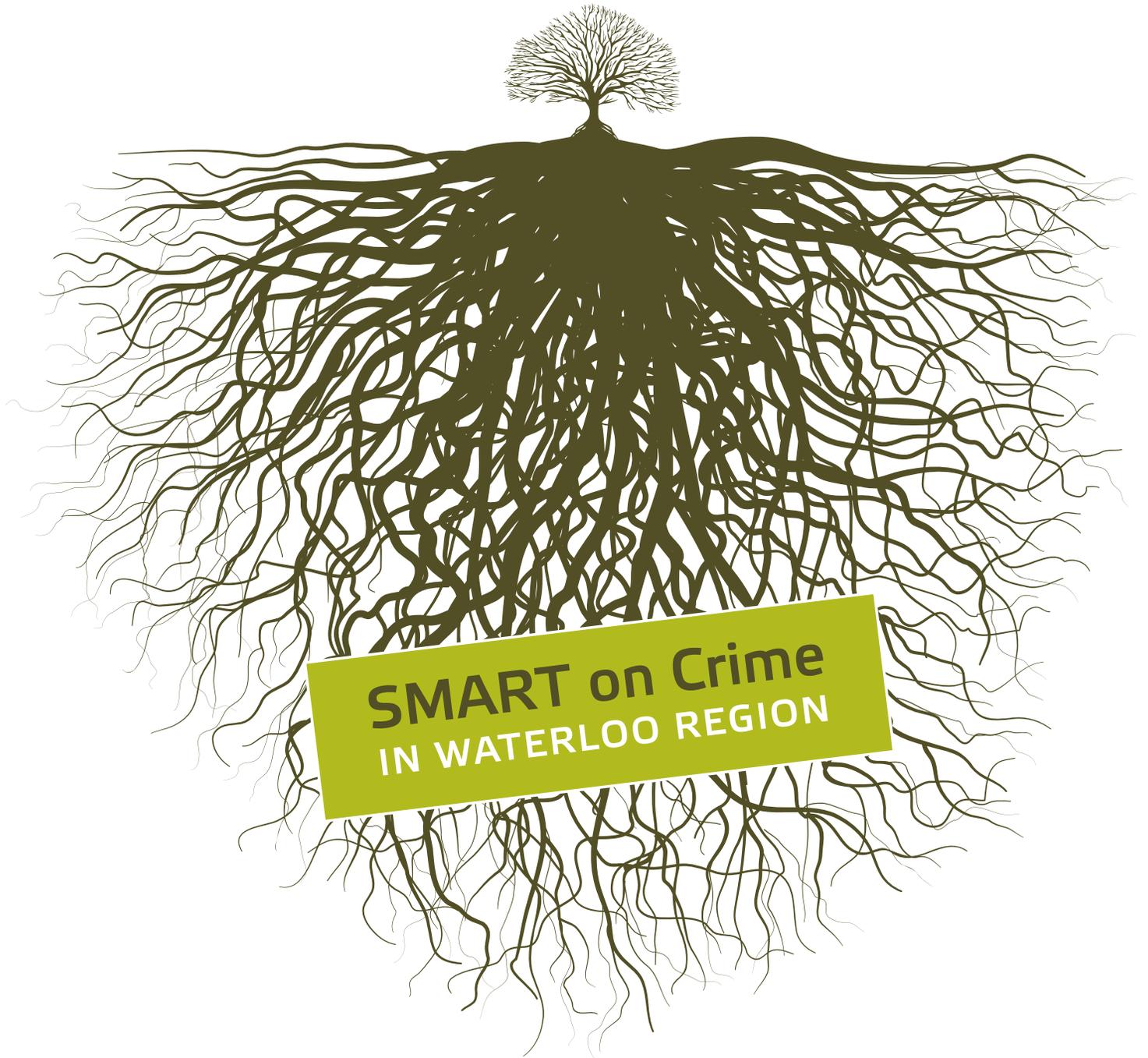


**REACH • UNDERSTANDING • CHANGE
BUILDING MOMENTUM**



COMMUNITY REPORT 2010-2014

Message to Our Community



Four years ago, the Waterloo Region Crime Prevention Council (WRCPC) launched "Smart on Crime in Waterloo Region - Getting to the Roots of Crime", the 2010-2014 community plan. At the very heart of this plan was the idea that crime prevention is everyone's business. Working together,

the WRCPC, its partners and the broader community have had considerable success since 2010 in learning more about prevention that works and growing the momentum for addressing the root causes of crime. While we still have much to do and learn, there is no doubt that we are in a better position moving forward than when we started.

