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Exhibit: National Inquiry into Missing and Murdered Indigenous Women and Girls

Location/Phase: Part 2 Regina

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Add'l info: P02P02P0301

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Initials

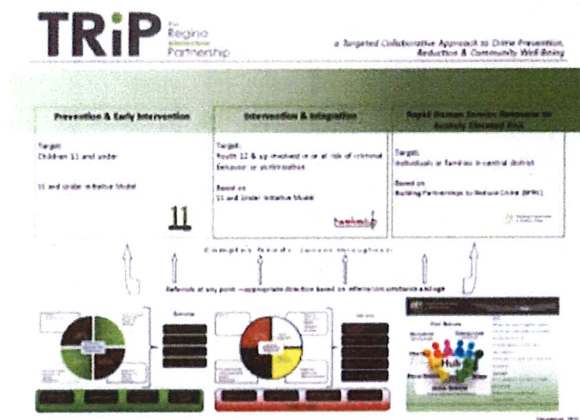
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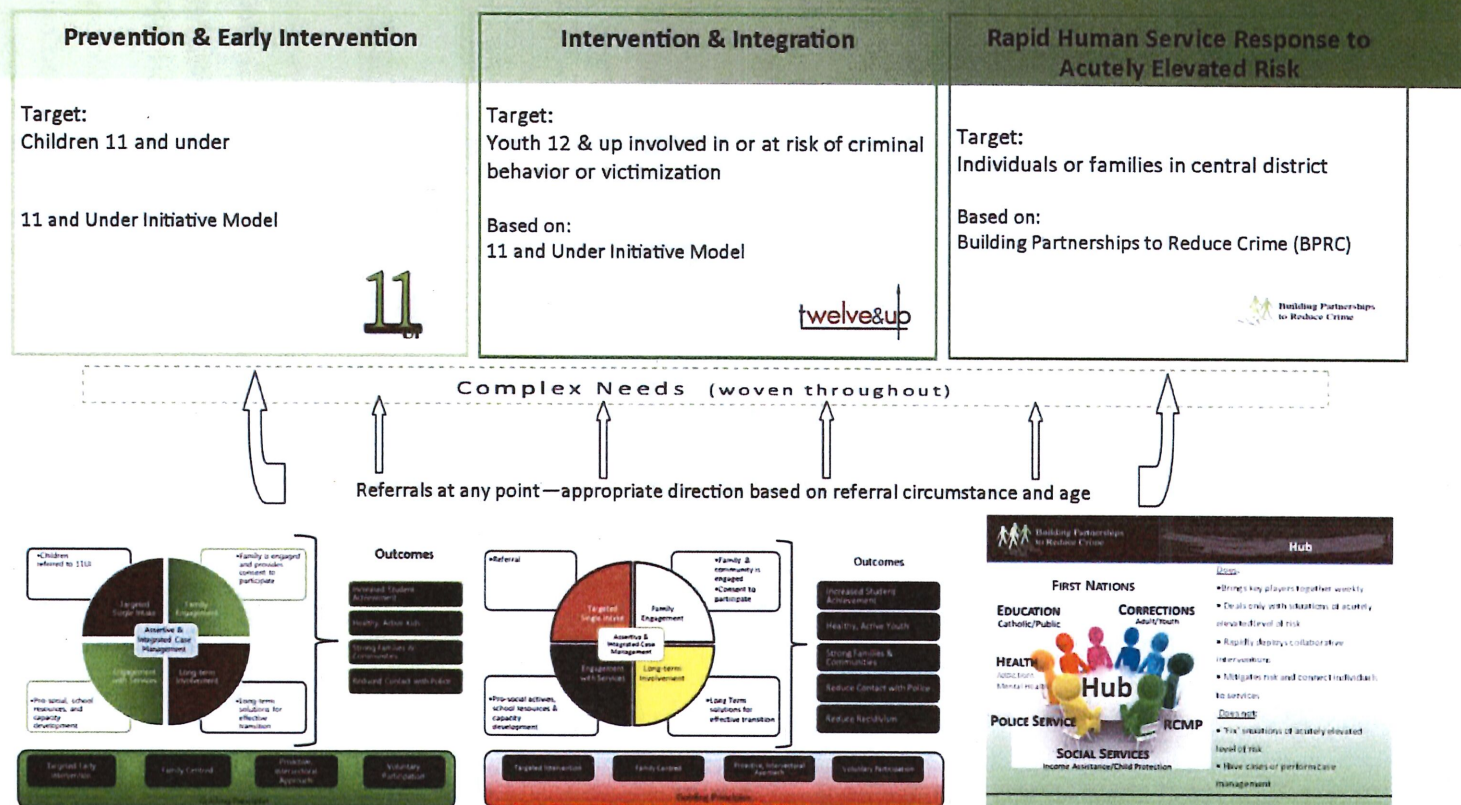
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The Regina Intersectoral Partnership (TRiP) is a three-component (to brochure inside), multi-sector collaborative risk-driven initiative designed to improve community safety and well-being in Regina, Saskatchewan. These components include the 11 and Under Initiative (11UI), the twelve&up Initiative (twelve&up), and a Hub.



By focusing on coordinated service support, reduction of barriers to pro-social activities, and school engagement, both 11UI and twelve&up aim to generate risk reduction, and ultimately reduced vulnerability of children and their families. The Hub is designed to identify situations of acutely-elevated risk, and rapidly mobilize interventions of support to prevent crises and harm.

The focus of TRiP's 11UI and twelve&up is "behaviours or conditions that place children in a position of vulnerability". The goal is to "make appropriate connections and referrals for children to optimize their health, safety and development through improved communication and collaboration among service providers".



The Regina Intersectoral Partnership (TRiP) is a three-component, multi-sector collaborative risk-driven initiative designed to improve community safety and well-being in Regina, Saskatchewan. These components include the 11 and Under Initiative (11UI), the twelve&up Initiative (twelve&up), and the Hub model. By focusing on coordinated service support, reduction of barriers to pro-social activities, and school engagement, both 11UI and twelve&up aim to generate risk reduction, and ultimately reduced vulnerability of children and their families. The Hub model is designed to identify situations of acutely-elevated risk, and rapidly mobilize interventions of support to prevent crises and harm. While 11UI and twelve&up are currently being implemented, TRiP's application of the Hub model is still in development.

The Regina intersectoral Partnership is a shared commitment by multiple human service agencies to improve client outcomes through intersectoral collaboration, risk reduction, and coordinated service provisions.

11 and Under Initiative

[Home](#) / [About Us](#) / [11 and Under Initiative](#)

Prevention & Early Intervention

The 11 and Under Initiative (11UI) is a collaborative partnership aimed at supporting children under the age of 12 who are exhibiting behaviors that put them at risk for criminal involvement or are at increased risk for victimization. Children are referred to 11UI through an early identification process. Once a referral is received, the Intake and Referral Officer obtains consent allowing the partners to work with the child and family. 11UI utilizes assertive and integrated case management to engage children and families with human services and community supports.

The 11UI collaborative partnership includes commitment from; Regina Public Schools, Regina Catholic Schools, the Regina Police Service, the Ministry of Social Services, the Ministry of Justice and the Regina Qu'Appelle Health Region.

The 11UI partnership also supports the strength and resilience of families by increasing awareness and access to existing social and community support services. The impetus and need for such an initiative within Regina grew out of challenges faced by many sectors and families, overwhelming evidence and research on early intervention benefits, as well as the opportunity to align with provincial policy direction regarding children and youth. Ultimately, an opportunity to support improved community safety and social well-being.

