

## **WRCPC Agenda**

July 12, 2019

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

Ken Seiling Waterloo Region Museum

10 Huron Road

Classroom A

Chair: Shayne Turner

Minutes: Michael Parkinson

1. Welcome and Introductions
2. Approval of Agenda
3. Declaration of Conflict of Interest
4. WRCPC Membership Changes – Cathy Harrington – for approval – 5 minutes
5. Approval of the May 10, 2019 Minutes – 5 min (attached)
  - 5.1 Business Arising
6. Approval of the Smart Update (Consent Agenda) – 10 min (attached)
7. Book “Dopesick”: Review by Bill Wilson – 10 min
8. Joining with Wellbeing Waterloo Region - for discussion and decisions – 90 min  
Please review the notes from the June 7<sup>th</sup> meeting as well as the alignment overview (attached)
9. Other Business
10. Adjournment
11. Next Meeting: September 13, 2019 Council retreat and training 9:00 a.m. – 3 p.m.  
(Location to be determined)

## WRCPC Minutes

May 10, 2019

9:00 a.m. to 11:30 a.m.

Public Health and Community Services Building

99 Regina Street, South

Room #508

**Present:** Andrew Jackson, Barry McClinchey, Carmen Abel, Cathy Harrington, Courtney Didier, David Jaeger, Doug McKlusky, Hsiu - Li Wang, Irene O'Toole, James Bond, Janice Ouellette, Joe-Ann McComb, Kathryn McGarry, Kelly Anthony, Kelly Bernier, Laurie Strome, Liz Vitek and Nikki Smith, Mark Pancer, Richard Eibach, Rosslyn Bentley, Sharon Ward-Zeller, Shawn Johnston, Shayne Turner, Shirley Hilton, Tom Galloway, Trisha Robinson

**Regrets:** Angela Vanderheyden, Barry Cull, Bill Wilson, Bryan Larkin, Chris Cowie, Douglas Bartholomew-Saunders, Felix Munger, Jennifer Hutton, John Shewchuk, Jonathan English, Kathy Payette, Peter Ringrose, Sarah Shafiq, Jennifer Hutton

**Staff:** Alejandra Amezquita Gutierrez, Christiane Sadeler, David Siladi, Julie Thompson, Michael Parkinson

**Student(s)** Alissa Petovello

**Guests:** Manuel Reimer, Wilfrid University, Arran Rowles (Community Services Department)

### 1. **Welcome:**

WRCPC members, staff and guests were welcomed.

### 2. **Approval of Agenda:**

Moved by Doug McKlusky

Seconded by Sharon Ward-Zeller

Carried

### 3. **Declaration of Conflict of Interest:**

None

#### 4. Approval of the April 12, 2019 Minutes:

Moved by Laurie Strome

Seconded by Andrew Jackson

##### 4.1 Business Arising: None

The **Islamophobia in Waterloo Region Report** and the **Conversation of Substance: Youth in Waterloo Region on Issues of Substance Use Report** will be presented to the Waterloo Region Police Services Board on June 19, 2019. A short memo with a copy of the Islamophobia Report was forwarded to Regional Council. A presentation to the Community Services Committee may be scheduled in the future. The Islamophobia report is available on the WRPCPC website for sharing. The intention of the report is to be a conversation starter.

The summary of the first strategic planning session held at the March 8, 2019 Council meeting are now posted in the Members' Corner.

At the last Council meeting of April 12, 2019, members of Council participated in an upstream exercise reviewing six social development type issues. Based on the notes staff recommend that Council have another conversation to further delineate upstream approaches from other crime prevention efforts. Christiane expressed concern that the term "upstream" is starting to be used in ways not intend by Council's definition and that this may lead to confusion and or the term being coopted for work that is not focused on deep roots and equity.

Carried

#### 5. Approval of the Smart Update:

Moved by Courtney Didier

Seconded by Cathy Harrington

Christiane Sadeler shared that she moderated a panel discussion at the Apollo Theatre on May 9<sup>th</sup>, 2019 after the showing of **Public**, a movie about a large group of homeless persons in a library in Cincinnati that refuse to leave at closing time during one winter evening. The movie is also playing at the Princess Theatre on May 10<sup>th</sup> as part of the Food Bank fundraiser.

Christiane Sadeler shared that during this time of transition and reductions across all municipal services an operational decision was made not to fill the current vacant positions. Gapping dollars are being used for part-time and contract positions as well as for outsourcing distinct projects.

Carried

## **6. Final Evaluation of the Smart on Crime Plan 2014-2018:**

Manuel Reimer, the former Director of the Centre for Community Research Learning and Action (CCRLA), representing the evaluation team, presented the final evaluation of the Smart on Crime Plan 2014-2018. Manual shared that during the process of the evaluation they learned that WRCPC is seen by many as a safe space and that the Council was open to reflection, learning and being challenged.

Manual talked about the Theory of Change that was generated as part of an evaluability assessment in the first phase of the evaluation. He also spoke about the evaluation goals, the methods, the findings and the recommendations. Please see PPT attached.

Christiane Sadeler shared that the five knowledge briefs featuring some of the Significant Change Stories will be coming forward to the WRCPC in the near future. Christiane thanked and expressed her appreciation to the CCRLA's evaluation team and to Manuel Reimer for all the work and energy that was put into developing an evaluation that is quite unique in process and finding.

The presentation was followed by a few questions.

It was shared by a Council member that the developmental evaluation approach was a good approach for evaluating the WRCPC as the information that was shared captures the uniqueness of the Council and provides a sense of how the Council operates. As Council has the opportunity to read the evaluation in its entirety, it is the hope that the Council's unique approach and culture might be further revealed through the Significant Change Stories.

There was an enquiry about the existence of information in the report that reflected Council's challenges between moving upstream and being responsive to some community issues. The challenge for Council in trying to find the balance between the Council's upstream momentum and also being responsive to the community to stay relevant is reflected in the report. The imbalance between Council's upstream momentum and being responsive to the community is increasing as other areas of service are experiencing resource reductions during times of increased needs.

It was suggested that WRCPC role might be to provide approaches that can then be used by members in each sector. This is a good example of how to use the WRCPC as a backbone resource.

It is important that the advocacy piece for long term solutions and thinking to prevention is not lost. There is work to be done to influence policy long term. There is a need for transformative change so that over the long term better conditions can be created to avoid repeat personal or community crises.

Recommendations 3 and 5 speaks about allowing WRCPC to be responsive to quickly emerging needs and opportunities without interfering with the long-term visionary work of a backbone organization.

There will be an opportunity for Council to further review the evaluation recommendations. The information presented will be included as part of the discussion for the next strategic planning process 2019-2022.

Manuel Reimer shared that the evaluation team is available for further questions or clarifications.

## **7. Ontario Health Tables Presentation:**

Most recently, the Province of Ontario made announcements related to healthcare changes in Ontario about the creation of an integrated public health care system by coordinating the work of existing provincial health agencies and programs. Ontario will have one single health agency called Ontario Health that will oversee health care delivery.

Cathy Harrington and Rosslyn Bentley were invited to present to the WRCPC about the Ontario healthcare changes including the Ontario Health agency and Ontario Health Teams (OHT). In addition, they shared about becoming an Ontario Health Team and provided an overview about plans to develop a proposal for the sub-planning areas Kitchener-Waterloo, Wellesley, Woolwich and Wilmot (KW4) OHT and Cambridge and North Dumfries OHT. Please see PPT attached

As the community prepares for the health care changes Cathy and Rosslyn wanted to provide Council with a chance to provide ideas and suggestions for the proposal for the OHT. It was shared that new information from the Province about the changes are coming forward on a daily basis and the community is working under some very tight timelines.

Changes to the healthcare system are significant and the WRCPC was encouraged to review the general concepts of the presentation and to reach out to Cathy Harrington and/or Rosslyn Bentley with any questions. There may be an occasion for another presentation to Council with an opportunity for organizing an invitation for those that would like to be more involved.

Cathy Harrington and Rosslyn Bentley will continue to keep the Council updated as new information becomes available.

## 8. The Rise and Fall of Strategic Planning Book Review:

Andrew Jackson provided WRCPC with a book review of “The Rise and Fall of Strategic Planning” by Henry Mintzberg. Strategic planning should essentially be seen as a plan rather than a strategy. The plan specifies the parameters and procedures that are put in place. The strategy is comprised of the desired outcome. Mintzberg argues that while it is good to put in place a plan to provide the organization with guidelines, the organization must always be prepared to strategically adjust the plan. A copy of the book report will be posted on the WRCPC Members’ Corner.

David Siladi provided some feedback about the strategic focus session with Henry Mintzberg hosted by the Waterloo Region Crime Prevention Council and Wellbeing Waterloo Region on May 7<sup>th</sup>, 2019 in Regional Council chambers. Henry Mintzberg mentioned that the balance across the three sectors private, public and plural (civic) was critical and that it is the responsibility of each sector to keep the other two sectors in check. A question was asked at the session as to how to identify when there is an imbalance. Dr. Mintzberg shared that when there is an issue in the community you need to start peeling it back by asking the question “why” a number of times. Dr. Mintzberg did mention that the plural society (civic) does less of a good job of working together than the other two sectors. A reason for this struggle might be lack of access to equitable resources when compared to the other sectors.

## 9. Well-being Waterloo Region Updates:

At the last WRCPC meeting the Council voted to not have a June 14<sup>th</sup> meeting and instead meet with Well-being Waterloo Region (WWR). The Connector Hub of WWR will be meeting on May 22, 2019 and at that time their group will decide whether or not to meet with the WRCPC on June 7<sup>th</sup>, 2019.

There is a small planning group that the WRCPC Chair, Shayne Turner is a part of that has been looking at the mandate for developing a Community Safety and Well-being Plans. A gap analysis comparing what we have in Waterloo Region through WWR and WRCPC and what the Province mandates has been completed and will be shared at the June 7<sup>th</sup> meeting.

Some Council members expressed some concerns about the joint meeting.

Shayne Turner and/or Christiane Sadeler are open to receiving any other comments or questions about the meeting through email.

## 10. Other Business

Michael Parkinson provided a brief update about the report: **Conversations of Substance: Youth in Waterloo Region on Issues of Substance Use** that was

presented to Regional Council and will go to the Waterloo Region Police Services Board.

The context of the report was to surface the perceptions of young people who use substances in Waterloo region from the ages of 13 to 26. Additional context of the report is about the opioid crisis which is entering its 8th year of record setting numbers and finally the legalization and regulations regarding cannabis.

The report ties into the call to advance upstream prevention and leans on the Ounce of Prevention report.

In the same week that the report was released the Provincial spending cuts were announced and the **Youth Engagement Strategy's** key component, the **Youth Reference Group** lost its key funder, Gambling Research Exchange Ontario (GREO). Michael announced that since then the WRCPC received an invitation to apply to the Canadian Medical Association Foundation for some of the work but more funding is required.

Waterloo Region has been short listed for the Smart Cities challenge. The winners for the challenge will be announced on May 14, 2019. It is the Region's hope to be successful so that they can continue the overall work in child and youth well-being.

In the current time of government cuts and limited resources it is important that the community continue to collaborate and pool resources to continue the important work of projects like the **Youth Engagement Strategy**.

The WRCPC were encouraged to read the full report.

**11. Adjournment:** Moved by Courtney. Carried at 11:40 a.m.



Laurier Centre for  
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Learning and Action

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*Inspiring Lives.*

# WRCPC Smart on Crime Community Plan Evaluation Findings & Recommendations

Presented by  
Dr. Manuel Riemer, & Bianca Dreyer  
Wilfrid Laurier University

**“I mean crime prevention ..., so, upstream.”**

# Overview

- The team
- Theory of Change
- The evaluation goals
- Approach, methods, & procedures
- Key Findings
- Recommendations
- Questions and discussion



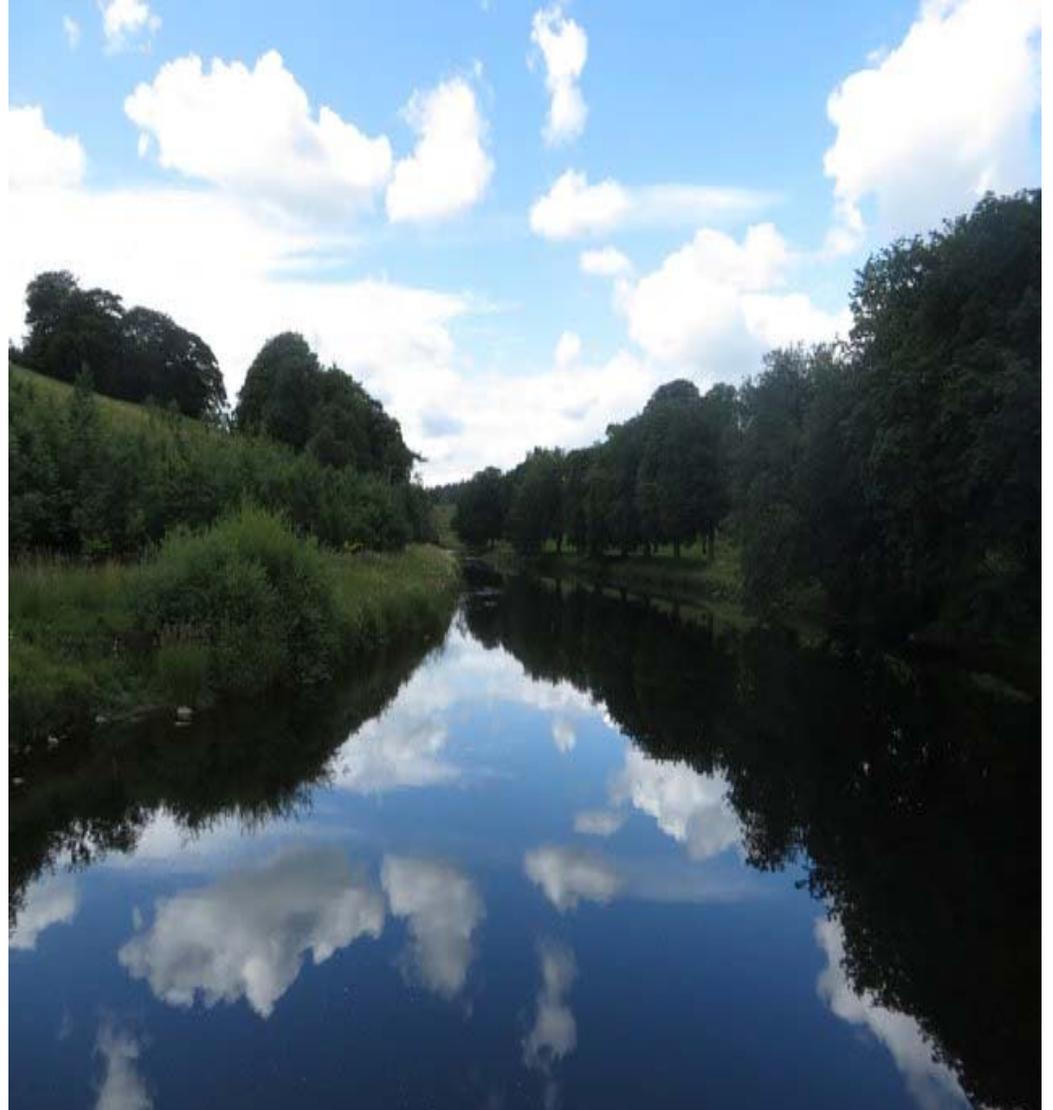
# The Team



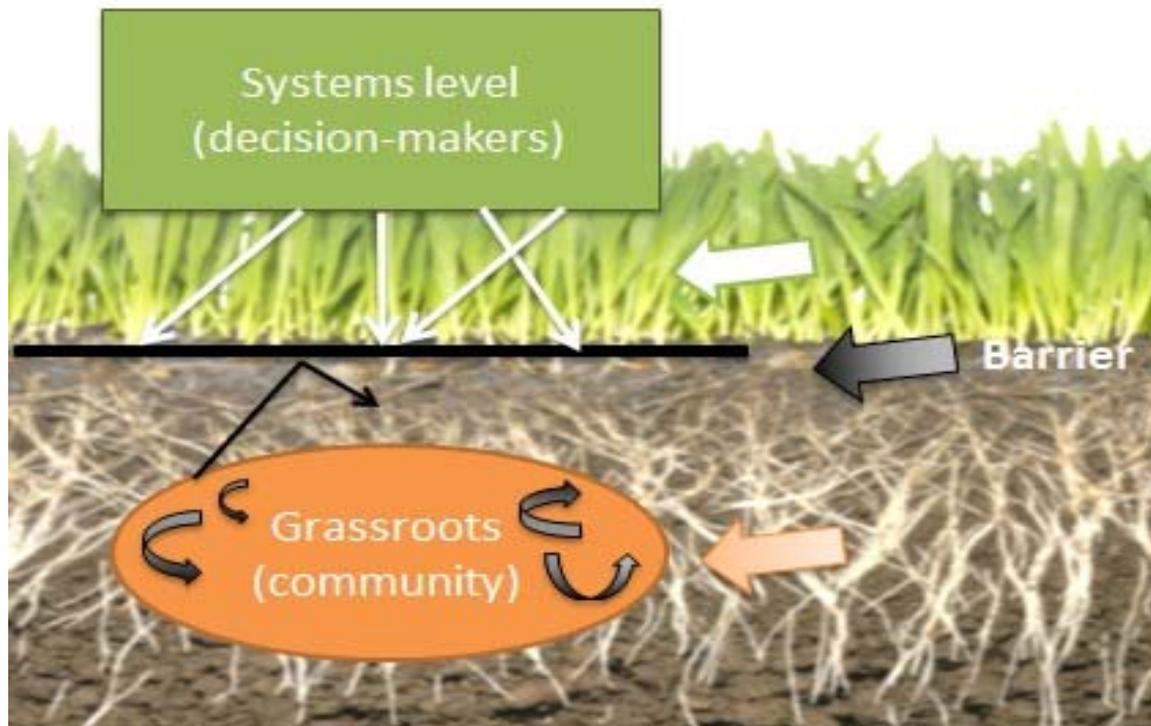
- Oversight: Drs. Manuel Riemer & Maritt Kirst
- Lead: Bianca Dreyer & Sue Weare
- Support: Brianna Hunt, Emily Churchill, & Ellis Furman
- WRCPC Partner Leads: David Siladi & Christiane Sadeler
- WRCPC Evaluation Working Group: **PLEASE LIST**