Preventing crime is not an easy task, nor is it a goal that can be achieved over the short-term or by any one person or organization alone. Rather, focused thinking and attention to crime prevention is something that needs to happen on an ongoing basis by all who live in this community. Prevention work is inevitably far reaching and must include all parts of the community from the grassroots to those in positions of decision making. Finally, it must maintain a focus on our children and youth as our future.

I encourage you to sign up as a Friend of Crime Prevention and become involved in shaping our future together. Thank you to all in Waterloo Region who give so freely of their time and energy towards a safe and healthy community now and in the years to come.

Ken Seiling
Regional Chair



As the Crown Attorney for Waterloo Region, I see everyday what happens in the lives of people when prevention opportunities have been missed. It has been my pleasure to work with my colleagues on WRCPC and with people from all walks of life in Waterloo Region to chart a course for being

smart on crime, its roots and its consequences in a quest for community safety for all. We have come a long way since 2010 in engaging our community in a deeper understanding of root causes and in becoming engaged to make a difference, especially for those at the margins of our community.

Preventing victimization and crime, and indeed fear of crime, is central to a compassionate community. It can't be done overnight. We need a strategic investment from all of us to ensure that the right to

be safe is realized. I thank Regional Council and our extensive network of community partners for their commitment and courage to stay with the task. Much work remains to be done and we are up for the task.

William Wilson,
WRCPC Chair



Five years ago we came to our community and asked: Are we still relevant? If yes, what should be our focus for 2010-2014? We heard that in spite of declining crime rates, too many people are still affected by crime, victimization and fear of crime. We also heard that the social and

financial burdens associated with crime continue to rise. With that, **Smart on Crime in Waterloo Region** was born and the idea emerged to make crime prevention through social development a household name ("like the blue box").

The last four years have seen a formidable amount of work. From street gang prevention, to strategy developments, to a vibrant Friends network, to research, education, and training WRCPC has increased its reach within and beyond Waterloo Region. We have advanced the **smart on crime** approach. And we have learned a lot! But are we making a difference?

It has certainly been a pleasure and a privilege to be in service to our local community. Many of us share a passion for prevention and have a deep commitment to future generations. Looking back, there is much to celebrate. However, the connections between justice, community safety, well-being, and the social development work that ties them together are complex and often messy. The outcomes rarely point in a linear fashion back to where they may have originated, nor can anyone person or organization control them. The credit is always shared.

When crime prevention becomes more like a social movement than a programme, we will be closer to 'success'. When good data, a compelling message and a call for action truly engage the whole community, sustainable change becomes a reality. And when prevention finally works no-one gets left behind. And that is a smart outcome to work for.

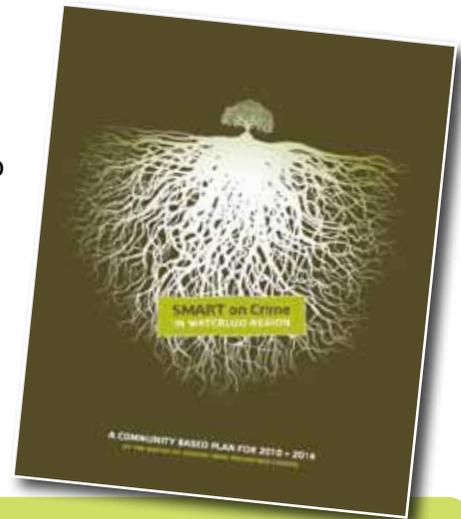
Christiane Sadeler,
Executive Director
On behalf of WRCPC staff



Smart on Crime in Waterloo Region 2010-2014: Evaluation Summary Report

The Waterloo Region Crime Prevention Council brings crime prevention through addressing root causes into everyday awareness. Everyone can contribute to the health and the safety of our community. With its sights set on creating a social movement to be smart on crime, WRCPC seeks to reach more and more people to generate greater public understanding and to create a deeper commitment to prevention.

In 2009, the Crime Prevention Council, in consultation with the community, developed a four year plan called **Smart on Crime in Waterloo Region: 2010 – 2014**. This plan sought to establish a sound foundation for an approach to community safety that is **SMART** and oriented on local needs and capacities.