Initiative Objectives

- By improving the communication and collaboration among service providers to strengthen the early identification of challenges among children and their families.
- By creating a process to provide seamless referrals to the appropriate service provider(s).
- By early identification of family members demonstrating behaviour that may put them or other family members at risk.
- By connecting children and families with appropriate services and programs.

11 and Under Expected Outcomes and Indicators

Pro-Social Engagement

- Increase in pro-social activities – sports, before/after school programs
- Connect "At Risk" families with pro pro-social services

Stay in School

- Increase school attendance and engagement
- More children staying in school

Increased Coordination of Service Response

- Reduce service gaps for children and families
- Reduction of children in care, families needing social assistance

Enhancing Family Services

- More evidence of effective parenting
- Safe, stable home environment
- Increase the strength of the family structure

Crime Reduction and Prevention

- Reduce the involvement with the criminal justice system
- Reduction of anti social/criminal behaviour

twelve&up initiative

[Home](#) [About Us](#) [twelve&up initiative](#)

Intervention & Integration

The twelve&up Initiative functions on the same principals and business processes as 11UI but focus specifically on youth aged 12-18. Like 11UI, the Intake and Referral Officer obtains consent allowing the partners to work with the young person and their family. Representation on the Steering Committee and intersectoral Collaboration Team (iCT) remain the same as 11UI. There is an opportunity for in custody facilities to be a source of referrals for people being released back into the community who may require specific services to successfully reintegrate back into school and community.

twelve&up Expected Outcomes and Indicators

Pro-Social Engagement

- Increase in pro-social activities – sports, before/after school programs
- Connect “At Risk” families with pro pro-social services

Stay in School

- Increase school attendance and engagement
- More young people staying in school

Increased Coordination of Service Response

- Reduce service gaps for young people and families
- Reduction of young people in care, families needing social assistance

Enhancing Family Services

- More evidence of effective parenting
- Safe, stable home environment
- Increase the strength of the family structure

Crime Reduction and Prevention

- Reduce the involvement with the criminal justice system
- Reduction of anti social/criminal behaviour

Reduce Recidivism

- Increase in familial supports upon reintegration into community

Lower rates of reoffending

SEO details...

2 year pilot project | Constable position paid for by a **grant evaluation** throughout the development and duration

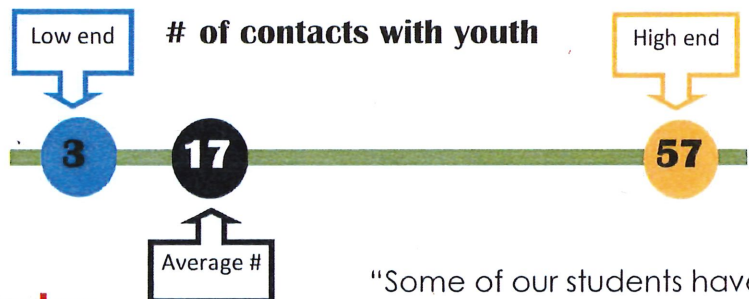
"This is a great testament to the solid, professional, and leadership-inspired policing that should be done on a daily basis".

School Teacher

Nilson, C. (2017). 11 & Under Initiative and Twelve & Up : School Engagement Officer Component (Special Analysis). Prince Albert, SK: Living Skies Centre for Social Inquiry.

77 youth received some degree of SEO support

the TRiP SEO Special Analysis states, the leading reason for SEO involvement with a TRiP youth was ... **school absenteeism**



Decreased Calls for Service

n=51 | as an accused/suspect or missing person

Prior to TRiP & SEO involvement, the 51 youth averaged **4.3** police calls

After TRiP & SEO involvement the average dropped to **2.3** calls

"Some of our students have viewed the police in a very negative light. This has really changed that by having a police officer build a relationship with them and to be someone they can count on for support and trust."

School Teacher

Nilson, C. (2017). 11 & Under Initiative and Twelve & Up : School Engagement Officer Component (Special Analysis). Prince Albert, SK: Living Skies Centre for Social Inquiry.

Additional feedback from human service professionals also points to the strong relations that the SEO is building with the Regina Police Service, at risk youth and the broader community.

Nilson, C. (2017). 11 & Under Initiative and Twelve & Up : School Engagement Officer Component (Special Analysis). Prince Albert, SK: Living Skies Centre for Social Inquiry.



School Attendance | remained the same or improved with **60%** of youth

School Behavior | remained the same or improved with **62%** of youth

Education

SCHOOL ENGAGEMENT OFFICER (SEO)
September 2015-April 2017



Dreams Take Flight



SIX Regina children involved with TRiP were chosen to be part of a larger group of children who are meeting in Winnipeg, Manitoba on April 11th to all fly to Walt Disney World Florida.

The group will spend a day in Winnipeg with other children where they will receive an orientation, then board the plane on April 12th for the **ONE** day trip

to Disney World in Orlando, Florida. They return back to Regina on April 13th.

This experience was kept a **secret** from these children. Only caregivers, TRiP team members and school administration involved in the planning and information gathering portions of the process knew of the trip.

It was a **surprise**—each child believed they were attending an event to participate in a game show against the TRiP team members, with support from their family, school resource officer, school administrators and supports, when in fact they learnt of the Dreams Take Flight trip upon winning the game.

Dreams Take Flight was founded in 1989 by a group of Air Canada employees, Dreams Take Flight Canada (DTFC) is a charity that provides 1-day trips to Walt Disney World or Disney Land in partnership with Air Canada for physically, mentally or socially challenged children. The children that DTFC supports must be 6-11 years old, financially unable to travel to Disney, and must never have been to Walt Disney World or Walt Disney Land before.

Dreams Take Flight is a **100% volunteer-powered** charity and proud of it. Every person donates their time; from the Air Canada pilots, flight crew and ground support to the administrative support. It's only through caring individuals that our magical journeys are able to take flight.



Collaboration for Leadership

Leaders Creating Future Leaders...

...is the newest initiative in a long standing partnership between Regina Crime Stoppers and Conexus Credit Union that exposes young people involved with TRiP to community leaders.

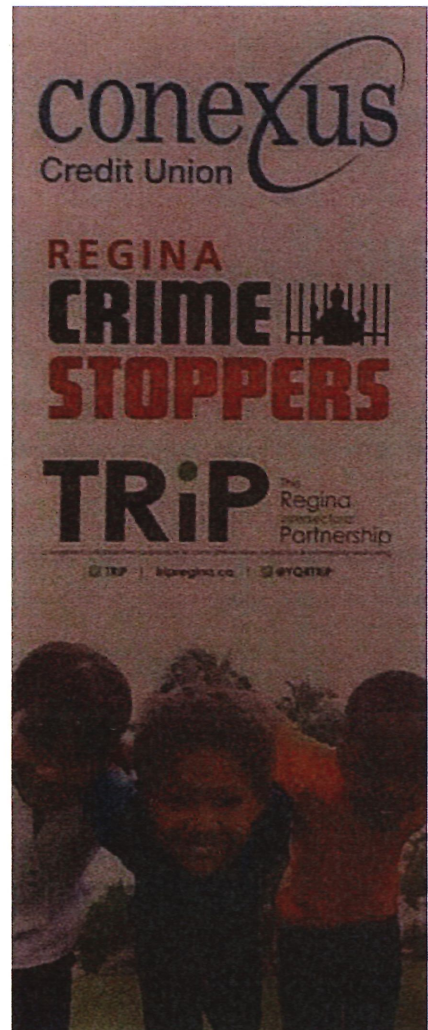
"We know that what we do influences children far more than what we say. Having said this, exposing children to successful leaders will have a positive impact on their lives. Speaking to them about leadership issues, may not have a huge effect on them, but being with positive role models will have a huge impact." Regina Crime Stoppers

8 community activities held during the lunch hour throughout the year will bring together the same 25 TRiP, Crime Stoppers & Conexus members monthly. They are served lunch & have the opportunity to listen to a leadership speaker at each event.

