

WRCPC Agenda

October 13, 2017

The Family Centre

65 Hanson Avenue, Kitchener

Room 2015

9:00 a.m. to 11:30 a.m. (8:45 a.m. networking)

Chair: Shayne Turner

Recorder: M. Allen

WRCPC Business:

1. Welcome and Introductions
2. Approval of Agenda
3. Declaration of Conflict of Interest
4. Approval of the July 14, 2017 Minutes – (attached)
5. Approval of Smart Update (Consent Agenda) – (attached)
6. WRCPC Nominees –Courtney Didier - for approval - 5 min (please note this part of the agenda will be in camera)
7. KW Area Survey - Community Summary Report - Elin Moorlag Silk (the summary will be made available at the WRCPC meeting)

Presentation: 5 min

Discussion: 15 min

Purpose/Outcome: The findings from the 2016 survey measuring perceptions of crime and safety in Waterloo region have been calculated. A presentation will highlight the key data so that WRCPC members can ask questions or provide comments before the report is shared more widely with the community.

Sectors Insights will especially be sought from: Rural and urban representatives, police, Regional Council members, domestic violence response services and the older adult services.

8. WRCPC Member Survey Results - Elin Moorlag Silk (copy attached)

Presentation: 5 min

Dialogue: 15 min

Purpose/Outcome: At a previous Council meeting staff asked WRCP members for input on how we are doing with regards to Council meetings, agendas and all things related to working in collaboration. Staff will present the finding from that survey and highlight some key areas for improvement. This item was carried forward from the July meeting.

Key Sectors: All

9. Book Review: - Jane Mitchell – presentation only -10 min

Purpose/outcome: As part of knowledge mobilization members of WRCP will share information they gathered through reading a book, attending a seminar, etc. for the benefit of their colleagues on Council.

10. Las Vegas Tragedy – Do We Have a Role?

Purpose/outcome: Mass shootings such as one in Las Vegas tend to generate lots of discussions about who is to blame and lead less to considerations about prevention. Is there a role for a local crime prevention initiative in the aftermath of such events and if so what might it be? After a brief presentation, members of WRCP will engage in some small group deliberations about what if anything can meaningfully be done.

Key Sectors: All

11. Other Business

12. Adjournment

13. Next Meeting: November 10, 2017

Please note that if you want to have an item added to the agenda please contact Christiane or Mary Anna. The Facilitating Committee sets the final agenda one week ahead of Council meetings.

WRCPC Members Survey 2017

Summary of Results

Prepared by Elin Moorlag Silk, Community Development & Research

7/4/2017



A feedback survey was distributed to all members of the Waterloo Region Crime Prevention Council in June 2017. Nineteen surveys were completed in paper format, and an additional 13 were completed online. This report contains a summary of the survey results.

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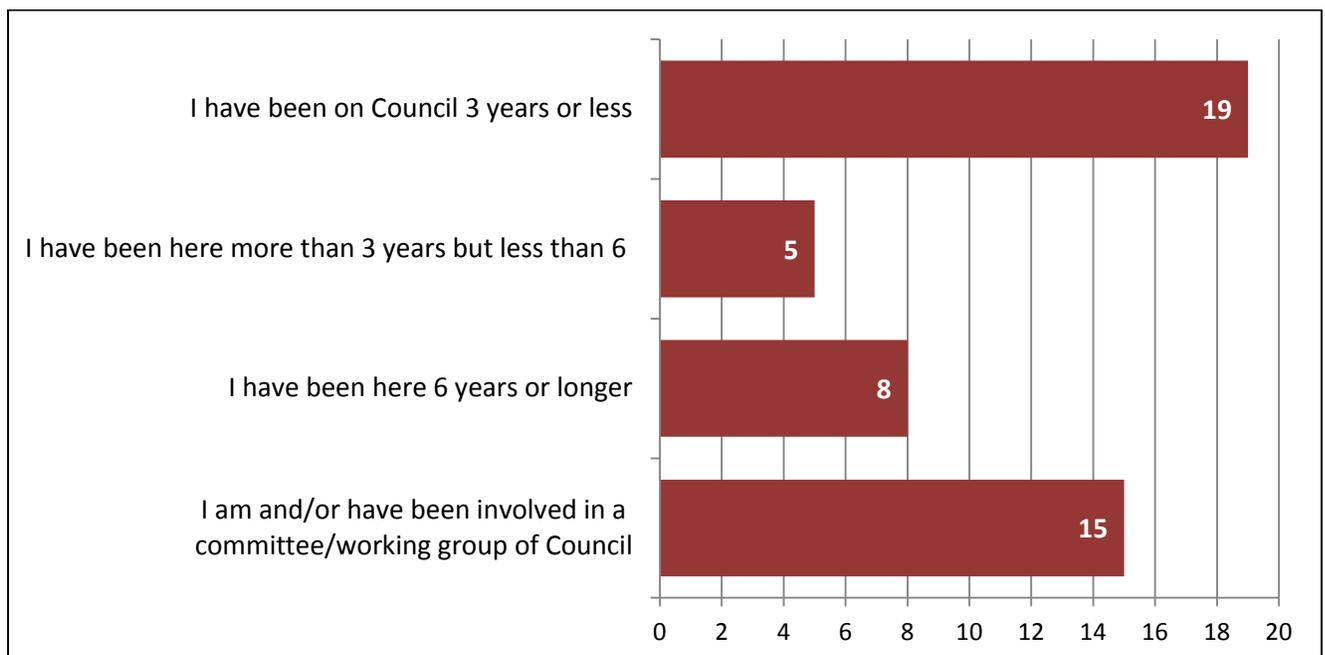
Waterloo Region Crime Prevention Council – Members Survey 2017

Participant Demographics

Overall, 32 members of the Waterloo Region Crime Prevention Council completed the feedback survey distributed both at the Council meeting on June 17th, 2017 and available online between June 22nd and June 29th, 2017. Nineteen surveys were completed in paper format, and an additional 13 were completed online.

In terms of involvement in the Waterloo Region Crime Prevention Council, 59% of respondents reported to have been involved in council for three years or less, 25% reported to have been involved for six years or longer, and the remaining 16% have been involved for more than three but less than six years. Of the 32 respondents, 15 (47%) also reported to have been involved in a committee/working group of Council.

Figure 1: WRPC Member involvement (N=32)



When asked to complete the statement: “I am an ambassador for crime prevention through social development because I...” many of the respondents spoke about their strong belief in what the Crime Prevention Council is doing, such as a belief in prevention, in focusing on root causes of crime, in social programs, and in community engagement. In addition to this, reference was made to the commitment many members have to educating others, be it family, friends, members of their workplace/sector, or the public in general. Some examples from the responses provided are included below:

I am an ambassador for crime prevention through social development because I...

value the work of the council tremendously

believe the social well-being of all people matters and WRPCPC does amazing things for the Waterloo Region

believe it is important to be at a table that considers crime prevention issues and to be an advocate for the sector I represent

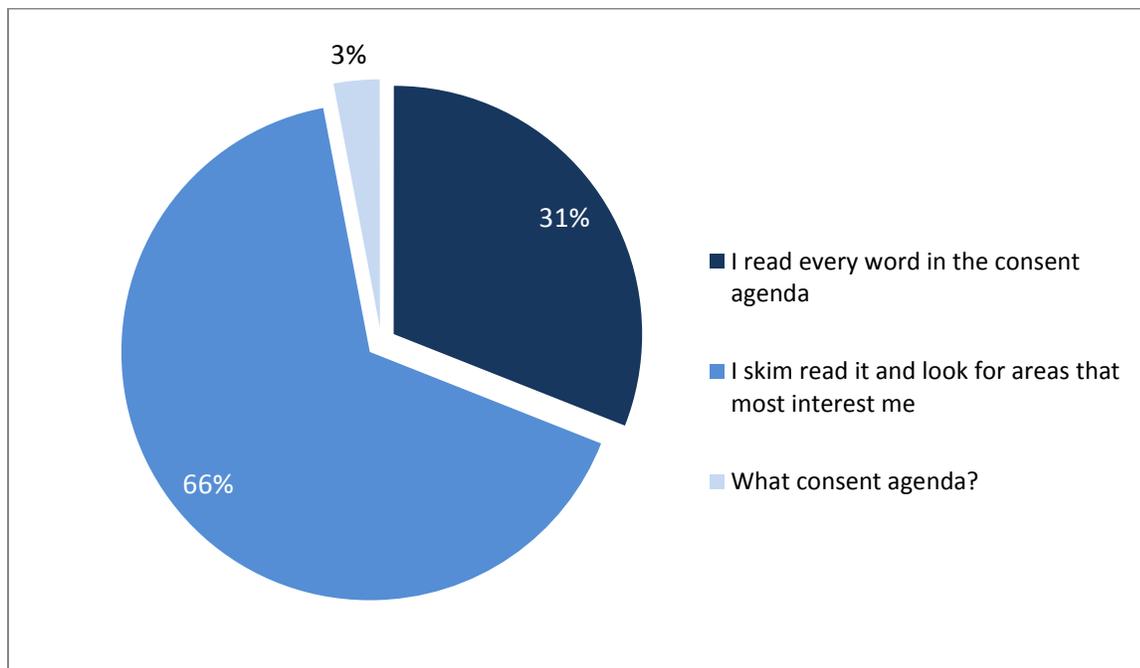
believe in the possibility of a society/world free of crime, violence, discrimination, inequality - particularly the kind of crime and violence that is the result of root causes such as poverty, inequality, etc.

