

WRCPC Agenda – inaugural meeting

March 13, 2020

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: M.A. Allen

1. Critical Thinking Exercise – 5 minutes
2. Welcome and Introductions – 5 min
3. Approval of Agenda
4. Declaration of Conflict of Interest
5. Approval of the February 14, 2020 Minutes – 5 min (attached)

5.1 Business Arising

6. Approval of the Smart Update (Consent Agenda) -10 min
7. Election of Council Leadership Roles – 15 min
 - a. Election of the Chair
 - b. Election of the Vice-Chair
 - c. Election of the Facilitating Committee
8. Regional Trends Presentation and Discussion – 40 min (David Siladi)
9. Confirmation of Revised Criteria for Selection of Priorities for CSWBP – 5 min (Christiane Sadeler)
10. Setting WRCPC Priorities 2020 – 30 min
11. Whiteboard Name Challenge Results (for action) David Siladi – 5 min
12. Justice Dinner Review (presentation & decision) Julie Thompson -10 min

13. Request to Endorse a Statement Denouncing Bill 23 – (Sarah Shafiq) 10 min
14. Other Business:
15. Adjournment

Next Meeting April 17, 2020

Members of WRCPC are invited to tour the Mandela exhibit at the Ken Seiling Waterloo Regional Museum free of charge right at the end of the meeting.

WRPCPC Minutes

February 14, 2020

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

Community Services and Public Health Building

99 Regina Street, South, Waterloo ON (Room #508)

Present: Andrew Jackson, Barry Cull, Carmen Abel, Chris Cowie, Courtney Didier, Hsiu-Li Wang, James Bond, Janice Ouellette, Jonathan English, Joe-Ann McComb, Kathryn McGarry, Kathy Payette, Kelly Anthony, Lu Roberts, Mark Pancer, Nikki Smith, Peter Ringrose, Richard Eibach, Sarah Shafiq, Sharon Ward-Zeller, Shirley Hilton, Irene O'Toole, Tom Galloway

Regrets: Angela Vanderheyden, Barry McClinchey, Bryan Larkin and Mark Crowell, Bill Wilson, Doug McClusky, John Shewchuk, Patricia Moore and Nicole Redgate, Rosslyn Bentley, Douglas Bartholomew-Saunders & Arran Rowles, Karen Spencer and Kelly Bernier

Staff: Christiane Sadeler, David Siladi, Julie Thompson, Michael Parkinson, Mary Anna Allen

Guests: Sarah Cowley (Consultant for CSWBP in Bruce Grey), Jane Mitchell (former WRCPC and friend of Laurie Strome), Gazmend Preteni (UN and recent refugee to Canada), Carolyn Albrecht (former member of WRCPC standing in for Jennifer Hutton)

Chair: Chris Cowie

Minutes: M.A. Allen

1. Welcome and Introductions:

Chris Cowie welcomed WRCPC members and guests and introductions were made.

2. Remembering Laurie Strome:

Jane Mitchell provided a tribute to Laurie Strome, the former WRCPC member that passed away on December 2019. Jane shared that the WRCPC and its work was very important to Laurie. Her involvement started in the late 90's with the implementation of the federally funded Safe and Sound project. She was a leader in her community and instrumental in the establishment of a community centre into the Sunnydale neighbourhood.

Irene O'Toole shared that Laurie was a true community builder. She volunteered her time and contributed to the community at her own expense.

The WRCPD held a moment of silence in honour of Laurie Strome.

Tom Galloway suggested that if the Council were to ever create a community award for crime prevention they might consider naming the award after Laurie Strome. Christiane recommended bringing back that suggestion to Council for further discussion.

3. Approval of Agenda:

The Justice Dinner presentation was carried forward to the next meeting to allow for more time for discussion.