# Theory of Change

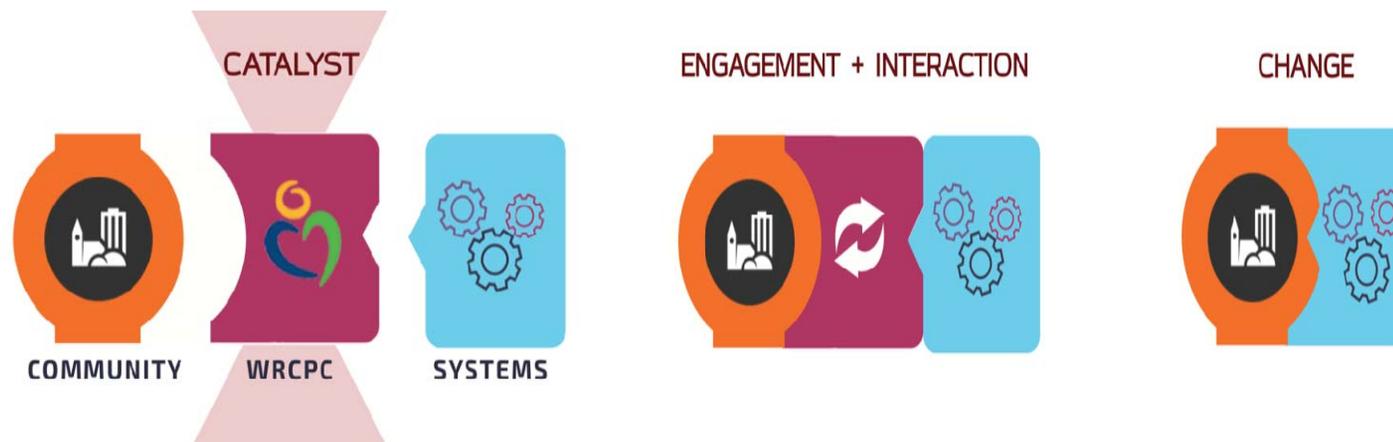
- Smart on Crime Community Plan
- Upstream / Crime prevention as social development
- 3 key functions:
  - Backbone support
  - Knowledge exchange
  - Community engagement
- Community empowerment (grass leaf & catalyst)
- Constellation Governance



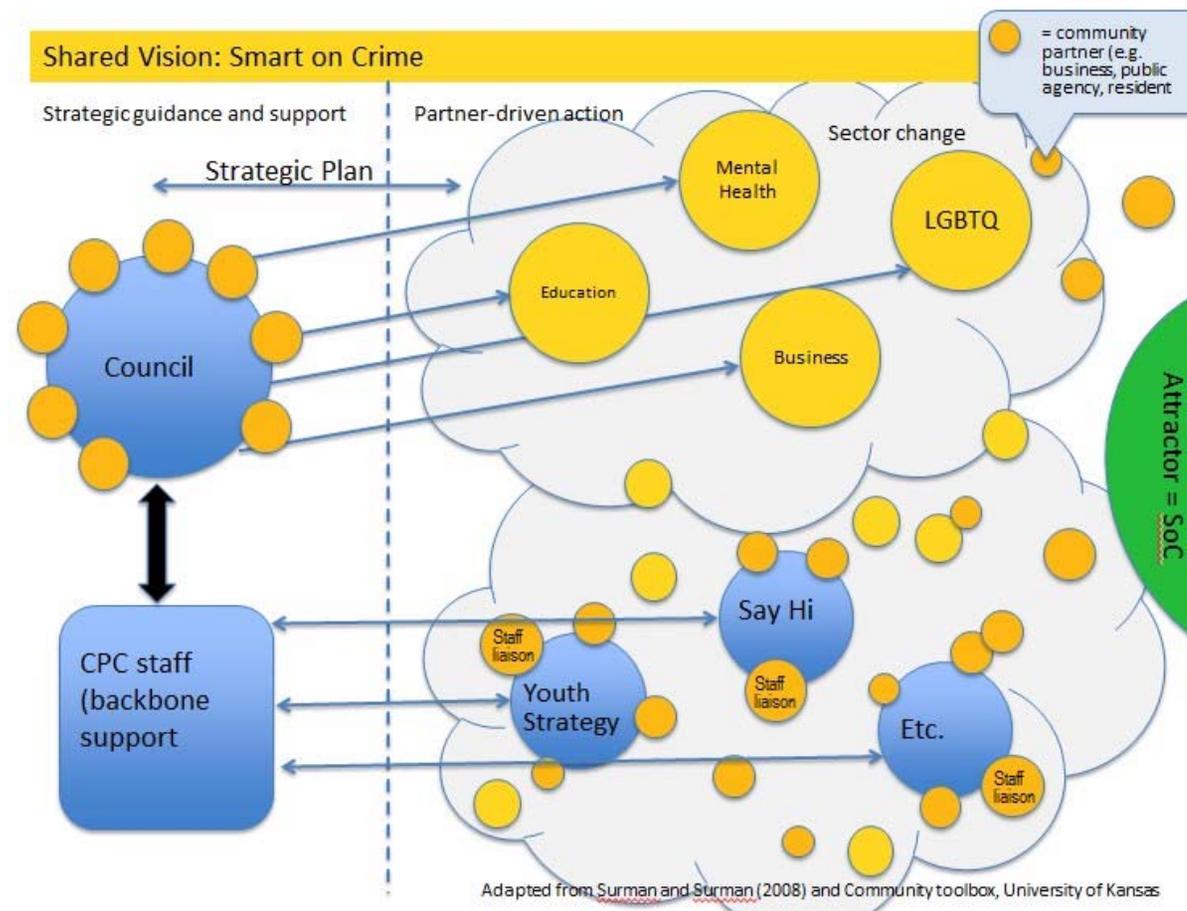
# Grass Leaf Model



# Catalyst Model



# Constellation Model



# Approach, Methods, & Procedures

- Developmental participatory evaluation
- Contribution analysis
- Phase I: Evaluability assessment
- Phase II: Sequential mixed-method case study design
  - **Survey:** 28 WRCPS staff and council members
  - **Most Significant Change Stories (MSCT):** 21 unique stories from 26 story tellers
- Analysis: Distributions (survey) & thematic analysis (MSCT)
- Group synthesis and priority process

# Evaluation Goals

- Increase understanding of the role WRCPC plays as a center of responsibility for crime prevention and community safety
- Clarify the value of this role by identifying outcomes and impacts of WRCPC's work
- Identify opportunities to optimize this role and the Council's collaborative approach
- Provide critical insights and new data to inform future directions for WRCPC

# Key Findings

1. The role of WRCPC as a centre of responsibility for crime prevention and community safety
2. The value of this role to the community and key stakeholders
3. General observations
  1. Specific approaches
  2. Areas for improvement

*“Crime Prevention Council is in a really interesting spot because it’s arm’s length from the Region or from funders. Messages could be delivered through Crime Prevention that you might not necessarily be able to deliver because they would need to be vetted through twenty-five different ... – it’s such a different structure” [P21, P22, P23].*

*“It’s all part of that collective strategy that’s coming together, where we just had some voices before.” [P31]*

# Key Findings: Role

Backbone Support	Knowledge Exchange	Community Engagement
Guiding vision and strategy	Knowledge generation & synthesis	Building and sustaining relationships with and between community members
Building public will	Dissemination	Identification of resources and community capacity
Mobilizing funding/ other resources	Reciprocal production and sharing of knowledge	Reach and involve people where they are at
Advancing policy	Application	Realize change opportunities
Supporting aligned activities		

# Key Findings: Role

- *“I really think that we could credit Waterloo Region crime prevention council to bringing this idea across the ocean to our little community and that is exciting me. That's a good story. I think it's a start of something. It's the start of a conversation. It's the potential for these ideas to get rolling.” – [P52]*
- *“Crime Prevention was the backbone to it. They led it - some of the staff trainings for our outreach workers at [location]. [...] They did all administrative backbone. So that's a reward, right? But, they also did the advocating to government and those pieces” [P 41].*
- *“When we've got a problem, it is about building connection and trust and coming together in order to resolve whatever that problem is” [P58].*
- *“This campaign gives incarcerated women an opportunity to contribute positively to their community and gives the community an opportunity to think differently about women in prison. Together building safer, stronger more caring communities” – Participant 55*

# Key Findings: Value

Backbone Support	Knowledge Exchange	Community Engagement
Development and sustenance of relationships with sector stakeholders	Advance understanding of roots of crime and upstream approaches	Raising Awareness
Foster shared responsibility among sectors	Promote use of effective CPCSD approaches (for decision-making)	Stigma/ Fear/ Discrimination reduction
Catalyst for collaboration	Sharing/exchange of knowledge between community and systems	Inclusion of all community members
Alignment of system level actions		Leveraging community assets and perspectives
		Build and streamline community organizing capacity

# Key Findings: Value

- Almost a third (74%) of Council members in the survey agreed that the impact of WRCPC is evident in the community, as compared to 61% of Community members who thought so.
- 93% that it would be difficult for any single organization to do by itself what the WRCPC is trying to accomplish.
- 93% of Council member respondents felt that they could trust WRCPC council members and 89% felt that they could trust WRCPC staff.
- 70% of Community members felt that involvement with WRCPC allowed them to build valuable relationships with other community members, whereas 85% of Council members agreed that valuable relationships were built out of participation in WRCPC.
- Among the Council sample, 82% identified a shared understanding of the main goals and direction of WRCPC among members. 89% of Council respondents agreed that their work within their sector aligned with WRCPC's goals and direction.

# Key Findings: Value

- *“We kept the conversation going until others were better positioned to be part of the conversation. [...] – but there’s more happening in our community now than there was three years ago. [...] more people are involved than there were two years ago and I think that part of it is our ability to keep the conversation going” [P31].*
- *“And when you think the ability – like just the different sectors in this room – the ability, the influence, thinking across systems that’s, that’s the exciting part, right?” [P21, P22, P23].*
- *“So, in 2015 I would have thought of personality tests, profiling, working within the judicial system and the correctional facilities. That sort of is what I thought back then. And now, I’m looking at how an advocacy effort of making it very clear how inequality is like the perfect thing for crime to arise, right? If you have an unequal society, then you’re building all the conditions for crime to give birth” [P57].*
- *“It has changed thinking ... and I think affecting some of the stigma around it [domestic violence]. [...] I guess I’m making the assumption that when people’s awareness is raised and they have that information that they view those situations differently and they behave differently as a result” [P20].*

# Key Findings: General Observations - Approaches

- Social media and other public campaigns
- Information sessions
- Interviews for the local media (print, radio, and TV)
- Policy briefs and strategies,
- A variety of informational reports (including infographics and knowledge briefs),
- Videos,
- Fundraising and grant writing,
- Donations to local charities,
- Community events,
- Meeting facilitation
- etc

# Key Findings: General Observations – Areas for Improvement

- Struggles with how to best work with the strategic plan and how it should guide the day-to-day work
- Challenges with balancing the need to respond to emerging needs and crises while also staying focused on the long-term vision
  - “The impact on council and the impact on staff of the opioid crisis was unforeseen and unsustainable. We had an opportunity to say yes, or no we’re not going to get involved. And, we took the more difficult road; it was a difficult road because of the lack of capacity.” [P31]
- Inadequate resources for the scope of work
  - Only 36% of the council participants believe that WRCPC currently has adequate resources, including human resources, to accomplish its goals
- Heavy reliance on staff – need for increased sense of responsibility among sector representatives
  - When asked about whether they make meaningful contributions to the work of WRCPC, just 61% of Council respondents agreed.
  - Only about half (56%) of the participating Council member reported that the impact of WRCPC was evident in their sector.

# Recommendations

1. Focus on and solidify unique and important backbone function of WRCPC in advancing upstream solutions to crime prevention
2. Clarify the role and focus of WRCPC as identified in theory of change with staff, council, and key decision-makers
3. Develop a clear organizational structure that allows to be responsive to quickly emerging needs and opportunities without interfering with the long-term visionary work of a backbone organization

# Recommendations (cont.)

4. Reflect on and clarify role of sector representatives on council as being part of the backbone function
5. Consider altering the way strategic planning is done
6. Increase financial and staff resources

# Questions & Discussion





# Developing an OHT Proposal

*Waterloo Region Crime Prevention Council*

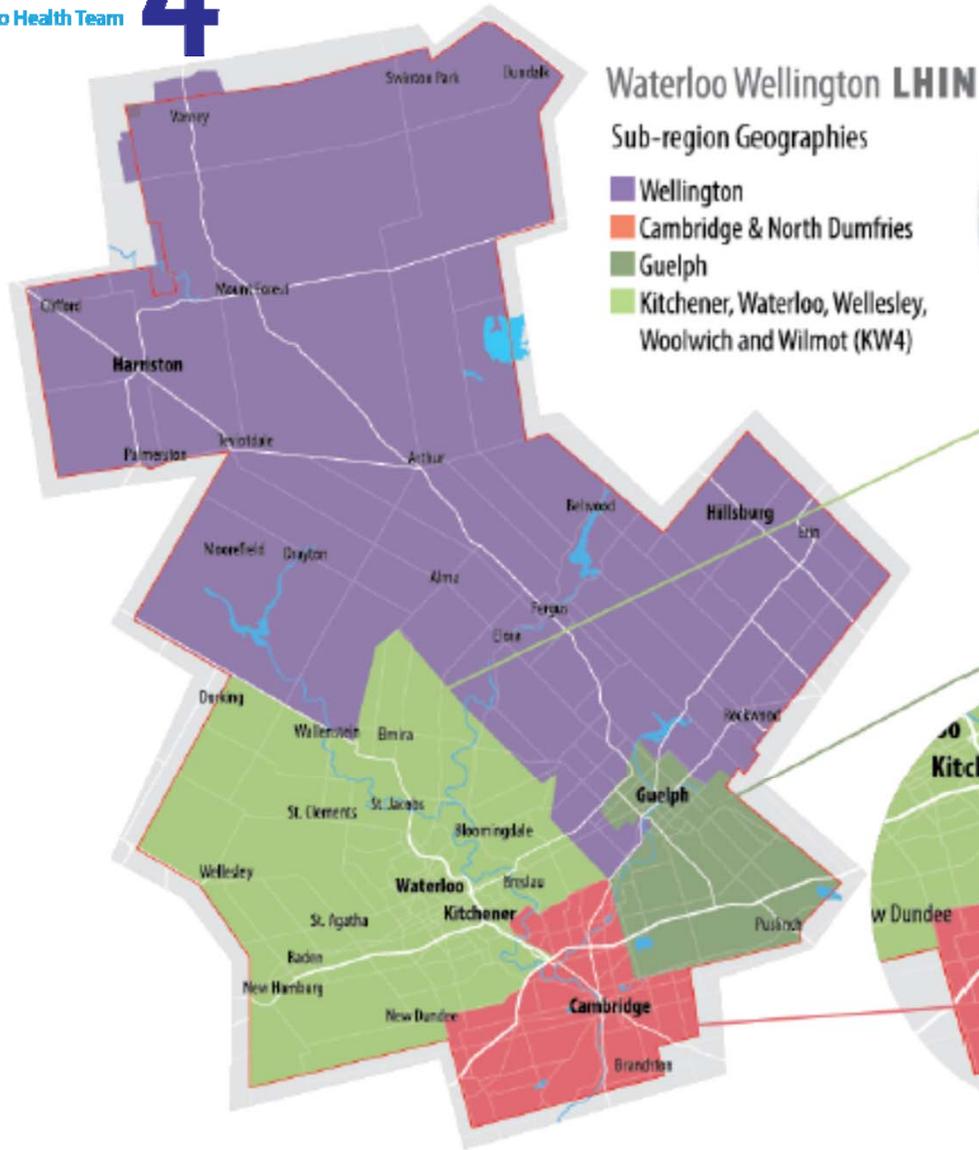
*Information Session*

*Friday May 10, 2019*



# Today's Objectives

- I. Provide a brief update on provincial announcements related to healthcare changes
  - i. Ontario Health
  - ii. Ontario Health Teams (OHTs)
  - iii. Becoming an Ontario Health Team incl. timelines
  
2. To provide an overview of plans to develop a proposal for a KW4 OHT & CND OHT
  
3. To solicit your input / ideas



# A Single Agency: Ontario Health

*Partnering together for a system that is connected and well-run.*

Currently, multiple provincial health care agencies and specialized provincial programs provide overlapping, and often confusing, clinical guidance and support. This has resulted in a health care system that is difficult to navigate for both providers and patients.

