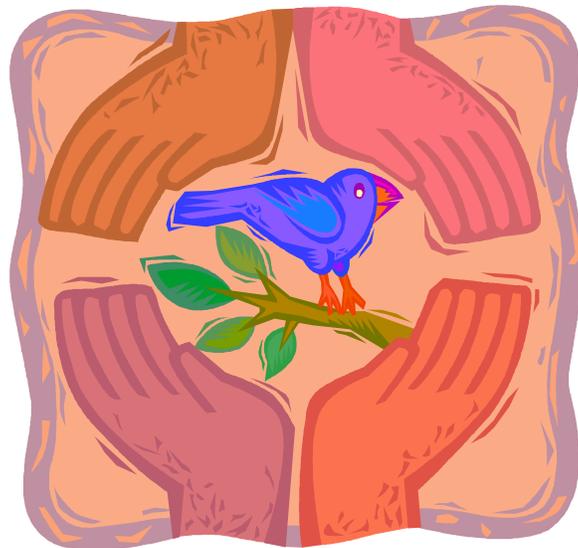


Working Together to Prevent Crime: The Integrated Model for Crime Prevention

Who Leads



What & When

Report to Neighbourhoods and Community Partners



**Community Safety &
Crime Prevention Council**
Because a connected community
is a safer community

Table of Contents

Executive Summary	3
History of the Integrated Model	4
Who Should Familiarize Themselves with The Integrated Model and Why?	6
Justice System Spending in Canada	7
Return on Investment Potential	7
The Three C's of Partnership: Cooperation, Coordination, Collaboration	8
Opportunities for Partnership Development	9
What is Crime Prevention?	13
The Integrated Model for Crime Prevention	14
Community Mobilization – What Is It?	16
Community Mobilization Principles	16
Community Mobilization Objectives	17
The Role of Police in Mobilizing Neighbourhoods	17
Community Mobilization	
<i>Problem-Oriented Policing</i>	18
<i>Community</i>	18
<i>Sustainability</i>	18
Waterloo Regional Police Service Community Mobilization Model	18
Community Mobilization in Practice	19
Appendix 1	21

Executive Summary

The Community Safety & Crime Prevention Council of Waterloo Region (CS&CPC), Waterloo Regional Police Service (WRPS), participants in a federally funded neighbourhood crime prevention project known as 'Safe & Sound' (1999-2003), and other partners came together to discuss and share their ideas for decreasing crime and victimization through a coordinated approach. The result of their discussions is the Integrated Model for Crime Prevention (Integrated Model) contained in this document.

This Integrated Model is a prototype for neighbourhood crime prevention work. The foundation of the model is the collaboration and commitment of neighbourhood services, law enforcement, human service providers, policy makers, and citizens. This model has the ability to empower these community partners and gives them an effective framework to work within. Neighbourhood-based and neighbourhood-driven prevention models have shown to effectively contribute to crime prevention and community safety locally, nationally and globally. When all these community partners work together, developing and sustaining a prevention agenda becomes possible.

There are a number of ways such community partnerships can unfold, be sustained, and be effective. This document will examine the 3 C's of partnerships: cooperation, coordination, and collaboration.

Furthermore, it details the benefits and importance of our community putting more focus on prevention efforts, both within and between services, to complement enforcement and recovery.

The Integrated Model is a comprehensive look at the prevention, intervention, post-intervention, recovery, and renewal phases throughout the cycle of crime. It identifies how neighbourhood services, law enforcement, human service providers, policy makers, and citizens can each play a vital role. The model describes the interplay and commitment of community partners in creating and sustaining crime prevention methods.

This model is built on the understanding that enforcement alone is not sufficient to secure our safety, and calls for a shift from community policing and problem-oriented policing to working in a community mobilization approach similar to efforts by the Waterloo Regional Police Service. Community mobilization, in this context, refers to actions and initiatives that police officers take to motivate and/or support citizens in effectively dealing with the root causes of crime and insecurity in their neighbourhoods in partnership with other services.

To ensure that these mobilization efforts are integrated with other crime prevention approaches, the Integrated Model attempts to answer the question:

“Who leads what & when?”

A Connected Community is a Safer Community

There is strength in working together with multiple partners to accomplish long-term crime prevention goals. Many partners come together through the efforts of the Community Safety & Crime Prevention Council of Waterloo Region (CS&CPC). As a coalition focused on decreasing the root causes of crime, the CS&CPC and its partners share three strategic approaches:

- **Facilitating and Supporting Problem Solving**
- **Region Wide Partnership Building**
- **Public Education**

This report spans all three strategies. It is an integrated approach to crime prevention through the shared actions of formal and informal services and law enforcement to work with organizations and individuals. We hope this model can serve as a prototype for neighbourhood-based crime prevention work.