SMART ON CRIME PRIORITY DIRECTIONS & GOALS

- **RESEARCH & INQUIRY:** By 2014, crime prevention research and findings inform public policy development, programming and services within our community and beyond.
- **EDUCATION & LEARNING:** By 2014, the key principles and messages of crime prevention are commonly understood and shared by our community.
- **STRATEGIC LEADERSHIP:** By 2014, a collaborative leadership approach is relied on as an effective model for social change oriented crime prevention within our community and beyond.
- **ORGANIZATIONAL DESIGN:** By 2014, the WRCPC governance is redeveloped to establish the best foundation for social change oriented crime prevention.

The evaluation shows that the Smart on Crime plan has been gaining momentum. Specifically the evaluation measured the following areas of impact:

- Reach
- Understanding
- Change

The work is complex. It takes collaboration, commitment and courage. And those are not easily measured. Nonetheless, through mapping networks and analyzing connections, the evaluation revealed that, in Waterloo Region, the contributions to crime prevention through social development are formidable. There has been considerable growth in addressing the root causes of crime as a smart investment in the well-being of our community, now and in the future.

WRCPC has taken the idea of partnerships up a notch by establishing the Friends of Crime Prevention network. Council also re-designed its own governance to maximize subject matter expertise by moving to a sector leadership model.

This evaluation summary tells the story of some of Council’s achievements and challenges in the smart on crime approach, provides insights into the lessons learned and makes recommendations for the next phase of actions. It is but a snapshot of a community with a long-standing commitment to community safety and prevention.

“We are inspired to work for social justice and positive change by addressing the root causes of crime.”



REACH

What is the reach of the Waterloo Region Crime Prevention Council?

In 2012/2013 the evaluators studied the reach that Council members and partners have in the community. This social network analysis was very telling about the capacity of individuals and organizations to create change not only in their connection to Council but also in their own spheres of influence. It exceeded expectations.

The reach of WRPCPC at that time extended to a network of 79 partners who are agencies, organizations or individuals, representing seven major development areas: 59% work in the Community/Social Services sector, followed by Academic (13%); Government (11%); Police (9%); Individuals (3%); Health (3%); Business (1%) and Arts (1%). The engagement of people and organizations that use their influence, expertise and resources extends the reach of WRPCPC significantly. It also speaks to the role of WRPCPC as a backbone organization.

Through mobilizing supports the WRPCPC reaches a large audience – local, provincial and national – with limited resources. Existing partner networks, the Friends of Crime Prevention network, research and education activities, as well as social media play a vital role in these developments.

SUCCESS STORY: THINK CAMPAIGN



In July 2012 the Crime Prevention Council became aware of emerging trends in cyberbullying as a result of some highly publicized tragic events across the country. This became a topic of discussion during a regular WRPCPC meeting and a Social Media Committee was brought together to investigate what, if

anything, could be done to change attitudes and behaviour and prevent cyberbullying in Waterloo Region. The group examined local experiences and actions and reviewed research data.

In 2013 the THINK campaign was launched based on best knowledge of child and youth development. The goal was to encourage respectful and responsible digital citizenship and the positive use of social media. The campaign was adopted by local school boards and rolled out to 170 schools across the region, reaching 100,000 students.

THINK encouraged students to ask five key questions before using social media or texting to ensure positive messaging. The global relevance and simplicity of this campaign resonated with communities across Canada and beyond. Organizations as far away as Hawaii, New York and the U.K., have requested to use the THINK campaign and to emulate this approach.

WHAT THE EVALUATION tells us about Reach

- WRPCPC is reaching progressively diverse groups through novel engagement opportunities.
- The large network of partners includes key decision makers with a high degree of influence and connectivity.
- When Smart on Crime began implementation in 2010, more people wanted to be at the WRPCPC table than could be reasonably accommodated. The Friends of Crime Prevention initiative is a great way to harness this community interest and passion.
- The framework for sector roundtables advances the work exponentially beyond the WRPCPC table.

“The Friends program brings new people together in a non-threatening way. The message is that we can all be part of coming to the table in different ways.”



UNDERSTANDING

Has WRPCPC had an impact on the awareness of smart approaches for community safety and well-being?