work it into many speaking engagements, and into material that I teach. I support public policy that prioritizes CP

Consent Agenda

In this section of the survey, respondents were asked about how they view and utilize the consent agenda, and were given an opportunity to provide feedback on the agenda-setting process and contents. First, as illustrated in Figure 2 below, when it comes to reading the consent agenda prior to the meeting, the majority of respondents (21 out of 32) indicated that they skim read it and look for areas of interest, ten respondents say that they read it in its entirety, and one respondent did not appear to be familiar with the consent agenda.

Figure 2: Consent Agenda: aka Smart Updates (N=32)



When asked about providing material for the consent agenda, of the 32 respondents, 24 (75%) indicated that they have not provided material for the agenda, and eight (25%) indicated that they have.

The next questions of the survey provide respondents the opportunity to offer feedback on the consent agenda, particularly, what they find least useful about the consent agenda, and what they would like to see added.

When asked about the least useful components, ten respondents provided feedback which included things like pictures, posters, lists of upcoming events, lists of media interviews, links, and too many details. Yet, despite these components identified as least useful, several comments were made providing positive feedback about the consent agenda and justifying the need for such things, such as in the following excerpts:

All of the information is useful to one member or another. The fact that it may not interest me, does not mean it is not valuable to someone else.

All of this provides context for the meetings and collaborative work when we need to be absent from the table.

It can sometimes be too detailed, bearing in mind the other demands upon staff. I find the updates as to the work done by staff and the listing of upcoming events particularly useful and informative.

When asked what respondents would like to see added in the consent agenda, again ten of the 32 participants provided feedback. The most commonly cited suggestion posed was to add sector/agency updates/reports to the agenda, as illustrated in the following excerpts:

More updates on sector work

Agency/sector updates

I like to see updates on what is happening that has not been discussed at council or is a follow-up from council discussions

reports on sectors

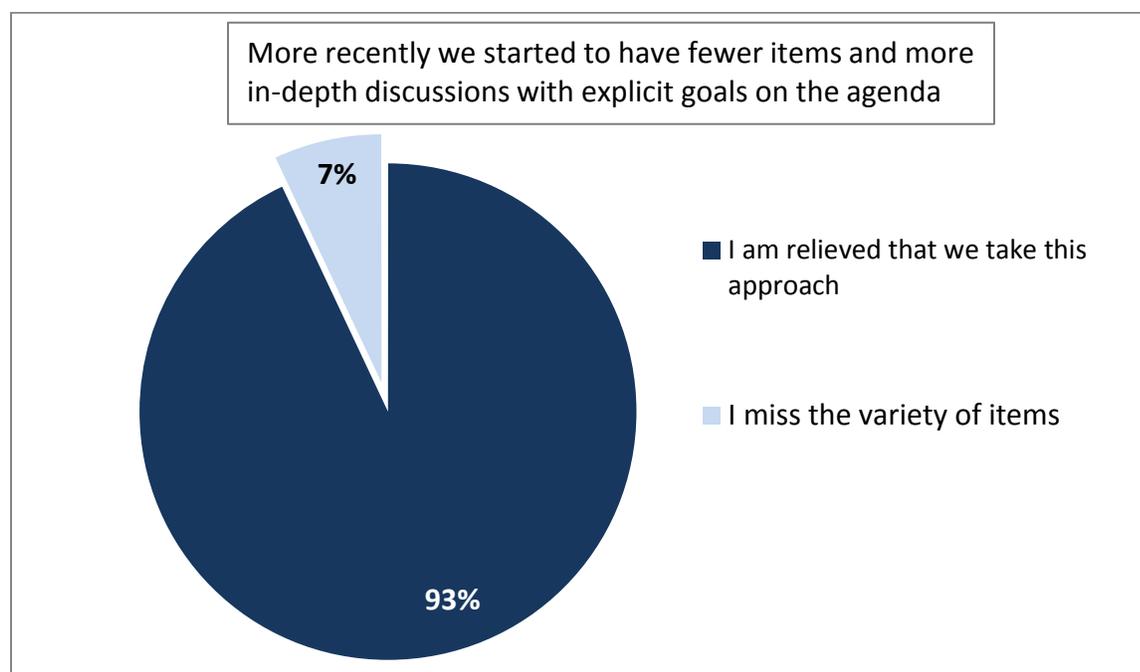
Otherwise, with the exception of one comment suggesting that the consent agenda be sent out a few days prior to the meeting, the remainder of the comments provide positive feedback about the agenda, with statement made such as: "I think the consent agenda is wonderful!!" and "thus far I have been satisfied with the information presented."

Meeting Agenda

Respondents were also asked to provide feedback on the new format of the meeting agenda that has recently been implemented, with the statement "more recently we started to have fewer items and more in-depth discussions with explicit goals on the agenda" after which respondents were asked to choose whether they were relieved to see this approach taken, or if they miss the variety of items.

Overwhelmingly, responses indicate that council members are happy about the new approach, as illustrated in Figure 3.

Figure 3: Feedback on new Agenda format (N=29)



In the final question about the agenda respondents were asked to provide feedback to the statement “I think our agendas would improve if we implemented the following.” Of the 32 survey respondents, 16 provided suggestions on this question. Of these suggestions, the three most frequent themes to emerge were: more preparation ahead of time, better time management during the meetings, and overall positive feedback about the agenda. Illustrated in Table 1 below is a breakdown of how these themes and others were represented.

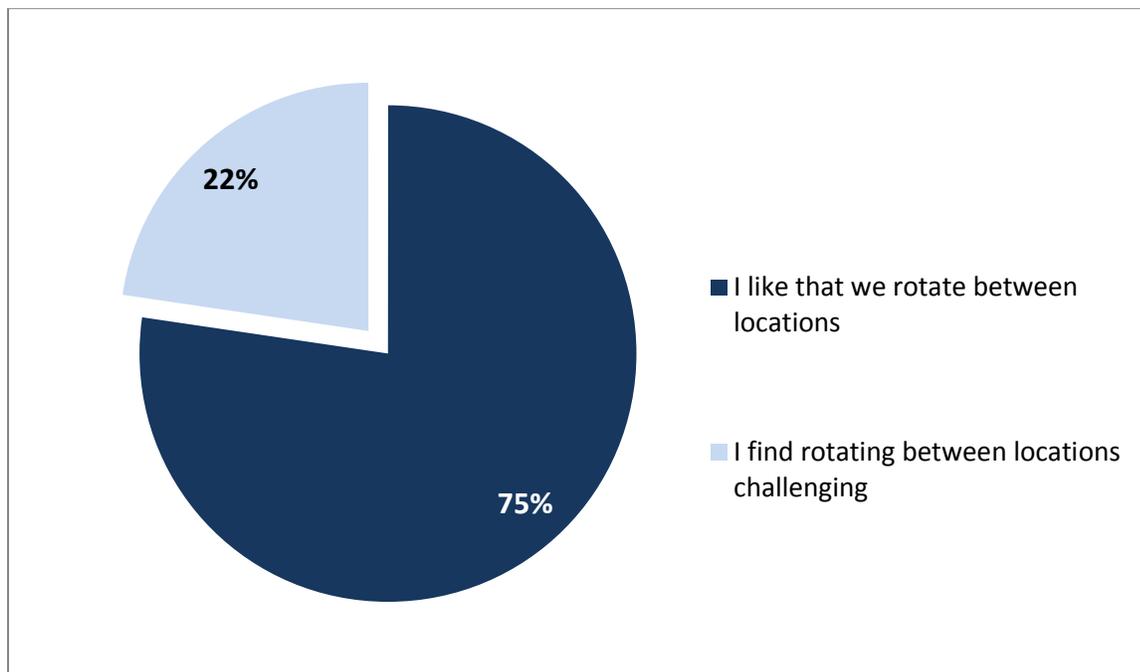
Table 1: Implementation suggestions for meeting agenda

