck Mountain Provincial Parka and is known as the “City of Sunshine”.[2]

Dauphin worked with the Canadian Centre for Safer Communities to develop 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] Statistics Canada. (2021a). Census Profile. https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfmLang=E&SearchText=Dauphin&DGUIDlist=2021S05100215&GENDERlist=1,2,3&STATISTIClist=1&HEADERlist=0
[2] https://www.travelmanitoba.com/directory/dauphin/



Photo: City of Dauphin

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.[3] The community safety and well-being planning framework focuses on four areas :

- **Social Development:** Efforts and investments that improve the social determinants of health including education, housing, employment, and building social networks. It requires long-term, multisectoral efforts to address root causes of crime.
- **Prevention:** Evidence-based measures, policies, and programs to reduce priority risks to community safety and well-being before they result in crime and victimization, such as educational campaigns, recreation and leisure activities, and other social development efforts.
- **Risk Intervention:** Involves working in situations or areas with elevated risks of harm to prevent incidences of crime, victimization, or harm from occurring. The aim is to reduce risks through targeted supports such as reintegration programs or tailored mental health and addiction services.
- **Incident Response:** Involves immediate and reactionary responses to crime, victimization, and harm. It can include responses from police, fire, emergency, medical services, and child welfare organizations. The aim is to reduce harm associated with crime and victimization when they occur.[4]

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, including Dauphin. The initiative promotes a collaborative, evidence-based approach to addressing local risks through social development, prevention, risk intervention, and incident response.[5]

[3] 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
[4] 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
[5] 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

Dauphin's CSWB Plan was informed by a comprehensive data collection 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: CCFSC reviewed several sources of existing data, including Statistics Canada, Manitoba Health, Manitoba Justice, Prairie Mountain Health, RCMP, and local organizations.

CSWB Survey: 607 residents completed a survey on perceptions and issues related to community safety and well-being in Dauphin. 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 youth survey also received 180 responses – resulting in 787 completed surveys in total.

Community Engagement: Over 90 community members participated in engagement sessions designed to gather qualitative data on safety and well-being strengths and challenges in Dauphin. This process involved the collection of feedback from a broad range of people, and included:

- Service Providers and Frontline Workers
- Local Businesses
- Healthcare Workers
- Indigenous Peoples
- People with Lived/Living Experience of Substance Use, Houselessness, and Mental Health Challenges
- Newcomers and the Multicultural Community
- People with Disabilities
- Post-Secondary Students
- Mountan View School Division Students and Staff

Local Strengths



Community Pride



Small Town Feel



Friendly Community



Natural Environment



Cultural Opportunities



Proximity to Amenities

CSWB Plan Priorities, Goals, and Actions

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 Advisory Committee. It is important to note that the priorities, goals, and actions in this plan have been intentionally articulated at a high level. This approach allows the CSWB Plan Advisory Committee and implementation action teams to determine how to prioritize and operationalize these goals and actions. The implementation structure of this plan relies on the work of action teams 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 Plan priorities. Action items marked as "to be determined" will be prioritized by their corresponding action team. Timelines for these actions will be dependent on resources and capacity.

Prevention levels are also indicated to demonstrate that Dauphin's 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 often 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 and involve collaborative interventions to prevent harm by deploying targeted 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 responses and tend to involve policing and first line responder mandates.[6]

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 Dauphin.

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

Priority: Housing and Houselessness

Description

Housing and houselessness refers to the lack of available affordable housing and the increased visible homelessness in the community. Homelessness is a key community safety concern as people who are unhoused or living in unstable housing are highly vulnerable to victimization. As well, their visible street involvement often causes concerns for community members, business owners, and patrons.

Key Findings from Data

- Among the data collected for Dauphin's community safety assessment, a key theme was a lack of available housing within the community. Specifically, feedback highlighted a need for more rental housing, along with housing that meets the needs of specific groups, including seniors and low-income families. There are also concerns that the current affordable housing stock has fallen into disrepair, making it unusable.
- Another key topic that emerged from the data is the visibility of people experiencing houselessness in the community. The behaviour displayed by some people from this community has resulted in safety concerns among the community at large. At the same time, survey and engagement participants did display an understanding that people without housing require assistance. There is also frustration with unhoused people coming from other communities to Dauphin – whether by choice to access services, or because they have been removed from their home communities with no way to return.