Any understanding of the root causes of crime in the local context was always shared with opportunities for action. Many WRPCPC activities fall under two **Smart on Crime** priority directions:

EDUCATION & LEARNING

Events and activities that invite people to make connections with others that are working in crime prevention are vital for creating sustainable change. The public role of WRPCPC has increased as a result of these engagement efforts and has further advanced this unique government community partnership.

RESEARCH & INQUIRY

Research and reports increase understanding of the root causes of crime as well as the willingness to use that understanding. Of those surveyed that read WRPCPC research or reports, **68% shared the material and findings with others**, broadening the understanding of root causes beyond what Council could accomplish on its own.

WRPCPC was always clear in its goal that education and research, in and of itself, is not enough. The goal, through shifting awareness, is to change behaviour.

WHAT THE EVALUATION tells us about understanding

- The **Smart on Crime** message resonates with the community of Waterloo Region and increases community dialogue and uptake on prevention opportunities
- It is important to make strategic choices for focused research topics. Research for the sake of research is never enough.
- For research to have an even greater impact there needs to be more uptake of the findings by key decision makers.
- WRPCPC’s approach to collaborative leadership continues to be a core strength.
- WRPCPC is a backbone and capacity building organization. To facilitate collective impact means doing with not for.



“ ‘Root cause’ is now part of our language (in Waterloo Region).”

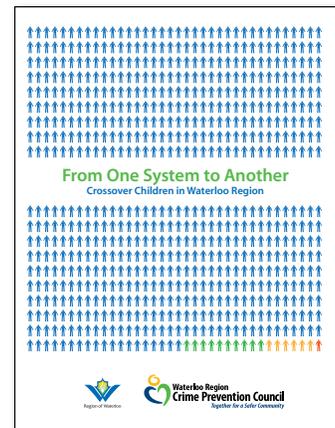
“ ...it is only through people working together on common issues that we will see sustainable change.”



SUCCESS STORY: VOLUNTEER TODAY

WRCPC’s Violence Prevention Committee determined six goals to tackle the complex task of preventing violence in a growing urban center. One of the goals was based in the experience that all too frequently children in the child welfare system end up in the justice system because of the cumulative risk factors in their lives. These “crossover children” come at a formidable cost to community and society. Above all, their opportunities for a successful, bright future are exceedingly low. This remains the case throughout their lifetime. A literature review and analysis of local trends led to the research report **From One System to Another: Crossover Children in Waterloo Region (2012)**. The study has been picked up extensively by services including those outside of our community. The report highlighted, among other things, the need for adult mentors in the lives of ALL children.

In 2013, WRCPC launched **Volunteer Today**, a campaign to encourage adults in Waterloo Region to contribute to the lives of children through mentorship in the areas of literacy, nutrition, arts, recreation, and safe and caring homes. The one-year campaign was designed in close collaboration with community partners and caught the attention of local broadcast, print and outdoor media that provided in-kind support to the tune of \$260,000. Anecdotally, we learned that volunteering with children and youth and requests for information about foster parenting increased during the campaign.





CHANGE

Has new understanding led to change? Have we started to create a movement?

There is increased readiness for a **Smart on Crime** approach in Waterloo Region and beyond. Survey data and interviews point to cumulative positive change over time. Increased appreciation of evidence based decision making in crime prevention lead to individual changes which, in turn, can lead to broader systems change.

The WRCPC is viewed as a community based crime prevention best practice, nationally and internationally. Efforts have been made to share the work from within Waterloo Region, making WRCPC a model in its emphasis on collaboration and engagement.

CHANGE INFLUENCERS (2010-2014):

- **InREACH Street Gang Prevention** project is leading to significant changes in thinking about how to effectively work with marginalized youth
- **Friends of Crime Prevention** are passionate and keen to learn more and be involved. Their reach is extensive and they have many skills and connections to bring to the task. This network has created new opportunities for WRCPC to formalize ties to the community, dig deeper and stand tall. The energy behind the network speaks clearly to the early stages of developing a movement for change.
- The WRCPC's leadership in the **National Municipal Network** (Canada) amplifies the collective voice and potential to impact federal and other decision making.



WHAT THE EVALUATION tells us about change

- Collaborative and strategic leadership is hard work. Never underestimate the value of good process.
- The Friends of Crime Prevention initiative is helping to grow community engagement to new levels.
- WRCPC will need to be strategic about how to reach the leaders that follow the leaders, which includes being strategic about its use of limited resources.
- Sustainable change is developmental and incremental not linear.