## THE MINISTRY OF HEALTH AND LONG-TERM CARE





# Ontario Health

- New “super agency”
- Role = **HOW** to operationalize MOHLTC strategic priorities
- Oversight of FIVE regions within which there will be 30-50 Ontario Health Teams
- Four proposed functions
  1. System management & performance
  2. Population-based programs and quality standards
  3. Back office support
  4. System oversight (including data management)
- Guided by Quadruple aim
  1. Better patient/caregiver experience
  2. Better provider experience
  3. Better healthcare outcomes
  4. Better value and efficiency



# Ontario Health Teams(OHTs)

- New model to integrate care and funding to enable patients, families, communities and providers to better work together
- Teams will be collectively responsible for
  - planning and implementing services with shared funding
  - delivering care to patients
  - understanding their health history
  - directly connecting patients to different types of care
  - 24/7 help in navigating the system
- Province aims to have 30-50 across Ontario
- Predominantly geographically focused - approximately 300,000 patients within an OHT

# Coordinated Care & Service Delivery: Ontario Health Teams

*A high performing system, driving improvements across key quality domains  
with eventual public reporting*

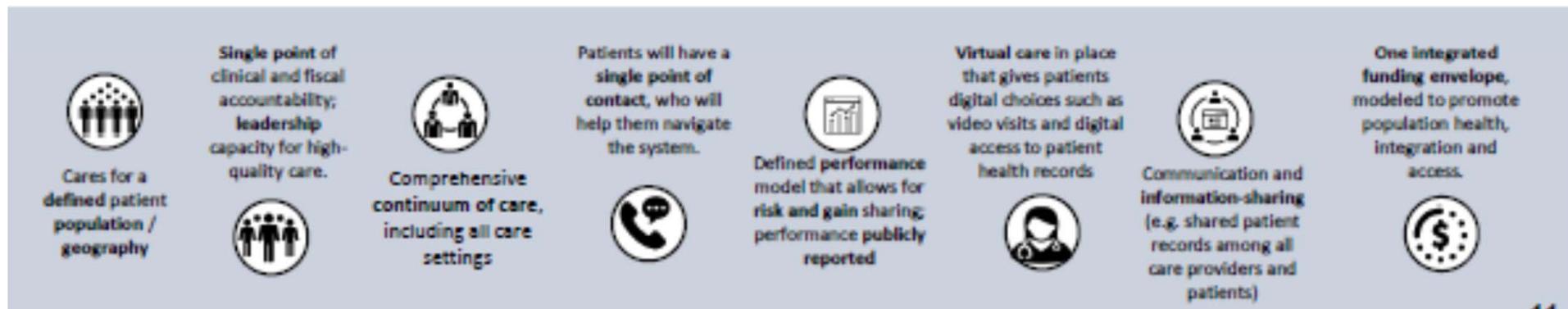
		DESIRED OUTCOMES
AIM	Better Patient and Caregiver Experience	<i>People can get access to the care they need, when and where they need it</i>
		<i>People know how to navigate the system to meet their care needs</i>
	Better Patient and Population Health Outcomes	<i>Effective and appropriate care is provided to patients</i>
		<i>Health-related quality of life is improved</i>
	Better Value and Efficiency	<i>Use of system resources is optimized</i>
	Better Provider Experience	<i>Providers have high levels of confidence in the system and provider health is supported</i>

# Coordinated Care & Service Delivery: Ontario Health Teams

*A system where health care providers partner to coordinate and deliver care.*

- 'Ontario Health Teams' (OHT) is a new model of integrated care where a group of providers (e.g. hospitals, home care, primary care, mental health and others) are held clinically and fiscally accountable for delivering a coordinated continuum of care to a defined population.
- As part of an Ontario Health Team, patients will receive seamless and coordinated care no matter where they are located or what their health needs are. Ontario Health Teams will ensure patients have a single team of providers for all their care needs and will not experience gaps in service.

*At maturity, Ontario Health Teams across the province would provide the following key components:*



# People's Health Care Act, 2019 Ontario Health Teams

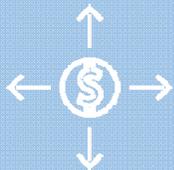
## Ontario Health Teams



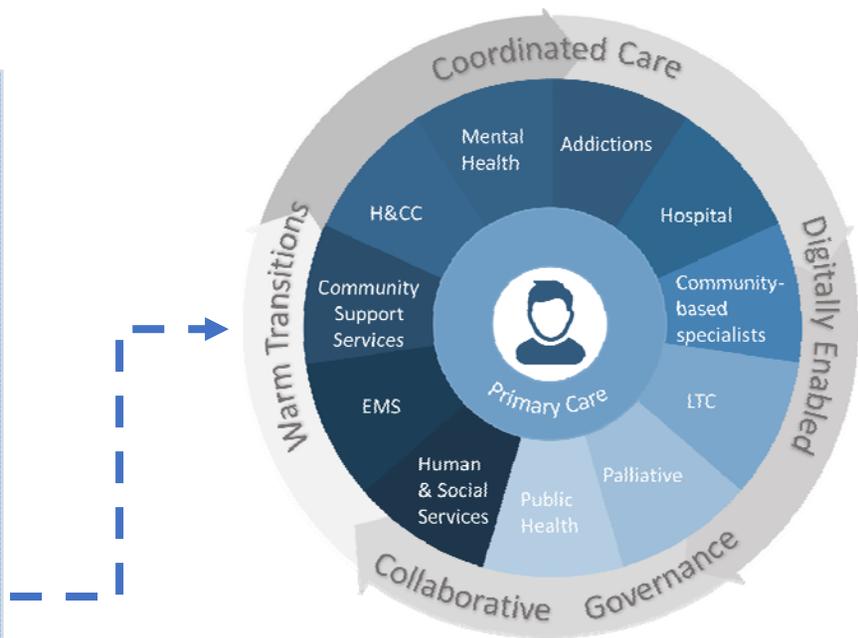
*MOHLTC expects OHT will change how services in local communities are organized and delivered*



*Intends to strengthen how providers work together to provide care*



*Will establish a single point of fiscal accountability*



***All patients  
All providers***

# Becoming an OHT

## **1. Self-Assessing Readiness** ← **DUE MAY 15<sup>TH</sup>**

Interested groups of providers and organizations assess their readiness and begin working to meet key readiness criteria for implementation.

## **2. Validating Provider Readiness**

Based on Self-Assessments, groups of providers are identified by province as being “In Discovery” or “In Development” stages of readiness.

## **3. Becoming an Ontario Health Team Candidate**

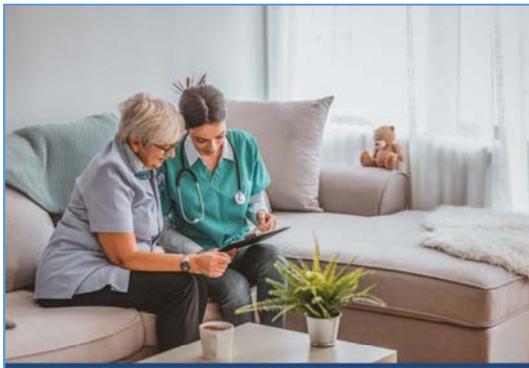
Groups of providers that demonstrate, through an invitational, full application, that they meet key readiness criteria are selected to begin implementation of the Ontario Health Team model.

## **4. Becoming a Designated Ontario Health Team**

Ontario Health Team Candidates that are ready to receive an integrated funding envelope and enter into an Ontario Health Team accountability agreement with the funder can be designated as an Ontario Health Team.

# Ontario Health Teams Readiness Process

MOHLTC has released a number of resources to support provider groups in becoming an OHT. These include:



## Ontario Health Teams:

Guidance for Health Care Providers and Organizations



- **OHT Guidance Document** describes the *process* for providers to become Ontario Health Teams



- Identifies 8 domains for the OHT assessment. For each domain, the guidance document sets out:
  - 1 **Minimum** Readiness Criteria
  - 2 Expectations for an OHT to meet by the end of their **first year**
  - 3 Expectations at **maturity**

# Assessment from Readiness to Maturity

## *OHT Assessment Domains*

**1**  
Patient Care &  
Experience

**2**  
Patient Partnership  
& Community  
Engagement

**3**  
Defined Patient  
Population

**4**  
In-Scope Services

**5**  
Leadership,  
Accountability and  
Governance

**6**  
Performance  
Measurement,  
Quality  
Improvement &  
Continuous Learning

**7**  
Funding and  
Incentive Structure

**8**  
Digital Health

# Key Messages in Guidance Document

## Target Population



- Submissions that include a minimum of **hospital, home care, community care** and **primary care** are prioritized
- Focus on improving health of an **entire population** – reducing disparities among different population groups

## Other population groups



- Opportunities for **Indigenous populations, Francophones** and **other groups** which may have distinct health service needs)

## OHT Models



- Systems that feature **strong clinician leadership**, particularly **primary care providers**, yield better **success**
- OHTs may establish transitional governance structures
- “Successful OHT can be built on **existing physician remuneration models**”

## Specialized services



- **Highly specialized services** (e.g. transplant or neurosurgery) will continue to be delivered by specialist providers and be **provincially coordinated**

# Key Messages and Updates

*Executive Leaders Network –  
Meeting with Special Advisor  
to the Office of Deputy Premier*

## OHT Models



- Every partner should play an equal part in the model
- Locally driven, self-organized process
- MOHLTC is not advocating for bundled of care model
- Ensure mental health and addictions are addressed

## Geography



- Able to provide care to two geographies if you serve them
- Incentive to partner with neighbouring OHTs as systems mature

## Population



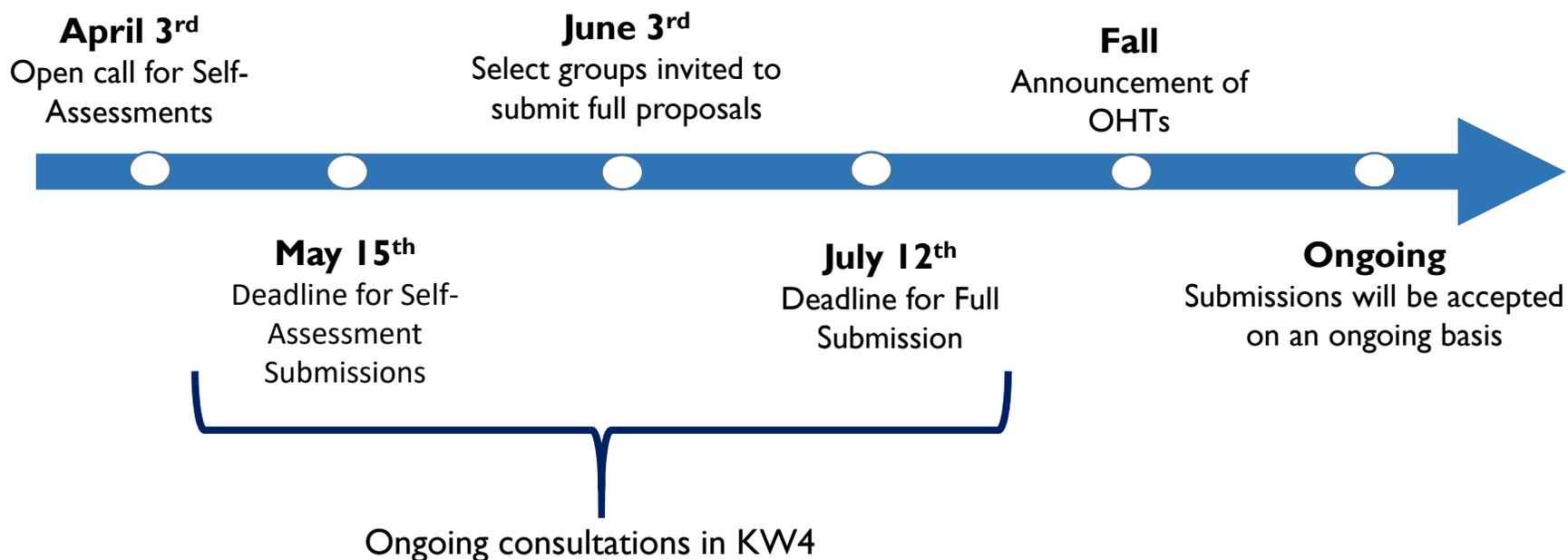
- Model should not carve out a certain population or disease specific approach (e.g., francophones, seniors, youth)

## Digital Health



- Leverage systems in place that are patient/client facing and virtual care to move forward on digital health
- Not financially reasonable to rip and replace
- Analytics and decision support will be key

# Becoming an OHT – Timeline



*Important for KW4 to submit early to leverage leadership and integration work to-date, and get Ministry support to address barriers*

KW4

(Kitchener, Waterloo,  
Woolwich, Wellesley &  
Wilmot)

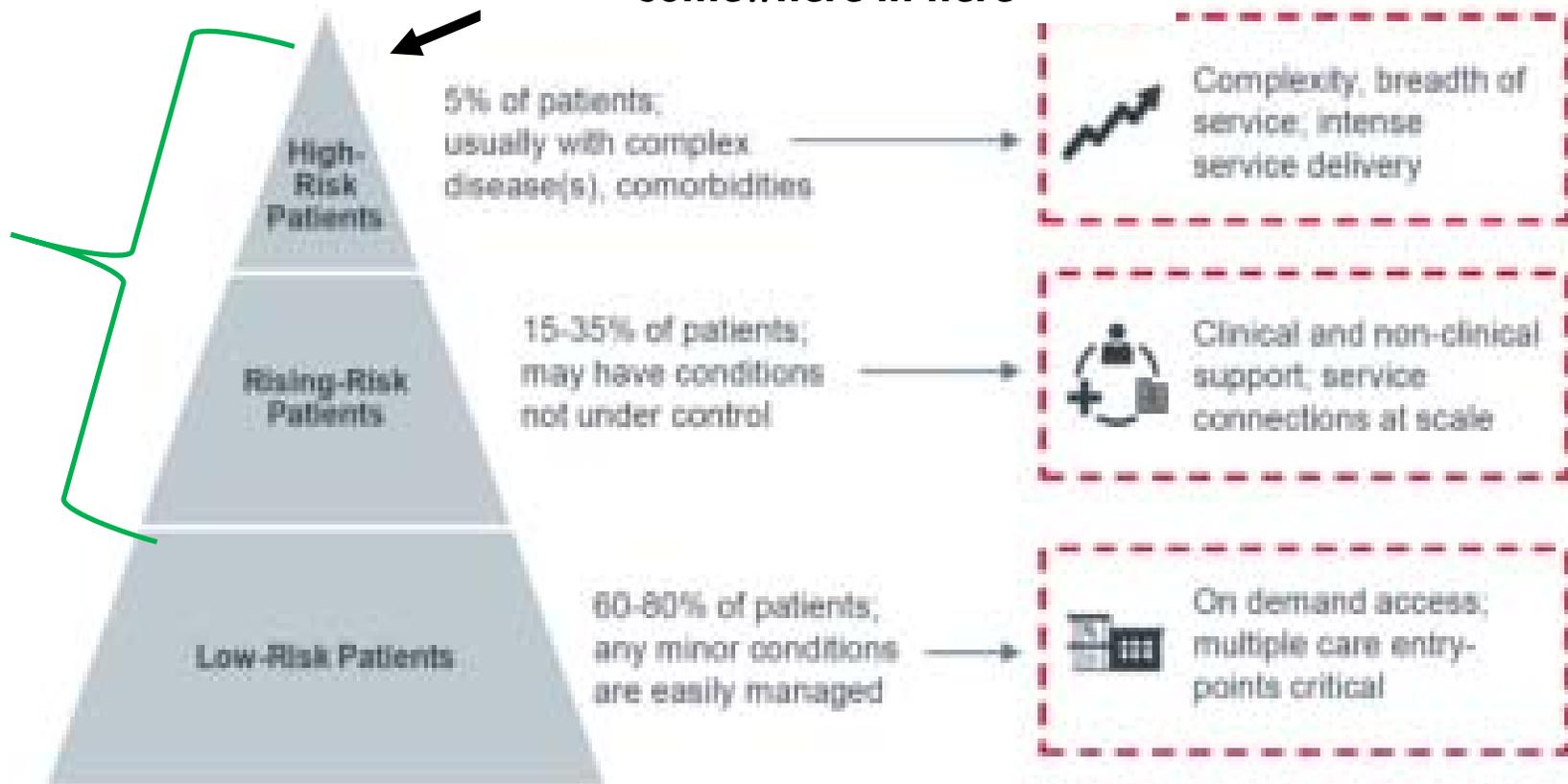
	Healthcare and Long-term Care	Mental Health and Addictions and Multi Service Organizations	Enablers to Healthcare Delivery
<b>KW4 OHT Signatories</b>	<ol style="list-style-type: none"> <li>1. Centre for Family Medicine FHT</li> <li>2. Grand River Hospital</li> <li>3. Kitchener Downtown CHC</li> <li>4. New Vision FHT</li> <li>5. Sanctuary RHC</li> <li>6. Sanguen Health Centre</li> <li>7. Schlegel Villages</li> <li>8. St. Mary's Hospital</li> <li>9. Woolwich CHC</li> <li>10. WW LHIN</li> </ol>	<ol style="list-style-type: none"> <li>11. Carizon</li> <li>12. CMHA</li> <li>13. Community Care Concepts</li> <li>14. Community Support Connections</li> <li>15. House of Friendship</li> <li>16. Lutherwood</li> <li>17. Ray of Hope</li> <li>18. The Working Centre</li> <li>19. Thresholds Homes and Supports Inc.</li> </ol>	<ol style="list-style-type: none"> <li>20. Bloom Care Solutions</li> <li>21. Centre for eHealth Excellence</li> <li>22. Region of Waterloo (TBC)</li> <li>23. University of Waterloo - School of Optometry</li> </ol>
<b>KW4 OHT Supporters</b>	<ol style="list-style-type: none"> <li>1. Dr. Blair Egerdie (Urologist)</li> <li>2. Nurse Practitioner Led Clinic</li> </ol>		<ol style="list-style-type: none"> <li>3. Conestoga College</li> <li>4. McMaster Medical School</li> </ol>

## Each Patient Needs the Right Care, at Right Time, at Right Place

Patient Risk Segments

**Anticipate Year One Focus is  
somewhere in here**

Segment Needs





# Proposed KW4 OHT

KW4 Population = Approximately 395,000

## **Initial (year one) foci:**

- Socially vulnerable (homeless, at risk of homelessness, refugees)
- Frail elderly

Within context of risk framework, rural vs. urban and mental health and addictions considerations.