History

Several events established a fertile ground for the development of this Integrated Model:

- In 1999, a three-year crime prevention pilot project called “Safe and Sound” was launched in four neighbourhoods in Waterloo Region. The goal was to work with residents and community partners to build safer, stronger neighbourhoods. The pilot project was funded by the National Crime Prevention Strategy and administered by the CS&CPC. The project was grounded on a neighbourhood capacity building approach through the provision of facilitation, financial and human resources.



Neighbourhood capacity building is a long term process by which residents strengthen their skills and influence to improve their quality of life.

- In 2000, the Safe & Sound Advisory Committee was told by participating neighbourhood residents that it was not clear as to which community partners should be involved in identifying and solving neighbourhood issues. This lack of clarity caused confusion and in some instances duplicated efforts. The challenge to develop the Integrated Model began.



- In 2000, the Waterloo Region Police Service (WRPS) established a Community Mobilization Division. By motivating and/or supporting citizens to effectively deal with the root causes of crime and insecurity in their neighbourhoods, police encourage community members to deal with conflicts long before they become violations of the law. This increases community safety and reduces calls for service to police.

- In 2000, the CS&CPC, together with the Waterloo Region Police Service (WRPS) and Safe & Sound neighbourhood residents, reaffirmed its vision and mission to:



“mobilize the efforts of our community in preventing crime, increasing safety and fostering the well-being of everyone”
in creating “a safe and crime-free community in which to work, live and grow”.

The values of the CS&CPC further emphasize the strength of working together and the unique contributions of citizens to enhance community vitality: *“We are stronger working together.”*

- In 2002, a Regional Steering Committee discussed core supports to neighbourhoods. Following community consultation, “The Neighbourhood Consultation Report” was completed by Public Health and included themes and recommendations. A neighbourhood funding model is being implemented on a pilot basis. The funding model supports the delivery of regional programs including Community Outreach (National Child Benefit), and Peer Health and Community Nutrition in neighbourhood centres. Since 2000, National Child Benefit program planning and funding through Social Services has provided neighbourhood based organizations with increased opportunity to develop social and recreation services through various partnerships.
- In 2002, W.R.P.S., CS&CPC, and residents from neighbourhoods across the Waterloo region came together to develop a model for seamless and integrated crime prevention actions in neighbourhoods. This report is the outcome of their deliberations and agreements.

“Vision without action is merely a dream.

Action without vision just passes time.

Vision with action can change the world.”

~ Joel Barker

Who Should Familiarize Themselves With the Integrated Model and Why?

- **Neighbourhood Residents**
 - To appreciate the potential benefits of mobilizing for crime prevention and safer communities
 - To understand their own capacities to respond to crime in neighbourhoods
 - To share the task of building safe communities
 - To have a framework to work within

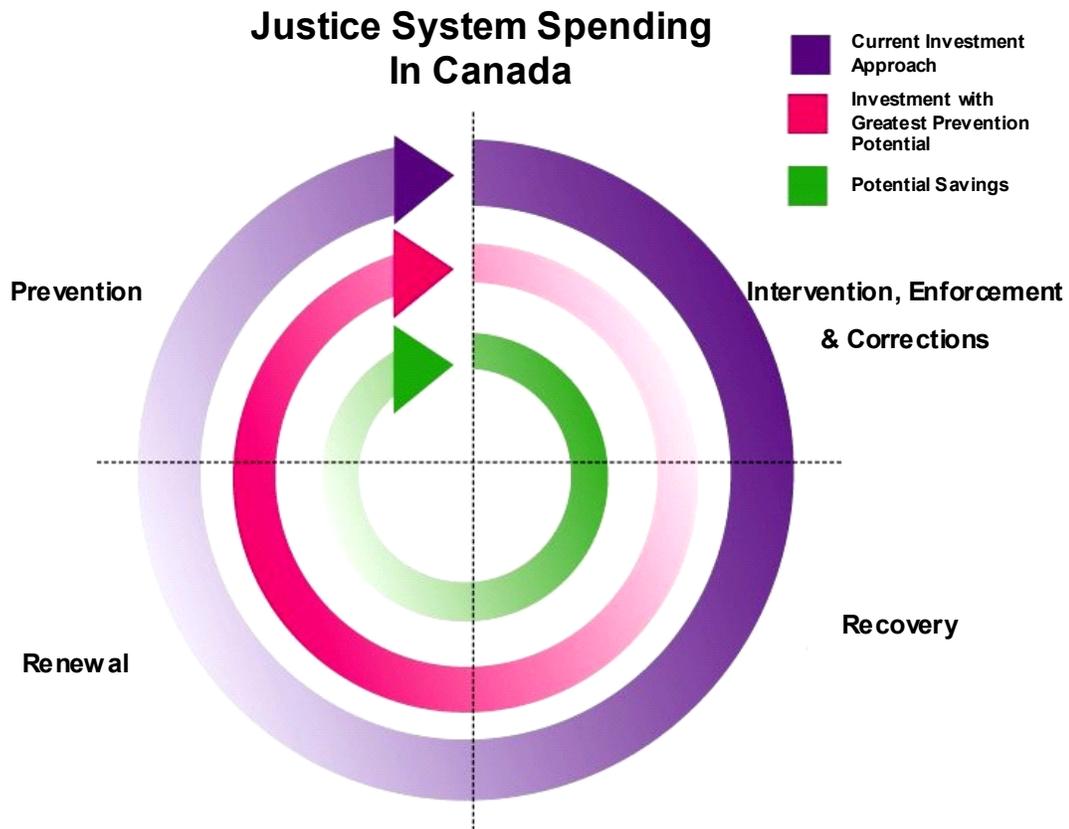
- **Service Providers**
 - To broaden their scope
 - To make more effective decisions re: resource allocation, staffing, planning etc.
 - To understand their role in the prevention-enforcement continuum
 - To share the task of building safe communities
 - To have a framework to work within