Moved by Courtney Didier

Seconded by Irene O'Toole

Carried

4. Declaration of Conflict of Interest: None.

5. Approval of the December 13, 2019 Business Minutes:

Moved by Richard Eibach

5.1 Business Arising: None.

Seconded by Andrew Jackson

Carried

6. Whiteboard Name Challenge:

WRCPD members were asked to participate in the name challenge for the whiteboard video that was developed as part of the WRCPD history project. The results of the name challenge will lead to a proposal will be shared with Council at the next meeting on March 13, 2020.

7. Thank you Courtney Didier:

Chris Cowie announced that Courtney Didier has resigned from the WRCPC as the sector representative for Neighbourhoods. Courtney is leaving Alison Neighbourhood Association and has taken on a position as Director of the YMCA Outdoor Centre.

Courtney has participated on the Council as Vice-chair and the Council is very thankful for Courtney's contribution and participation in all the events and activities as well as her positive attitude. Although the Alison Neighbourhood will miss Courtney she will be a great asset to the YMCA.

Courtney Didier shared that her time spent with the WRCPC has been life changing for her and she shared that the Council should never doubt its impact on the community.

8. WRCPC Elections 2020:

The WRCPC elections are carried forward to the March 2020 Council meeting due to the absence of the Chair and Vice-Chair.

9. Smart on Crime Evaluation Overview:

Last May, Manuel Reimer from CCRLA of Wilfrid Laurier presented early evaluation findings of the Smart on Crime 2015-2018 Community Plan to the Waterloo Region Crime Prevention Council (WRCPC). On December 4, 2019 Manuel Reimer along with David Siladi presented the final evaluation results to the Region of Waterloo Community Services Committee.

David provided a high level recap of the final evaluation findings to Council and encouraged members to read the full CSC report, attached to the December 13th, 2019 WRCPC minutes. Please see PPT attached.

The overall objective of the evaluation was to assess what the Crime Prevention Council's role and impact is in the community and to provide recommendations regarding its future directions.

Crime prevention is a complex issue and it is difficult to draw a direct causal link to changes in the community. For this reason, the evaluators used a contribution analysis rather than an attribution analysis. The evaluators analysed the types of activities such as informing and stimulating dialogue, enabling collaboration and mobilizing community etc. in terms of their contributions and influence on changes in the community and found

that Council enables the community to be an active partner in the process of collective change. The evaluation included two phases. The first phase focused on the WRPCPC's functions, objectives and a theory of change and the second phase focused on data collection and the collection of stories of change from the community and WRPCPC.

The evaluation revealed that WRPCPC has the following three core functions:

Backbone Support: Convening and facilitating a collaborative body from diverse sectors to align their efforts towards a common vision.

Knowledge Exchange: Sharing and developing different types of knowledge in order to inform policies, decisions, practices as well as attitudes and perspectives in the community.

Community Engagement: Mobilizing community capacity to take part in change opportunities that address issues of community safety and well-being.

What is important to note is that the principles of equity and providing a voice to those that are at the margins is integrated across all three functions and represents a key approach of how the Crime Prevention Council does its work.

Foundational to the work of the Council is the reliance on strong relationship building which makes it inherently intensive in nature. At the same time, it is the presence of those relationships and the high trust that allows the WRPCPC to mobilize and get buy-in from the stakeholders and in turn have greater impact in the community than a singular organization could accomplish.

Another key element is Council's arms length relationship with the Region of Waterloo and Regional Council. By occupying the space between the systems & government and the community the Council can create a shared vision to work towards and provide a safe space for honest conversations necessary for complex issues.

The evaluation described the WRPCPC role as a catalyst. There is no easy fit between systems and community in traditional models. The WRPCPC works as an intermediary and provides a platform for engaging both the systems and the community simultaneously and provides opportunities to engage in and lead change activities. This approach results in informed policies and services. An example of this are the Porch Chats that bring together WRPCPC members, representatives from the government and systems and representatives from the community along with those with lived and living experiences to discuss important issues in the community in a setting that can be safe for all involved.