I think our agendas would improve if we implemented the following:	f
Adhering to the timeline outlined in the agenda (keep discussions on track, keep presenters to allotted times)	7
Preparing people ahead of time for specific discussion topics (ie – Sector specific topics, key questions)	3
Overall positive comments about the agenda (especially the inclusion of the purpose/outcome statements)	3
Sector reports	1
Less hectic pace	1
Total	16

Meeting Locations

This next section of the survey was focused on the meeting locations. Respondents were first asked how they feel about the meetings being held at rotating locations. As illustrated in Figure 4, the majority of the respondents (24, 75%) indicated that they like rotating between locations, with 7 (22%) indicating that they find rotating challenging (1 response was left blank).

Figure 4: Rotating Meeting Locations (N=31)



When asked to state their favorite meeting location, the following preferences were provided:

Table 2: Favorite Meeting Locations (N=24)

My favorite location is:	f
The Museum	13
Kitchener Women's shelter	3
The Family Centre	2
Waterloo Police Services Building	2
Luther Village	1
Victoria Park Pavilion	1
Recreation complex	1
Regional Building at 99 Regina	1
Total	24

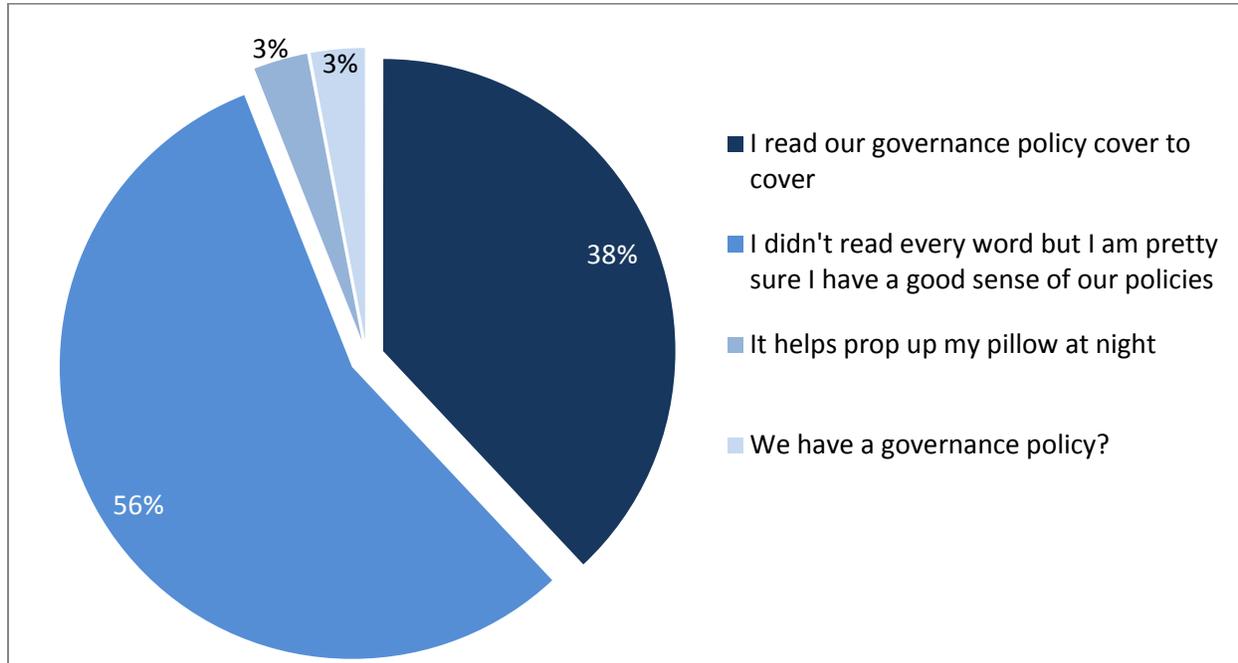
When asked about whether they had any suggestions for a location that has never been used but should be used, the responses given were the following:

Anything in Cambridge - construction is nuts
 Board of Education
 Conestoga College
 Governor's house (outside maybe)
 Kitchener City Hall
 KPL, WPL,
 More central in KW
 Other regional sites ie landfill training room
 Places that would attract guests, maybe we could go out in the community more
 Provincial courthouse in Kitchener
 School Sites
 Somewhere in Cambridge
 Townships
 Victoria Park Pavilion

Governance Policy

The next section of the survey was focused on the Waterloo Region Crime Prevention Council's governance policies. When asked how familiar they are with the governance policies, the majority of respondents indicated that they either have read the policy in its entirety, or have a good sense of the policy even if they didn't read every word. Contained in Figure 5 is a summary of the responses.

Figure 5: Familiarity with Governance Policy (N=32)



Respondents were then asked to provide feedback on the governance policies with regards to three questions: what you suggest we add, what you suggest you delete, and what you suggest we more rigorously adhere to. Responses to these three topics are summarized below.

Table 3: Suggestions for the WRCPC Governance Policy

With respect to the Governance Policy:		
What do you suggest we add?	What do you suggest we delete?	What do you suggest we more rigorously adhere to?
Touching base at council meetings 2x per year to direct/connect our work to our governance policies - or connect work on an ongoing basis that aligns with our governance policy	Policies we do not want to adhere to	Attendance guidelines (4 occurrences)
Minimum direct participation from ex officio members		Monitoring
I think that in light of their strong commitment to Council and their years of service, Honorary Lifetime members should have voting rights.		Should've given a notice so that you could revisit
We seem to have enough policies to cover the needs that are arising in normal month to month business. I have not seen a need for additional policies.		I'm not sure that we actually follow it
		I appreciate that this council adheres to the governance polices built thus far and I find a nice balance between vigorous adherence and open time for discussion - that also meets the criteria of governance standards.

Meeting Atmosphere & Timing

The next section of the survey was focused on the meeting atmosphere, whereby respondents were asked about a variety of issues and invited to check all that apply to them and their experiences with the Waterloo Region Crime Prevention Council meetings. Overall results from this series of questions indicate that for the majority of participants, the meetings are enjoyable, comfortable, engaging, interesting, where trust has been built and balance attained between committee priorities.

About half of respondents (53%) indicate that they look forward to the retreat each year, and just under half (41%) feel that WRCPC staff should attend meetings only for relevant items rather than all the time, though 28% feel that WRCPC staff should attend every meeting. There seems to be more of a push from respondents towards having more small group discussions (38%), rather than having full round table discussions (25%). Further, 22% of respondents feel that some people in the meeting take up too much air time. Very little feedback was offered regarding whether deferring to working groups is done either too much or too little.

Table 4: Feedback on Meeting Atmosphere (N=32)

Questions about Meeting Atmosphere	f	%
I am overall comfortable at the meetings and feel free to speak	29	91%
I enjoy the networking and relationship building	27	84%
I think we cover interesting and relevant topics	26	81%
I feel engaged even when I don't always speak up	25	78%
I think we have a good level of trust for a large group	22	69%
We have a good balance between strategic dialogues & operational committees	21	66%
I look forward to the retreat each year	17	53%
I want WRCPC staff to only attend for relevant items	13	41%
We should have more small group discussions	12	38%
I want all WRCPC staff to attend the meetings all of the time	9	28%
We should have full round table discussions	8	25%
Some people take up too much air time	7	22%
We don't defer enough to working groups	2	6%
We defer too much to working groups	1	3%

For those respondents who did not agree with the statement regarding group trust, an additional open-ended question was posed, allowing for elaboration on this issue: Trust is a challenge for me because... Three responses were provided for this question, each quite different yet each providing a valuable insight into the issue of trust in a large group.