- **Law Enforcement**
 - To support police in working with people and communities
 - To share the task of building safe communities
 - To have a framework to work within

- **Policy Makers**
 - To shift funding towards a greater emphasis for grassroots prevention initiatives
 - To assist in setting priorities
 - To share the task of building safe communities
 - To have a framework to work within

In the last two decades, many organizations, including government, have utilized informal neighbourhood “infra-structures” to deliver their services (*neighbourhood-based*). In these approaches, residents contribute to the delivery of services in their neighbourhoods. Residents also have a right to actively participate in directing these services (*neighbourhood-driven*). Most neighbourhood centres provide a diversity of services that offer a unique opportunity for prevention success. This neighbourhood-driven and neighbourhood-based prevention/intervention is often done at a fraction of the cost of formal services.

Positive outcomes are only sustained, however, if service providers and informal supports collaborate. The goal is to enhance - not replace - everyday actions that build healthy, safe, and strong communities. Further, working collaboratively helps avoid duplication, confusion, and/or “learned helplessness”.



Return On Investment Potential

The illustration above shows the traditional investment (purple circle) and the investments with the greatest potential savings (red and green circles). Current investment in most communities across all services tends to be concentrated in the areas of intervention, enforcement, recovery, and to some extent, renewal. By comparison, prevention tends to be relegated to the status of “service luxury.”

One of the challenges for this integrated model of crime prevention will be in how far we can collectively persuade our community to increase prevention resources within and between services. The savings in human and financial terms through a shared prevention agenda will only be realized through an ongoing commitment to think and plan long-term.

*“Every dollar spent on crime prevention saves \$ 5-7 in corrections.
How can we not put our full support behind crime prevention initiatives?”*

~ Horner Commission, March 1993

The Three C's of Partnership: *Cooperation, Coordination, Collaboration*

Cooperation is for the purpose of information sharing. Resources and authority are separate and stay contained within each organization.

Coordination requires joint planning and division of roles. Some resources and rewards are mutually acknowledged.

Collaboration is a durable relationship bringing separate organizations together to share resources, communication channels and services.

“We do not have the power to change the winds, but we can turn the sails.”