The evaluation findings also identified WRPCPC's clear focus on Upstream Approaches. Working upstream is really about addressing problems at their source and taking a broad /ecosystem perspective. Upstream work involves gradual cultural change. Shifting the language to upstream and equity is at the core of this approach.

The following are a selection of key WRPCPC impacts identified in the evaluation. For a more detailed list of the impacts the Council was encouraged to read the Knowledge Briefs.

Under the **Backbone Support** function one of the key contributions in the community was the WRPCPC's role as a catalyst for collaboration and supporting the alignment of system-level actions. 85% of the respondents reported increased involvement in collaborative work and 78% reported collaborating with non-traditional partners.

Under the **Knowledge Exchange** function, one of the key contributions was the advancement of understanding and promoting the use of upstream approaches. 93% of respondents reported using knowledge shared through WRPCPC and 96% reported that that knowledge was informing their views.

Under the **Community Engagement** function, one of the key impact was the idea of fostering the inclusion of all community members and building a social movement for upstream approaches. 77% of the respondents agreed that WRPCPC helps to foster greater collaboration among community members and partners' actions.

The WRPCPC also had impacts across the different levels:

Individual: there was shift in attitudes and perspectives. There was an increased awareness and knowledge, reduced fear and a greater sense of inclusion.

Council: there was high level of trust and safety, a shift toward thinking about upstream solutions and creating conditions for finding collaborative solutions.

Community: there was expressed mention of stronger community connections, a greater inclusion of marginalized communities and increased engagement overall.

Systems: there was a marked increase in collaboration among diverse sectors, a greater focus on upstream solutions and prevention became seen as key to social development.

National and International: there was the establishment of the *Good Samaritan Drug Overdose Act*, the THINK and Say hi campaigns, the Canadian Municipal Network on Crime Prevention and UN Habitat efforts that stood out as examples of influences at that level.

A key challenge for the WRCPC is responding to emerging needs/crises while staying focused on the long-term, upstream vision. An example of this is the Opioid crisis. The second key challenge of the Council is that it has inadequate resources for the scope of work. Only 36% of the Council survey participants believe that WRCPC currently has adequate resources, including human resources, to accomplish its goals.

Despite this WRCPC does well in leveraging in-kind contributions. In 2017, WRCPC staff tracked the in-kind **direct** contributions of community members and Council members' towards WRCPC initiatives. The direct involvement amounted to 3.2 FTE. In other words, WRCPC is leveraging 50% of its staff capacity through involvement by the community. This does not account for all the changes that were reported by members of WRCPC and beyond as a result of a different understanding of the issues, and because of connections formed.

Recommendations from the evaluation are as follows:

- Maintain the catalyst model of an independent intermediary organization with three core functions
- Clarify the role and focus of WRCPC on an ongoing basis
- Further engage WRCPC members (i.e. sector representatives) in mobilizing their sectors
- Continue with Upstream Approaches
- Find additional resources

WRCPC Discussion:

Chris Cowie shared an example of WRCPC's role as a catalyst. The Coalition of Muslim Women co-hosted with WRCPC an informative Islamophobia roundtable event. During the event that there were many stories shared about hate towards the Muslim community. Chris saw an opportunity for a restorative response to hate and reached out to the Coalition of Muslim Women to ask if there was an interest to partner with CJI to develop a response. Community Justice Initiatives was able to train a group of women from the Muslim community in transformative mediation.

Referring to the future directions, a question was asked as to whether there were any foreseen opportunities or risks for the WRCPC during this time of transition?

David Siladi suggested that Council needs to make sure that meaningful equity is built in and integrated throughout its work. It is also important to have true community engagement by investing time in relationship building and having a high sense of trust in the community. These aspects are foundational for Council's work and part of the culture that have led to its success over time. The other important elements of the WRCPC is the arms length relationship to government and the value of being a catalyst in the community. Some of those more complex developments that help to spark change in the community are not necessarily obvious. Going forward we need to identify the invisible pieces that have a tendency to get overlooked, stay grounded in the community, and become conscious of the building blocks during this time of transition. The focus currently is on the structure and design of a new model and sometimes when you focus on the structure culture can be overlooked. It is not so much about what we do and what this looks like but HOW we do it.