Crime Stoppers coordinates the logistics of the monthly activity & Conexus Credit Union provides funding for a meal & other associated costs.

Consistent personnel from both Crime Stoppers & Conexus attend the event to visit with the kids, allowing them a positive relationships with leaders in the community.

The long term goal is to invest and inspire young people to become strong leaders who are proud of their communities.



the events...

September 28th | Regina Fire Department | various speakers

October 27th | Serbian Hall | First Nation's Leaders Jada Yee & Thomas Benjo

November 21st | Regina Police Service | Chief Evan Bray

Power in Partnerships

Why Pro-Social Engagement?

The involvement of adolescents in prosocial activities serves the functions of making adolescents aware of and able to accept the social norms and moral standards of society. This involvement will bring positive changes to the adolescents and consequently benefit society as a whole.



<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3353316/>

TRiP Thanks...

Sarah Fuchs & Taylor Frei our team Support Workers who worked with many of the TRiP kids throughout the summer. They provided support for transportation to & from activities, one on one and group mentorship, as well as assisted kids in developing day to day life skills. Many creative FREE activities were initiated by Sarah and Taylor including trips to city parks, fishing trips, bowling, and more.



Taylor brought together a couple of UofR Cougar hockey friends (& his bro) for a floor hockey game. It was an activity many kids hadn't experienced before with University role models. While the game itself was fun & exciting, the highlight was the following comment from one of the TRiP participants...



"I scored a goal. Did you see that? I've never scored a goal in my LIFE! Whooooa"

2016 Summer Camp Attendance

Dallas Valley - 19
YMCA - 33
YWCA - 9
Hoop School - 4
EYES - 4
Engineering for Kids - 1
Ehrlo Soccer Camp - 2
Lumsden Beach Camp - 8
Bricks 4 Kidz - 2
Strasbourg Bible Camp - 1
Flux Fitness Camps - 5
Create Your Own Manga - 1
Soccer Camp - 2

Circle Square Ranch Camp - 1
Art & Sport Camp - 2
YAS Basketball Camp - 1
Sylvan Learning Centre - 1
Amazing Adventures ACRO
Camp - 1
Touch Football League - 4
Echo Lake Bible Camp - 1
Dinosaurs Camp - 1
Kids Can Dance - 1
306 Skate Shop - 3
True North Basketball Camp - 3

Badminton Camp - 1
Kenossee Lake Bible Camp - 1
Sask Band Camp - 1
Museum Camp - 1
Camp Monahan - 3
Rams High School Camp - 1
Rams Camp - 2
Science Centre Camp - 2
Music Camp - 1
Clearview Christian Camp - 1
Camp Caterpillar - 2
RMF - 16



1146
twelve&up **40** = **86** active **TRiP** clients



- improve social skills
- creates sense of belonging
- provides safety & supervision
- builds confidence
- deters likelihood of risky behavior
- exposure to new experiences
- encourages responsibility
- teaches respect
- meet new people
- make new friends
- builds new skills

...reasons why to keep kids busy?



2017 Summer Activity Summary

Programming for TRiP involved youth is possible as a result of annualized funding from the Ministry of Social Services & a successful grant from SaskSport Inc.



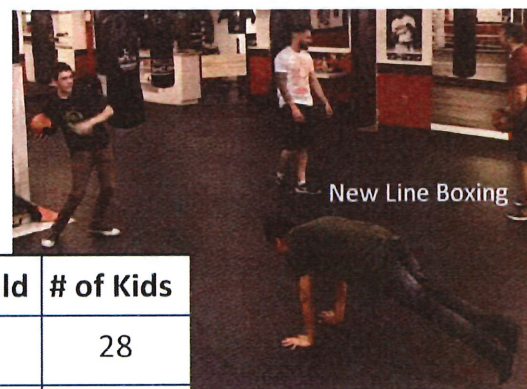
Bike Rides



Swimming



Chapters



New Line Boxing

TRiP provided summer programming to **57** of the **86** youth

# of Activities per Child	# of Kids
1 activity	28
2 activities	23
3 or more activities	5

103

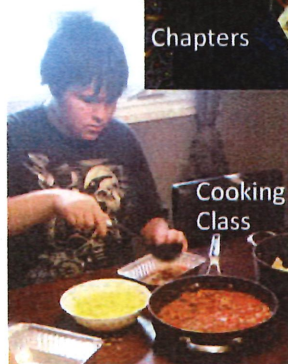
TOTAL ACTIVITIES & CAMPS ATTENDED

TRADITIONAL CAMPS- Dallas Valley, Kenosee Girls & Boys; Camp Monahan; Circle Square Ranch; YMCA Outdoor & day camps

SPORTS/FITNESS ACTIVITIES & CAMPS- Flux Fitness; Hoop Life; YAS Basketball; Flag Football; Regina Minor Football; Queen City Soccer; Swimming lessons; Clearbrook Wellness Yoga; RAMS Camp

LITERACY/ACADEMIC/LIFE SKILLS ACTIVITIES & CAMPS- Cooking class; Literacy Camp; Observatory Art; EYES; Science Centre; Bricks 4 Kidz; City of Regina Arts & Sport; Engineering Camp

PERSONAL SUPPORT CAMPS- Healing Hearts Camp



Cooking Class

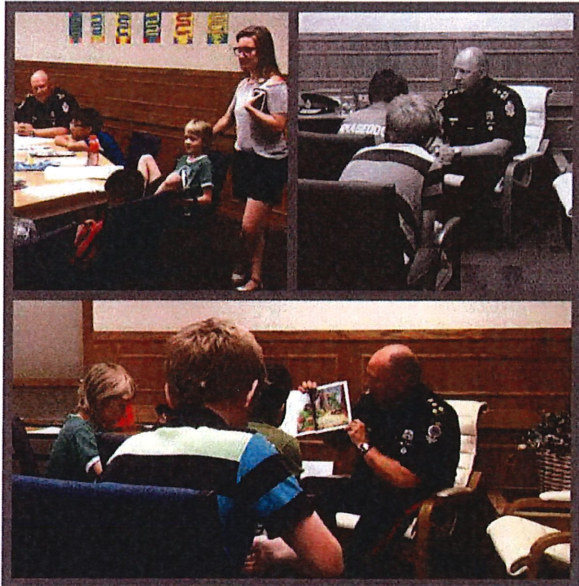
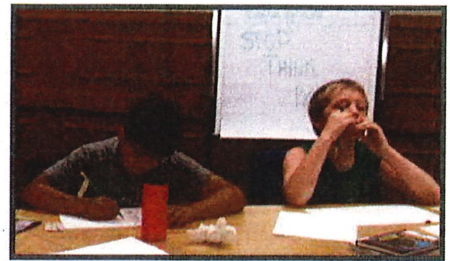
Literacy Camp

TRiP Support Workers provide youth with guidance, mentorship & support in individualized identified areas of need.

Sarah Fuchs & Taylor Frei, independently planned, designed & implemented a week long Literacy Camp for 6 TRiP youth.