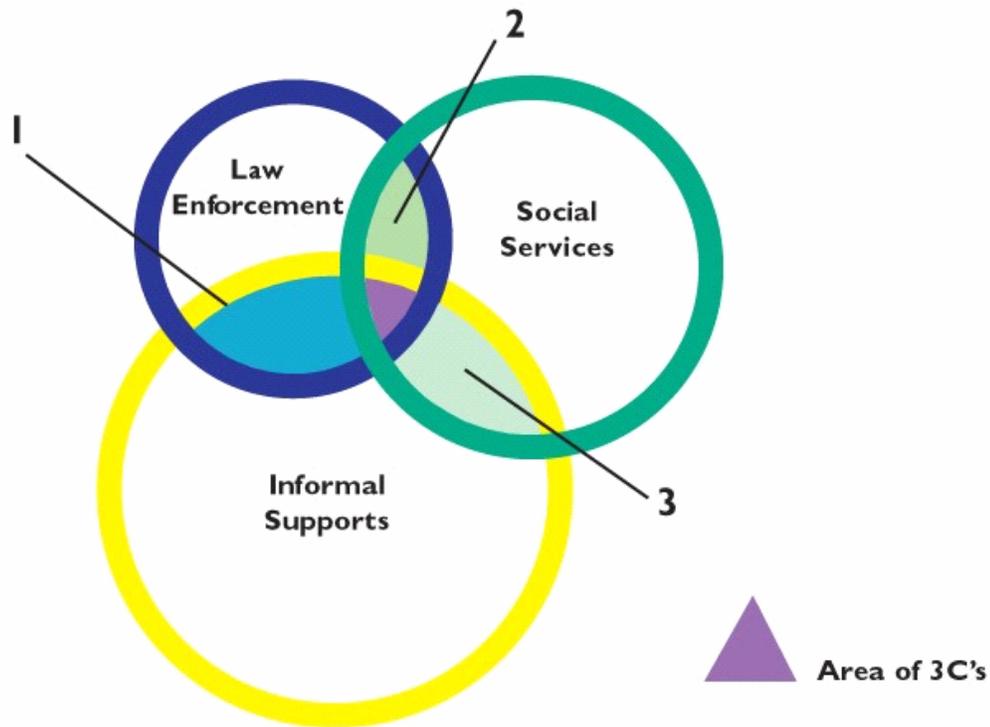
~ **unknown**

In successful partnerships, egos, power differences and agendas are “checked at the door” in recognition of the unique opportunity to resolve issues through working together. Individual partners benefit by: learning from others, harnessing collective wisdom, helping to enhance and support each partner’s place in the community. The three C’s of partnership is an ongoing process in which responsibilities, roles, risks and rewards are shared. Partnerships are better able to address the complexity of social issues, since no one person or organization has the answer or the resources to do it alone. Furthermore, sound problem-solving approaches need the knowledge and experience of all stakeholders. These and other values/beliefs were affirmed during the discussions in the development of this integrated model and are summarized in Appendix 1.

“People acknowledge that when they are involved in making decisions affecting their future, they develop a sense of ownership and commitment to carrying out those decisions.”

~ **John Burbridge**, ‘Beyond Prince and Merchant’

Opportunities for Partnership Development



In many neighbourhoods there are three types of prevention/intervention approaches at work. The large size of the yellow circle acknowledges that most of the work on a daily basis is done by residents. Interventions and prevention efforts by law enforcement and social services will have more positive impacts if they connect with these more informal supports or capacities from the start.

- The large yellow circle reflects the daily informal activities of residents that make neighbourhoods safer (for examples of activities visit www.violencefree.net).
- The green circle reflects the work of social services, which are best understood as actions that contribute to crime prevention through dealing with root causes (i.e. efforts to keep children in school, reduction of economic stressors, financial assistance, day care/pre-school etc.).
- The blue circle reflects law enforcement approaches that commonly start when neighbourhoods show an increase in crime or fear of crime. This may include an increase in calls to police for service from the same neighbourhood or regular calls to the same address(es) within one neighbourhood.
- ▲ The overlapping areas represent two or more sectors involved in the same issue. The degree of the collaboration needs to be negotiated and agreed upon if the impact is to be positive. Representatives of these sectors need to agree on **“Who leads what & when?”**

Area 1: Law Enforcement & Residents

In **Area 1**, law enforcement and informal supports (residents, neighbourhood groups) come together. An *Intervention* is likely to be initiated when police ask residents to support their community mobilization efforts or vice versa. Residents' readiness to support these efforts will depend on our shared success in educating the public of their role in building healthy and safe communities, including the public's appreciation of crime prevention through social development. Secondary and primary *prevention* might be resident initiated and driven (i.e. inviting police to recreational events to strengthen police-youth relationships).

Example:

C.L.E.A.N. (Community Link Empowered Against Narcotics) is a community-based group that started in response to increased narcotic use by some youth in the Wilmot community. In 2000 the community recognized this problem and as a result concerned parents formed C.L.E.A.N. Initially C.L.E.A.N. was interested in supporting concerned parents through weekly support meetings; however the group has since grown and now considers two elements necessary to its purpose – SUPPORT and EDUCATION – by utilizing a preventative approach to drugs and drug use.

C.L.E.A.N. was a pilot project between the Waterloo Regional Police Services Community Mobilization program and the Wilmot community during which time an assigned police officer provided weekly facilitation and liaison skills, as well as resources to the group for the first year. Since the establishment of C.L.E.A.N., the Community Mobilization program continues to be involved on a monthly basis to meet with local youth, present drug awareness education in the community, meet with the C.L.E.A.N. Executive and acts as a resource for concerned parents. The group was and continues to be independent and operate on its own, creating solutions unique to its community. The success of C.L.E.A.N. has led to expansion of their support and services to other communities throughout Waterloo Region

Area 2: Law Enforcement & Social Services

In **Area 2** area law enforcement and social services come together to increase service readiness to respond to complex neighbourhood situations.

Example:

In 1997, crime rates were on the rise in Kitchener's Sunnydale community and the fear of crime was increasing. Family & Children Services of Waterloo Region, Waterloo Regional Police Services Community Mobilization program and other social service/agency representatives were quick to respond to this community with different initiatives.

Programs were developed for families, resources, leadership / mentoring opportunities were made available and neighbourhood meetings were held. A neighbourhood association was formed so that the community could creatively plan neighbourhood events and responsibly reduce the effects

of conflict. The residents became stronger as a result of the agency support thus increasing their resolve to provide their community with positive options for the future.