These are areas where there is need AND significant planning and integration work is already underway in KW4

- Focusing on these populations, particularly transitions, will support the rest of the population in later years

# YEAR ONE

High Risk

Rising Risk

Socially Vulnerable

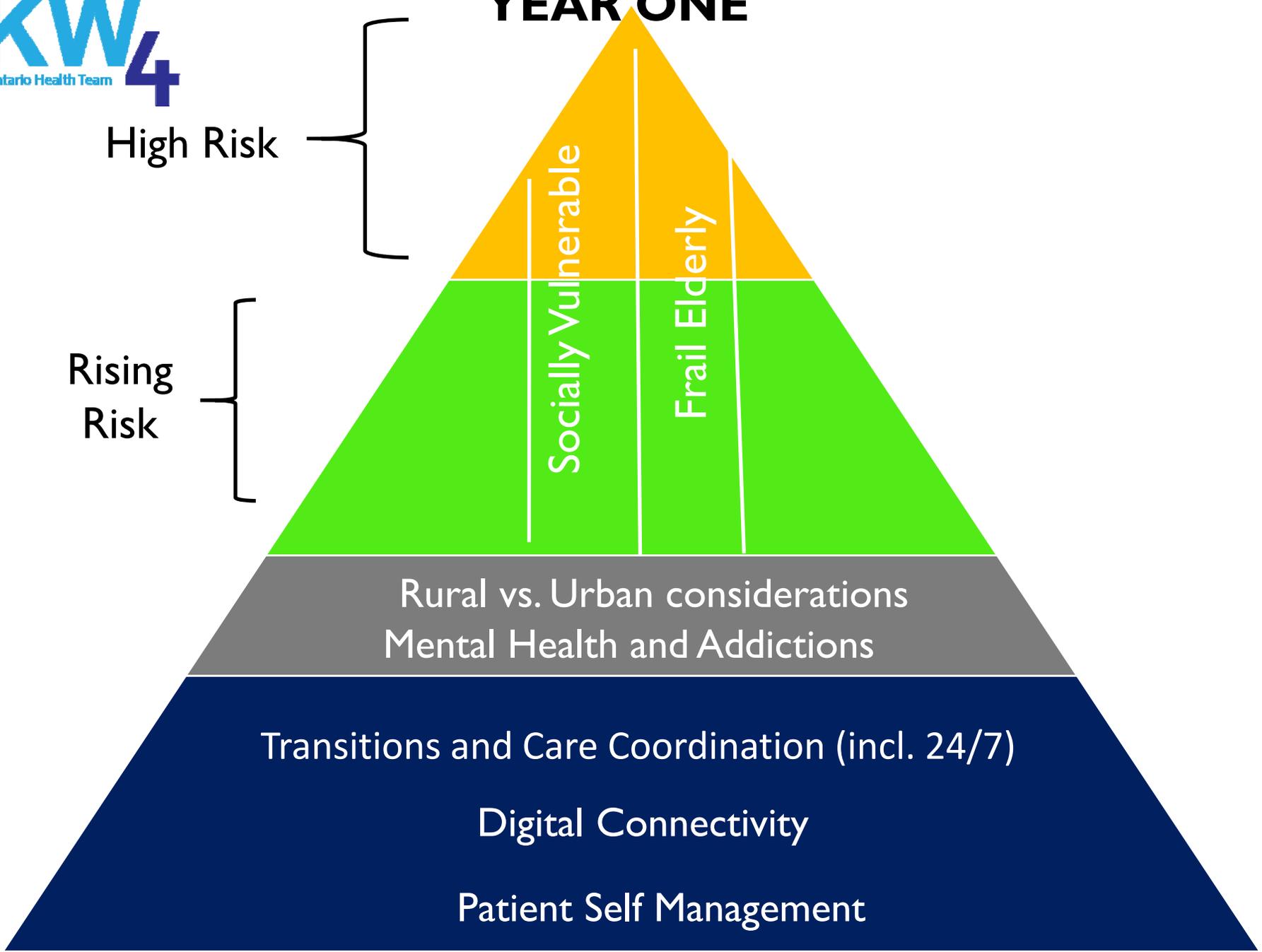
Frail Elderly

Rural vs. Urban considerations  
Mental Health and Addictions

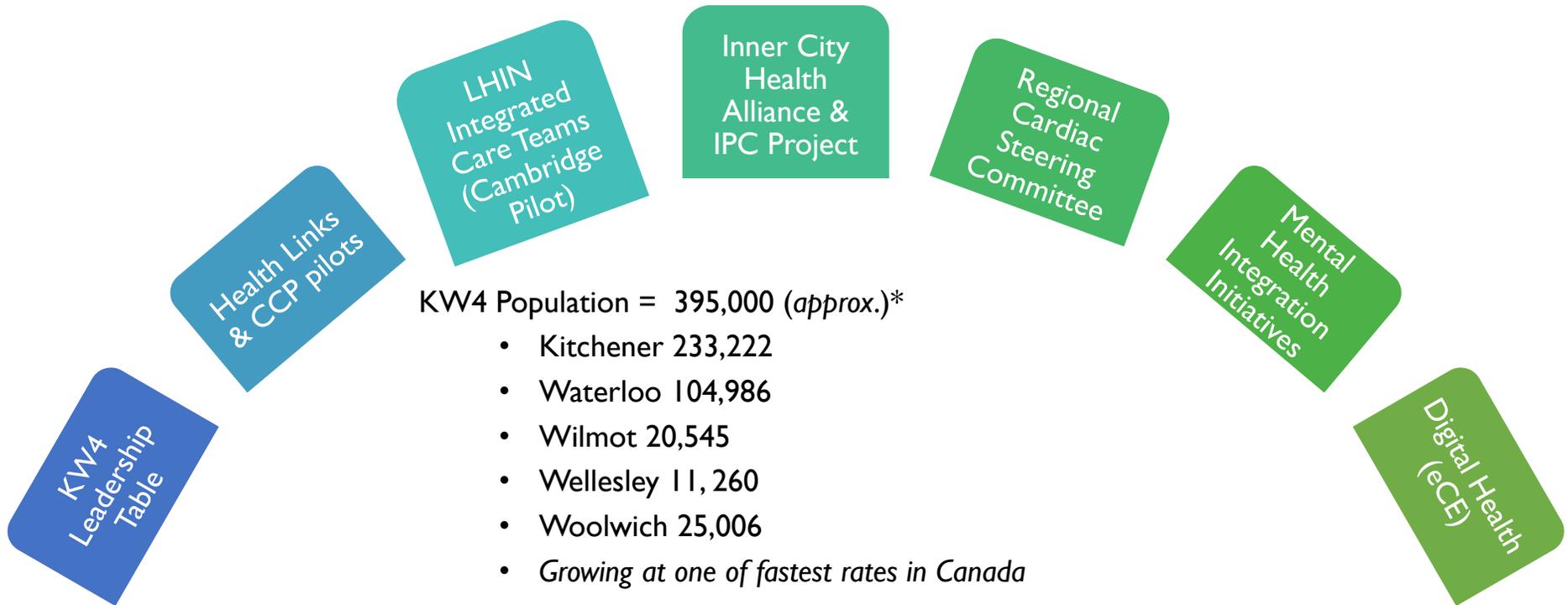
Transitions and Care Coordination (incl. 24/7)

Digital Connectivity

Patient Self Management



# Modernization: Building on Success



KW4 Population = 395,000 (approx.)\*

- Kitchener 233,222
- Waterloo 104,986
- Wilmot 20,545
- Wellesley 11,260
- Woolwich 25,006
- *Growing at one of fastest rates in Canada*

From KW4 Sub-regional Profile

- 2.0% rural
- 14.4 % seniors
- 23.6% immigrants
- 20.5% visible minorities
- 12.8% living below low income cut off
- 10.8% without high school



# Developing a KW4 OHT Proposal

We have been doing a lot of thinking we can build on:

- Lived experience of patients and healthcare providers
- Year of discussions at KW4 Leadership Table
- WW LHIN ABP development process
- Learnings from amalgamation of CCAC and LHIN
- Older Adult Strategy
- Wellbeing Waterloo's work
- Smart Cities Waterloo Region
- Inner City Health Alliance
- Learnings from KW4 Health Links
- Counselling Collaborative
- Digital health and technology sectors
- Leveraging and building on current partnerships and innovations
- Targeted information sessions and consultations like this one



# Proposed Elements of KW4 OHT

- Community based (relative large number of signatories)
- Guided by Quadruple Aim
- Leverages and builds on current partnerships and innovations
  - Strong collaboration across partner organizations e.g., formal service agreements with lead agency
- 24/7 patient assistance in system navigation
- Leverages and increases digital capacity and connectivity in sub-region (online booking and patient engagement, virtual visits, shared **common** record)
- Builds on patient/family/caregiver engagement and partnerships
- Focuses on increasing access, integration and supportive transitions
  - Human side
  - Technology



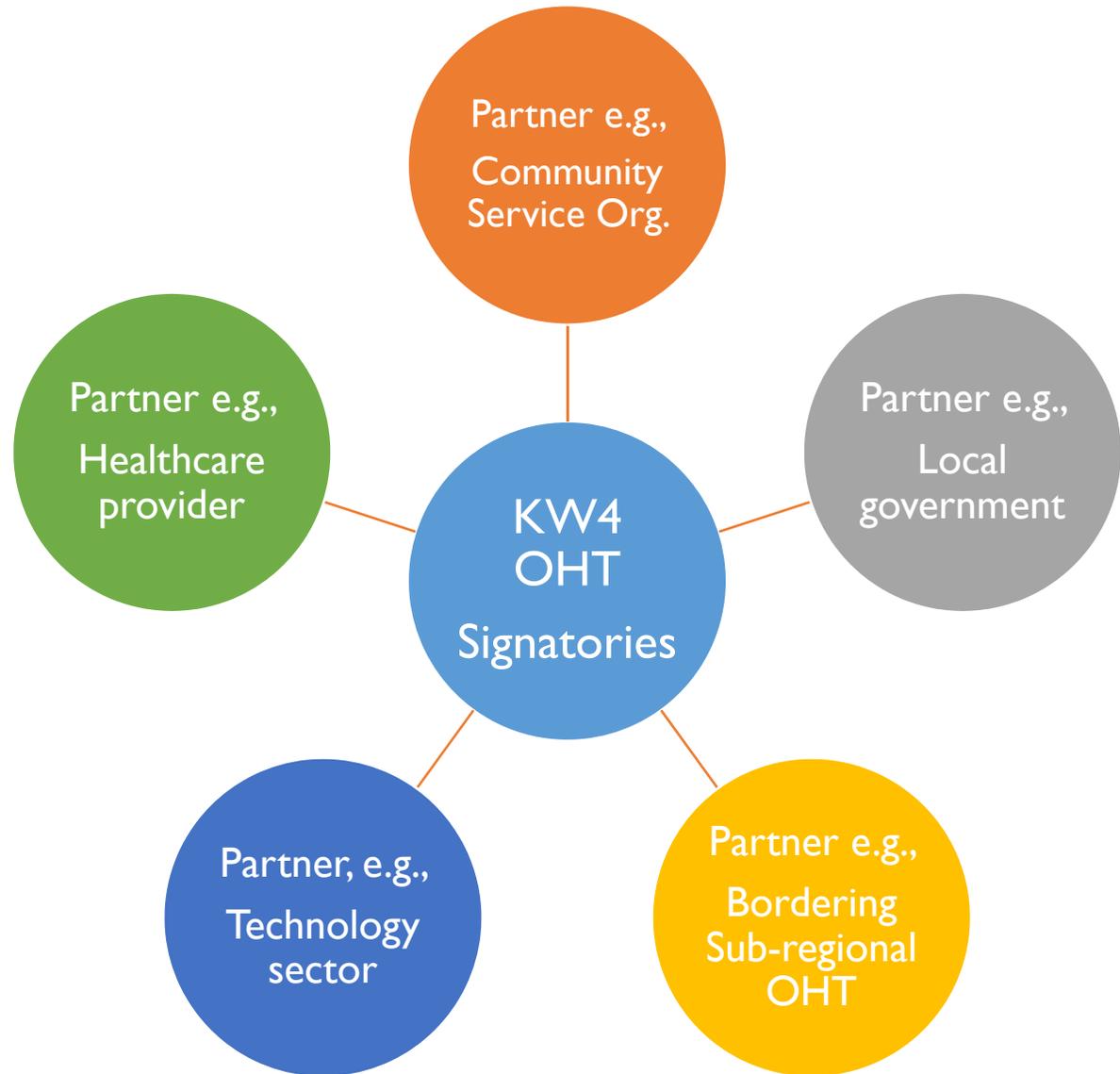
# Proposed Elements of KW4 OHT

(cont'd)

- Addresses increasing mental health and addictions needs in community
- Provides real alternatives to emergency visits
- Enables people to stay at home as long as possible
- Recognizes other patient populations should benefit from innovations and integration

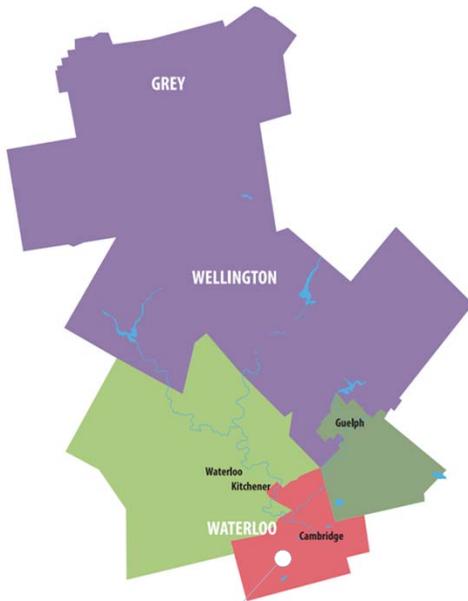
# OHT Signatories and Partners

*Not all KW4 OHT partners need to be signatories*



# Cambridge & North Dumfries

# CND Community overview




**Total Population**  
 140, 135

**Cambridge 129,290**  
**North Dumfries 10,215**

  
*Seniors (65+)*

  
*Below Low-Income Measure*

  
*Immigrants*

  
*Unemployed*

	Cambridge	North Dumfries
Seniors (65+)	14.5 %	14.3 %
Below Low-Income Measure	10.8 %	4.2 %
Immigrants	20.1 %	11.9 %
Unemployed	6.4 %	5.1 %

*The city of Cambridge and Township of North Dumfries are situated in Southern Ontario. Two distinct, yet connected communities within Waterloo Region. Cambridge is predominantly urban while North Dumfries is more rural in nature*

## CND Health Situation Overview

	CND	WWLHIN
<b>Mortality</b>		
Deaths that were premature (age < 75)	40.5%	36.0%
<b>General Health</b>		
Very good or excelled self-perceived physical health	61.2%	63.2%
Very good or excelled self-perceived mental health	70.9%	70.4%
<b>Risk Factors</b>		
Daily/occasional smokers	24.8%	17.2%
Overweight or obese	53.3%	66.2%
Physically inactive	48.9%	46.0%

## Overview of CMH Hospitalizations for CND Patients

### Top 5 Chronic Conditions for CND Residents



1. Hypertension
2. Arthritis and related disorders
3. Diabetes
4. Anemia
5. Pneumonia

### Top 5 Reasons for Urgent Hospital Admissions



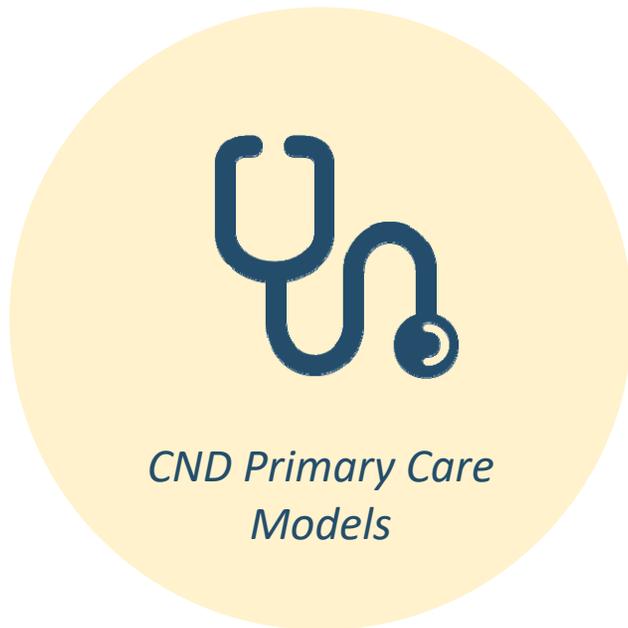
1. Chronic Obstructive Pulmonary Disease
2. Bacteria Pneumonia
3. Heart Failure
4. Non-severe Enteritis
5. Myocardial Infarction/Shock

### Top 5 Reasons for 30 Day Urgent Readmissions



1. Newborn Jaundice
2. Chronic Obstructive Pulmonary Disease
3. Heart failure
4. Newborn other minor problems
5. Organic Mental Disorder

# Health Situation Overview – Primary Care



- 2 Family Health Teams
- 1 Community Health Centres (with a North Dumfries satellite location)
- 1 Nurse Practitioner led Clinic
- 4 Family Health Organizations
- 1 Family Health Groups

Collectively these practices serve 137,370 patients (estimated 98%) in the community. Note some practices serve patients outside the Cambridge and North Dumfries communities

# Potential Patient Population for Year 1?

*Two Rivers and Grandview Medical Centre FHTs*

2 FHT

*Langs*

1 CHC



*Primary Care*

1 NPLC

*Waterloo Region Nurse Practitioner-led Clinic*

1 FHO

*Delta FHO (TBD)*

**76,000**  
*Patients*

*54% of CND*

- Year 1 population – rostered patients in these primary care organizations?
- Is this a manageable patient population for year 1?