The TRiP Summer Literacy and Self-Regulation camp was held at the Regina Public School Board Office.

The camp's morning focused on literacy development, accompanied with teaching coping and self-regulation strategies. In the afternoon's participants attended outings within the community and surrounding areas.



Activities included:

- book reading by T. Frei—UofR
- Cougars men's hockey team player & by Chief Bray;
- attended Candy Cane park;
- afternoon @ the beach;
- Exploration Days in Victoria Park;
- attended a movie



**SHOUT
to**



CLEARBROOK
WELLNESS CENTRE

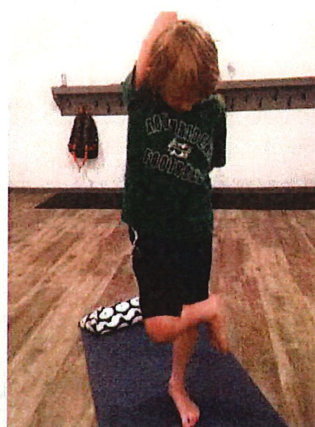
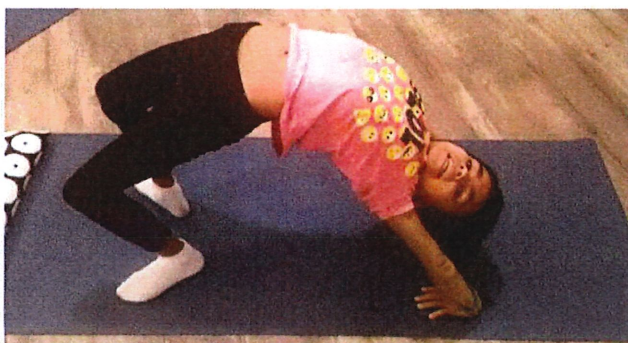
Regina's Child and Youth Wellness
Centre offering counseling, massage
therapy, yoga and meditation



@clearbrookcentre

After learning about TRiP from one of our team partners, Clearbrook Wellness Centre approached TRiP Coordinator Lance Dudar asking if they could design a class specifically for TRiP kids.

Offering the class at a reduced rate and working one on one with the youth, they delivered a very successful yoga program. Primary focus on emotion recognition and self-regulation utilizing education, body movement, and meditation.



Matt's Background

- @ age 6 Matthew was physically violent @ school - kicking, punching & damaging his classroom;
- family admitted they do not set or enforce good boundaries for him;
- had no friends;
- no social activities.

What were people trying to do?

- in a rare move by the school, the school Supt. wanted to look at a placement at the Ranch for him, parents did not agree;
- Matt's parents were connected with 11UI through a referral. This helped bridge the gap/build relationships between the school & his family - - by having regular meetings between the school & family to work toward re-integration at school;
- Matt was in contact with the police 3 times after his involvement with 11UI, during the time when his behaviour & a course of action were being assessed;
- mom decided to homeschool Matt for a year;
- Matt desperately wanted to be back in school

11UI helped facilitate:

- successful re-integrated into school (consistently attending the last 2 yrs);
- a diagnosis from Child & Youth Services (formal ADHD and autism diagnosis);
- a connection to the Autism Centre, Special Olympics camps, programming @ the Y,
- obtaining a mentor.

Outcome:

- no police contact since being successfully reintegrated into school;
- met mom mid-September, she is thankful for 11UI - - doesn't know where their family would be without the collaborative support;
- 11UI conducts regular case conferences to ensure supports & services are being offered & meeting Matt's needs;
- 11UI has impacted the whole family (Matt's parents & 2 brothers)

FYI's:

- 11UI has had 350 referrals to date, and currently has 92 active clients to date
- twelve&up Initiative is currently being piloted
- TRiP office located at 1600 4th Ave – stop by



TRiP

| tripregina.ca



@YQRTRiP

| tripstaff1@gmail.com



Alex's Background

- not attending school, nor was he engaging in school when he did attend.
- diagnosed with ADHD, anxiety & depression.
- very withdrawn & anti-social & kept teachers & classmates at bay.
- mumbled when he spoke, looked at no one & mom was actively engaged with TRiP,

What were people trying to do?

- mom spent almost every morning of the remaining school year driving him to school.
- last year school goal was to just get him inside the building.
- April 2014, TRiP began working with Alex.
- as a result of Alex's mom driving him to school daily, he only missed 43 school days last year, though many times he would refuse to get out of the van.
- this year, the school, TRiP staff & mom recognized that Alex was ready to do more than simply show up. Alex started out in September attending ½ days, but at times was still refusing to get out of the van.

11UI helped facilitate:

- at a September TRiP case conference, mom advised TRiP staff that Alex talked constantly about wanting a chameleon. (She noted that he never asks for anything but this keeps coming up).
- it was suggested that TRiP implement a goal reward chart for Alex to earn a chameleon to keep in the classroom & that he would have responsibility for.

Outcome:

- in October, Alex started working towards achieving his final goal (getting a chameleon), while accomplishing smaller milestones along the way.
- he was required to be in the classroom for the morning & to make an effort. The "effort" was to be determined by Alex's teacher by lunch.
- when Cst. Seiferling SEO, first met Alex, he avoided eye contact & mumbled one or two word answers.
- at the point of receiving his 1st milestone reward, Alex had started spending more than the required time in class.
- by month-end, reached his 2nd milestone marker & was rewarded with a trip to a pet store where he got to hold a chameleon & pick out a terrarium & supplies.
- during this pet store visit, Alex was engaging in conversation, making eye contact & spoke with the staff.
- he has participated in a school dance contest & was spending almost full days in the classroom, & producing quality work.
- currently, he is in class for most of the day & despite the odd slow start, he participates in class & interacts with a variety of people.
- if he continues on his projected course, Alex will be getting the chameleon in school in the New Year.

FYI's:

Since September 2015:

- tracking 32 kids from 12 different schools;
- actively working with 9 schools
- working with 13 kids - either in school or through programming



TRiP | tripregina.ca |  @YQRTRiP | tripstaff1@gmail.com



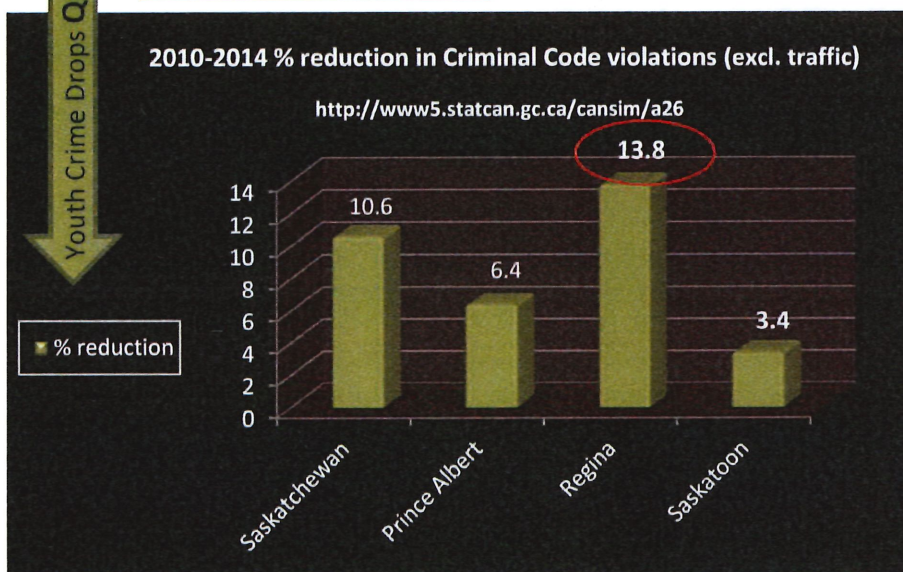


"I learned that even smart people need to ask for breaks and need help," Philip said.