The residents applied to Waterloo Regional Housing for the use of a townhouse unit as a community centre and to the House of Friendship for a community centre coordinator. Both proposals were accepted and the Sunnydale Community Centre was developed. The neighbourhood benefited from the community space even though conflicts and struggles were still present. The neighbourhood association also applied for support from the Safe & Sound Project and benefited from the involvement of the neighbourhood crime prevention project.

The continued presence of the Sunnydale Community Centre has made a difference in the neighbourhood; people are helped who need help, the community is friendlier, the fear of crime has decreased, the media coverage is more positive and there is a sense of encouragement.

AREA 3: Social Services & Residents

In **Area 3** social services and informal supports (residents, neighbourhood groups) decide on shared actions with prevention/intervention goals. If these efforts are the result of a crisis they tend to be service initiated. Actions are more resident driven if they have a longer-term prevention focus.

Example:

“Wraparound” is a process of bringing people together to help others by building a support system of family members, friends and community resources in an effort to find solutions to their complex needs.” *Wraparound* matches a dedicated Resource Facilitator with each family and together they create a Child and Family Team which also includes any person the family sees as helpful. The team works together to build an individualized, strength-based, goal-oriented plan which is the family’s solution to the needs they are experiencing. The family’s plan is also community-based, involves community partnerships / ownership and requires collaboration of and between resources for the process to be successful. Most of the families involved with *Wraparound* are connected in one way or another to social services because their support is necessary and essential to the family.

Wraparound works hard to maintain community and social service partnerships to connect the family with informal resources and community supports. To date *Wraparound* has worked with public and separate school boards, Family and Children’s Services of Waterloo Region, kidsLINK and Lutherwood, Canadian Mental Health Association, as well as other professional services. As a family’s needs are given attention the root causes of crime are reduced thus allowing families to create their own action plans for sustainability and crisis response. *Wraparound* has had the privilege to work with over 100 families in the Region of Waterloo building a sense of well-being.

Purple Triangle – ALL INVOLVED

The purple triangle, comprised of all three circles, is the area where the greatest number of players is involved and where healthy partnerships are most critical. Depending on the situation, the leadership for these efforts will vary and may change over time. For example, immediate safety efforts need strong police presence and leadership. Resident leadership is required to strengthen and sustain the capacity of residents for safe communities and resource development over the long term.

Example:

In 2000, the fear of crime was increasing in the Southwood community in Cambridge. As noted above, the leadership roles may vary at any given time. The story of the Southwood Community Centre (SWCC) is a positive example of “who leads what when” in the ‘purple triangle’ where sectors/partners overlap.

The Waterloo Regional Police Services led when its Community Mobilization program worked with the residents living in Surrey Gardens to address safety and crime related issues. The Community Safety & Crime Prevention Council led when Southwood was one of the sites for the *Safe & Sound* pilot project which worked to build strong neighbourhood relations so people could experience a safe neighbourhood. Following *Safe & Sound* the “*Neighbourhood Conflict Crisis Resolution Services (NCCRS)*”, a collaborative project with SWCC and Community Justice Initiatives was created. The project led the community with mediation services for the residents, mediator training, and communication / conflict awareness workshops for staff and residents. A ripple effect has occurred as a result of the two projects and the conflict resolution skills demonstrated by dedicated staff. The residents are more responsive and responsible for creating changes in their complex, they treat each other and community centre staff with greater respect, and they care for the neighbourhood differently; there is a general sense of well-being.

Presently the partnership that is leading is the Southwood staff and Waterloo Regional Housing. They respond to the community needs by: offering creative changes for Community Centre programs (ie. Building Bridges – a program designed to introduce new immigrant families to the community and their neighbours), making the community centre accessible (ie. a ramp to the sidewalk) to all Southwood community residents and providing facilitation skills to residents to initiate a Tenants’ Association. At this point the residents have strengthened their lead for a safer sustainable community and they are experiencing a sense of safety and caring. Southwood Community Centre has become an integral part of the neighbourhood and to the people of the community. There is an awareness of change because the fear level of crime has decreased, problem-solving and communication skills have increased, and there is an observation of caring for each other.

What is Crime Prevention?

Primary Prevention (Universal)

Primary prevention efforts try to ensure the health of the community as a whole by attempting to stop adverse conditions from developing in the first place. Programs which address parenting, family support, adequate housing, etc. could all be considered primary prevention if they are universally accessible and offered before any difficulties are identified. Primary prevention can be the most cost-effective method of dealing with a problem because it can reduce costs in many different areas over the long term.

Secondary Prevention (Selected)

Secondary prevention attempts to stop a crime from occurring after certain “warning signs” have appeared. An example might be programs which focus on a specific problem or problem group. Anti-social or delinquent behaviour (e.g. disrespect for school staff; spray painting slogans on buildings etc) can often be stopped through early intervention in problem situations before they become more serious and lead to a life of crime or victimization.

Primary and secondary efforts tend incorporate the community’s collective capacity to act upon need(s).