The question was asked how the evaluation was received by Regional Council. It was shared that the evaluation was well received by those Council members that have participated on WRCPC or have been involved with WRCPC and understood the value of the work and its culture. There was hope that the other Regional Council members had a good understanding of the evaluation findings. WRCPC has always had a high level of support from Regional Council and there has never been any question of the WRCPC's arms length relationship to the Region. David Siladi thanked Kathryn McGarry and Tom Galloway for their comments and support during the presentation to Regional Council.

James Bond shared that upstream approaches and thinking have changed how he sees his work in the education system. He commented that the WRCPC sets the bar high as far as its approach and how it functions.

The Evaluation reports are now available for the WRCPC. The three Knowledge Briefs that tell the stories will be available in the near future.

10. Dialogue re WRCPC 2020:

Christiane was asked by the Facilitating Committee to provide some clarification around the CSWBP, the Design Team, and WRCPC and its Priorities for 2020. Christiane shared that Council's main priority is the strategic focus for 2020. The second priority is the Design Team work and visioning the future and the third priority is the Community Safety and Well-being Plan.

Christiane reminded Council that during these times of transformational change we need to focus on our agreements to date:

- Vision Statement
- Mission Statement
- Values: Collaboration, Commitment, Compassion and Courage
- 5 guiding principles: Accept uncertainty, embrace possibility, recognize complexity, trust community, proceed with humanity
- Collaboration Value Statement and the values that inform behaviors such as:
 - Invest trust to get trust
 - Be physically and mentally present
 - Leave your ego at the door
 - Step out of your comfort zone
 - Offer each individual an equal voice
- Solid theories on how community work should happen are available including from the World Health Organization
- WRCPC has over time moved from traditional way of working together to a more complex way of working together.
- WRCPC's work is not about professional efforts but about everybody's efforts. The work of the WRCPC always tries to involve those with lived and living experience

a. Community Safety and Well-being Plan:

i. Criteria Selection

The Community Safety and Well-being Plan framework states that the plan must include the following criteria: Incidence response, risk intervention, prevention and social development. It stipulates that more action is required in the social development and prevention area. The framework was created as an attempt to frontload resources in municipalities to gradually lessen the need for response systems.

This is thinking is very familiar to the WRCPC. Following the Safe and Sound evaluation of the project, neighbourhoods asked that instead of a focus reactionary responses, decision makers should develop more holistic approaches. WRCPC developed the [Integrated Model for Crime Prevention](#) (IMCP). This model introduced the concept of crisis intervention, healing and recovery as part of a continuum with prevention with the mantra: "Who leads What When?".

The Community Safety and Well-being Plan is mandated by the Province of Ontario and is legislated in the Police Act. The Plan is mandated to have an Advisory Committee with a clearly defined multi-sector representation to oversee and implement the Plan. The Committee must select priority areas of focus by engaging the community in making

those decisions. A Plan must be developed by December 2020 and publically be made available by January 2021. Regional Council has approved the System Change Champion Table of the Well-being Waterloo Region as the interim Advisory Committee.

At the December 13, 2019 meeting of the WRCPC, the Council voted to endorse the Systems Change Champion Table as the interim Advisory Committee of the CSWBP. Christiane shared that WRCPC staff were surprised if not disappointed by that decision because the WRCPC meets all of the criteria of the Advisory Committee of the CSWBP. The only sector gap was the absence of the WWLIHN which, in any event, was recently changed by the Province. In addition, the Council has 25 years of experience in prevention and continues to be a model for other communities, nationally and internationally. The legislation had the potential to deem the WRCPC an essential service.