11UI client

11 since December 2010, **383** referrals

since January 2016, **40** **twelve&up**



2 evaluations of 11UI show a **significant** reduction in contact with police post 11UI versus pre 11UI & a significant **reduction** in **risk** type behaviour.

11 & Under Initiative (11UI)
Evaluation
2013-2015
Prepared By
Kurt D. Wright, PhD, & D. Pynch
February 2015



TRiP Program helps Regina youth find their feet
"Sometimes I get scared, because sometimes I don't know what to do. Sometimes I think I can be the best in my class, and I thought I didn't want to go for long or one week, and then get me frustrated. I just want to be a student. I just want to be a student." - Philip, 11UI client

in the NEWS

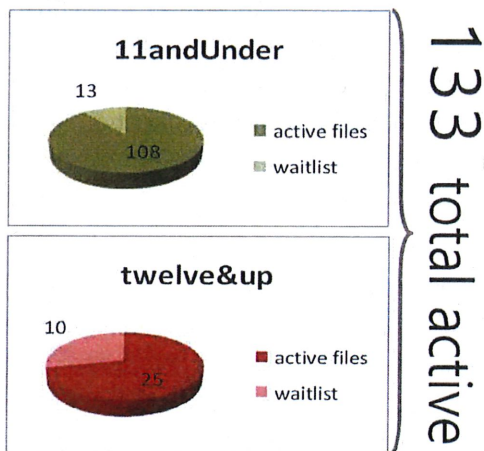
Overall, I think that The Regina Intersectoral Partnership will come through as a national leader in social innovation and community safety. The stakeholders involved in this project have worked hard to develop a model for community safety that addresses risk on a continuum from vulnerable to risk to acutely-elevated risk.

Dr. Chad Nilson, PhD, M.A., M.S., B.S., Dip.
Research and Evaluation Consultant

<http://globalnews.ca/news/2543829/trip-program-helps-regina-youth-find-their-feet/>
<http://globalnews.ca/video/2528118/digging-deeper-violent-youth-in-sask>

TRiP in March 2016

Current State



Case Conferences

A case conference brings together the child/family with support services to devise a plan that responds to the risk factors presenting. Supports (clinical, pro-social, services) are recommended for the family as required.

Case conferences are held on a frequency relative to the presenting need. On average case conferences are held with a client/family every 4-6 weeks.

Depending on sector involvement a case conference may include:

- TRiP's Public or Catholic School Liaison;
- additional school supports (counselor, teacher, principle);
- TRiP's School Engagement Officer;
- an RQHR Child & Youth practitioner;
- an Ministry of Social Services Youth or PSI Worker;
- a family support that they bring.
- These resources assist the child/youth and their family obtain stability.

An active TRiP file is open on average for 12 months.

3 | 11andUnder
twelve&up | **4** Referrals

Referral Sources were:

- Regina Police Service
- Public & Catholic Schools

75 Case Conferences held in March
each last on average **1 hr**

A visit from **Sheldon Kennedy** showed us that the work of TRiP is closely aligned with that of the *Sheldon Kennedy Child Advocacy Centre* (CAC).



<http://www.sheldonkennedycac.ca/>

Similar to TRiP, a key ingredient to the success of the CAC is the dedication of human and financial resources from multiple stakeholders to one location, working collaboratively towards a common goal.



making progress

Female | 12 yrs old | Grade 7 | referred by school Principal



Referral Reasons:

- school engagement;
- expressions of self harm;
- inability to form healthy relationships with peers;
- being involved in criminal activity;
- and
- associating with a gang.

History:

In months prior to TRiP involvement, Christie has:

- drank alcohol,
- stolen a car with an older friend ;
- associated with gang members;
- was being intimidating;
- bullying and fighting other kids at school;
- was disruptive;
- left class when she didn't want to be there
- and
- wandered the halls at school.

Christie has a negative self-image but expressed interest in basketball, working out and learning Mixed Martial Arts.

Christie says,

"I've improved on attitude a bit because I'm working with a police officer," and that the TRiP program "helps people do things that they couldn't before. It makes them, and me, feel better about themselves."

After 2 months of the SEO working with Christie, the Principal noticed: improved pro-social behaviours, signs of maturity and improved work habits in class to earn workout time.

The Principal said "we appreciate how you have been such a role model for her giving her things to look forward to and challenging her in the best way about some of her decisions that are less than positive," and "lately she has started to talk about careers and futures...prior to this she didn't care about future because she was going to be dead in the ground by 25."

the school Principal says...

School Engagement Officer (SEO)

The SEO connected with Christie in April.

A month after meeting with Christie several times, an incentive plan was set up with her teacher, where Christie would "earn" workout time with the SEO.

If she was completing assignments, listening etc, a gym time was arranged for later in the week. As well, the SEO and Christie participated in a boxing class together, so she could see the training, preparation and discipline that goes into it.

Christie told her Principal after that she couldn't believe the SEO wasn't just sending her to boxing class but was actually doing it with her, and that her mom would never do that!

TRiP & SEO program funding will allow Christie to go to Lumsden Beach camp and a basketball camp this summer.





Cop Shop 2016

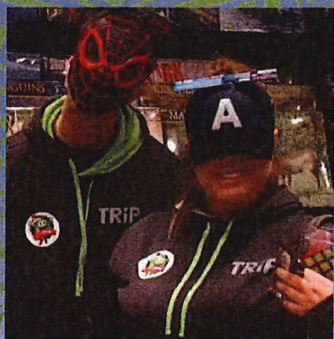
It happened again!!

The Holidays came early for 20 local children. Cornwall Centre, the Regina Police Service and TRiP hosted the 2nd annual **CopShop** at the Cornwall Centre on Wednesday, December 7, 2016.



Each Child received:

- \$200 Gift Card from the Cornwall Centre
- pair of mitts from the Bay
- a pair of jeans from the GAP
- a winter jacket or boots from Sears
- and many more discounts/offers from Cornwall Centre merchants

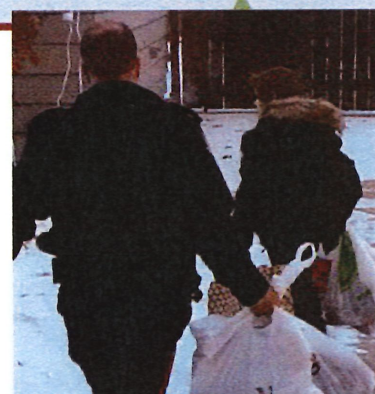


Cop Shop 2016

20 Regina Police Service officers acted as personal shoppers to 20 local children; 10 identified by TRiP and 10 by the School Resource Officers.



Merry TRiP mas





The 11 and Under Initiative est.2010
Conceptual Framework

Regina Intersectoral Partnership
PREVENTION & REDUCTION OF CRIME

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Executive Summary

The 11 and Under Initiative (11UI) is a collaborative partnership aimed at supporting children 11 years of age and younger who are exhibiting behaviour that puts them at risk for criminal involvement or are at increased risk for victimization. Children are referred to 11UI through an early identification process. 11UI utilizes assertive and integrated case management to engage children and families with human services and community supports.