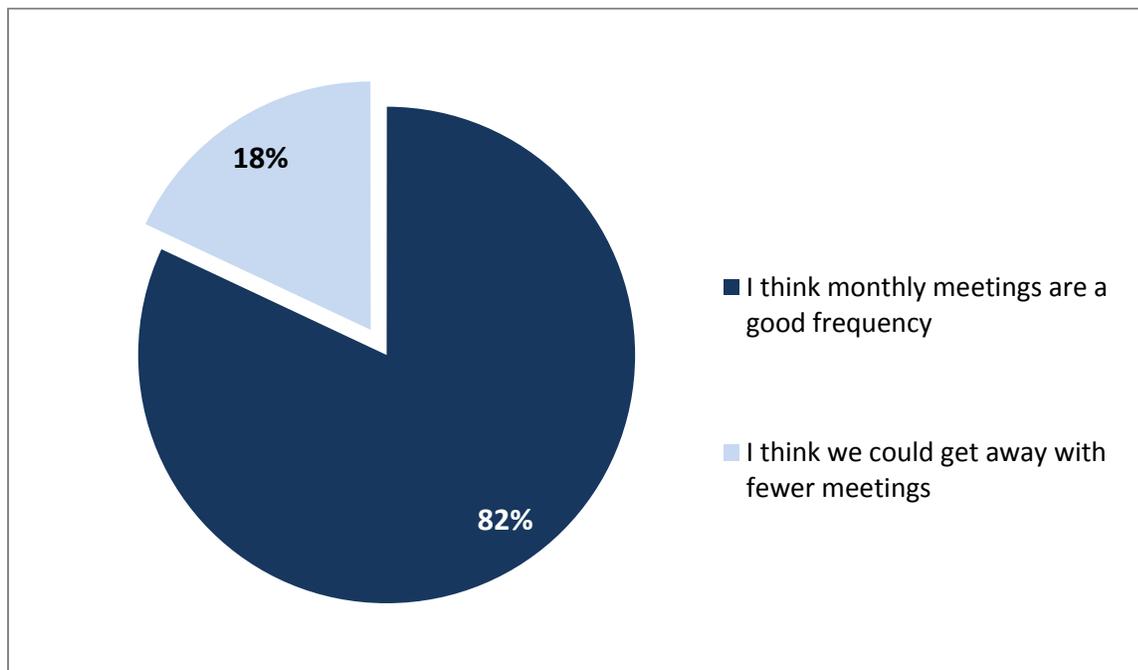
Each of us has outside relationships that may hinder true "trust." Not a challenge, just an "eyes wide open."

Relatively new to the format, so I still need to get comfortable before I feel safe enough to speak during discussions

I sometimes feel that as a dissenting voice on some issues, I am sanctioned. I get the impression that the views I hold are problematic.

When asked about the feel about the frequency of the meetings, most of the responses indicate a general satisfaction with the monthly schedule, as illustrated in Figure 6.

Figure 6: Meeting Frequency (N=28)

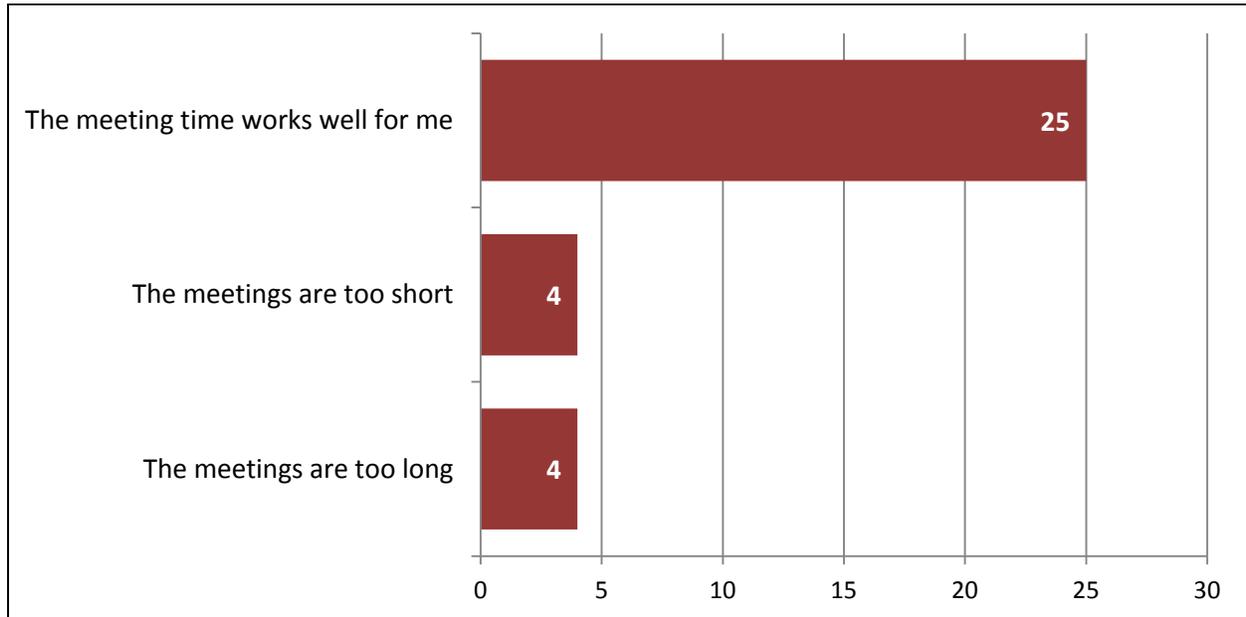


For those who chose the option “I think we could get away with fewer meetings,” an open-ended question followed, whereby respondents were asked “If so, how many per year.” Here numeric responses ranged between 4 times per year (1 occurrence) and 6 times per year (2 occurrences), and other responses included a descriptive explanation about difficulties with time commitments rather than a number, such as:

This is only because my schedule is a challenge and I unfortunately miss far more meetings than I would like to (I would feel less guilty if there were fewer meetings, but I recognize this is selfish on my part)

There are a variety of competing interests for many of us. I may need to consider an alternate representing our interests and meeting participation.

When asked about meeting times more specifically, respondents indicated that overall the meeting time works for them, yet there was some divergence on the issue of the meeting being either too short or too long. See Figure 7 for details.

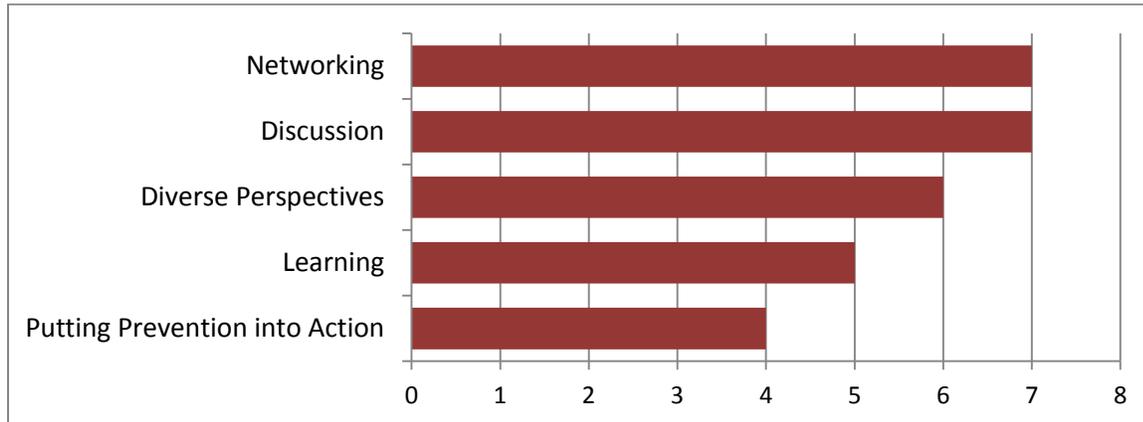
Figure 7: Meeting Time & Length (N=32)

For those respondents who indicated that the meeting time is a challenge for them (N=5), the main reason provided was work demands or work conflicts.

The final questions in the survey focused on meetings included a set of four open-ended questions asking respondents what they think would **most improve** the meeting time, what they **enjoy** the most, what they **dread** the most, and then if they have any **additional comments** about the meetings. Responses provided for these questions were quite robust, allowing for some thematic analysis of responses, which will be summarized in the following graphics.