## Discussion objectives

What are the current care challenges in CND and how can we strengthen them?

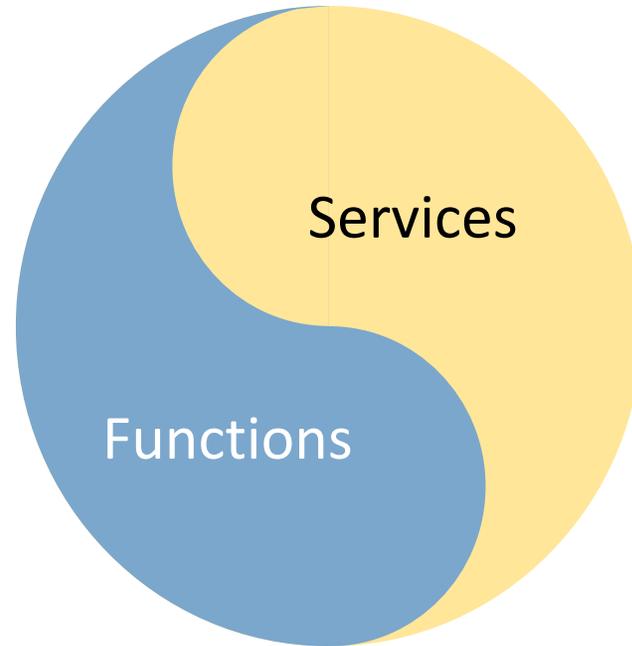
Need to give particular consideration to *government priorities*

- 1 Access
- 2 Transitions
- 3 Coordination of care

## Key Concept: Functions and Services

**Functions** are activities that together comprise a service.

*Example: Referral*



Services are a group of one or more functions that together are intended to address a person's health or social situation (i.e., programs, clinics, services)

*Example: Chronic disease management*

<b>Intake / Registration</b>	<ul style="list-style-type: none"> <li>Initially receiving patient information</li> </ul>
<b>Assessment</b>	<ul style="list-style-type: none"> <li>Assessing and diagnosing the patient's condition</li> </ul>
<b>Care Planning</b>	<ul style="list-style-type: none"> <li>Developing and managing the plan</li> </ul>
<b>Treatment and care</b>	<ul style="list-style-type: none"> <li>Administering the treatment or care</li> </ul>
<b>Care coordination</b>	<ul style="list-style-type: none"> <li>Identifying and assigning care accountabilities</li> <li>Monitoring and following-up on care</li> <li>Supporting transitions</li> <li>Communicating and sharing information</li> </ul>
<b>Referral</b>	<ul style="list-style-type: none"> <li>Identify the appropriate resource and making the referral</li> </ul>
<b>Patient navigation</b>	<ul style="list-style-type: none"> <li>Supporting the patient in accessing required resources</li> </ul>
<b>Discharge planning</b>	<ul style="list-style-type: none"> <li>Discontinuing the patient's participation in a service</li> </ul>
<b>Self management support</b>	<ul style="list-style-type: none"> <li>Supporting the patient in managing their own status</li> </ul>

# Functions

# Services Examples



## **Primary Care**

- Screening
- Chronic Disease Management



## **MH and Developmental Needs**

- Crisis and trauma intervention
- Single-session counselling



## **Home and Community Care**

- Case Management
- Physiotherapy



## **Addictions**

- Intensive day treatment
- Rapid access clinics



## **Acute Care**

- General Medicine
- Surgery



## **Human and Social Services**

- Justice Support and Diversion
- Financial Education



## **Community Support Services**

- Social wellbeing
- Aging at home services



## **Long Term Care**

- Residential Services
- Case Management



## **Palliative Care**

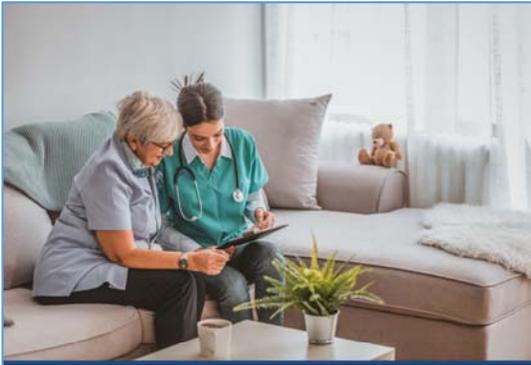
- Interdisciplinary palliative care
- Bereavement



## **Community – based Specialists**

- Cardiology
- Ophthalmology

# Patient Self Management



## Ontario Health Teams:

Guidance for Health Care Providers and Organizations



- Propose a plan for enhancing patient self- management and/or health literacy for at least a specifically defined segment of your Year 1 population

WaterlooWellington  
D I A B E T E S

## Self Management Program



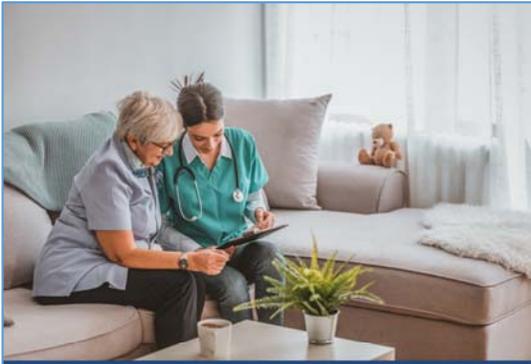
*Self Management for Patients*



*Health Care Provider Training*

- *Is there an opportunity to leverage the WW Self-Management Programs?*
- *Other opportunities?*

# Patient Digital Access



## **Ontario Health Teams:**

Guidance for Health Care Providers  
and Organizations



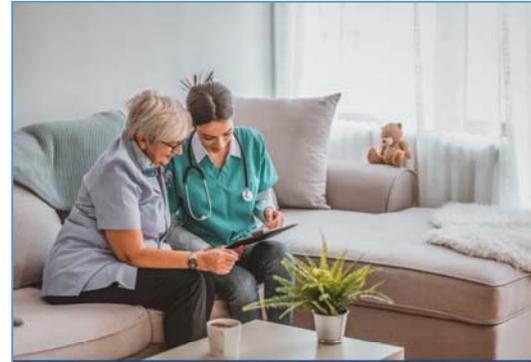
- Propose a plan to provide patients with some digital access to their health information

## *Potential Opportunities*

*2 FHT Patient Portals*

*Hospital MyChart*

# Digital Health Approach



## **Ontario Health Teams:**

Guidance for Health Care Providers  
and Organizations



- Propose a comprehensive plan to improve information sharing and resolve digital health gaps
- Identify a senior-level single point of contact for digital health



# Next Steps

- Further consultations
- Continue to develop Self Assessment form
- Confirm initial signatories and letters of support
- Submit Self Assessment on May 15<sup>th</sup>
- Begin the hard work of proposal development!!
- Ensure alignment with other community planning processes



# Need some more information about OHTs?

1. [April 3<sup>rd</sup> News Release](#)
2. [OHT Guidance Document](#)



# Upcoming KW4 Scheduled Consultations

- Focus – Wellesley – *Monday May 27<sup>th</sup>, 12 noon*
- Focus – Wilmot – *Tuesday May 28<sup>th</sup>, 12 noon*
- Focus – Patients, Families and Caregivers – *Wednesday May 29<sup>th</sup>, 6:00pm*
- Focus – Mental Health Leaders – *Thursday May 30<sup>th</sup>, 3:00pm*
- Focus – Woolwich – *Friday May 31<sup>st</sup>, 12 noon*



# Consultation Questions

- How do we best align this work with WRCPC and other initiatives?
- What factors do we need to highlight throughout this process?
- How do we best keep Council updated?
- Areas to consider for input into ongoing dialogue:
  - If you could change anything about the current system of care delivery what would it be?
  - What are the biggest barriers you face in accessing providing or navigating care?
  - What is currently working well for you (that you wouldn't want to lose)?

# Reference Slides





# Signatories to an Expression of Interest (Self Assessment)

Must indicate commitment to:	Must provide:
<ul style="list-style-type: none"><li>• Ministry's <a href="#">Patient Declaration of Values</a></li><li>• Vision, goals and target population of proposed KW4 OHT (in development)</li><li>• Developing a central brand and strategic plan for OHT</li><li>• Working towards a single clinical and fiscal accountability framework at some point in the future</li><li>• Entering into formal agreements with other signatories (participants in OHT)</li></ul>	<p>Completed organizational profile including:</p> <ul style="list-style-type: none"><li>• Patient self-management approaches</li><li>• Patient satisfaction measurement</li><li>• Approach to patient/family/caregiver engagement</li><li>• Current patient complaint process</li><li>• Existing Quality Improvement Frameworks</li><li>• Any involvement in bundled care models or cross-provider funding</li><li>• Confirmation of meeting financial criteria</li><li>• Existing digital capacity</li></ul>

**This is required for May 15<sup>th</sup> submission of completed Self Assessment for KW4 OHT**



# Why Become a Signatory?

- Lead the way to forge new relationships inter and intra health care system
  - Signatories will be actively part of planning
- Support the proposed focus on vulnerable, rural and frail populations
- Create a governance and organizational structure that honours/builds on past, community ownership and trust in the midst of transformative change



## Risks of Being an Early Adopter

- Undefined KW4 OHT model and process
- Undefined cost/benefit proposition
- Unknown broader political environment
- Time and effort required, especially relative to size of a single organization
- Impact of rapid change

## Smart Update (Consent Agenda)

For the Meeting of WRPCPC on July 12, 2019

The Consent Agenda is published on a bi-monthly basis. **Please review this report before meetings.** 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](#) 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

Through four strategic approaches:

### Expand Reach through Understanding and Engagement

- Staff presented to several hundred delegates at the request of the Federation of Canadian Municipalities on Canada’s Drug Crisis along with guests from Alberta, Quebec, Manitoba and British Columbia. Common themes in municipalities across Canada – beyond significant frustration and detraction from other important municipal issues – mentioned were: the deaths attributable to the toxicity of the unregulated drug market and the absence of providing safer alternatives; deficiencies in leadership and coordination; and persistent issues of structural discrimination and social stigma. The WRPCPC presentation was well received, and it was clear that WRPCPC’s reputation on drug-related issues preceded participation at FCM.
- WRPCPC staff presented to the Waterloo Region Police Services Board on the report **Conversations of Substance: Youth in Waterloo Region on Issues of Substance Use Report**. The report and it’s companion, An Ounce of Prevention, can be found here: [Conversations of Substance: Youth in Waterloo Region on Issues of Substance Use](#)
- We collaborated with Green Light Arts on their production of [Guarded Girls](#) specifically by assisting with a WLU Research Study, the engagement of citizens with lived experience, promotion, and with 2 of the 4 “Fuel” events. One of those events was with Senator Kim Pate and a panel of people who had been incarcerated at GVI

Document Number: 2915286

Document Author: AMARY

Document Name: CP - Smart Update 2019

(attendance 104) resulting in an additional Fuel event featuring Senator Pate, and Ashley Smith's relatives, Coralee Smith and Dawna Ward (105). This play was developed locally and performed for 2 weeks at the Tarragon Theatre in Toronto before coming to KW for 12 performances. **Guarded Girls just won BEST NEW PLAY at the 40th Anniversary Dora Mavor Moore Awards!!!** There will be a final report prepared for the Canada Council for the Arts and there will be a podcast by the end of the summer.

- This year Breaking the Silence (BTS) hosted a display at tri-Pride 2019. About 90 people came up to the booth to hear about Breaking the Silence and the Outlook Study. 86 people wrote on the **graffiti doorway to safety** expressing where they feel safe in Waterloo Region.

“The door activity was really cool. My favourite part was when a couple of elderly women stopped at our booth, started pointing excitedly, and one of them said “That’s where WE live! Winston Park!” I guess someone else had written it on the door earlier. They were both in wheelchairs but had attendants with them, who signed the names of the women and added hearts to the door. It was awesome – they were so excited!”



(Quotes are from a BTS Committee member).

“Another great moment was when these three guys with developmental disabilities visited the booth. One of them told me, “We’re not gay, but he is and he’s our friend, so we came with him so he wouldn’t be alone today.” When I asked what safety means to him, he said “My friends!” and gave each of them a hug, and then said “And our staff at Community Living Cambridge, too.” So he wrote down CLC and put some hearts on the door”.



**Story: A social justice Finding Your Super-Power to Change the Story: Social Justice Scavenger Hunt on June 15, 2019**

Teaming up with the KPL and 32 students from the University of Waterloo, this Porch Chat strived to do something a bit different. We decided to facilitate an event focused on children and their caring adults who were interested in exploring the concept of social justice and how we can change our community. We developed the concept of the scavenger hunt where children and adults team up to cultivate those powers. The 32 students from UW's courses in Urban Recreation, Rec Grad Studies, Communications find-tuned the idea and developed and facilitated the different super power stations. We also have a student who is producing a "Digital Story" on this event.

**How did it work?** The hunt opened with a play featuring 2 -ten-year-old girls; one posts an embarrassing picture of the other on social media. Feeling badly about what she had done, she sent the teams on their way to the stations to find the super powers they needed to help her make the situation right.

There were three superpower stations:

- 1) **Safe use of technology**
- 2) **Mindfulness**
- 3) **Empathy**

And 2 supporting stations

- 1) **Appreciating Differences** (henna station)
- 2) **Social Justice Story-Telling**



Sporting newly charged empathy goggles, these brothers set out to find the different ways that libraries strive to be accessible to all people in our community.

The two actors did the second part of the play drawing in the audience's advice and superpower tools to help resolve the situation.

The event closed with a draw for 10 different books from the series "[Ordinary People Change the World](#)" and a free pizza lunch. In all we engaged a total of **100 children, parents, students and community volunteers**. It was a wonderful turnout!! The kids really had fun and several families come up and thank us for the event. We had families and groups who would not normally come out to our events, including a **Big Brother** volunteer who brought his little brother. Evaluations for this event were very positive and KPL already wants us to host this event again next year.

Document Number: 2915286

## Future Porch chats

### **Making Space: building community with intention and courage**

Wednesday, July 24, 2019 6:30-8:00 pm · Waterloo Region Crime Prevention Council's Porch/Garden (or KPL next door if raining) · 73 Queen St. N. Kitchener, N2H 2H1 · Light refreshments served · Registration Recommended

There is lots of discussion these days about safe spaces, brave spaces and inclusive spaces. How do you encourage frank discussion amongst diverse viewpoints? Our guest speakers are wrestling with this question in a faith based organization, an Instagram group and a community kitchen. Fauzia Mazhar (Coalition of Muslim Women), Shana MacDonald (University of Waterloo) and Sara Escobar (St. John's Kitchen) will share their approaches. Pull up a chair and join the discussion.

### **Imprints from travel: the mark we make and the gifts we take**

Wednesday, August 21, 2019 6:30-8:00 pm · Waterloo Region Crime Prevention Council's Porch/Garden (or KPL next door if raining) · 73 Queen St. N. Kitchener, N2H 2H1 · Light refreshments served · Registration Recommended

Travel challenges us in many ways. It can broaden our perspective and confront us with questions about identity, ethics and belonging. Join us on a vicarious journey with our 'Human Book' through the adventures, insights and life-changing impact of overseas travel.

### **Base Change in Good Evidence and Innovation**

- The Community Engagement Committee of Chelsea's story hosted 2 WLU students – one in business and the other a biology major- as part of WLU's pilot **Experiential Learning project**, where first year students complete a [case study project](#) in the non-profit sector as a way of broadening their scope on social issues and citizenship. [Link to student self-reflection](#). The project they worked on for our committee was to refine and improve an annual poster contest on human sex trafficking to raise awareness for middle and high school students. Wilfrid Laurier University and Capacity Canada have been partnering on a [Non-Profit Sector Experiential Learning project](#) and hosted a symposium to share the experience and best practices in March.
- WRCPC's Advisory Group on Research and Evaluation (**AGORE**) met on June 28 to discuss preliminary findings from the Waterloo Region community [wellbeing survey](#) conducted in 2018. A couple of the questions the group is looking to answer at the very beginning are 1) who is represented in the survey sample and 2) what are the limitations of the sample. The answers will help us get a sense of the extent to which individuals furthest away from opportunities are represented in the responses. Over the next couple of months, AGORE will continue the conversation online (and

potentially carry out some preliminary analysis) with a more fulsome discussion and working session scheduled for early fall.

- Knowledge briefs for the **evaluation of WRCPC's 2014-2018 Smart on Crime community plan** continue to be finalized. This includes reviewing, editing and designing final products. The focus so far has been on the two most critical briefs, which outline WRCPC's theory of change model; functions, objectives and goals; as well as the overall findings, analyses and recommendations. The remaining briefs, which serve as illustrative case studies of WRCPC's key functions and will be finalized over the summer.
- The whiteboard video for **WRCPC's historical narrative project**, spearheaded by Conestoga College, is scheduled to be completed in early July. WRCPC was successful in recruiting Mike Farwell from 570 News to do the narration for the video. Ultimately, the video will be accompanied by an online, interactive timeline as well as a community-friendly report telling the story of WRCPC's work as a backbone organization over the past 20+ years.

### **Lead Side by Side - Leverage Dynamic Partnerships**

- WRCPC staff joined the Working Centre for a panel discussion on preventing – reducing poverty in Waterloo region. WRCPC staff have also participated in a variety of community events/meetings including: KW Community Foundation AGM, House of Friendship AGM, Waterloo Catholic District School Board Community Breakfast, Lutherwood meeting on Mental Health, Communitech conference, Interfaith Grand River meeting and dialogues with Public Health Ontario and more.
- The honorable Minister Bill Blair requested to meet with WRCPC to learn more about the Breaking the Silence report. Richard Eibach attended to speak to this. The meeting was hosted in the Regional chair's board room with chair Karen Redman attending. Staff took the opportunity to also talk up the Canadian Municipal Network on Crime Prevention.
- Public Safety Canada released a report about the strategic consultation hosted in Ottawa in April 2019 which Christiane attended. The report is available online or upon request and has some promising directions regarding municipal engagement and longer term funding. A letter was written to acknowledge this advancement over previous directions.