Goals

- Increase access to housing in Dauphin.
- Improve existing housing conditions in Dauphin.
- Expand the housing continuum in Dauphin.

Actions: Housing and Houselessness

Action Plan

Goal: Increase access to housing in Dauphin.

Action	Prevention Level	Timeline
Establish a coordinated intake and referral system among local housing providers and social service agencies to streamline access and reduce service duplication.	Secondary	To be determined
Advocate for increased provincial and federal investment in affordable and supportive housing in Dauphin.	Primary and Secondary	Ongoing
Encourage partnerships with private developers and non-profit organizations to diversify housing options.	Primary and Secondary	To be determined
Work with community partners to conduct regular homelessness counts and track housing demand data to inform coordinated housing strategies.	Tertiary	To be determined

Actions: Housing and Houselessness

Goal: Improve existing housing conditions in Dauphin.

Action	Prevention Level	Timeline
Enhance enforcement of property maintenance standards and develop a Vacant and Boarded Buildings Bylaw and Derelict Buildings Bylaw to encourage rehabilitation or redevelopment of neglected properties.	Tertiary	Ongoing
Explore grant, rebate, or incentive programs to support landlords and homeowners in upgrading aging or substandard housing units.	Tertiary	To be determined
Strengthen collaboration and information-sharing with agencies such as the Residential Tenancies Branch to improve awareness of tenant supports and housing rights.	Tertiary	To be determined

Actions: Housing and Houselessness

Goal: Expand the housing continuum in Dauphin.

Action	Prevention Level	Timeline
Explore potential locations for Tier 1 housing in Dauphin and strengthen access to transitional and supportive housing.	Tertiary	To be determined
Collaborate with Manitoba Housing, private developers, and non-profit organizations to expand the supply of transitional, supportive, and affordable housing across the community.	Secondary and Tertiary	To be determined
Increase the availability of affordable, accessible, and age-friendly housing options for seniors.	Secondary	To be determined
Identify municipally owned or under-utilized properties that could be redeveloped or repurposed for housing projects that address community needs.	Primary and Secondary	To be determined
Advocate for new provincial and federal funding streams to support the full housing continuum – from emergency shelters to independent living.	Secondary and Tertiary	To be determined
Develop a Housing Strategy that maps needs, gaps, and priorities across all housing types and populations.	Primary and Secondary	To be determined

Priority: Mental Health and Addiction

Description

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

Key Findings from Data

- There are concerns in Dauphin regarding public substance use and intoxication, as well as needle disposal. Most engagement and survey data calls for increased access to treatment options for both substance use and mental health.
- Engagements from people with lived/living experience highlight feelings of stigma and exclusion from the community and discrimination when accessing services such as healthcare.
- There is a perception that public substance use and intoxication have become normalized, with law enforcement unable to assist due to being under-resourced.

Goals

- Increase understanding of mental health and addiction challenges.
- Increase access to mental health and addiction supports.
- Strengthen interagency collaboration.

Actions: Mental Health and Addiction

Action Plan

Goal: Increase understanding of mental health and addiction challenges.

Action	Prevention Level	Timeline
Support school- and community-based education on mental health, substance use, and coping skills, with a focus on youth and at-risk populations.	Primary and Secondary	To be determined
Facilitate youth-led awareness campaigns in schools and on digital platforms to promote peer engagement and reduce stigma.	Primary	To be determined
Host an annual Mental Health and Wellness Fair featuring local service providers, guest speakers, interactive workshops, and resource booths.	Secondary	To be determined
Promote public campaigns that foster empathy, reduce stigma, and highlight local supports.	Secondary	To be determined
Increase public awareness of harm reduction principles and services, including safe consumption, overdose prevention, and non-judgmental care.	Tertiary	To be determined
Partner with Prairie Mountain Health and Indigenous organizations to offer culturally appropriate education and healing practices.	Secondary and Tertiary	To be determined

Actions: Mental Health and Addiction

Goal: Increase access to mental health and addiction supports.