Table 5: I think the following would most improve our time together:

Responses	f
More time for discussion/more focused/efficient discussion	7
Add action items for committee members	1
Add networking time after the meeting	1
Include reminder to respect divergent viewpoints	1
Have a mandatory and optional part of the meeting	1
Include activities sometimes to help people get to know each other	1
Stay on time	1

Figure 8: What WRCPC Members enjoy the most about the meetings (N=19)**Figure 9: What WRCPC Members dread the most about the meetings (N=7)****Responses**

Endless discussion on matters of the nominating committee - should not be discussed at every meeting - perhaps twice a year - every vacancy does not need to be filled as soon as it opens up.

Long dry presentations, running out of time

Asking a difficult question that needs to be asked

60 minute agenda items! Although great if there is a discussion

The sense that political correctness curbs discussion, I think we need to find a way to be more honest on some topics rather than protect 'feelings' of other members, our discussions need to stay above the 'personal', we are discussing community issues, not personal stuff....this usually is well balanced, but sometimes we are enmeshed...

Sometimes members of council get bogged down too much on one topic or issue and the comments become a bit repetitive.

Being elbowed in the ribs by the E.D. while chairing a meeting :)

Figure 10: Additional comments about the meetings (N=5)**Responses**

I often think about issues for days afterwards - very though provoking. Staff are excellent would like them to have more time

Always one of my favorite days of the month

Staying on time is a challenge however the renewed approach to agenda setting should help in this regard

They are well run, but sometimes have too many pithy topics for some of us to try to keep up with. Maybe it's just me.

Overall I find the dialogue and the different perspectives people bring to the table (as previously mentioned) very interesting and stimulating.

Roles of Staff and WRCPC Sectors

Next in the survey came a series of questions regarding the staff and member roles on the committee, along with communication engagement and membership in the “friend of crime prevention” initiative. Contained in Figure 11 is a summary of the responses.

Table 6: Staff & Member Roles & Involvement in the WRCPC (N=32)

Questions	f	%
I know how to contact staff	30	94%
I have a pretty good sense of my role on WRCPC	28	88%
I feel encouraged to connect with staff	22	69%
I have a clear sense of what a crime prevention backbone office is	19	59%
I am a "friend of crime prevention"	19	59%
I would like to engage more and believe that my talents are not fully utilized	6	19%
I feel overextended and my CPC obligations add to that sense of being overwhelmed	5	16%

Overall, the majority of survey respondents indicated that they know how to contact staff and they have a pretty good sense of their role on the Waterloo Region Crime Prevention Council. Respondents indicated, to a lesser degree, that they feel encouraged to connect with staff, and roughly two-thirds of the respondents said that they have a clear sense of what a crime prevention backbone office is. Of the respondents, 59% reported to be a “friend of crime prevention,” and less than 20% indicated that they either would like to engage more or feel overextended/overwhelmed.

For those respondents who indicated that they are not currently a “friend of crime prevention,” just two provided a response to the question “I did not sign up as a “friend of crime prevention because:” which are “will do this soon,” and “I have tried three times but have not heard back.”

When asked the question “I could use more of the following support in my role,” four responses were provided, mainly focused on the theme of clarity/understanding:

Guidance and models to show me how to be a better sector representative

Clarity of my role

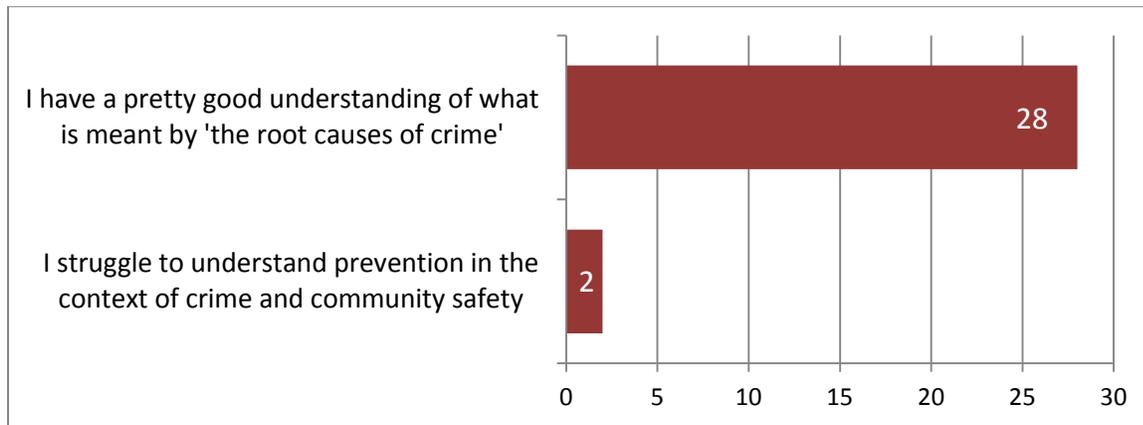
A better understanding of the expectations of a sector rep - perhaps a tool kit to help engage people in my sector

The staff, under Chris's leadership, are remarkable. I always had the view, both before and after I was chair, that I had their full time commitment and support.

Crime Prevention through Social Development

Two questions were posed to survey respondents regarding their understanding of prevention in the context of the 'root causes of crime.' Survey results are summarized in Figure 11 below.

Figure 11: Understanding Root Causes & Prevention (N=32)



When asked the open-ended question "We should talk/do more regarding the following issue(s), 15 suggestions were made, which include the following:

Figure 12: We should talk/do more regarding the following issue(s):

Responses

How sector representatives can do more to promote awareness of council's work

Connecting to neighbourhoods (3 occurrences)

The value of community collaboration to address issues of crime, poverty reduction, building networks for people in our community few social supports, keep our focus on youth

Poverty

I know CJI and Women's Crisis Services are on Council, it would be nice to see VICTIMS sector represented on a deeper level

Understanding root causes as it relates to persons of colour and diverse groups

Non-white/dominant group issues

Conceptual challenges and definitional challenges of crime prevention

Specific examples of upstream prevention programs that are effective and evidence-based

Crime prevention strongly requires focus on social determinants, but that is not/should not be a focus to the exclusion of other elements that comprise the full crime prevention picture

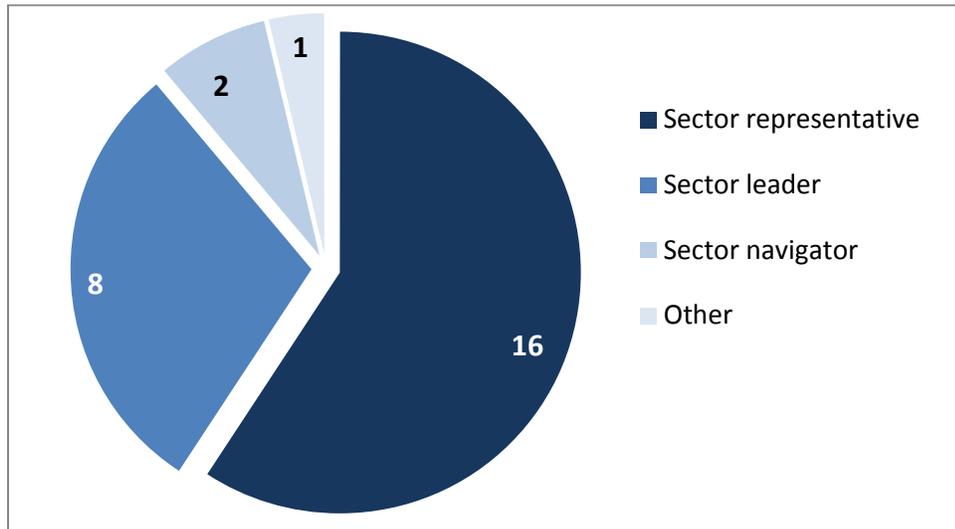
You should continue as you do, as you do a great job and I can't come up with any criticism (other than that I find it a challenge to keep up with you guys).

broader public engagement, trauma, Indigenous issues, succession planning, challenging the Health Care community to accept addictions as more than a behavioural social issue, ensuring the public is informed for the next Provincial election

Sector Approach

The final section of the survey was focused on respondents' preferred term for their role on the Waterloo Region Crime Prevention Council, where three options were given. Twenty-seven respondents answered this question; the results are summarized in the figure below.