## Advocate for Equity and Belonging. Reduce Marginalization and Discrimination

- Staff submitted a grant application to the Canadian Medical Association Foundation to support, in part, the establishment of a Youth Reference Group (YRG) as part of the Waterloo Region Youth Engagement Strategy. The YRG is a foundational component of the WR-YES. The funding will not be sufficient and additional funds will be urgently needed in the short term to carry out the YRG project. A decision from the CMA Foundation is expected in July.
- WRPCPC staff attended and supported the [Gahu Research Project](#), a significant component of which includes achieving racial justice via music, and within school music programs.
- Breaking the Silence is considering how it can further connect with the LGTBQ2+ people serving sentences at GVI including them in the Outlook study and A Place to Call Safe Events. In a first step, the committee attended GVI's Pride Event on June 25<sup>th</sup>.
- [In May there was a very upsetting event that happened at the Registry Theatre where a patron heckled a Muslim performer, and uttered homophobic remarks that left the performer in tears.](#) Before the staff could react, the patron left. The Registry strives vigilantly to create a safe space for all to enjoy the arts and theatre. They often open up free opportunities to those who would otherwise be unable to participate. They were devastated that an incident like this happened in their space and that they had not responded as effectively as they would have liked. The Registry Theatre reached out to WRPCPC for ideas of how to respond. We linked them up with the Coalition of Muslim Women who facilitated UP-stander Training for the Registry staff and volunteers. The Registry felt that they wanted to connect with the community to heal together and opened the training up to the whole community. The training was facilitated by Sarah Shafiq; who it was reported, did an excellent job.
- FC asked staff to track in June distinct requests from the community for more immediate support. Staff had over twenty requests of this nature several of which we needed to decline due to lack of resources.

## **Communication's Corner**

### **WRCPC in the news**

#### [Cambridge youths tell drug use story 'in their own words'](#)

Conversations of Substance report highlights youth input to help guide prevention strategies by Lisa Rutledge, Cambridge Times and The Record, May 11, 2019

#### [Coalition of Muslim Women asks police to use the word Islamophobia](#)

Local Muslim group says women are fearful of reporting hate crimes to police, by Liz Monteiro, The Record, June 19, 2019

#### [Education, leadership needed to combat rising islamophobia in region, group says](#)

A local group is teaming up with the region's Crime Prevention Council to work on ending race and social justice issues in the community, by CTV Kitchener, June 19, 2019

#### [Report on Islamophobia in Waterloo Region released](#)

It shows many Muslims feel that Islamophobia is prevalent and how there are very few places they can turn to, by Phi Doan, Kitchener Today, June 19, 2019

[Youth substance use report presented to police services board](#) by Phi Doan, 570 News, June 20, 2019

#### [Waterloo Region police can help condemn Islamophobia, says report](#)

Chief Larkin says service well aligned to help tackle Islamophobia, by Lisa Rutledge, Cambridge Times, June 21, 2019

Guarded Girls Articles include:

1. <https://www.therecord.com/whatson-story/9347845-guarded-girls-humanizes-both-sides-of-canada-s-correctional-service/>
2. <https://www.facebook.com/GreenLight.Arts/photos/pcb.2271433826457620/2271433356457667/?type=3&theater>
3. [an interview with Kim Pate on CKMS by Bob Jonkman \(starts at 1h04m38s\)](#)
4. 570 News interview with Matt and Jessica Hutchison by Mike Farwell

## **Volunteers are needed for “Doors Open”**

“Doors Open” will be happening on Saturday, September 21st! This is a free heritage and architecture open house event, organized by Region of Waterloo. Visitors will be given the opportunity to tour noteworthy buildings, interesting places and heritage sites in Waterloo Region, many of which are not regularly open to the public. Waterloo Region Crime

Document Number: 2915286

Prevention Council takes this opportunity to showcase the 1878 historic Governor’s House where its offices are located since 2015.

Staff are looking for 4 volunteers (two in the morning and two in the afternoon) to help with logistics and the tour on Sept 21. If you are interested, please contact Alejandra Amez, CPC Communications Coordinator, [AAmez@regionofwaterloo.ca](mailto:AAmez@regionofwaterloo.ca) for more details.

For more information about “Doors Open”, please visit <https://www.regionofwaterloo.ca/en/exploring-the-region/doors-open-waterloo-region.aspx>

Since the themes this year is “water” we decided to feature the Upstream campaign.

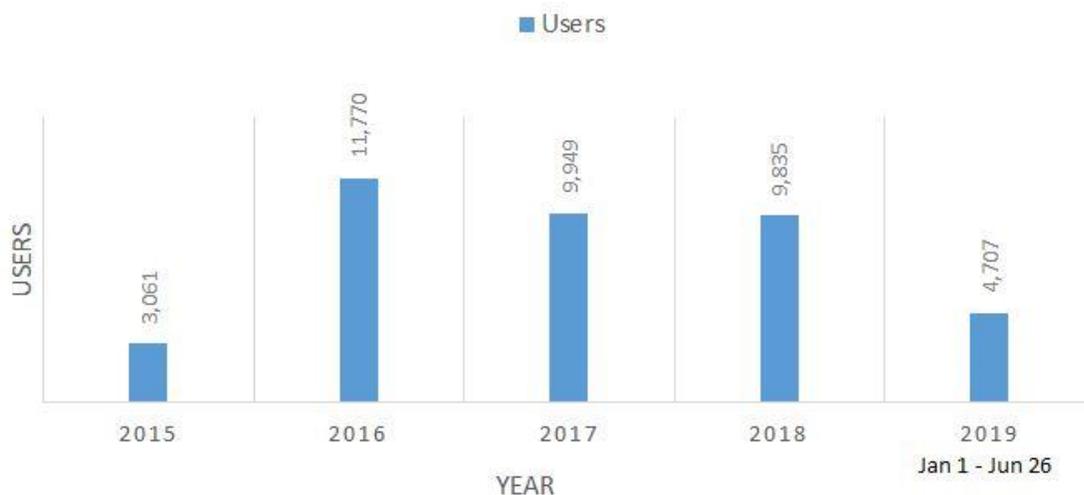
**Below are some WRPCPC Website Analytics for 2015-2019:**

Users: Users who have initiated at least one session during the date range.

Page views: Page views are the total number of pages viewed. Repeated views of a single page are counted.

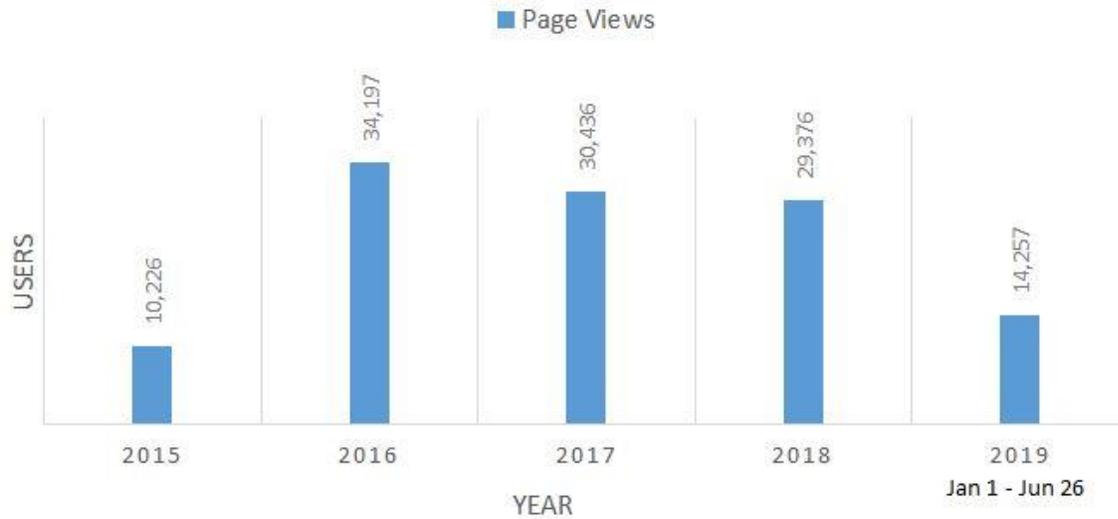
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## WRPCPC WEBSITE ANALYTICS USERS 2015-2019



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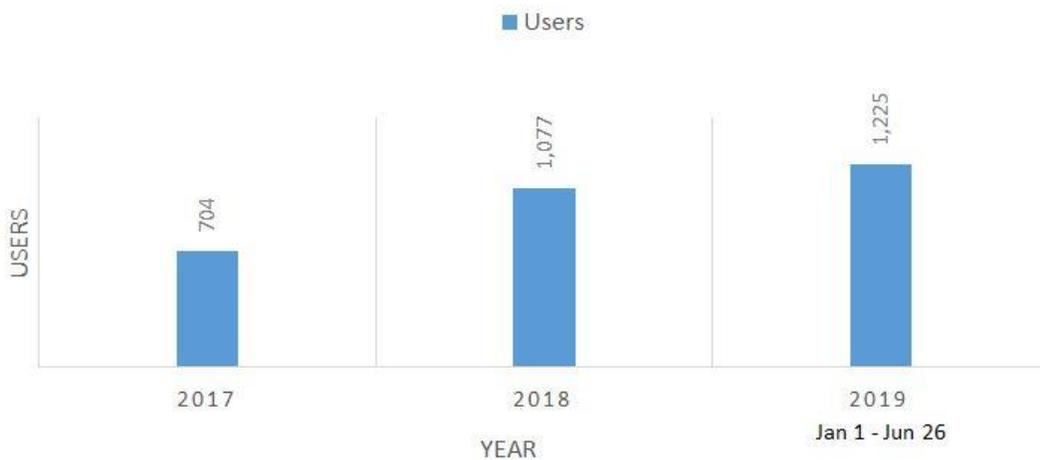
## WRCPC WEBSITE ANALYTICS PAGE VIEWS 2015-2019



**Below are some Friends of Crime Prevention Website Analytics for 2017-2019:**

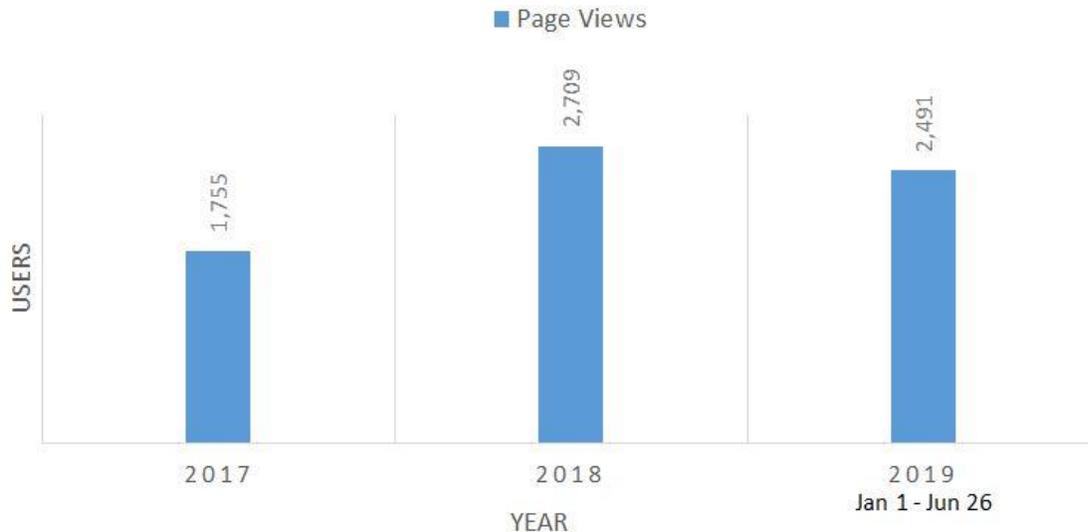
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## FRIENDS WEBSITE ANALYTICS USERS 2015-2019



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## FRIENDS WEBSITE ANALYTICS PAGE VIEWS 2015-2019



### Community Corner

In this section, you can find information about community opportunities as well as key items of information related to the work of WRCP and its partners. Most items are included upon request from community partners.

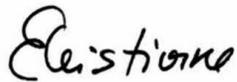
- Staff attended the True North Conference. The Key Note: [Thomas Friedman](#) , author of [Thank You For Being Late](#) had a particularly relevant message aligning with the messages of upstream prevention and thriving through change. A few core concepts and quotes included:
  - The acceleration of technology has surpassed our human capacity to adapt to the change – that we need to learn faster and govern faster.
  - 51% of our lives is now spent in cyber-space. We are all connected but no one is in charge.
  - “Never have we been so godless and so god like”
  - In this age of acceleration everything old and slow matters more than ever.

- The antidote to the many troubles we are facing in the world is to center around sustainable values in-particular the development of strong families and healthy communities.
- The Ontario Drug Policy Research Network (ODPRN), the Office of the Chief Coroner for Ontario (OCC) and Public Health Ontario (PHO) have published a new report, the [Opioid Mortality Surveillance Report](#), which describes the current trends and characteristics of confirmed opioid-related deaths in Ontario between July 1, 2017 and June 30, 2018.

### **What is up in the WRCPC office?**

- Planning is underway for the Annual Justice Dinner, Nov 14, 2019. It is going to be awesome so save the date and stay tuned.
- A shout out to Richard Eibach and Sara Shafiq for their incredible time and creative commitment in the 2019 Porch Chat series and to Richard for a huge investment in the BTS activities.

Respectfully submitted, 2019-07-05



Christiane Sadeler, Executive Director,

# Waterloo Region Crime Prevention Council and Wellbeing Waterloo Region

## Alignment of Work

WR Crime Prevention Council	Wellbeing Waterloo Region
<p><b>Our Vision</b> A safe and promising future for all people in our community.</p>	<p><b>Our vision</b> A community where everyone thrives and no one is left behind.</p>
<p><b>Our Mission</b> We advance ideas and actions that alleviate root causes of crime and improve social well-being.</p>	<p><b>Our Mission</b> We are a diverse and connected network working together differently to make transformational change in wellbeing in a way we are unable to alone.</p>
<p><b>Our Values</b></p> <p><b>Collaboration:</b> We believe that community safety cannot be achieved by any one person or organization. It takes all of us working together in partnership.</p> <p><a href="https://preventingcrime.ca/our-story/collaboration/">https://preventingcrime.ca/our-story/collaboration/</a></p> <p><b>Commitment:</b> We believe that the creation of a safe and promising future for all in our community takes time and perseverance.</p> <p><b>Compassion:</b> We believe that a compassionate world becomes possible when everyone is treated with dignity, equity and respect (adapted from The Compassion Charter)</p> <p><b>Courage:</b> We believe in honest dialogue, challenging misconceptions, facing uncertainty and at times making bold decisions.</p>	<p><b>Our values:</b> How we work together on collective priorities:</p> <p><b>Transformative:</b> Move beyond existing organizational and collaborative boundaries by fostering trusting relationships and a culture of mutual respect.</p> <p><b>Adaptive:</b> Continuously learning, adapting and improving our mutually reinforcing actions through the use of data, shared measurement and community input.</p> <p><b>Inclusive:</b> We will be intentional about inclusion by acknowledging that biases exist and using an equity lens to identify and address these biases.</p> <p><b>Courageous:</b> Having ongoing critical reflections to help us look at issues in new and different ways rather than accept the status quo, harnessing new knowledge and opportunities.</p> <p><b>Equitable:</b> All voices matter and we will provide supports and opportunities so everyone has the chance to become authentically and meaningfully involved. We will pay particular attention to and support people who have experienced oppression and people with lived experience.</p>
<p><b>Our Mandate</b> We engage and connect citizens, decision makers and service providers in order to reduce crime, victimization and fear of crime through:</p> <ul style="list-style-type: none"> <li>• Promotion of Partnerships</li> <li>• Focused Problem Solving</li> <li>• Support of Grass Roots Initiatives</li> <li>• Capacity Building</li> <li>• Information Sharing</li> <li>• Public Education and Awareness Raising</li> <li>• Evidence-Based Interventions</li> <li>• Policy Development</li> <li>• Advising Local Government</li> <li>• Advocacy for Change</li> <li>• Media Involvement</li> </ul>	<p><b>Our Mandate: Connected Community</b> We are connecting within and across communities to create new, significant and impactful solutions to community wellbeing by...</p> <ul style="list-style-type: none"> <li>• Identifying and addressing inequities in systems, processes and services.</li> <li>• Connecting with each other to leverage our resources and address priorities.</li> <li>• Measuring and monitoring wellbeing to identify inequities to inspire action.</li> <li>• Working together in a more connected way to nurture relationships, networks, support and influence to measure and impact wellbeing.</li> </ul>
<p><b>Areas of focus</b></p>	<p><b>Areas of focus</b></p>
<p><b>Youth: Unleashing the Potential of ALL Youth</b> “If we can show youth that they are a part of the world around them, then they will value their involvement in the community”.</p>	<p><b>Healthy Children &amp; Youth: All children and youth have the foundation they need to thrive and reach their potential.</b> Focus to be determined:</p> <ul style="list-style-type: none"> <li>• Early child development (EDI scores)</li> <li>• Mental health</li> <li>• Sense of belonging</li> <li>• Bullying</li> <li>• Literacy levels.</li> <li>• High school graduation rates.</li> </ul>
<p><b>Neighbourhoods: Building Local Capacity for Change</b> “A strong sense of belonging in a neighbourhood or community will go a long way to preventing crime.”</p>	<p><b>Affordable Housing: Everyone has a place to call home.</b></p> <ul style="list-style-type: none"> <li>• Mobilize the community to end chronic homelessness in Waterloo Region by 2020.</li> <li>• Build readiness to move to a transformative affordable housing focus.</li> </ul>
<p><b>Smart on Crime: Advancing the Momentum</b> “Strategies should be informed by research but also by community knowledge and actions together”.</p> <p>Each focus area should have four integrated types of actions as part of its development and implementation efforts. These are the <b>key strategic approaches</b> of Council:</p> <ol style="list-style-type: none"> <li>1. Balance knowledge with innovation</li> <li>2. Increase engagement of the community and its key actors</li> <li>3. Leverage dynamic partnerships for transformative change</li> <li>4. Advocate for equity and belonging</li> </ol>	<p><b>Social Inclusion: Everyone is welcome and can belong.</b></p> <ul style="list-style-type: none"> <li>• Create in Waterloo Region a social inclusion movement that seeks equity, prevents isolation and strengthens belonging.</li> <li>• Develop respectful and meaningful relationships with Indigenous People to foster intercultural understanding and connection that facilitates authentic conversations and impact.</li> </ul>
<p><b>Governance</b></p>	<p><b>Governance</b></p>
<p><b>Crime Prevention Council:</b> a sector round table comprised of</p>	<p><b>Connectors Hub-</b> Provide oversight and ensures integration for the</p>