Action	Prevention Level	Timeline
Advocate for the modernization of *The Mental Health Act* to better align with current best practices in mental health crisis intervention and clarify roles for police, health services, and alternative responders.	Tertiary	Ongoing
Request increased provincial funding to expand DART and reSTART programming under the Community Mobilization model, with a focus on early intervention and wrap-around supports.	Secondary	To be determined
Lobby for enhanced investment in mental health treatment infrastructure, including inpatient beds and staffing.	Tertiary	To be determined
Collaborate with Prairie Mountain Health and the Provincial Government to enhance counselling capacity through additional staffing, expand walk-in clinic availability, and reduce service wait times.	Tertiary	To be determined
Strengthen mobile crisis response by expanding services beyond current Flexible Assertive Community Treatment (FACT) team hours, enabling rapid after-hour support and reducing emergency service call volumes.	Tertiary	To be determined
Promote awareness of provincial helplines and advocate for service navigation tools, such as Here 24/7.	Secondary and Tertiary	To be determined
Support the accessibility of harm reduction principles through targeted education and the provision of services, including community sharps disposal options.	Tertiary	Ongoing

Actions: Mental Health and Addiction

Action	Prevention Level	Timeline
Encourage integration of treatment and rehabilitation services within the Dauphin Centre for Justice to support justice-involved individuals with complex needs.	Tertiary	Ongoing
Support the growth and development of existing peer-support networks through expanded training, certification, and lived-experience-informed recovery programs.	Secondary and Tertiary	To be determined
Explore partnerships with virtual mental health platforms (e.g., Strong Families, CBTm) to expand access in rural and remote areas.	Secondary	To be determined
Create a community feedback mechanism (e.g., surveys, forums) to identify gaps in service access and inform advocacy efforts.	Tertiary	To be determined

Actions: Mental Health and Addiction

Goal: Strengthen interagency collaboration.

Action	Prevention Level	Timeline
Establish peer-led support networks for mental health recovery and addiction treatment aftercare.	Tertiary	To be determined
Implement alternative crisis response options (e.g., Crisis Response Unit model) to reduce reliance on RCMP.	Tertiary	To be determined
Work with Prairie Mountain Health to increase counselling and addiction support hours, including walk-in or same-day appointment options.	Tertiary	To be determined
Develop a mobile crisis/outreach team that can respond to individuals in distress.	Tertiary	To be determined
Establish a centralized “service navigation” point (physical or virtual) to help people connect to mental health and addiction resources without long delays or confusion.	Secondary and Tertiary	Ongoing

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

- Many respondents feel there is a lack of accountability for "repeat offenders" and that the justice system acts like a "revolving door".
- There is a general perception that crime and violence are on the rise among adults and youth in Dauphin, and people are afraid of accessing businesses and services in the downtown area due to fears of harassment or assault.
- Regarding sense of safety, there is a desire to capitalize on the beauty of Dauphin by repairing abandoned buildings, holding community clean-ups, and improving roads.

Goals

- Increase perceptions of safety across all demographics.
- Decrease crime rates.

Actions: Crime and Safety

Action Plan

Goal: Increase perceptions of safety across all demographics.

Action	Prevention Level	Timeline
Continue Crime Prevention Through Environmental Design (CPTED) implementation (e.g., lighting, cameras, sightline improvements).	Secondary	Ongoing
Expand the Storefront Improvement Program to include eligible safety measures (e.g., lighting, security systems, locks).	Secondary	To be determined
Establish an RCMP–City–business communication group to share trends and coordinate prevention.	Tertiary	To be determined
Encourage voluntary residential and business camera registration; promote security rebates.	Secondary	To be determined
Promote community watch initiatives through partnerships (e.g., Citizens on Patrol).	Tertiary	To be determined
Continue annual promotion of the 9 PM Routine campaign to encourage residents to secure their homes and properties by locking doors, turning on exterior lights, and removing valuables from sight.	Secondary	Ongoing
Collaborate with the City to ensure prompt removal of graffiti on public and private property.	Tertiary	Ongoing
Explore options for hiring summer staff to patrol the community, clean up litter and needles, and provide security for City parks, Dauphin Recreation Services, the Dauphin Public Library, and the downtown core.	Tertiary	To be determined

Actions: Crime and Safety

Goal: Decrease crime rates.