Figure 13: Preferred term for WRPC member role (N=27)



As illustrated, the majority (60%) of respondents chose “sector representative” as their preferred term. The one respondent who chose “other” indicated that “ex-officio member” is their preferred term for their role on the council.

Final Comments

At the very end of the survey respondents were given an opportunity to provide comments on any aspect of their engagement with WRPC not previously covered. Just four responses were provided for this question, which are summarized below.

Figure 14: Please comment on any aspect of your engagement with WRPC that we have not covered in the above questions

Responses

Would love to see more enjoyment of outdoors/green space at the retreat

How to explore intersections across sectors

I try my best to do what I can, however my work responsibilities have increased significantly and I hope you can be patient with me.

How council members can assist in sustaining present staffing levels which is crucial for the effective pursuit of council's role and which continue to be eroded year after year due to Regional budgetary pressures.

WRCPC Minutes

July 14, 2017

Waterloo Region Museum

10 Huron Rd., Kitchener

Classroom A

9:00 a.m. to 11:30 a.m. (8:30 a.m. networking)

Present: Andrew Jackson, Barry Cull, Bill Wilson, Carolyn Albrecht, Cathy Harrington, Courtney Didier, Denise Squire, Douglas Bartholomew-Saunders, Helen Jowett, Jennifer Mains, Joe-Ann McComb, Jonathan English, Karen Spencer, Kathy Payette, Kelly Anthony, Liz Vitek, Mark Pancer, Mike Beazely, Richard Eibach, Sharon Ward-Zeller, Shayne Turner, Trisha Robinson

Regrets: Angela Vanderheyden, Bryan Larkin, Mike Haffner, Chris Cowie, Jane Mitchell, John Shewchuk, Liana Nolan, Mark Poland, Karey Katzsch, Michelle Sutherland, Pari Karem, Tom Galloway, Peter Ringrose

Staff and Students: David Siladi, Michael Parkinson, Christiane Sadeler, Daniel Bader (MSW student), Elin Moorlag-Silk, Usman Akhtar (summer student), Katie Cook (summer student),

Guests: Sue Weare & Bianca Dreyer (Presenters from Centre for Community Research Learning & Action), Harry White (Ray of Hope)

Chair: Shayne Turner

Recorder: J. Metzger

WRCPC Business:

1. **Welcome and Introductions** - Shayne welcomed everyone to the meeting and everyone introduced themselves. Christiane Sadeler introduced Katie Cook and Usman Akhtar, two new students hired with Canada Summer Grants who are working with WRCPC on the Youth Engagement Strategy for the summer. Christiane also introduced Elin Moorlag-Silk working on a three month contract upon Dianne Heise's retirement. Christiane finally acknowledged Daniel Bader who finished his MSW placement with WRCPC on July 12.

2. **Approval of Agenda:**

Added:

- Cambridge concerns re: drugs and downtown core
- Doors Open Waterloo Region, Saturday September 16

Moved by Denise Squire and Seconded by Andrew Jackson. Carried

3. **Declaration of Conflict of Interest:** None

4. **Approval of the June 9, 2017 Minutes**

Edits to the minutes:

p. 4 “WRCPC meeting on **December 12, 2017.**” Should read **December 12, 2016.**

p. 5 “...Youth Navigator Evaluation Report **ducktail** perfectly with the feedback...” should be **dovetails.**

Moved by Karen Spencer and Seconded by Richard Eibach. Carried.

4.1 Business Arising

Porch Chats are now complete for the season. This engagement format served as a way of opening a safe and brave space for community discussions on topics that clearly resonated with people. As a result there are some actions coming out of the Porch Chats that will be **led** by Friends of Crime Prevention, with support from WRCPC staff. There is a full review of the Porch Chats in the Smart Update (Consent Agenda) including links to blog posts and photos.

5. **Approval of Smart Update**

Upon request from a member of Council, Christiane Sadeler retraced the evolution of Wellbeing Waterloo Region to its roots in the Community Safety & Wellbeing Plans in order to clarify the role of WRCPC with respect to Wellbeing Waterloo Region. The Waterloo Region approach evolved into a broader scope and WRCPC, as a key stakeholder, has been at the table throughout this evolution. Several staff are involved in committees responsible for this initial stage of development (Steering Committee, Reference Group, Data & Indicators Group & Engagement Committee).

WRCPC has also played a role in conducting several community discussion/focus groups with groups whose voices tend to be under-represented and who would not get opportunities to contribute to online surveys and large community fora.

Smart Update moved by Barry Cull and Seconded by Mark Pancer. Carried.

Presentation(s):

6. **Smart on Crime Plan Evaluation** - Sue Weare and Bianca Dreyer, Centre for Community Research, Learning and Action (CCRLA) and David Siladi (staff)

CCRLA has been engaged by WRCPC to complete a developmental evaluation of the impact of WRCPC’s efforts to advance crime prevention through collaborative processes, guided by the Smart on Crime community plan.

CCRLA undertook an Evaluability Assessment as a first step and the presentation at the meeting was to inform Council of the findings of that assessment.

Sue Weare reviewed the work completed since CCRLA was engaged in September 2016.

(Development of an evaluation plan, Evaluability Assessment, comprehensive document review, staff journaling exercise - **See attached slide presentation**).

Through these activities, CCRLA more clearly articulated the purpose of the evaluation:

- Measuring the implementation of the Smart on Crime Strategic Plan
- Understanding the role that WRCPD plays as an organization in the broader Smart on Crime movement
- Ensure the evaluation is action oriented
- Clarify the value of WRCPD's work
- Optimize the approaches of WRCPD's work
- Inform future directions of WRCPD

An Evaluability Assessment attempts to increase appropriateness and usability of the Evaluation Plan. This became necessary when CCRLA determined there needs to be a clear model against which WRCPD work can be measured and evaluated.

Bianca Dreyer presented three models that are intended to work together in order to describe how WRCPD does its work and functions to affect change.

Change Model: Grass Leaf Model -Bianca Dreyer outlined the model in which WRCPD assumes the role of a “middle-out” or “community empowerment” agent that simultaneously engages decision makers and community members through community organizing. This approach builds capacity among community organizations and systems

This model highlights 3 functions that are fulfilled by the work of WRCPD: 1) Backbone (aligning work of decision makers), 2) knowledge mobilization and exchange (breaking down barriers by sharing knowledge), and 3) community engagement (connecting and leveraging community voices). **(See attached handout)**.

Key elements of this model are:

- Backbone:
 - Developing and growing relationships with stakeholders from various sectors that are critical for prevention
 - Increasing systems' capacities for transformative change
 - Being a catalyst for collaboration among all the sectors responsible for moving forward with crime prevention through social development
 - Aligning the work at the systems level
 - Creating comprehensive, integrated, responsive and proactive systems level solutions
 - Fostering a shared responsibility among all sectors to advance crime prevention
- Knowledge mobilization:
 - Generating, disseminating and supporting the application of knowledge using both collaborative and participatory processes (reciprocal production and

- sharing of knowledge leading to evidence informed practice AND practice informed evidence)
- Informing decision making, policy and practice while also reducing stigma and discrimination
- Advancing community's understanding of what it means to be Smart on Crime
- Promoting the use of effective and promising crime prevention approaches
- Community Engagement:
 - Building and sustaining relationships with and between local community members
 - Aligning the work of the grassroots and building the capacity of the community to engage in transformative systems change
 - Sometimes these engagement processes are intentional and organized; other times they arise as opportunities from within the community or broader context.
 - Reaching and engaging community members where they are at

Dave Siladi presented the **Catalyst Model** as another concept to describe the way that WRCPD works to align the systems level and the community-at-large. (See attached slide presentation)

WRCPD, as a catalyst, can work as an “enzyme” by creating a platform for two reactants to come together (the systems level & the community-at-large level) and form a bond. As a catalyst, WRCPD can also fulfill the same three functions of Backbone, Knowledge Mobilization, and Community Engagement. Because of the “reaction” and new “bond”, the product of the reaction creates a more responsive, agile and adaptive system allowing the two sides to work together. The backbone work is about facilitation and as such a backbone does not need to remain as part of the newly adapted relationship.

The catalyst, when functioning as a backbone can work to flatten the structure between various sectors and systems. The functions of knowledge mobilization and community engagement help to facilitate this catalytic reaction.