WR Crime Prevention Council	Wellbeing Waterloo Region
<p>decision makers in the community that provides strategic directions and makes policy decisions for upstream approaches to crime. CPC is an advisory committee of Regional Council and members are approved by RC on an annual basis. The committee is linked to the Regional Chair's office for reasons of public profile and leadership.</p> <p><b>Facilitating Committee:</b> an elected sub-committee of Council that provides direction and support to the Executive Director and acts on behalf of the Regional Chair in this regard. The policy makes the Executive Director responsible for operationalizing the directions set by Council and FC monitors policy compliance and executive limitations.</p> <p><b>Nominating Committee:</b> an annually appointed committee of Council that reviews membership of Council and recommends changes in anticipation of the new term.</p> <p><b>AGORE:</b> advisory group on research and evaluation brings together CPC members and staff with the local universities for the purpose of research development, knowledge exchange and evidence based information generation.</p> <p><b>VPC:</b> the violence prevention committee is charged with overseeing the implementation of the forty-year violence prevention plan. Committee membership changes depending on the area of focus.</p> <p><b>WR-YES!:</b> the task force for the WR youth engagement strategy steers the development of said strategy and will be supported by a youth reference group. It is modeled on the Integrated Drugs strategy and follows the principle of "nothing about us without us".</p> <p><b>Ad Hoc working groups:</b> To support a nimble and organic process Council mostly works through ad hoc working groups that are formed quickly to deal with a community matter and then dissolve. Working groups that develop positions for Council need to bring their positions back to Council for approval. Whenever possible Council seeks to accomplish its work through existing committees in the community that are aligned in their tasks with a Council goal or whenever asked by such committee for support in an issue with an upstream focus.</p> <p>Council has a <a href="#">governance policy</a> that speaks to all matters of Council and committee conduct.</p> <p>Council's overall approach to change is best described by the constellation governance model and as a mutually beneficial partnership between local government and the community. In all its endeavours Council strives to ensure the inclusion of voices most effected by the issues. These voices are often brought in through honorarium based agreements.</p>	<p>overall directions of the collective work of Wellbeing Waterloo Region.</p> <p><b>System Change Champions</b> - Support transformational change to improve wellbeing by Influencing and advocating for change in policies and processes that make system level changes.</p> <p><b>Catalyst groups – move the actions forward in each big idea area</b></p> <ul style="list-style-type: none"> <li>• ALLIN 2020 – ending chronic homelessness</li> <li>• LWR and WISER and WWR strategic alliance on affordable housing</li> <li>• Healthy Children and Youth –focus to be determined</li> <li>• Social Inclusion - Create in Waterloo Region a social inclusion movement that seeks equity, prevents isolation and strengthens belonging.</li> </ul> <p><b>Indigenous community</b> - Develop respectful and meaningful relationships with Indigenous People to foster intercultural understanding and connection that facilitates authentic conversations and impact.</p> <p><b>Measurement and monitoring</b> - Monitor, track and report on community wellbeing to inspire action</p> <p><b>Communications and engagement</b> - Create and support channels for ongoing information, input and engagement of the Wellbeing Waterloo Region network.</p> <p><b>Co-conveners community of practice-</b> connect, stimulate problem solve and have productive conversations about having productive and inclusive meetings.</p> <p><b>Funders group</b> - Provides oversight and guidance on the financial and in kind resources necessary for the operations of Wellbeing Waterloo Region.</p> <p><b>Membership committee</b> – an ad hoc committee that reviews membership for working groups of WWR.</p>
<p><b>Friends of Crime Prevention Council</b></p> <p>This is an initiative that was created to ensure maximum opportunities for participation by the community. It is facilitated by the staff of Council and has its own website and Facebook page <a href="https://friendsofcrimeprevention.ca/">https://friendsofcrimeprevention.ca/</a></p>	<p><b>Wellbeing Waterloo Region subscribers</b></p> <p>Community partners and residents are invited to subscribe to our newsletter to receive wellbeing updates and information on events. Subscribers are invited to training and education sessions, community forums and other WWR and community events.</p>
<p><b>Staffing</b></p> <p>6.2 FTEs</p> <ul style="list-style-type: none"> <li>• Michael Parkinson (Engagement)– F/T</li> <li>• Julie Thompson – (Engagement) – F/T</li> <li>• Mary Anna Allan (Administration) – F/T</li> <li>• David Siladi – (Knowledge and Research) P/T</li> <li>• Alejandra Amez – (Communications) P/T</li> <li>• Vacant position – (Manager) F/T</li> <li>• Vacant – (Research Development) P/T</li> <li>• Christiane Sadeler - (Executive Director) F/T</li> </ul> <p>The staff resources are complimented by significant contributions from the community in direct support of Council activities. Conservatively this amounts to over 3 FTE per year and does not include the crime prevention actions taken by Council members and their organizations and sectors as a result of their commitment to prevention.</p> <p>WRPCPC has long standing strong relationships with local post secondary institutions and is an approved and frequently requested and utilized placement setting. Throughout Council's tenure students have made significant contributions to advance the mission of the collaborative.</p>	<p><b>Staffing</b></p> <p>3.5 FTEs</p> <ul style="list-style-type: none"> <li>• Emma Dunn (Communications) – P/T</li> <li>• Rozina Shaheen (Social inclusion) – P/T</li> <li>• Cheryl Grove (ALL IN and M &amp; M) – P/T</li> </ul> <p>On loan from Region of Waterloo</p> <ul style="list-style-type: none"> <li>• Julie Hill (Indigenous working group) – P/T</li> <li>• Cynthia Martin - (IWG, CH, SC, (SI) - .75 FTE</li> <li>• Lorie Fioze - Manager (IWG, CH, SC, SI, COP,)</li> </ul>
<p>Staff make up the center of responsibility for the Council and essentially function as a backbone support to all Council actions</p>	<p><b>Roles of backbone staff</b></p> <ul style="list-style-type: none"> <li>• Resource to the working group</li> <li>• Prepares agendas &amp; materials in consultation with co-</li> </ul>

<b>WR Crime Prevention Council</b>	<b>Wellbeing Waterloo Region</b>
<p>as well as a conduit between the community and Council. The ED represents Council and speaks for Council together with the Chair and is responsible for upholding the policies of council and the Region and for operationalizing the strategic plan. All staff report to the ED who in turn reports to the Executive (Chair, Vice chair and Past chair) on all programmatic matters and the Regional Liaison (on administrative matters). Staff work closely with committees to ensure equitable access to decision making in programmatic directions.</p>	<p>convener</p> <ul style="list-style-type: none"> <li>• Takes and prepares notes and materials for meetings</li> <li>• Sends our information, agendas etc. to the working group</li> <li>• Organizes logistics for all meetings</li> <li>• Research promising practices</li> <li>• Draft processes and reports</li> <li>• Backbone staff are non-voting members</li> </ul>
<p>All committee of Council are co-chaired by a member of Council who is responsible for ensuring the committee works within the values of Council and adheres to the mandate set by Council. All committees have approved terms of references that are reviewed regularly and substantive changes need Council approval.</p>	<p>Roles of co-convener</p> <ul style="list-style-type: none"> <li>• Facilitates meetings</li> <li>• Ensures that there are equal opportunity for everyone to participate</li> <li>• Keeps the meeting focused and on agenda</li> <li>• Helps facilitate respectful conversations</li> <li>• Helps support inclusive and meaningful participation and process</li> <li>• Identifies the agenda and process for working group meetings in collaboration with backbone staff.</li> <li>• Discloses any direct or indirect conflicts</li> <li>• Participates in the discussion (Co-convener are voting members)</li> </ul>

# REIMAGINING

## Joint Meeting of Wellbeing Waterloo Region (WWR & Waterloo Region Crime Prevention council (WRCPC)

June 07 2019

9:00 – 12:00 – Slit Barn, Cambridge

Dear Participants:

Thank you for your engagement at the Re-imagine meeting on June 07, 2019 at the Slit Barn. Below are some of key themes that emerged from our discussions. Since pulling themes from so many notes is a bit in the eye of the beholder, we have also attached the raw notes for you. Additionally, we have some observations that may or may not resonate. We offer them up in the spirit of provoking further dialogue.

In that vein, we ask that you please hold October 04, 2019 from 9 AM to 12 Noon for the next joint meeting. Meanwhile, please do not hesitate to connect with us should you have any questions, comments or wicked ideas. It will take us all to create this change successfully.

Happy summer days!

Lorie and Christiane

## Summary of key themes

- ✦ Governance: An arms-length position from the funder/Region was overall seen as the best approach to governance. The new entity must include members from both organizations as well as be diverse and representative of the community to be relevant and nimble.
- ✦ New Brand/Look: A new culture, vision, mandate etc. must accompany a new look and brand.
- ✦ Functions: Maintain some of the current functions from both initiatives that are characteristic of a backbone office, roles and expertise.
- ✦ Infrastructure
  - Location: There were a variety of suggestions around location but no consensus.
  - Staff: Keeping the same level of staffing through a combination of core staff and staff “on loan” was a definite theme.
- ✦ Fear of...: As with all change, fear was a theme, especially the fear of losing resources and the fear of losing the work that is already under way.
- ✦ Organizational culture/mandate challenges: There was some concern that the differences between WWR and WRCPD could overshadow the similarities.
- ✦ Community–Region connection: The Community-Region connection for the new initiative needs further development and discussion.
- ✦ Time and money pressure: There is significant uncertainty about resources (financial and in-kind) that permeates this discussion (possibly to be understood within the larger context in which we live and work).
- ✦ Measurement: Measuring progress matters but it is unclear how this will look.
- ✦ Funding and Resources: The main theme here is **better together**
- ✦ Connections/strengths: The “better together” also applies to the strengths of both organizations.
- ✦ Newness: The new initiative needs indeed to be new and not just a sum of the two current ones.
- ✦ Infrastructure/planning: The joined initiatives would have to plan together and share an infrastructure.
- ✦ Who needs to be involved? Diverse stakeholder groups representing ALL voices.
- ✦ How will we work/get there? We need to develop a common vision and work plan that includes the CSWB plan.
- ✦ What will we do? We need to keep the best of both initiatives and imagine the new.
- ✦ Reactive measures and prevention: We must **not** lose the equity and justice focus.

- ✦ How we must NOT work/what we must NOT do? There were many concrete suggestions for how not to proceed and they are best viewed as they stand.
- ✦ Get to action.
- ✦ What are we willing to invest? The list included everything from resources to creative thinking. The main point being that people continue to be willing to invest.
- ✦ The values identified are very much in line with the values and principles of BOTH organizations with collaboration being the most frequently mentioned.
- ✦ Anticipated Outcomes: a better community, greater accountability, a community plan, system change, common measurements.
- ✦ Strong Communications both within the initiatives and with the community.
- ✦ What is needed? Multiple suggestions were made on what must be the building blocks for the new initiatives (note: not many groups got to this part of the exercise).

### **Observations**

- ❖ The areas of alignment between both organizations are strong and include:
- ❖ Being collaborative
- ❖ Having similar players
- ❖ Seeking to amplify the voices from the margins
- ❖ Tackling similar issues even if from different starting points
- ❖ Making attention to root causes as a priority
- ❖ Being non-hierarchical
- ❖ Sharing common barriers to change
- ❖ Being courageous
- ❖ Seeking system/transformational change
- ❖ Putting a strong emphasis on equity
- ❖ Being excited about the potential of upstream approaches

## Raw notes from table discussions

### Reimagine-WWR-WRCPC Meeting, June 07, 2019 (flip chart notes)

Note: If a comment was made more than once the comment was adapted to be inclusive of both or many comments and is noted with an “x” beside it, meaning another person/table said the same.

### For it to work well what would the re-imagined initiative have to do?

**Governance: An arms-length position from funder/Region was overall seen as the best approach to governance. The new entity must include members from both organizations as well as be diverse and representative of community to be relevant and nimble.**

1. Council members should be from both initiatives
2. Cross sector = power: private, public, plural
3. Need more diversity in groups to be inclusive
4. Steering advisory committee must be manageable and not too large x
5. Single governance structure/one council to govern the organization/formally merge into one entity to complete the CSWB plan x x x
6. Oversight/accountability to a steering group
7. Needs to be clearly attached to a legal entity to make decisions and make fundraising easier
8. Arms-length from Region/Regional Council – decentralized decision making x x x x
9. Should it have a Regional mandate?
10. Community to balance governance to enable broader, least constrained leadership
11. Governance comprised of citizens’ services, community leaders
12. Open door, accessible, visible
13. Constellation model – sectors + issues – individual/agency representatives
14. Maintain CPC model of sector based policy governance x
15. Model on CPC’s back-office in one location x x x
16. Ontario Education representative on advisory committee
17. Executive committee to buffer ED
18. Need balance around the table
19. Ask: Whose voices determine process and policy?
20. Reduction of costs through consolidation of roles, e.g. book keeper/finance department
21. Adopt a First Nation education model
22. Have youth involved in governance

23. Membership should be a living document that is diverse x x
24. Marginalized voices need to be supported so they can be heard
25. Must have working groups
26. Meetings need to be community wide/maintain community connections x
27. Friends of Crime Prevention become #liveupstream
28. How does it work in Ontario health teams – should we be linked? X X
29. Accountability for change in focus through board/backbone, i.e. some Region and some secondments (to demonstrate buy-in)
30. Don't have silos, Social Resources Council model
31. Everyone needs to be at the table
32. Combine common tables, arms-length and Region supported
33. One table (no larger than for one pizza to share)

**New Brand/Look: A new culture, vision, mandate etc. must accompany a new look and brand.**

1. New name x
2. Create new organization brand, new culture, new mandate, new vision x
3. Begin at the beginning and build all of it from the ground up; it seems that change is needed – diversity and equity is needed
4. Use a tree to symbolize the multi generational nature and the circle of life: grass roots and grass tops, seasons, spirit maker, sun, water, air, sky, earth
5. A Venn diagram
6. Re-brand to Upstream Waterloo Region with the Grand River as a visual/Upstream Council x

**Functions: Maintain some of the current functions from both initiatives that are characteristic of a backbone office, roles and expertise.**

1. Knowledge mobilization
2. Back-office - use existing back office function and location
3. Merge roles and expertise
4. Commit to funding for ongoing community engagement and well-being survey/repeat survey every few years x
5. Leverage influence from community not just staff
6. Be a mechanism to make service providers accountable to change
7. Efforts to engage tech sector with focus on innovation
8. Proto-type and ongoing assessment/evaluation
9. Comply with legislation
10. Make sure we keep participation at systems level/sectors
11. Communicate your role and scope during a climate of social austerity, dollars
12. Building on success not starting over

13. **Functions: Maintain some of the current functions from both initiatives that are characteristic of a backbone office, roles and expertise.** Focus is almost the same between the two initiatives - start with a focus on equity
14. Build off smart cities work
15. Staff to support community desire to move forward and change things
16. Must include equity, upstream prevention, enforcement and justice
17. Focus on transformative change/systems change x
18. Safety and Well-being as core concepts to focus/start from
19. Wellness at centre of all tables
20. Equity and inclusion at centre of work

## Infrastructure

### **(1) Location: There were a variety of suggestions around location, but no consensus.**

1. Should be in the CPC location (symbolic); separate building from Region; central location x x x x
2. Own building
3. WRPS central division x
4. Near bus/LRT route
5. ROW location
6. Not an obvious government building like 150 or 99 but something like the catalyst 137
7. Not a campus location
8. In-kind space from a community partner ☺

### **(2) Staff: Keeping the same level of staffing through a combination of core staff and staff “on loan” was a definite theme.**

1. 5-ish staff
2. Joined staffing with different areas of focus
3. Combining of resources, creating efficiencies
4. Administrative staff
5. Community Engagement staff
6. Staff that are action oriented
7. Staff on loan – tangible support from Police, Region, PH
8. Some consistency (Admin/ED) and some change in staff to deal with emerging issues
9. Continue with a single CEO who is skilled/adapt at moving the new organization forward with blended philosophy values
10. Resources to help with action

## In thinking about our reimagined joint initiative what is the anticipated **push back**?

**Fear of... As with all change fear was a theme especially the fear of losing resources and the fear of losing the work that is already under way.**

1. Resistance to/fear of change: things are great as they are – why change? x
2. Bias: unconscious and systemic
3. Those furthest from opportunity being left behind
4. Decision being “cooked” - status quo BS
5. Shifting priorities and losing existing objectives x
6. Deficit of energy to reform the system
7. Not knowing what this looks like in a reformed municipal government and it being premature – will we be silenced by so many other reform initiatives? x
8. This plan (CSWBP) being short lived with our current Ontario government x
9. Not being valued by hospitals
10. Hesitancy to be vulnerable and courageous to make transformative change/ to actually listen to vulnerable populations/shifts in WRPCPC bottom up approach x x
11. WRPCPC taking over WWR
12. Potential reduction in funding
13. Loss of history, successes and legacy (reason for being for both initiatives) as well as identity for both organizations and focus on crime prevention in the community and well-being x x x x x
14. Crime prevention will replace well-being focus
15. Job loss or work focus change/staff retention?? x x x x x x
16. Losing existing culture
17. Talk about disbanding connectivity hub - process makes me anxious
18. Losing momentum in existing work and stalled process x x
19. Losing people and fear of losing good leadership/loss of staff and volunteer resources = knowledge/cultural loss x
20. What happens to communication?
21. THIS being done at the expense of THAT
22. Loss of the familiar – fear of the unknown
23. Investment and history of people/organizations – evolution or loss?
24. Restricting focus only to mandated activities
25. Loss of representation from certain areas/certain voices

Communication to the community must be positive and not suggest that it is something that we have lost

**Organizational culture/mandate challenges: There was some concern that the differences between WWR and WRCPC could overshadow the similarities.**

1. Different cultures and approaches
2. Mission clash
3. Conflict and disagreement over issues
4. Who is taking over who?
5. Silos and push back from polices at various organizations
6. Divergent ideas of prevention (crime vs wellbeing)

**Community–Region connection: The Community-Region connection for the new initiative needs further development and discussion.**

1. We need organizations to see hosting the initiative as their role as opposed to always having the Region do it
2. Power struggles and territoriality
3. Community disenfranchisement
4. Time of amalgamation
5. Regional Council concerns about redundancies

**Time and money pressure: There is significant uncertainty about resources (financial and in-kind) that permeates this discussion (possibly to be understood within the larger context in which we live and work).**

1. Structure change in a time limited project because trying to achieve goals and consensus takes time
2. Challenges started before structure was in place
3. Trying to build the bridge as we cross it
4. What does the re-branding cost?
5. Doing more with less
6. Funding for projects but who pays the core staff?