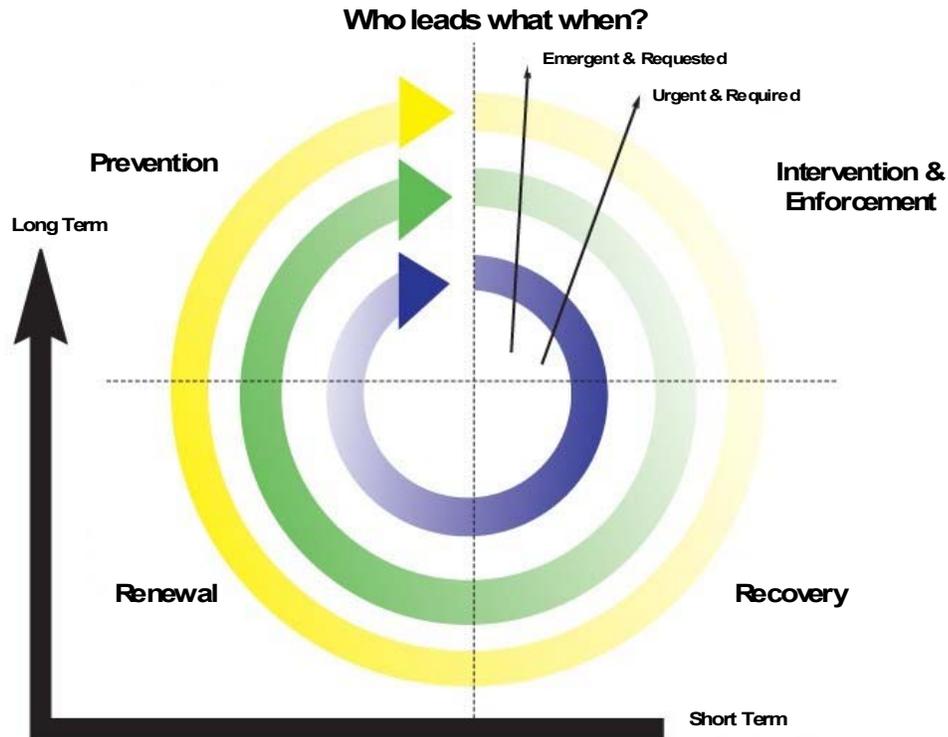
Tertiary Prevention (Indicated)

Law enforcement efforts generally fall into the category of tertiary prevention. Sentencing a person to prison ensures that they will not commit a crime while serving their sentence. This is crime prevention after the fact because the person is known to the community and has already broken the law. While these measures ensure (for a time) that an offender cannot commit another offense they cannot reverse the effects of the original crime.

“This is the time for all of us to consider what threads are weaving our tomorrow.”

~ Dyyani Ywahoo, Voice of Our Ancestors

Integrated Model for Crime Prevention



In the **Integrated Model for Crime Prevention**, activities of intervention, recovery, renewal and prevention flow into one another in crime prevention efforts at the neighbourhood level. While one approach may be more visible than another at any one time, the cycle of change is altered when we focus our efforts in one area only to the exclusion of others.

Interventions such as law enforcement commonly start as the result of a specific need or problem. Such situations might be urgent and require intervention, or they might be emerging and lead to a request for intervention. The key time to begin to plan for future service collaboration and to boost informal efforts is after the immediate crisis intervention phase. Recovery and renewal are part of the healing process. Healing includes learning from what has caused the harm in the first place and ensuring that similar situations will not arise in the future, thus leading to prevention.

“Without a sense of caring, there can be no sense of community.”

~ Anthony J. D’Angelo

These four quadrants of change flow into one another. In order to affect smooth leadership transitions, key stakeholders need to be involved early in the process. Communities that have crime prevention partnerships already in place find it easier to mobilize these collective efforts than communities that do not.

The shading of colours of the circled arrows shows where neighbourhood residents, social service organizations and law enforcement measures have the highest level of investment and involvement. Darker shades show a high level of involvement and are most likely to be where the leadership role lies. Lighter shades show a reduced level of investment and involvement. As the efforts of one partner decrease, the efforts of another partner increase.

Again the illustration acknowledges that by far the largest number of activities that maintain or restore neighbourhood vitality are led by neighbourhood residents. Citizens' efforts create strong and sustainable neighbourhoods while service efforts tend to be short lived and problem focused.



The Integrated Model embraces a holistic understanding of community problems and solutions. The model is based on a shared understanding that crime is a complex social issue with roots in economic, social, cultural, family and individual conditions that can be known and are open to change. The model's use has shown there is greater success when partnerships are present and citizens become engaged with creating solutions for their neighbourhood. Committing ourselves to a holistic approach, progressively moving from community based toward community driven action, will increase the commitment of community residents and grassroots organizations.

“Never doubt that a small group of thoughtful, committed individuals can change the world; indeed it is the only thing that ever has.”