Bianca Dreyer outlined the **Constellation Model** outlining the way in which the work gets implemented. The model identifies Council **and** Staff as the backbone and outlines the processes by which WRCPD fulfills its three functions: backbone organizing (aligning the work), knowledge mobilization and community engagement. (See attached slide presentation)

Sue Weare asked WRCPD members to work in groups for discussion on each of the models. She asked members of Council to consider whether the model(s) reflect and capture the way WRCPD does its work? Can Council members live with these models as the basis for measuring the intended impact of WRCPD's work?

WRCPD members asked questions of clarification before moving into their groups.

It was clarified that the slide showing the Constellation Model included only some of the

sectors by way of examples and is not meant to be comprehensive.

It was clarified that the three models are interconnected and are concepts that highlight different aspects of how Council & Staff work; they are not competing models and Council is not being asked to pick one over another.

Comment: A neighbourhood babysitting course was given as an example to caution that the temptation to simplify or reduce complex issues to simple models can lead to a loss of what lies beneath an on the surface simple measure.

David clarified how the three functions of backbone, knowledge mobilization and community engagement fit together with the grass leaf or catalyst model: Backbone can be seen as working at the systems level, community engagement working in the community-at-large level and knowledge mobilization & exchange helps to bring the two together.

The concern was raised that we need more time to go deeper on these types of issues and not rush the process.

Groups reported back to Council.

Constellation Model – this needs to be a bi-directional process (Council <--> Sectors) interaction between sectors & Council; how can Sector representatives bring issues back to the Council table in order to take advantage of the system & community levels together in the room at the same time. Can Council do some of their sector work during Council meetings? The model as currently illustrated appears to show a separation between the work of staff and the work of Council & Sectors. The model needs to capture the variability and interconnected of the roles played by Council/Staff/Sectors.

Enzyme Model – This model presents a great “elevator pitch” for how we function as an organization. It captures the work at a high level. This model most explicitly speaks to the need for core staff. The model is a lens for understanding the complexity of how WRCPCC works but it is not imperative to fit into this model all the time but rather to adopt it in certain situations. Divergent voices are important for the work of Council.

Grass Leaf Model – Comments ranged from the models being overly complex to it having good clarity about the relationship between the functions of WRCPCC.

Sue Weare clarified that the role of the evaluation is to capture the impact of the work of WRCPCC & Staff as outlined in the Smart on Crime Plan & other work more broadly (community context, responsiveness to community needs, emerging trends).

Comment: Evaluation models are needed for the purposes of the evaluators but the essential questions for Council might be: Are we being responsive and adaptive to community needs? Considering the changes in community, government & municipal context the work of Council and Staff inevitably changes along side these developments.

There is a risk in being responsive to everything that arises. Something might be a community need but maybe not a WRCPCC priority. Bianca reminded that it is critical to be

responsive to the “attractor” (see Constellation Model) and not necessarily every community request.

Next Steps: Sue Weare and Bianca will return to the September 16 WRPCPC Retreat with a report on the completed Evaluability Assessment phase and bring forward the Evaluation Plan for the remainder of 2017/2018. Sue will make a request for participants on an Evaluation Working Group.

7. Iceland Project - Mark Pancer

Mark Pancer gave a presentation on a best practice model of youth engagement from Iceland to further our understanding of prevention approaches and the success of this long-term study. Studies have shown that the most effective way to reduce or prevent crime and drugs & alcohol use among youth is to get them engaged in something. The study presented by Mark began in 1992 as Iceland’s response to increasing alcohol, drugs and cigarette use among youth. At the time, they enlisted New York psychologist Harvey Milkman who demonstrated that drug use among youth doesn’t stop just by telling them how bad it is. Rather youth need to have alternative activities for engagement (organized activities, time spent with parents, recreation and leisure, feeling cared for at school). These are all protective factors.

The Iceland model used a variety of approaches including laws (banning tobacco and alcohol advertisements, a curfew for 13 – 16 after 10 PM); a role for parents & schools; recreational activities (increased funding for organized sport, music, art, dance, an annual leisure card for recreational activities of \$450 per youth).

The results: significant reduction in alcohol, cannabis, cigarette use; increased time with parents and sports activities. This is correlation research, not causal research but with such strong results one could make the claim that results are influenced by said interventions.

Program operated at systemic level (policy and programs) but also directly involved the community, grassroots and families. Mark feels this is a good example of the kind of program WRPCPC should be looking at for the Youth Engagement Strategy. This is a comprehensive approach and now established as policy in Iceland, NOT a pilot project.

Comment: WRPCPC members expressed support for this kind of approach and highlighted examples where components of this work are already in place. The challenge for such work especially in neighbourhoods is that there are not enough funds for more skilled staff to connect the day to day work with funds to bring in specialized services and a comprehensive evaluation.

Comment: There is phenomenal work being done in neighbourhoods but it is not consistent across Waterloo Region. Often vulnerable neighbourhoods are at a further

disadvantage because they do not have the same variety of activities and resources. This would need to be addressed as part of a strategy.

Comment: Based on 2011 census data for our region, it would cost \$13.5M to provide every youth between the ages of 10-14 with a \$450 leisure/recreation/arts programming card. But the savings that could be realized would be immense. It was also suggested that not every youth is in need of such a card but that providing them to low income families makes for more equitable access to recreation and engagement measures.

Next Steps: This study will remain relevant for the Prevention Working Group and as Council prepares for further discussions about upstream prevention, likely at the September retreat.

WRCPC Corner:

8. WRCPC Survey Results - Elin Moorlag Silk - **Deferred**

9. **Other Business**

9.1 Cambridge is experiencing a rapid increase of drugs and crime related activity in the downtown core and in some neighbourhoods. Issues are reaching critical proportions. There are things that can be learned from the formation of Kitchener's Downtown Stakeholder Committee. This is a time for intervention and mobilization on immediate needs with an eye to longer-term strategies when crisis has abated.

9.2 Key Dates for September

9.2.1 WRCPC Retreat - Friday September 15 (no meeting in August)

9.2.2 Doors Open Waterloo Region will be on Saturday September 16 2017. The Governor's House is on the Tour again this year and last year saw close to 500 visitors. It is a great opportunity for engaging the public and staff is looking for four WRCPC members to work alongside staff on that day. If interested contact Michael Parkinson.

10. **Adjournment:**

Moved by Courtney Didier at 12:10 pm. Carried

11. Next Meeting: WRCPC Retreat: September 15, 2017

Smart Update (Consent Agenda) For the Meeting of WRPC on October 13, 2017

The Consent Agenda is published on a bi-monthly basis.

Please review this report BEFORE meetings.

Please note that any Council member has the right to “pull” an item from the Consent Agenda and add it to the regular agenda for discussion, comment or clarification. Approved consent agendas are published on the Council’s website www.preventingcrime.ca along with approved minutes. Consent Agendas are selective, not comprehensive. Whenever possible, Consent Agenda items reflect the key **approaches** of the Smart on Crime 2015-2018 plan designed to accomplish three overarching Council directions.

- Youth: Unleashing the Potential of ALL Youth
- Neighbourhoods: Building Local Capacity for Change
- Smart on Crime: Advancing the Momentum

Expand Reach through Understanding and Engagement:

- “Friends of Crime Prevention”, supported by WRPC, is hosting its first Community Course: Reframing Crime, Justice and Prevention. In light of the complexity of the 21st century reality, the course provides opportunities to re-examine perceptions with some upside down thinking, critical reflection and deep questioning. Social transformation requires new ways of thinking in order to ignite community activities that have the capacity to create change. Created by a team of [Friends of Crime Prevention](#), this interactive 7-week course is designed to deepen knowledge and foster a more robust culture of prevention in the Waterloo Region through co-learning. We are accepting 10 participants for this first run of the course and have one space left.
- On September 27, Friends of Crime Prevention & WRPC co-sponsored a workshop with Waterloo Region Community Legal Clinic, led by Beverly Jacobs. “Haudenosaunee Legal Principles & their Application” examined Indigenous legal traditions, Haudenosaunee legal traditions, sources and principles of Haudenosaunee law. A comparison between Indigenous legal principles and our Canadian legal system was very eye opening!
- Community Engagement staff gave a lunchtime talk to Kitchener Rotary about the Porch Chat approach to community engagement.
- As part of Chief Bryan Larkin’s task force on sexual assault, WRPC staff agreed to look into best practice research that can speak to prevention as well as engage in an environmental scan of

promising practices in Waterloo region. This may lead to the taskforce reviewing this information with a view to going more upstream on this issue over time.