"We have created a culture of change."



SUCCESS STORY: inREACH

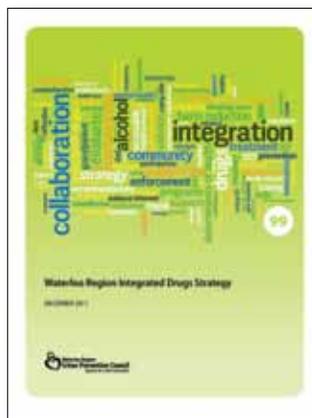


When federal funding for a pilot street gang prevention project of the WRPCPC ran out, the Region of Waterloo stepped up to bridge the gap. The goal was to secure additional resources during that time for youth at the margins in Waterloo Region. It soon became obvious that such resources

would likely not be coming in the form of direct funding. Not discouraged by these developments WRPCPC started to broadly share the results from the project evaluation in a community report **“Sharing our Story: Lessons Learned from the inREACH Experience”** and utilized a Friends of Crime Prevention meeting to bring together over 120 people to talk about next steps in engaging marginalized youth.

But sometimes life happens while we make the best laid plans. Two communities approached WRPCPC for support with significant challenges with youth in their areas. These youth are disengaged, don't appear to feel that they “belong” and, as a result, create a sense of insecurity and fear. WRPCPC met with stakeholders in these neighbourhoods and has been finding resources to support focused youth outreach efforts while continuing to develop the broader strategy for all youth in Waterloo Region. The former Look Deeper campaign, which challenged everyone to look below the surface of youth behaviour by reminding us that “appearance are just skin deep”, seems poised to make a return as part of a larger strategic approach. Thus, we learn as we take action if we stay grounded in our values and pay attention to community experiences.

SUCCESS STORY: WATERLOO REGION INTEGRATED DRUGS STRATEGY (WRIDS)



WRPCPC community engagement staff was frequently called into neighbourhoods as a result of public display of problematic substance use.

After a while it became obvious that dealing with this on a neighbourhood to neighbourhood basis was futile and WRPCPC directed staff

to investigate broader policy options. In 2009 a Task Force with over 26 members was brought together, as a sub-committee of Council, to review research and comment on the connection between substance use, crime and public disorder. The Task Force engaged in a broad-based community consultation that led to the development of the Waterloo Region Integrated Drugs Strategy (WRIDS). Simultaneously with this work, WRPCPC staff and volunteers hosted In The Mind's Eye Film + Forum events to increase understanding about problematic substance use and opportunities for prevention.

The WRIDS was released to the community in 2011 and immediately led to multiple actions including original research into the barriers to calling 911, overdose prevention training, and calls for improved opioid safety. Outside resources to augment WRPCPC efforts were formidable including extensive media attention. Regional Council adopted part of the strategy in its own strategic plan and Public Health provided significant support for its implementation. In 2014 WRPCPC secured three year Trillium funding which was provided to a local community partner to more deeply root future implementation efforts in the community.

BY THE NUMBERS (2010-2014)

“Not everything that counts can be counted and not everything that can be counted counts.” (A. Einstein)

The evaluation illustrated three key trends:

- The most significant resource in all human service endeavours is people.
- Growing the Friends program one person at a time leads to greater engagement than aiming for high numbers. Relationship building is central to the work of creating greater social momentum.
- Reports and educational materials are broadly picked up and go, at times, on unanticipated journeys of influence.

Position papers:

- Bill C-391 – Long Gun Registry (2010)
- Bill C-10 – The Safe Streets and Communities Act (2011)
- Casinos (2013)
- Bill C-36 - Prostitution Law Reform (2014)

Reports:

- Sharing our Story: Lessons Learned from the inREACH Experience (2013)
- Won't You Be My Neighbour: Crime Prevention, Social Capital and Neighbourhood Cohesion in Waterloo Region (2012)
- A Snapshot in Time: The Root Causes of Crime in Waterloo Region (2012)
- Between Life and Death: The Barriers to Calling 911 During an Overdose Emergency (2012)
- From One System to Another: Crossover Children in Waterloo Region (2012)
- Oxy to Oxy 2 (2012)
- Oxy to Oxy: Impacts & Recommendations Report (2012)
- Waterloo Region Integrated Drugs Strategy (2011)
- Changing Perceptions: Waterloo Region Area Survey (2011)
- The Missing Pieces: An Assessment of Service Assets and Gaps for Offenders and Victims of Interpersonal Violence in Waterloo Region (2010)
- Best Practice Guide: Violence Prevention – A Guide of Practical Interventions for Consideration in Waterloo Region (2010)