~ Margaret Mead

Community Mobilization - What is it?

Community mobilization is an action and/or initiative that police officers take to motivate and support citizens in effectively dealing with the roots of crime and insecurity in their neighbourhoods.

The goal is to increase community safety and to reduce service calls to police by encouraging and supporting community members to deal with conflicts long before they become violations of the law.

Some key features include:

- The importance of partnerships between the police and neighbourhood residents; realizing the right and the responsibility of residents to be involved in determining solutions to neighbourhood problems and/or opportunities.
- Stabilizing the neighbourhood through law enforcement efforts aimed at removing the criminal elements that breed fear and insecurity.
- Identifying the causes of a problem, crime or conflict, in order to foster solutions that are sustained efforts and not merely efforts that displace or postpone the issue.
- Neighbourhood residents' ultimate control over the mobilization process because when people have more control over the conditions of life in their neighbourhoods we can expect sustained crime reduction and prevention.

Community mobilization effectiveness can be evaluated both in terms of the reduction of threats to safety as well as the degree to which residents report a sense of their own capacities to determine their quality of life. Actions and initiatives tend to involve increased cooperation, coordination, and collaboration with a wide-variety of other agencies and organizations.

Community Mobilization Principles

- All members of the community share the responsibility for safety and security.
- All communities have individuals and organizations that are able and committed to increase safety and security.
- Threats to community safety often originate with systemic barriers that limit people's positive life choices. All communities benefit from a range of social services and government efforts that attempt to remove systemic barriers and strengthen citizen capacities.
- In addition to enforcement, police have the mandate and the skills to identify and work with community individuals and organizations.

Community Mobilization Objectives

- Use targeted law enforcement to stabilize and reduce high risk situations in neighbourhoods.
- Mobilize residents' strength and capacity to reduce and prevent crime in their own neighbourhoods.
- Support bonds of mutual assistance, friendship and peace in communities.
- Link communities to agencies and organizations of interest.
- Participate in effective partnerships against crime and anti-social behaviour with other agencies and organizations.



The Role of Police in Mobilizing Neighbourhoods

Over the past twenty years policing in North America has seen the emergence of two concepts: community policing and problem-oriented policing (POP).

Generally, the goal of **community policing** is to increase police presence and visibility in neighbourhoods, increase communication between the police and the residents, and develop policing priorities based on the community's priorities. Implementation approaches vary across the country.

The goal of **problem-oriented policing** (POP) is to have police officers develop strategies to prevent crime using combined efforts of police, municipal, and social agencies. Officers scan, analyze, respond, and assess (SARA) problems, in order to address the causes so incidents do not re-occur once the enforcement concludes.

Community Mobilization = POP + Community + Sustainability

Community Mobilization is Problem-Oriented Policing (POP) plus Community plus Sustainability.

- **Problem-Oriented Policing (POP)**

Many of the principles of Problem-Oriented Policing (POP) will be followed in the enforcement component of Community Mobilization, but POP by itself does not mobilize the community nor does it automatically strive towards sustainability.

- **Community/Public Relations**

Police attendance at community functions and events is important. However, those occasions are heavily dependent on police resources. Community barbecues, picnics, and sporting events are essential community building functions. Police participation should not be confused with community mobilization by definition rather, it is an important component of mobilization.

- **Sustainability**

Community mobilization requires significant participation by residents and neighbourhoods. The key to sustainability is the relationship between neighbours and their connection to services. Neighbourhoods are often selected for mobilization as a result of increased service calls to police, as a result of a particular crime, or based on feedback from the community. Community mobilization occurs when police intervention is required or requested.

How Does Waterloo Regional Police Service's Community Mobilization Model Compare With Other Prevention Models ?

Community Mobilization is a major shift for the Waterloo Regional Police Service (W.R.P.S.) and their partners in the social service world because of the emphasis on community ownership and sustainability. The idea of police concerning themselves with broader social and community issues is a step away from traditional reactive policing and enforcement. In the spectrum of prevention efforts, community mobilization falls under tertiary prevention because most interventions requiring police involvement are the result of short-term urgent or recently emergent issues.

If an officer believes that there is a need for community mobilization within a neighbourhood, his/her efforts will be greatly enhanced by approaching others with knowledge about the neighbourhood for advice/help/support in mobilizing the community and sustaining efforts that will lead to decreased crime and/or fear of crime.

Community Mobilization in Practice

A community mobilization **initiative** connects individuals with social supports. When officers are trained and equipped to refer troubled individuals, families or neighbourhoods to a social agency or service for assistance, it is most likely that a situation can be prevented from re-occurring. For example, repeat calls to an address where a youth gets into frequent disputes with his/her parent(s) might prompt an officer to call the school counsellor's office and/or encourage the youth and parent(s) to attend a family support program at a local neighbourhood centre.