Action	Prevention Level	Timeline
Conduct a feasibility study to assess the potential implementation of a Community Safety Officer (CSO) program in Dauphin, including roles, funding models, training requirements, and integration with existing enforcement and outreach services.	Tertiary	To be determined
Partner with RCMP and local schools to expand youth engagement programs (e.g., mentorship, recreation, job-skills).	Primary	To be determined
Support RCMP and probation services in identifying chronic offenders and coordinate with outreach agencies for targeted interventions.	Tertiary	To be determined
Establish a municipal Vacant and Boarded Buildings Bylaw and Derelict Buildings Bylaw to reduce property neglect and associated crime.	Tertiary	Ongoing
Launch a community grant program for grassroots safety initiatives (e.g., mural projects, youth clubs, neighbourhood events).	Primary and Secondary	To be determined
Ensure proper evaluation of Tier 1 housing proposals to consider location, buffer area, security, neighbourhood impact, and capacity to provide wrap-around supports.	Tertiary	To be determined

Priority: Access to Services and Supports

Description

The ability of community members to access services and supports in and around Dauphin is essential for well-being. Reducing barriers to vital community services and supports directly impacts the quality of life and long-term resilience of a community.

Key Findings from Data

- People in Dauphin appreciate the access to sports and recreation opportunities, the available green spaces and parks, as well as the many cultural events.
- There are calls for increased healthcare options for physical and mental health as well as senior care services.
- There are also requests for more safe and meaningful recreation and leisure opportunities for youth, which may decrease risks of substance use or crime.
- Feedback from the community also highlighted a need for more public transit options both within Dauphin and to neighbouring communities.

Goals

- Improve navigation and integration of services.
- Strengthen capacity of existing services.
- Expand local service availability and accessibility.
- Enhance youth engagement through accessible recreation.
- Improve employment, income stability, food security, and affordability.
- Enhance equitable and accessible transportation.
- Ensure accessibility in the built environment.

Actions: Access to Services and Supports

Action Plan

Goal: Improve navigation and integration of services.

Action	Prevention Level	Timeline
Establish a centralized access point for services, modeled after Here 24/7, to streamline referrals and support navigation across housing, health, and employment services.	Secondary and Tertiary	To be determined
Develop and promote a hybrid “Service Hub” (online and in-person) where residents can receive guidance and connect with local, regional, and provincial supports.	Secondary and Tertiary	To be determined
Create and distribute a local asset map highlighting available services and contact information.	Primary	To be determined

Goal: Strengthen capacity of existing services.

Action	Prevention Level	Timeline
Advocate for increased provincial funding to reduce wait times for mental health services and expand staffing.	Tertiary	To be determined
Support expanded funding for Parkview Lodge’s Housing Foundations Model to increase capacity for transitional housing and the ability to provide wrap-around supports.	Tertiary	Ongoing
Conduct a service capacity audit to identify gaps and prioritize areas for investment.	Secondary	To be determined



Actions: Access to Services and Supports

Goal: Expand local service availability and accessibility.

Action	Prevention Level	Timeline
Support recruitment efforts for family physicians and primary care providers to address local shortages.	Primary	To be determined
Increase availability of complex supports locally to reduce the need for referrals outside Dauphin.	Tertiary	To be determined
Collaborate with partners (e.g., Manitoba Métis Federation and other First Nation Communities) to expand mobile outreach teams to deliver healthcare, addictions support, housing assistance, and mental health services directly to residents facing mobility or transportation barriers.	Tertiary	To be determined
Explore opportunities to increase affordable childcare options.	Primary	Ongoing
Advocate for infrastructure improvements to allow telehealth and virtual service options to extend their reach into rural areas.	Primary	To be determined
Increase local services for seniors (e.g., through volunteering or local providers).	Secondary	To be determined

Actions: Access to Services and Supports

Goal: Enhance youth engagement through accessible recreation.

Action	Prevention Level	Timeline
Expand access to free low-cost recreation programs, including those offered by the Dauphin Friendship Centre and Dauphin Recreation Services.	Primary	Ongoing
Explore additional youth-focused recreation opportunities, such as drop-in sports, arts programs, and mentorship activities.	Primary	To be determined
Promote awareness of existing low-cost recreation options, including Disc Golf at Vermillion Park; tennis, pickleball, basketball, and volleyball at Meadowlark Park; and the toboggan hill, pump track, and walking trail at Maamawi Park.	Primary	Ongoing
Explore opportunities to make the D-Town Plaza Skate Park cleaner, safer, and more welcoming for young users.	Primary	Ongoing

Actions: Access to Services and Supports

Goal: Improve employment, income stability, food security, and affordability.