2 infographics (Trent's Trajectory, Snapshot on Crime)

300+ schools registered for Say Hi Day

4 position papers
3 Public Awareness Campaigns (Wipeout Graffiti, Volunteer Today, THINK)

6 Friends of Crime Prevention meetings

576 Facebook Page likes

700+ people attended Forums for Federally Sentenced Women

8 RAP sheets (Research & Planning Fact Sheets)

6

1,500 people attended 4 annual Justice Dinners

1,800 Twitter followers

11 research reports

52 In the Mind's Eye film & forum events

5,725 Tweets

Numerous speaking engagements locally, provincially, nationally

52 Jane's Walk events reach 1,000+ people

160,000 students reached with Say Hi Day events

Friends of Crime Prevention doubled in 1 year

170 schools adopt THINK social media campaign

\$108,000 in-kind air time for Safe Cities & Smart on Crime series on Rogers TV reaching 160,000 households

\$260,000 in-kind media sponsorship of Volunteer Today

200 Smart on Crime Blog posts

300+ youth served by inREACH street gang prevention project

\$2.84 per household in Regional Funding (2014)



COUNCIL SECTORS:

ADDICTIONS

BUSINESS

COMMUNITY AT LARGE

COMMUNITY DEVELOPMENT

COMMUNITY HEALTH

DOMESTIC VIOLENCE RESPONSE

EDUCATION - JK-GRADE 12

EDUCATION - POST-SECONDARY

FAMILY SUPPORT

FOCUS POPULATIONS:

- ABORIGINAL
- LGBTQ
- YOUTH
- OLDER ADULTS
- PERSONS WITH DISABILITIES

LOCAL POLICE

MENTAL HEALTH

NEIGHBOURHOOD
DEVELOPMENT

REGIONAL COUNCIL

RESEARCH & EVALUATION

RESTORATIVE JUSTICE

RURAL REPRESENTATIVE

URBAN REPRESENTATIVE

EX-OFFICIO:

- REGIONAL CHAIR
- CHAIR, WRPS BOARD
- CHIEF OF POLICE, WRPS
- COMMISSIONER OF
COMMUNITY SERVICES
- CROWN ATTORNEY
- EXECUTIVE DIRECTOR,
FAMILY & CHILDREN'S SERVICES
- MANAGER, LEGAL SERVICES
WATERLOO WELLINGTON
- MEDICAL OFFICER OF HEALTH
- WARDEN, GRAND VALLEY
INSTITUTION FOR WOMEN

ABOUT COUNCIL

Being and feeling safe is a right and not a privilege. But preventing crime and fear of crime is not an easy task, nor can it be achieved by any one person or organization alone. For nearly 20 years the Waterloo Region Crime Prevention Council (WRPCPC) has engaged the community in efforts that increase community safety for all residents of Waterloo Region.

WRPCPC, represented by close to 30 sector leaders, works collaboratively to address the root causes of crime through engagement, public education, policy development, research, planning and support of local action.



WRPCPC 2014

Front Row: Michael Haffner, Doug Thiel, Mary Zilney, John Shewchuk, Sue Weare, Irene O'Toole, Laurie Strome, Frank Johnson, Jane Mitchell, Felix Munger, Judith Lodi, Andrew Jackson, Mark Pancer

Middle Row: Peter Ringrose, Christine Bird, Marla Pender, Barry Cull, Joe-Ann McComb

Back Row: Bill Davidson, Chris Cowie, Nancy Kinsman, Don Roth, Lisa Doran

Absent from photo: Douglas Bartholomew-Saunders, Todd Cowan, Tom Galloway, Pari Karim, Chief Bryan Larkin, Jennifer Mains, Dr. Liana Nolan, Jim Olender, Peter Rubenschuh, Alison Scott, Ken Seiling, Shayne Turner, Angela Vanderheyden, Sharon Ward-Zeller, William Wilson.



***“Recognize complexity
Accept uncertainty
Embrace possibility
Trust community
Proceed with humanity”***

©Eric Young, 2010
“Innovators in Action” Speaker Series



Region of Waterloo



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