**Measurement: Measuring progress matters but it is unclear how this will look.**

1. How to report the data

**What are the anticipated **opportunities** to be realized?**

**Funding and Resources: The main theme here is better together.**

1. Pooled – more resources x
2. Better position to get grants and funding – not competing
3. More opportunities for in-kind supports/new funding streams x
4. More resources – energy – less meeting tables and effective use of social capital x
5. Smaller initiatives that together add up to a lot

6. Decrease in duplication and having to go to similar meetings, streamline x

**Connections/strengths: The “better together” also applies to the strengths of both organizations.**

1. Two sets of minds together; strength in shared vision - we are in control - we will have two groups combined working on root causes; poverty, child development, inclusion, homelessness x x x
2. We can pivot faster, bigger opportunities
3. Challenge to the system!
4. We are in charge of destiny and ahead of the curve
5. A better - connected community!
6. Community commitment despite local government
7. Build on the experience of the WRCPC
8. Determine how and what should be measured so that organizations and initiatives can contribute to collective impact
9. Hopeful!! – Frig on the Provincial government!
10. Opportunity to leverage all the positive work of Smart Waterloo Region into targeted action
11. WR is an evolving community – create something relevant
12. Broader specific initiative to improve wellbeing in WR
13. WRCPC has gone beyond crime prevention for years – opportunity to expand via new name and mandate
14. Stronger connections and voices
15. Braiding of silos/ strengths
16. Opportunity to grow approach and engage other collaborative-s
17. Knowledge sharing
18. Leverage engagement across communities
19. Topics: upstream thinking/strengthen focus on upstream by connecting Crime prevention to community well-being/ opportunities for upstream prevention x x x
20. Work on practical issues such as free gyms for kids: Icelandic model; execute an Iceland type model: youth issues/engagement and root causes x

**Newness: The new initiatives needs indeed to be new and not just a sum of the two current ones.**

1. Could it be a NEW Collaborative?
2. Opportunity to start again and not be constrained by past – status quo
3. Opportunity to start new and make meaningful change
4. New energy and focus
5. We need to do things differently to make real change
6. New partnerships

# DRIVE

**A: What would the reimagined joined initiative have to do?**

**Infrastructure/planning: The joined initiative would have to plan together and share an infrastructure.**

1. Develop a joined infrastructure
2. Have skilled and sufficient backbone support
3. Have joined strategic planning x
4. Build on different strengths of the two initiatives
5. Identify common goals and different goals
6. Clear mandate - mission - vision- values - guiding principles x x
7. Reimagine...be real clear and specific
8. Have clear combined vision, mission and guiding principles
9. Identify effective governance structure and how group relates to all their partnerships
10. Service organization versus facilitating only

**Who needs to be involved?: Diverse stakeholders groups representing all voices.**

1. Need to be inclusive of all voices – dissenting and ...
2. Whole community as well as those furthest from opportunities
3. Need to engage the broader community meaningfully
4. More community members – less service providers
5. Continue to engage community leaders and ordinary citizens and those who are not usually included.

**How will we work/get there? We need to develop a common vision and work plan that includes the CSWB plan.**

1. Achieve consensus on vision, goals, direction, mission and align/asses (best) envisioned clear outcomes x x x x x
2. Create a common clear work plan
3. Be open and commit to co-working
4. Leverage resources and avoid duplication – report to a central agency x x
5. Keep priority work actions of both initiatives; accomplish all existing objectives of WRPCPC plus satisfy legislation and related objectives of WWR x x
6. Work out the goals and how we will know when we have achieved them and the change created
7. Clearly communicate to the community our new vision
8. Agree on membership and who should be there

9. Weave the threads of CYPT, WWR and WRCPC into a cohesive strategy
10. Don't work at cross purposes, funding source, common goals
11. Take risks, make mistakes and learn
12. Proto-type first
13. Meet the requirements of CCWB legislation, keeping the culture of collaboration and community driven directions at the center
14. Create a clear structure with strong decision making and consult with other bodies x x x
15. Connect so we can be seen as important by more people throughout the region
16. Move to action
17. Build a collaborative center with Police and PH
18. Continue to provide a bridge between community and government
19. Understand the health care system
20. Be ok with lots of concurrent grass roots projects that are not planned but learn as we go; be ok to try and try again x
21. Coordinate social action/initiatives region wide
22. Enhance the capacity of the new entity
23. Celebrate the uniqueness of communities and opt for decentralized approaches in this ever centralizing world
24. Listen to community and limit assumptions x
25. Focus on mobilizing upstream actions to starve the roots of crime/optimize the SDH
26. Retain/combine the current focus areas of each initiative: WWR- root causes and WRCPC – research in crime prevention approaches
27. Be open minded, need to be willing to let go of some historical practices
28. Ensure all key areas are addressed
29. Commit to anti-oppressive data collection methods and focus on strengthening marginalized voices
30. Clearly define effective delivery of projects, e.g. Icelandic model
31. Meet new legislated requirements and PSA for community safety and well-being plan
32. Develop a common language and understanding of terms, e.g. system change
33. Mobilize actions to shift outcomes in our community
34. Ensure all the invested partners are clear on next steps
35. Create a new balance of facilitation/advocacy and taking action
36. Understand differences between the two organizations
37. Work through multiple transitional lenses
38. Recognize strengths and challenges of each organization
39. Allocate dollars and **sense**
40. Identify key and overlapping projects

41. Communicate to the community continuity with the history of WRPCPC
42. Coordinate to avoid redundant work
43. Keep focus on catalyst role
44. Involve more under-represented voices at governance decision making tables
45. Second staff from partners for collaboration, dollars, expertise
46. Focus on real outcomes rooted in action and reality
47. Be resourced to achieve equity and systems change and not be set up to fail/  
acknowledge privilege – white – socio economic - so we can lose the status quo  
and get real systemic change x
48. Use the CIW as indicators of “success”
49. Leverage strengths and build upon what we know works and reputation
50. Stay focused on what we know works as collaboratives
51. Build upon existing work/mandates so can reflect common and unique parts of  
each
52. Amplify voices from the margins/reach out to marginalized groups x
53. Need action in each sector, enable, empower and measure
54. Identify and measure the sustainability of the initiatives within the system
55. Arms length from funders

**What will we do? We need to keep the best of both initiatives and imagine the new.**

1. Keep focus on root causes and collaboration of service partners and citizens to address them
2. Accomplish the existing objectives of WRPCPC plus satisfy legislation and related objectives of WWR
3. Don't lose current priorities but focus and balance
4. Develop a shared vision and buy-in/commitment
5. Do systems wide equity work
6. Stay focused on prevention
7. Continue with reduced funds. Creative approaches!

**B: What must it **not do**? (restrictions)**

**Reactive measures and prevention: We must not lose the equity and justice focus.**

1. Get focused on “reactive issues” x

2. Focus only on crime and policing
3. Be purely focused on policy – but also focus on deliverables and work product
4. Shift away from crime prevention initiatives
5. Lose the social justice lens of WRCP
6. Limit itself to “big idea” or issue already on the table
7. Negatively impact the municipal network on crime prevention
8. Allow the perception from stakeholders or residents that something is reduced or removed
9. Lose the three priorities of WWR – keep!
10. Each initiative must NOT unduly influence the other
11. Allow anything other than root causes and protective factors to drive the reimagined initiative
12. Don't marginalize or lose the current focus areas; e.g. crime and justice are not a focus in WWR x

**How we must NOT work/what we must NOT do? There were many concrete suggestions for how not to proceed.**

1. Disagree and not come to consensus
2. Lose arms lengths constellation model of governance
3. Lose restorative justice
4. Lose key concepts that the crime prevention council is known for and can be build on
5. Create duplication: people, time, funding
6. Create silos
7. Go backwards
8. Get bogged down by process
9. Stagnate instead of evolve
10. Over-saturation of voices
11. Get too large
12. Lose key sectors
13. Forget our history and what we already learned
14. Shy away from commitment (have courage)
15. Re-invent
16. Lose the distinctive original features of our local approach in adapting to provincial mandate

17. Do not lose focus of either side
18. Withdraw to turf protection/avoid ego and turf wars x x
19. Don't lose social justice focus – relentlessly filter
20. Exclude - need to open opportunities for ALL underlying voice
21. Only work with those that are easy to work with
22. Lose core identify – purpose of any one organization
23. Limit itself by how we have done business in the past
24. Allow silos to develop
25. Be top heavy management
26. Become two committees with same goals – trying to compete for funding/resources x x
27. Use the name crime prevention
28. Exclude key (currently) involved stakeholders - (sector representation is important)
29. Reinvent the wheel, discard good work already completed, waste time in moving forward
30. Let silos, history or egos remains barriers
31. Be afraid to aim high – take risks, embrace innovation, disruption – avoid not facing innovation
32. Assume that the region is better than others and fail to consider areas for growth, e.g. equity
33. Fall into traps of systems mediocrity, risk aversion – status quo (do not set up organization to fail)

### **Get to action**

1. Do not stop support to existing work – things don't stop while we are reimagining
2. Not only be a “catalyst” – we need follow through
3. Lose involvement of those who can change policy and take action
4. Do not lose vision of well-being and upstream

**What are we willing to invest? The list included everything from resources to creative thinking. The main point being that people continue to be willing to invest.**

1. Everything! But is there an opportunity to tap into unused or underutilized resources and people x x
2. Realistic look at resources, e.g. backbone staff
3. Time x x x x x x
4. Everyone needs skin in the game, commitment to not overlap
5. Commit to speak honestly
6. Invest in trust, courage and belief to vision together
7. Relating and connecting to each other x

8. Deliberate collaboration: build on and combine past investment practices/resources/people x x x
9. Define our backbone AFTER the reimagining (re Lorie's role that has been significant)
10. Make sure we have a process to resolve conflict x
11. Invest in the culture we already have
12. Expertise and experience from both committees x x x
13. Streamlined time, energy, funding ideas, people, money x x x x x
14. Measurement and monitoring x
15. Open-mindedness x
16. Networks
17. Support/reputation
18. Long term sustainability
19. Joined collaborative funding: Region, cities, townships, school boards, police, community services
20. Leverage partnerships and sponsorships for sustainable funding
21. Youth voices
22. Moving forward with benefits
23. We need current levels of staffing and then some
24. Staff/volunteers plus community only if it is supported properly, i.e. enough time to mobilize, allow people the resources they need to participate
25. Need all current numbers of WRCPC and WWR to continue to work together
26. Recognition of the contributions that each have made to the community
27. Build social capital through training and public engagement
28. Tap into the shared desire to move Upstream
29. Best resource are people and when we have partnerships – better chance to provide best practices
30. Backbone resources can be realigned for common purpose, and free up resources to take action as well  
WWR-WRCPC 16 funders, community groups, data, municipalities and resources
31. Focus on our investment of time and resources and keep investing what we currently invest + seek out new untapped resources x x
32. Take advantage of connections that both groups have for a common purpose and leverage connections, time, energy, wisdom of varies individual at WRCPC x
33. Think tank and thought leadership x
34. Find efficiencies and reduce duplication of time and resources x
35. People – welcome current members into other “like” initiatives
36. Invest the wisdom of the staff to create a new vibrant sustainable organization in Waterloo Region

37. Consider ALL options for consolidated investment

**What values /principles must we embrace as part for the process?**

**The values identified are very much in line with the values and principles of both organizations with collaboration being the most frequently mentioned.**

1. True/full Collaboration x x x x x x x x x x x
2. Continuous improvement
3. Concept of team - investing in what makes us successful
4. Courage and courageous conversations x x x x x x
5. Equity and equitable outcome not tokenism x x x x x x
6. Honesty
7. Innovation x
8. Open-mindedness x x
9. Respect x x
10. Significant systems change
11. Trust x
12. Upstream/ SDH x x x x x x
13. No-one left behind: staff and community; all belong and can contribute, focus on the needs of the marginalized, housing, poverty, transportation - Focus on root causes x x x x x x
14. Mindfulness
15. Patience
16. Nothing about us without us; recognize lived reality of issues x
17. Leverage community wisdom, network and energy
18. Research (local) or evidence based decision making/ respect for evidence – science over political expediency x x x
19. See WRCPC value statement
20. People first – humanization of social problems x
21. Principles of Restorative Justice – RJ region x
22. “Creative” problem solving x
23. Commitment x
24. Individuality for common good
25. Inclusion, diversity x x x x
26. Leadership
27. Voice for all
28. Transformation
29. Change – to do the work in a different way from before (change is hard)
30. Both visions are priority and need to be kept
31. “Well-being and safety plan”

32. WWR-WRCPC values are already good/combine what we already value/good synergies x x
33. Focus on root causes and systems change
34. Connection to the community
35. Action biased
36. Multi sectoral
37. Efficacy and contributions

**What are the **essential** outcomes – key things that must be accomplished for the reimagined initiative to be a success?**

### **A better community**

1. Safe and vibrant communities where everyone feels safe and thrives towards their full potential
2. Continued collaborative approach: Strong relationships, understanding and common goals x
3. Focus on Upstream work and the communities that need help and support
4. Combined leadership developed with appropriate expertise for combined vision
5. Common language
6. Shared vision that recognizes the objectives of both initiatives
7. We don't want to lose any of the WRCPC or WWR actions
8. Sustain the three priorities of WWR
9. Keep institutional memory
10. Take advantage of best practices – how each sector's work will contribute to the whole
11. Marginalized populations need to see improvements in their SDH
12. Re-imagined collective impact, sustainable regional framework
13. Provide a vision of how the new entity will be structured, how will the new council be formed
14. Keep the connection to national and provincial crime prevention

### **Greater Accountability**

1. Visible and measurable actions/outcomes x
2. Monitoring the systems change/significant system change x x
3. Clear lines of accountability
4. Clear terms of reference x
5. Defined common language
6. Balance of membership in structure – have multiple stakeholder perspectives
7. Create a structure where the funding/vested bodies are not the balance for voting or direction (arms length to funders)
8. Review of who does what, who shows up at what and who is not there

9. Both groups, pre-existing outcomes and newly defined joint outcomes with metrics based evidence

### **A Community plan**

1. CSWB Plan, lead and action x x x x
2. Prevention and crisis intervention management
3. Split resource between advocacy and action
4. Map what the people already involved are doing and who is not doing what
5. Blended visions that meets the goals of both; a new strategic plan with support/endorsement from funders/stakeholders
6. Consistent with legislative requirement x
7. Clarity of mission

### **System change**

1. Equity, re-design, change the fence, removing or closing distance to opportunities x x x
2. Seamless transition
3. Respectful positions and value of other systems by under-represented groups
4. True-front line to higher officials working together; develop stronger relationships x
5. Keep focus on upstream/ (universal) prevention (and equity) focused evidence in all initiatives and focus on specific groups who are not doing well – prevention focus for them xx x x x x x
6. Community members know and understand their role in engagement
7. Full support of Regional Council
8. Create unified community wisdom and voice to policy and legislative influence
9. Recreational/educational opportunities for youth that are paid for through public dollars; increased resources – barrier free activities for all ages x x
10. Supportive housing for all with supports when needed
11. Early warning system - identify individuals/neighbourhoods that may be more at risk

### **Common Measurements**

1. Measurements that can tell us what our plan can impact
2. Look at gaps
3. Common data and research measurements
4. Community strategic plan needs both agencies/initiatives re Police Services Act

### **Strong Communications both within the initiatives and with the community.**

1. Community must understand the mission and the accomplishments

2. Clarify to public the role/value and how it links to other collaborative-s x
3. Stronger connections and voice
4. Re-branding
5. Identify who does what – who is going to lead and how it will be supported (integrated model) x
6. Relationships continue to be enhanced - built

**What is needed. Multiple suggestions were made on what must be the building blocks for the new initiatives (note: not many groups got to this part of the exercise).**

1. A new governance structure and staffing x
2. Long term permanency
3. Equal power across sectors: public, private, plural
4. Meet goals of legislation but keep our communities unique/upstream focus
5. Attitude of: Good enough for now, safe enough to try!