The 11UI collaborative partnership includes commitment from: Regina Public Schools; Regina Catholic Schools; the Regina Police Service; the Ministry of Social Services; Regina Qu'Appelle Health Region Child and Youth Services (Randall Kinship Centre); and Regina Qu'Appelle Health Region Mental Health and Addiction Services (Addiction Services).

Impetus for the 11UI

The 11UI is a collaborative partnership focused on supporting children 11 years of age and under who are exposed to risk factors that may increase their tendency to engage in unhealthy behaviour. The 11UI partnership also supports the strength and resilience of families by increasing awareness and access to existing social and community support services. The impetus and need for such an initiative within Regina grew out of challenges faced by many sectors and families, overwhelming evidence and research on early intervention benefits, as well as the opportunity to align with provincial policy direction regarding children and youth. An opportunity was also identified to support improved community safety and social well-being.



Challenges to Overcome

Prior to the launch of 11UI, there were a multitude of challenges both within the community and for human service providers. These challenges were not due to the lack of services, but rather the result of other impediments such as service coordination, parental involvement, the need for sector collaboration, disjointed case management, and fragmented information sharing.

Services that were provided tended to be reactive in nature, provided in isolation, and decisions were often made without an assessment of risk factors and consistent background information. These challenges often led to a model of service delivery that was fragmented and inefficient. Some observations include:

- Children aged 11 and under who are exposed to risk factors that may lead to, or are already involved in unhealthy behaviour would primarily be engaged with the Ministry of Social Services; a fairly intrusive service which may not be appropriate for all cases.
- Currently under the Youth Criminal Justice Act, children aged 11 and under are not subject to criminal charges. Policing for these youth is typically reactive, incident based, and short-term in nature.

- Even with an array of proper services in place, it is difficult for children and their families to navigate through these systems. To date, a structured process has not existed to support families to connect with appropriate services and to support engagement with services. Additionally, many families simply are not aware of the continuum of services available in the community.
- Services available to children and their families have typically been fragmented, have lacked coordination of service delivery, and exchange of information has been limited. Lack of service coordination also has led to duplication of services and inefficient use of resources.

Research shows that, children who are exposed to risk factors are often less likely to thrive academically and experience challenges in school. Often, due to lack of resources and opportunity, children are not involved in supervised pro-social activities, which can leave them vulnerable to negative peer influences and risky activities as they do not have the opportunity to develop healthy peer aged relationships and sometimes experience lack of parental supervision.

A study conducted in Edmonton on at-risk youth involved with the criminal justice system suggests that it costs between \$2.8M and \$6.3M over the course of a child's life.

<http://www.publicsafety.gc.ca/cnt/rsrccs/pblctns/rslts-stp-nwpln/index-eng.aspx>

Opportunity for Change

Early Intervention

Research clearly and consistently demonstrates that the most effective way to prevent youth from becoming involved in the criminal justice system is to provide early intervention support and services to vulnerable children and their families. Early intervention involves providing a wide range of supportive services to increase parenting capacity, enhance educational achievement and support the resilience of families.

Family & Parental Engagement

Research clearly and consistently demonstrates that strong involvement and engagement of parents/guardians and families is necessary for positive interventions with children. Through informed consent, parental consultation and involvement in case planning, the resilience and strength of families is supported.

Sector Collaboration

Research studies have indicated that a collaborative intersectoral approach has the potential to mitigate risk factors. Through efficient and sensitive allocation of resources, and through informed integrated and assertive case management, a multi-faceted 'wrap-around' model of service delivery can be implemented.

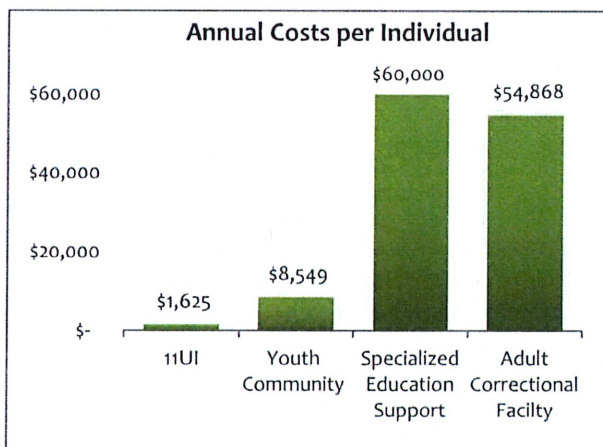
Families benefit from services that foster resilience and are least intrusive, while mitigating stated risk factors. This is often most effectively achieved through intersectoral collaboration and communication.

Mental Health

In terms of mental health and well-being, "... early interventions and easily accessed effective treatments may improve both short and long-term outcomes. These outcomes include, but are not limited to; the prevention of some disorders, reduction in disability and enhanced civic and economic participation in a cost-effective manner."¹

Resourcing & Economic Benefit

Based on a cost effectiveness study conducted by Public Safety Canada in 2013, it is estimated that if children at risk receive effective early support, it will save on average \$88,033 per year². As the table illustrates, specialized and highly intrusive services are much more costly on an annual basis.



Note: Values in the graph were gathered from; The 11 and Under Initiative, Ministry of Justice and Regina Public Schools.

Case Example

Jenny was referred to 11UI by the Regina Police Service School Resource Officer assigned to her community school in Regina. Concerns noted at the time of referral included sporadic school attendance, significant behavioural concerns and conflictual relationships with peers, which were hampering her ability to learn effectively. Concerns were also noted that she often went missing from her home, which was located in a core neighbourhood.

When initially contacted by the 11UI Officer, her father declined services, noting that she had an appointment with a clinician at Child and Youth Mental Health Services. Two weeks later, at a case conference at her school, attended by her clinician and the Regina Public Schools 11UI liaison, after being provided with further information about how 11UI could support his daughter and family, her father agreed to work with 11UI.

Her father signed informed consent and met the 11UI Officer for an interview, which informed the EARL (Early Assessment Risk List), completed by the 11UI Officer and presented to the 11UI Working Group (WG). Prior to the WG meeting, partner agencies such as the Ministry of Social Services and Child and Youth Mental Health Services were contacted to determine historical contact. Following consultation with the WG, a community safety plan was completed and shared with Jenny's father. Risk factors identified by the EARL included supervision in the community, lack of opportunity to participate in structured leisure, and the need for Jenny and her father to continue to work with their assigned clinician at Child and Youth Mental Health Services.

The 11UI Coordinator maintained contact with Jenny's father, school personnel and her clinician. She was offered the opportunity to attend a choral camp facilitated by the Saskatchewan Choral Federation and a YMCA day camp at a community school near her home, which she loved. She was also registered for a singing class and received funding through Creative Kids Saskatchewan. She changed school placements over the summer due to substandard housing. Prior to attending her new school placement, Jenny and her father met at her new school with the 11UI Coordinator and 11UI liaison from Regina Public Schools, and met the school counsellor assigned to her school. When school began, he met her at the door and walked her to her new classroom.

She continues to work with her clinician at Child and Youth Mental Health Services, attends singing classes, and via the SaskSport Dream Broker at her school, participates weekly in wrestling. She works with an 11UI Support Worker weekly, who has facilitated attendance at art and dance classes, and provides transportation, support and coaching to her and her family in the community, which allows them to participate in community events.

Following involvement with 11UI, her school attendance and engagement improved significantly. She attends and enjoys structured leisure activities. Jenny remains engaged with services at Child and Youth Mental Health Services and her father notes her behaviour and relationships with peers have improved, which is confirmed by her school counsellor. She has not been reported missing or had police contact since referral. Her father notes increased success managing her behaviour at home, and supervising her in the community.