- WRCPC participated in a “think tank” hosted by the Waterloo Institute for Smart Governance on the opioid crisis. Thanks to Shayne for being there for the full day. Next steps on this event remain unclear at this time but we have remained in communication with one of the lead organizers.

Base Change in Good Evidence and Innovation

- A meeting with several members of WRCPC Council was held in late July to inform the development of the Prevention Value Statement (PVS). Additional feedback regarding PVS was collected at the September Council retreat, which featured the latest iteration of the prevention-related concepts. The presentation made at the retreat (along with the input collected) will be shared with the Council later in the fall once the audio commentary has been added. WRCPC has held initial conversations with a videographer from Memory Tree to discuss the idea of creating a short orientation video that outlines the importance of investing in prevention.
- As part of the Wellbeing Waterloo Region (WBWR) measurement and monitoring working group, WRCPC members and staff participated in a data sense-making workshop in early August. The aim of the workshop was to help synthesize information that was collected for WBWR through various community consultations. The group is also assisting with organizing a forum that will take place in early December and which will focus on data sharing among community organizations. Additionally we have been involved in the early planning of a community/citizen survey that would serve the Region, municipalities and numerous organizations; here, the hope is to create one comprehensive survey that satisfies the data needs of multiple stakeholders, rather than each stakeholder having to carry out their own survey/consultation.
- Over the summer, formative work on the youth engagement strategy continued thanks in large part to WRCPC’s summer students, Katie and Usman. They assisted WRCPC staff with a review of relevant models, conducted outreach to learn about similar or related initiatives, and started the development of a mapping tool that has potential to be a valuable resource in terms of informing the next steps of the strategy. Currently, staff are working on preparing a summary report/document that outlines the work done on the youth engagement strategy to date and that can be the foundational document for a working group or task force.

Lead side by side: Leverage dynamic partnerships

- We have connected with our friends and partners in Guadalajara Mexico after the earthquakes. No one that we know of has been directly affected but of course the devastation was widely broadcast and deeply felt well beyond the borders of Mexico. Some plans for the partnership efforts have been put on hold for now as a result of this change in circumstances but an invitation has been issued for a December meeting with Enrique Alfaro Ramírez, Mayor of Guadalajara.

- As the Canadian Municipal Network on Crime Prevention (CMNCP) is getting into its finally funded year, sustainability is one of the main topics of consideration. With current supports, the network has grown, provides multiple opportunities for training and mentorships and has strategically moved ahead the agenda for recognizing the significance of municipal crime prevention through social development. More recently, the network featured in Municipal World, which is widely read by local elected officials and municipal staff. WRCPC featured was highlighted as a best practice in the article.
- This year WRCPC will be taking a break from coordinating and promoting Say Hi Day. Instead, we will put our energy into seeing how the Say Hi campaign can be evaluated and how it was received during frosh week at the University of Waterloo. The information gained from any evaluation will inform future development of this initiative and help us assess how to best move forward.
- This year WRCPC will be holding the 39th Annual Justice Dinner on November 16. WRCPC is cohosting this event with Community Justice Initiative (CJI) and Grand Valley Institution for Women (GVI). The theme this year is: Restorative Practice. Women from GVI women will paint rocks collected by the community as part of the “Abundant Love Project” and as much as possible members of the community are asked to share photos of them collecting rocks and use the hashtag #TogetherWeRockwr.

Advocate for Equity and Belonging. Reduce Marginalization and Discrimination.

- As part of the WRCPC’s contribution to Well-being Waterloo region staff met with women at Grand Valley Institution for women. These meetings complemented previous focus groups with other priority populations. It was an immensely eye-opening opportunity and it is encouraging to be living in a community where the voice of those in the correctional system can feature in broad based community efforts. Thank you to staff and students at GVI for being so open to this work. While many of the shared comments are note worthy and while one of the focus group participants even shared a written story that in time will be provided to WRCPC the comment that continues to linger with me is: “We are not our crimes. Please hear our stories”.

In the News

- Media attention continues to be largely focused on the opioid crisis and WRCPC has more requests for comment and data on this issue than can be met by current resources. Below are some examples that we have participated in since September. Conversations with the WWLHIN and the Ministry of Health of Ontario regarding the challenges of providing broad scale supports on local resources continue.

For a full list of media exposure of the WRCPC, please contact staff.

- [Opioid related hospital visits in Waterloo Region are on the rise](#)

- [Opioid overdoses are sending more people in Canada to the emergency room](#)
- [Opioid-related overdose figures show grim reality of Canadian epidemic](#)
- ['Abandoned': Overlooked patients amid the opioid crisis](#)
- ['Refusals' mean many non-fatal opioid overdoses not in tracker data](#)
- [Police dispense 14 Naloxone doses since May, testing field pouches](#)

Community Corner

In this section staff share community training events and other significant information and opportunities that have been provided by members of WRPC and partners. Please note this will not include fundraising or partisan events.

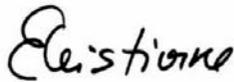
- CJJ Stride Presents: Women in Prison -Building Community as a three-day symposium to inform and discuss how community can create change with women living inside and out of prison walls. Day one: What can we learn? Day two: What can we do? Day three: What does research say? Please see media coverage <http://www.cbc.ca/1.4235668> :Women inmates in Kitchener to paint 700 decorative stones for mental health CBC Radio Interview: <http://www.cbc.ca/listen/shows/the-morning-edition-k-w/episode/13583239>
- Renison University College will be hosting a book launch for Montreal-based community researcher and Black liberation activist Robyn Maynard's new book: Policing Black Lives: State Violence in Canada from Slavery to the Present. The book launch will take place on Thursday, October 19th at 7pm-9pm in Renison's Atrium. There will be books available to purchase and the event will include speakers (including the author) engaging with the intersections of policing and incarceration of Black and Indigenous communities - including someone speaking to the local KW context.
- The Waterloo Region Rural Post is a future weekly publication that will be distributed in the townships starting this fall. WRPC has been approached to be a regular contributor to the Rural Post. Details and commitments have yet to be finalized. The articles may explore crime prevention through social development and primary prevention strategies/concepts. This is an exciting opportunity that is in line with our Strategic Plan (Building Local Capacity for Change).
- The Domestic Assault Review Team (DART) Conference: The Impact of Domestic Violence on Children is being held on October 30, 2017 from 9:00 a.m. to 4:00 p.m. The cost is \$30 per person and it is open to the community. For more information and to register, please visit dartconference2017.eventbrite.ca
- Substance Use In Our Community Information Session on November 8, 2017 from 1:30 p.m. to 4:30 p.m. Free Admission hosted by Trinity Anglican Church, 12 Blair Road, Cambridge For more information contact office@trinitycambridgeon.com or 519-621-8860.

- Self Help Cambridge Food Bank: People we know are missing from our table. We are saddened by the loss of people that have died in our community. Please join us for a time of remembrance for those that have died at Trinity Community Table on Wednesday, October 18th, 2017 at 10:00 a.m.

What's up in the WRCPC office?

- The WRCPC participated in "Doors Open Waterloo Region" on Saturday, September 16, 2017. Approximately 382 people from the community toured the Governor's House. Thank you to WRCPC Council representatives James Gormley and Sarah Shafiq for volunteering your time.
- At the end of the summer, we had to say good-bye to Katie Cook and Usman Akhtar who worked with us on the youth engagement strategy as part of the summer student program in part funded by the government of Canada. Both Katie and Usman report that they truly enjoyed their time with WRCPC and hope to continue to engage via committee and related opportunities. Thank you Katie and Usman for your good spirits throughout and for unearthing some pretty interesting knowledge pieces about youth and engagement.
- As one door closes another opens. Please join me in welcoming Jessica Stroebel (MSW), Emily Churchill (MA community Psychology) and (returning) Jodie Thomas (Conestoga College) as our current placement students. You may or may not see them at meetings of Council and committees but be reassured they are hard at work in the background.
- Finally, after the end of her three months contract Elin Moorlag Silk was the successful candidate for the permanent PT position of Research and Community Development Co-ordinator. You will see a fair bit of Elin over the next while as some of her research projects are being completed and need WRCPC attention or even input. Welcome back, Elin!

Respectfully submitted,



Christiane Sadeler,
Executive Director
October 10, 2017