Action	Prevention Level	Timeline
Implement commercial incentives through Dauphin Economic Development to attract and retain employers offering living-wage jobs.	Primary	Ongoing
Partner with DNRC's DIVERSECity Program and Manitoba Possible to connect newcomers and persons with disabilities to local workforce training and employment.	Secondary	To be determined
Promote awareness and public support for the Dauphin and District Food Bank and second-hand clothing suppliers.	Tertiary	To be determined
Support financial literacy programs for youth and adults.	Primary	To be determined
Advocate for a federal universal basic income to reduce poverty and income instability.	Primary	To be determined
Support basic needs programs, such as Meal in a Bag, food delivery for seniors, school supply drives, and hygiene kits.	Secondary	To be determined
Promote Manitoba Hydro and Efficiency Manitoba rebate programs to help residents reduce utility costs.	Secondary	To be determined

Actions: Access to Services and Supports

Goal: Enhance equitable and accessible transportation.

Action	Prevention Level	Timeline
Expand the capacity of community transportation services, including increased hours, vehicles, and driver availability.	Primary	To be determined
Explore fare subsidies and ticket programs for residents facing financial barriers to transportation.	Secondary	To be determined
Advocate for provincial and federal grants to expand low-income transit programs.	Secondary	To be determined
Investigate community-based rideshare or volunteer driver programs for seniors, persons with disabilities, and vulnerable groups.	Secondary	To be determined
Research alternate public transportation models used in similar-sized communities to identify feasible options for Dauphin.	Primary	To be determined
Advocate for increased provincial funding to support long-term transportation planning.	Primary	To be determined
Conduct a transportation needs assessment to guide future investments.	Secondary	To be determined

Actions: Access to Services and Supports

Goal: Ensure accessibility in the built environment.

Action	Prevention Level	Timeline
Conduct accessibility audits of City facilities, parks, trails, and sidewalks, and develop a phased improvement plan aligned with provincial standards.	Secondary	To be determined
Engage people with disabilities in the audit process to ensure lived experience informs planning.	Secondary	To be determined
Assess accessible parking availability and identify priority areas for upgrades.	Secondary	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

- Some survey and engagement respondents shared feelings of discrimination and racism in the community and felt that the City of Dauphin does not acknowledge social issues in the community.
- Engagements with community groups also demonstrated a desire to enhance feelings of belonging for various groups, including those with lived experience and newcomers.
- Engagement sessions also uncovered experiences of discrimination, as well as gaps in the availability of culturally appropriate services.
- There is need to pay attention to the disproportionate negative outcomes experienced by Indigenous Peoples in Dauphin.
- Disaggregated survey data reveal that Indigenous respondents were more likely to say their income did not meet their needs and had increased levels of stress compared to other respondents.

Goals

- Foster a sense of belonging and trust.
- Promote cultural awareness and representation.
- Support Indigenous cultural development and reconciliation.
- Reduce stigma toward vulnerable populations.

Actions: Sense of Belonging

Action Plan

Goal: Foster a sense of belonging and trust.

Action	Prevention Level	Timeline
Continue distributing the New Resident Guide and explore digital formats to improve accessibility.	Secondary	Ongoing
Collaborate with the Dauphin and Area Welcoming Coalition to enhance Welcome Week activities and newcomer engagement.	Secondary	Ongoing
Launch a “Neighbourhood Connect” initiative to encourage residents to share safety tips, community updates, and build local relationships.	Primary	To be determined
Create inclusive spaces for story-telling and cultural exchange, such as community cafés and speaker series.	Primary	To be determined

Actions: Sense of Belonging

Goal: Promote cultural awareness and representation.

Action	Prevention Level	Timeline
Host inclusive community events and provide in-kind support or micro-grants to local cultural organizations.	Primary	To be determined
Offer diversity, equity, and inclusion (DEI) training for schools, businesses, and municipal staff.	Primary	To be determined
Advocate for increased funding and support for existing cultural and community organizations (e.g., Dauphin Friendship Centre, DNRC).	Primary	To be determined
Expand representation of diverse voices at decision-making tables, boards, and advisory committees.	Secondary	To be determined
Create a Cultural Calendar to promote events and observances from various communities.	Primary	To be determined

Actions: Sense of Belonging

Goal: Support Indigenous cultural development and reconciliation.