¹ Kutcher S; McLuckie A: Evergreen: A Child and Youth Mental Health Framework for Canada. Calgary, Canada, Mental Health Commission of Canada, Child and Youth Advisory Committee, 2010. Available at teenmentalhealth.org/resources/entries/evergreen-a-youth-mental-health-framework-for-canada-english1. Accessed Jan 7, 2011.

² Public Safety Canada, National Crime Prevention Centre: Results from the Stop Now and Plan (SNAP®) Program, 2013.

Components of 11UI

11UI is a collaborative intersectoral approach in which the Regina Public School Board, Regina Catholic School Board, Ministry of Social Services, Regina Qu'Appelle Health Region, and the Regina Police Service have all partnered to develop long-term strategies to support and assist children 11 years and younger and their families.

1. Targeted Single Intake	Targets children 11 years and under who are displaying at-risk behaviour. Initial contact is made by the 11UI Early Intervention Officer where the family is introduced to the initiative. An Early Assessment Risk List (EARL) is used to assess if 11UI is suitable or appropriate for the child.
2. Family Engagement	Consent is given to 11UI by the child's legal guardian to share information amongst the 11UI working group. The child's family is engaged throughout the process and is closely involved in developing the intervention plan.
3. Assertive & Integrated Case Management	An assessment of the child's circumstance is completed to develop an appreciation of the child's past and present environment. The assessment is completed with the inclusion of the Ministry of Social Services, Regina Police Services, Regina Qu'Appelle Health Region as well as the 11UI Case Manager. Additional partners are included as required. Complex cases are handled through Case Conferences, which include all participating service providers to ensure proactive case management.
4. Engagement with Services	11UI will support engagement with existing support services that provide what best meets the needs of the child and their family. 11UI will connect the child and family with pro-social activities, school resources, and/or parenting capacity opportunities.
5. Long-term Involvement	Intervention plans are developed to promote long-term solutions for both the child and family involved. 11UI is committed to ensure that children and their families can smoothly transition out of the initiative. 11UI will remain in contact with the child to ensure that the desired outcomes continue to be achieved.

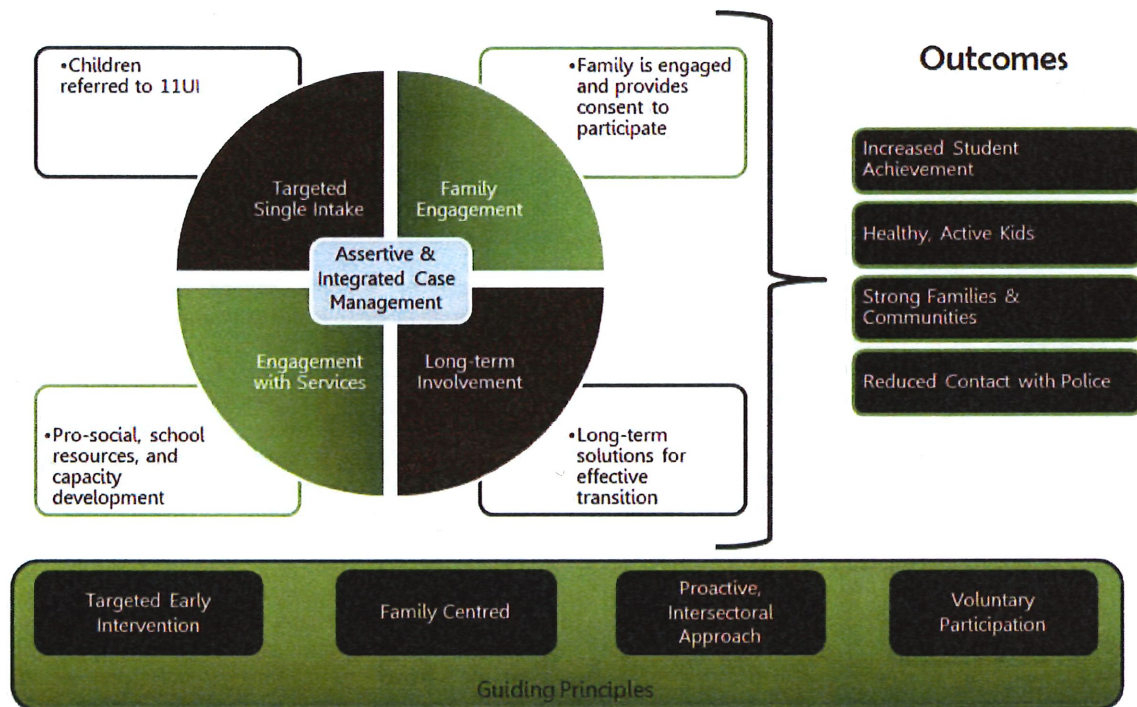
Advancing the Crime Reduction & Stronger Communities Agenda

The development, launch and evolution of the 11UI has significantly helped address a number of challenges within Regina related to children 11 years and under. The initiative design and conceptual framework is also well supported in terms of the evidence-based research related to the prevention and reduction of crime as well as evidence based intervention. As the tables below illustrate, the 11UI is also well aligned to support the provincial child and youth agenda:

Saskatchewan Child & Family Agenda	11UI is strongly aligned with the Saskatchewan Child & Family agenda by:
<ul style="list-style-type: none"> • Children get a good start in life • Youth are prepared for their future • Families are strong • Communities are supportive 	<ul style="list-style-type: none"> • Engaging children and families with services that promote pro-social activities and school engagement
Building Partnerships to Reduce Crime	11UI is strongly aligned with the Building Partnerships to Reduce Crime agenda by:
<ul style="list-style-type: none"> • It is research driven, evidence-based approach based on the development of a collective and interdisciplinary knowledge base that both confirms and guides best practices, which need to be applied to the challenges in Saskatchewan • It advocates government, police and community partners working together collaboratively to find local solutions to crime and victimization, and community safety and wellness • It is an integrated, deliberative, collaborative and committed approach that is community driven and provincially supported 	<ul style="list-style-type: none"> • Utilizing evidence-based early intervention to engage and support children and families • Leveraging intersectoral collaboration among government, police and community partners to identify crime prevention and community well-being solutions
Mental Health & Addictions Strategy	11UI is well aligned with the anticipated Mental Health and Addictions Strategy by:
<ul style="list-style-type: none"> • Inter-ministerial approach • Collaborative approach 	<ul style="list-style-type: none"> • Providing children and families with access to services through a collaborative, intersectoral partnership
Children's Advocate	11UI is supportive of the recommendations of the Children's Advocate by:
<ul style="list-style-type: none"> • Advocate for social and public policy change that benefits all children and youth • Promote high quality government and community-based programs and services for children and youth • Strengthen collaboration and partnerships to achieve better outcomes for children and youth • Ensure the advocate for Children and Youth delivers excellent, accessible and accountable services 	<ul style="list-style-type: none"> • Engaging children with government and community services • Using collaboration and partnerships to achieve positive outcomes for children • Ensuring that child remain engaged with services and programs
Drop-out Prevention Strategy	11UI is closely aligned with the anticipated Drop-out Prevention Strategy by:
<ul style="list-style-type: none"> • Achieve 85% graduation rate • Proactive engagement • Career path & goal development 	<ul style="list-style-type: none"> • Proactively identifying children who are experiencing sporadic attendance • Engaging children with pro-social activities in their school and community

11UI Conceptual Framework

The overall framework of 11UI (as illustrated below) is unique in terms of the early engagement components combined with a least intrusive response for children and families. As well, the level of family engagement that 11UI has been able to achieve is exceptional and critical to the desired outcomes. All of these inter-connected components support a service delivery model that emphasizes assertive and integrated case management.