A community mobilization **project** unfolds when an entire neighbourhood is affected by anti-social behaviours at more than one address. In such situations a wide range of initiatives are required over a long period of time. For example, police might work with neighbourhood residents and other service providers over several months to resolve an underlying problem that is responsible for crime and fear of crime.

The following are hypothetical examples where police officers may use community mobilization strategies. These examples help show how W.R.P.S. Community Mobilization might be applied in the field and how it cooperates, coordinates and collaborates with informal neighbourhood supports and necessary social service providers. These examples do not imply procedural guidelines because, in reality, officers sometimes may not have any options or discretion beyond enforcement.

Case #1 - Victim of Severe Bullying at School

Situation:

A police officer responds to a residence where the parents are very concerned about the severe bullying of their teenage daughter. The victim is scared and upset. The stress is making her physically sick every day before school. The 'bully' is easily identified and the nature of bullying is approaching criminal harassment.

Community Mobilization Response:

The officer has some legal options at his/her disposal, but these are limited. Before intervening, the officer consults with the WRPS' Community Resources Branch and contacts other experts in the community for anti-bullying material, advice, support and resources. Community partners such as Public Health, Family and Children Services or counselling agencies might suggest programmes and opportunities with the goal of resolving the issue (i.e. victim-offender reconciliation). After the police have spoken with the 'bully', the police may find out that s/he believes that nobody cares; that s/he is a loner, but loves sports. The police officer may consult with the local neighbourhood association which offers to enlist the young person to help with its programs (i.e. sports), under the supervision of an adult leader.

It is the shared goal of all involved to permanently stop the bullying so that the victim can return to school. The number one priority is not to make arrests or lay charges, but the 'bully' need to be

made aware that he/she can be held criminally responsible for bullying behaviour. The law enforcement component of Community Mobilization can be invoked at any time.

Case #2 – Youth Loitering at a Park

Situation:

A police officer is inundated with calls over several weeks regarding youth hanging around a neighbourhood park. Residents believe that the youth are responsible for graffiti, property damage, drug use, and intimidation. There are no specific ways to identify the exact individuals, as many youth use the park, and most of them are law-abiding citizens.

Community Mobilization Response:

The officer will contact a network within the neighbourhood (i.e., a Neighbourhood Association, community group) to meet with them and discuss how they see the situation. Are these youngsters from the neighbourhood? Are they mostly “hanging out” or have they engaged in criminal activities? What solution does the Neighbourhood Association suggest? In the absence of such a network the officer reaches out to other service partners (via the CS&CPC) to make contact with groups in the proximity of the neighbourhood.

These groups can help mobilize the community to develop a strategy that might incorporate enforcement and prevention. Drug awareness programs might be implemented with drug enforcement efforts. Recreational options may be explored to increase alternatives for youth. An increased police presence in the park can help with immediate safety and security concerns. Long-term strategies might include cooperation from local schools and the municipality.

Case #3 – Speeding Drivers Risk the Safety of Children in a Residential Neighbourhood

Situation:

A Neighbourhood Association is worried about the safety of their children on their way to school. Cars tend to drive above the speed limit and frequently fail to properly stop at several of the intersections used by the children.

Community Mobilization Response:

At the invitation of the Neighbourhood Association, a police officer meets with the Executive Committee. The situation is explored and the residents identify the most dangerous locations. It is agreed by all that the police should patrol the area more often and issue fines for speeding and disregarding stop signs. Residents also ask that the police informally connect with a group of youngsters hanging out at the corner store. The Association feels that if the officer would stop by, casually engage with the youngsters and learn their names, the youth would be more respectful and less rebellious.

Appendix 1

What do we value/believe in?

1. **Capacity:** Residents have expertise and understanding of their neighbourhoods and need to have a significant role in decision making.
2. **Diversity:** All human beings are worth our efforts.
3. **Creativity:** What is a good solution for one person or neighbourhood will not be right for all (there are no cookie cutter solutions).
4. **Equity:** Successful neighbourhood work is based on a level playing field between residents and all parties involved.
5. **Partnership:** Communities are assisted and not directed. Responsibility is shared.
6. **Prevention:** It is better to prevent crime than to react to it.
7. **Safety:** All neighbourhoods should be safe.

What are our applied values?

1. Commitment. Consistent services are critical to the well being of neighbourhoods.
2. Labels hurt. Stereotyping neighbourhoods is unfair and can cause long-term damage to their quality of life.
3. Partnership efforts should be started at the earliest possible time.
4. Prevention for community safety needs to be adequately and responsibly resourced, both within organizations and at the neighbourhood level.
5. Opportunities for mutual learning and honest exchanges of experiences are a critical part of any community mobilization work.
6. Role clarification is an important part of the process. At all times we need to answer the question: *'Who leads what and when?'*
7. Supports to neighbourhoods must complement the work already going on in these neighbourhoods.
8. Large service organizations need to become aware of barriers that inhibit and prevent safe and healthy neighbourhood development and be committed to breaking down these barriers.