Action	Prevention Level	Timeline
Strengthen partnerships with Indigenous communities to co-develop land-based learning and cultural opportunities.	Primary	To be determined
Collaborate with local Elders and Indigenous organizations to integrate cultural education into schools, workplaces, and public spaces.	Primary	To be determined
Ensure all initiatives are developed in genuine partnership, align with Indigenous priorities, and avoid tokenism or unintended exclusion.	Primary	Ongoing
Support Indigenous-led education initiatives in schools, including language, history, and cultural teachings.	Primary	To be determined
Support the creation of Indigenous cultural spaces within public facilities or outdoor areas (e.g., gathering circles, teaching gardens).	Primary	To be determined
Incorporate Indigenous historical figures, languages, and cultural narratives into public spaces through statues, street naming, murals, interpretive signage, in collaboration with Indigenous communities.	Primary	To be determined

Actions: Sense of Belonging

Goal: Reduce stigma toward vulnerable populations.

Action	Prevention Level	Timeline
Use City communication channels to share accurate, respectful, non-stigmatizing information about social issues.	Primary and Secondary	To be determined
Promote positive storytelling and ambassador campaigns that highlight lived experiences and contributions of marginalized residents.	Primary	To be determined
Launch public awareness initiatives to reduce stigma around homelessness, mental health challenges, and substance use, fostering empathy and inclusion.	Tertiary	To be determined
Ensure public spaces are welcoming and inclusive with visible signage promoting diversity, safety, and respect.	Primary	To be determined
Support Pride events and awareness campaigns to celebrate 2SLGBTQIA+ communities.	Secondary	Ongoing
Encourage installation of gender-inclusive washrooms in public buildings and facilities.	Secondary	To be determined

Governance and Implementation



Governance & Implementation

It can be daunting to move a strategy from development and planning into implementation and action. Often, the fear arises that there will not be sufficient sustained commitment to make the strategy a reality; however, experience and research over decades of community safety work in Canada 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 establishment of dedicated coordination structures supported by core budgets, political leadership, and skilled staff to drive strategic efforts and ensure continuity.[7,8,9]

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/Advisory Committee.

Community safety is a complex system, 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 Dauphin's CSWB Plan.

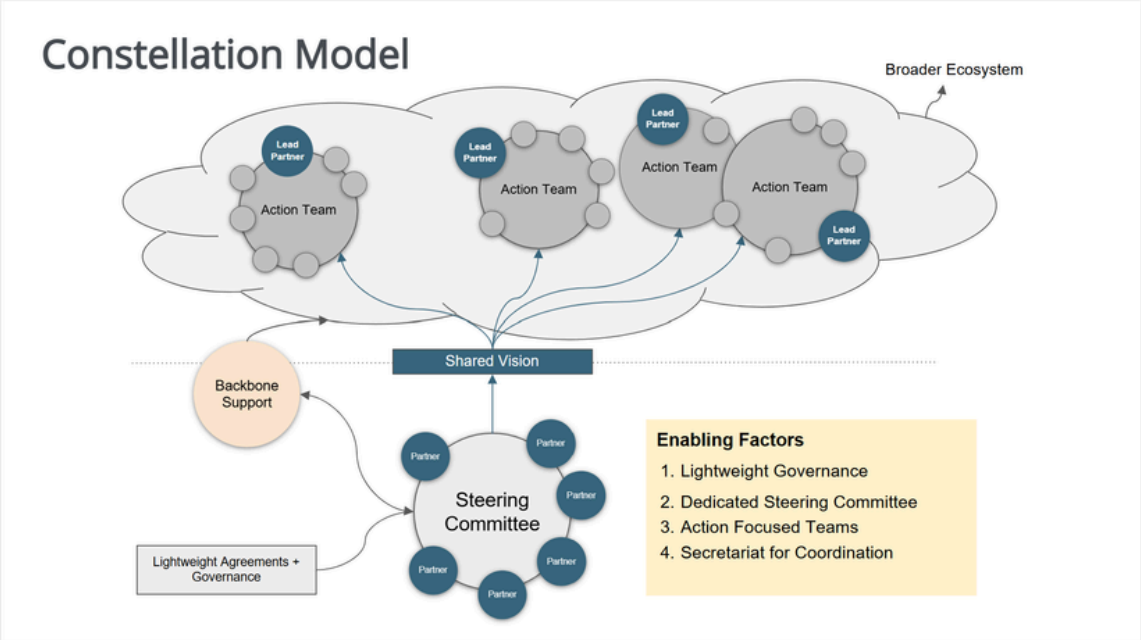
Community safety strategies lend themselves well to a collective impact approach. For something to be regarded as a collective impact effort it needs to meet several key criteria:

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

[7] 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.
[8] Eurosocial. (2015). Regional Model for a Comprehensive Violence and Crime Prevention Policy. http://www.sia.eurosocial-ii.eu/files/docs/1461686840-DT_33-_Modelo%20regional%20Prevencion%20Violencia%20(ENG).pdf
[9] 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 and provides the greatest flexibility in these collaborative ventures. The constellation governance model has been adapted many times to meet diverse conditions that call for collaborative, rather than single organization, solutions. The model brings together multiple groups or sectors to work toward an agreed upon shared outcome; its structure includes a Steering Committee (often drawn from the original CSWB planning steering committee) to oversee implementation and maintain strategic alignment and Action Teams to lead specific priorities. Action Teams are typically smaller, time-limited, and flexible, ensuring that implementation remains responsive to community needs and diverse expertise.[10] This governance model is ideally suited for partnerships, coalitions, networks, and even movements. As an approach for bringing together diverse service and community voices towards a common goal, it has great potential for animating the community while staying grounded in strategic agreements. The constellation governance model is illustrated below.



[10] 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

While, ideally, cities have dedicated funding and positions focused on community safety, this backbone function can also be a shared responsibility, where local organizations agree to rotate responsibility for providing backbone support. The implementation of Dauphin's 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.

CCFSC Recommendations for Dauphin's CSWB Plan

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 - is recommended 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.

While the CSWB Coordinator will provide overall backbone support and drive implementation, they will work in close partnership with the Advisory Committee, Action Teams, CCFSC, and community members 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 the extent to which the plan is, or is not, meeting its objectives and achieving the anticipated outcomes (the impact, change, or benefits created).

CCFSC recommends that Dauphin's 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 Dauphin’s 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 Dauphin, and the indicators, measures, data collection tools, and data sources that can be used for monitoring and evaluation.

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 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.	# 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 (e.g., Terms of Reference, meeting Minutes)
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 (e.g., Terms of Reference, meeting Minutes)
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 (e.g., Terms of Reference, meeting Minutes)

Monitoring and Evaluation

Thematic 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 Dauphin.

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 techniques like Collaborative Sensemaking and Process Tracing:

- **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.

Indicators: Housing and Houselessness

Indicators	Measure	Recommended Tools or Data Sources
Housing Insecurity Unmet Housing Needs	Rate (per 100,000) of persons across core housing needs, by social and affordable housing status, economic family structure, and sex. 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.	Population level data available: Statistics Canada Census Population level data available: Statistics Canada - Canadian Housing Survey
Homelessness	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. 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.	Point in Time (PiT) Count
Presence of Encampments	Mapping of the #, location, and size of encampments, percent change; # of people living in encampments collected via PiT count.	Point in Time (PiT) Count Population level data available: 2022 Survey on Homeless Encampments
Access to Services	Availability, use, and cultural responsiveness of services. Includes the #, type, location, service hours, spaces available, spaces used, waitlists, etc. Of relevant services	Systems and asset mapping Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC

Indicators: Mental Health and Addiction

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

Indicators: 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

Indicators: Crime and Safety (2)

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

Indicators: Access to Services and Supports

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
Safe Transportation and Mobility	% of population that reports feeling safe using public transit; % of population that reports avoiding traveling at night; % of population that reports taking extra safety precautions while transiting	Public opinion poll (Ipsos) may provide comparable data
Early Development Indicators	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

Indicators: Access to Services and Supports (2)

Indicators	Measure	Recommended Tools or Data Sources
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 (RJ) 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
Availability and Use of Services for Seniors.	Uptake of Meals on Wheels. Number of seniors utilizing specific services. Feedback on accessibility and availability of local services.	Local data from service providers. Experiences compared to baseline data from 2025 community survey and engagements conducted with CCFSC

Indicators: 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 & 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, Dauphin can move forward with confidence by grounding its efforts in three key commitments:

Strengthen Community Collaboration: As Dauphin 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.

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.

Prioritize Future Generations: This plan offers an opportunity to create a safer, more inclusive, and resilient community for generations to come. Dauphin 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 Dauphin continues to thrive.

Photo provided by the City of Dauphin