Evaluation

In partnership with Dr. Kristi Wright from the University of Regina, 11UI has also integrated a rigorous evaluation methodology to track and measure progress towards the 11UI outcomes. Though the initial evaluation is based from a rather small sample size, this particular methodology is displaying promising results. A follow up evaluation is underway and is expected to be completed late 2014. Evaluation is an important aspect of 11UI, and aligns with Public Safety Canada early action to strengthen data collection and assessment.

Making a Difference

11UI has influenced the way that community service providers, government ministries, and agencies provide services. 11UI has also enhanced the way in which local police and school resources are able to engage and support children.

Difference for Service Providers

- Targeted early intervention and prevention services directed towards children aged 11 years or younger and their families. Children and their families are brought to 11UI through a single point of contact.
- Parents or legal guardians of an 11UI child give written consent to be a part of the initiative and to the service agencies involved with 11UI, to openly discuss and share information regarding the child's case.
- An intersectoral collaborative partnership approach to integrated and assertive case management now exists. A collaborative case management plan is developed with input from the family and agencies involved.
- Increased communication between partners, including a better understanding of how each partner conducts business, and the way the partners can support each other.
- Better allocation of resources creating increased efficiency and less duplication in the delivery of human services.

Difference for Children & Families

- A formalized, structured support system is in place for the child and family to be engaged in available services.
- Continuous engagement and support from 11UI to proactively monitor the success of the case management plan.
- Parents or legal guardians are engaged and supported to increase their parenting capacity by building on their existing strengths.

Improved Outcomes

Student Achievement	<ul style="list-style-type: none"> Children are encouraged and supported to attend and actively participate in their school, leading to higher achievement and increased graduation rates. Children are adequately prepared to engage in school activities, and obtain education at the same level as their peers.
Healthy Active Children	<ul style="list-style-type: none"> Children are actively participating in pro-social activities, after-school programs, and demonstrating enhanced community involvement. Parents and other family members are actively engaged in the community as well. Children are less prone to displaying anti-social behaviour, and are less active in at-risk behaviours. Increased supervision of vulnerable children.
Strong Families & Emotional Development	<ul style="list-style-type: none"> Care givers have enhanced capacity to parent their children, and lead productive lives within their communities. Families experience a long-term reduction of involvement with the criminal justice system and less intensive involvement with child welfare and/or social services. Families and their children have the opportunity to receive early intervention when they may be at risk for mental health and/or addictions issues.
Reduced Contact with Police	<ul style="list-style-type: none"> Children and their families experience reduced contact with police services. Reduced numbers of children who may become involved in the criminal justice system as both youth and adult offenders. Police officers are utilizing less intrusive, less costly, and more effective measures to handle children displaying signs of at-risk behaviours.

Organizational Structure

11UI began taking referrals in January 2010. The initiative started with a Steering Committee, Referral Officers and a Working Group. By 2011, the initiative expanded to include a Coordinator, Steering Committee and Working Group as key resource components. In its early development stages, the initiative managed to accomplish a great deal including meaningful partnerships, number of referrals, and family and community impact. The Initiative continues to grow and has added a number of new positions. The matrix below identifies the current 11UI structure.

11 UI Steering Committee - in-kind from stakeholder organizations

Regina Public Schools, Regina Catholic Schools, the Regina Police Service, the Ministry of Social Services, Regina Qu'Appelle Health Region Child and Youth Services (Randall Kinship Centre), and Regina Qu'Appelle Health Region Mental Health and Addiction Services (Addiction Services).

Coordinator - 60% funded position*

Liaison between Steering Committee and Working Group; provide guidance to the Case Manager oversight of 11UI Officer and Support Workers; prepares Initiative reports and financial statements; makes strategic connections (government relations & positioning) & partnerships (for programming options); prepares and delivers presentations; administration; data collection for evaluation

Administrative

Support—1/8 time
In-kind from Regina Police Service

Case Manager - 3/4 time secondment*

Working group lead; oversight of WG meetings; case management; ensuring follow through on case plans; with partners liaison with the Support Workers

11UI Officer - FT Regina Police Service Employee

Referral intake; initial conversation and consent; conducts EARL and baseline questionnaires; justice perspective at working group

Catholic School

Liaison—1/4 time
In-kind from Regina Catholic Schools

11 UI Working Group - in-kind from stakeholder organizations

Regina Public Schools, Regina Catholic Schools, the Regina Police Service, the Ministry of Social Services, Regina Qu'Appelle Health Region Child and Youth Services (Randall Kinship Centre), and Regina Qu'Appelle Health Region Mental Health and Addiction Services (Addiction Services).

Public School

Liaison—1/2 time
In-kind from Regina Public Schools

Case Conferences - in-kind from stakeholder organizations

Meet monthly or bi-monthly involving families and service providers and partners supporting the child and family

Support Workers

3 casual funded positions*

* Ministry of Social Services provides salary and operational funds for the 11 and Under Initiative.

PRO-SOCIAL ENGAGEMENT

- Increase in pro-social activities – sports, before/after school programs
- Connect “At Risk” families with pro-social services

STAY IN SCHOOL

- Increase school attendance and engagement
- More children staying in school

INCREASED COORDINATION OF SERVICE RESPONSE

- Reduce service gaps for children and families
- Reduction of children in care, families needing social assistance

ENHANCING FAMILY SERVICES

- More evidence of effective parenting
- Safe, stable home environment
- Increase the strength of the family structure

CRIME REDUCTION AND PREVENTION

- Reduce the involvement with the criminal justice system
- Reduction of anti social/criminal behavior

CONTACT US

11UI Initiative Information
www.reginapolice.ca/11UI/index.php

Phone: 306 777 6260



11 and Under Initiative

MAILING ADDRESS:

1717 Osler Street
 Regina, Saskatchewan
 S4P 3W3



11 and Under Initiative

**A collaborative early intervention
 initiative for children 11 and under
 and their families**

11 BACKGROUND

Research tells us that experiences in a young person's life, both positive and negative, go on to shape the health and social success of their future.

The **11 and Under Initiative** (11UI) is targeted at children exposed to risk factors that may increase their tendency to engage in unhealthy behavior. By identifying these children early in their life and addressing the challenges faced by themselves and their family, we hope to optimize their potential.

11 GOAL

To make appropriate connections and referrals for children to optimize their health, safety and development through improved communication and collaboration among service providers.

11 RISK FACTORS

The young person is displaying a number of the following behaviors:

- Bullying or mean to others
- Destroys things belonging to others
- Breaks Rules
- Fights
- Bad Friends
- Truant
- Steals
- Swears
- Threatens others
- Disobedient at School
- Defiant

11 HOW CAN I MAKE A REFERRAL?

Referrals can be made by contacting:

- your local school who will connect you with a School Resource Officer (SRO)
- or
- the Early Intervention Officer @ 306 777 6270

11 PARTNERS

To ensure improved communication and collaboration among service providers, a commitment has been solidified among the following partners:

- Community Elders
- City of Regina Sports and Recreation Branch
- Ehrlo Counseling Services & Ehrlo Sport Venture
- Ministry of Social Services
- Open Door Society
- RQHR Child and Youth Mental Health Services - Randall Kinship Center
- RQHR Mental Health and Addiction Services
- Regina Catholic School Board
- Regina Public School Board
- Regina Police Service
- YMCA
- YWCA