Christiane shared that the process at the December WRCPC appears to have confused some members of WRCPC. She added that while she had the opportunity to pull the report that went forward to Regional Council naming the System Change Champion group as the Advisory Committee for CSWBP, she chose not to do so because it is not her place to question WRCPC's decision. It would have also meant stepping outside of the agreed upon process in a way that would have potentially set a bad precedent for future democratic decisions. Christiane suggested that while this moment in the Council history should not be hidden it was time to move forward from it and cease future opportunities.

While the Systems Change Champion Table is the interim Advisory Committee of the CSWBP, the implementation table of the CSWBP has not yet been determined. There are three WRCPC representatives participating at the interim table: Education, represented by John Shewchuk, Youth Custodial Services, represented by Kathy Payette, and representing the whole of WRCPC and neighbourhood and grassroots based youth services is Joe-Ann McComb. There were those at that the table that also sit at the WRCPC and understand how Council works: Dr. Hsiu-Li Wang, Bryan Larkin, Douglas Bartholomew-Saunders and Karen Redman. Christiane Sadeler and Michael Parkinson as staff are part of the core writing team for the plan along with staff from the Regional CAO's Office and staff from Waterloo Regional Police. Finding a way to determine the priorities that make it into the Plan is the responsibility of this core writing team. Recommending these priorities is the job of WRCPC, WWR and WRPS.

In terms of selecting priorities for the Plan, the WWR and WRCPC had agreed to the following:

Priorities must:

- foster equity and focus on people in greatest need
- be they based in good evidence
- have multiple impact potential
- take us further upstream
- be measurable
- foster community engagement and involve multiple sectors
- have great potential for meaningful change

Christiane asked the Council for a consensus on these criteria. The Council provided feedback and that feedback was part of a report distributed by Christiane shortly after the meeting. The proposed criteria changes will be shared with the core writing team. Please see report again attached here.

ii. Strategic Priorities Exercise:

Christiane asked the Council members to think about potential sources for determining WRCPC 2020 Strategic Priorities. Some of these sources are as follows:

- The Smart on Crime Plan 2015-2018 - unfinished items
- WRCPC's current work/actions
- Regional Strategic Plan's two areas
- Work with the Crime Prevention Council to increase community engagement in upstream work
- Develop a Community Safety and Well-being Plan that builds on the work of the WRCPC and WWR.
- Knowledge of community and the sectors around the Council table

The WRCPC provided feedback. This feedback is reflected in the report attached. Christiane will bring back these priorities for further discussion at the next two Council meetings.

b. Design Team Efforts to Date:

i. Update:

Chris Cowie explained that the Design Team is made up of members from WRCPC and WWR to look at options for a 'strategic alliance' or 'reimagining' the efforts of both entities. There has been much discussion at the Design Team, in part because one entity has existed and matured over 25 years and one entity is quite new. The Design Team will meet next in May 2020.

Strategic alliance means that the two organizations will be looking for congruence on overlapping issues. Funding will become an issues if the two organizations do not eventually come together in a visible form. WWR receives in-kind support from WRPS, Public Health, the CAO's office, and funding from the LHIN, United Way and the KWCF. WRCPC receives core funding through the RMOW and has over time secured several federal grants and diverse other resources. Often the resources secured by WRCPC do not go directly towards the Council's work but are housed in the community and put towards work of mutual interest. When and if a model/alliance is agreed upon by the design team the larger funding issues will have to be addressed. It was noted that the Design Team work is complex, particularly due to the cultural differences between WRCPC and WWR.

The question was asked as to why WWR has moved from a temporary initiative, as originally imagined, into an on-going entity seeking organizational permanence.

ii. Changes to the Status Quo (Exercise)

Christiane explained that at the beginning of this process there was the anticipation of the Community Safety and Well-being Plan coming to municipalities. The Community Wellness Initiative was established at the time to answer the question what would our community look like if it did well for ALL people. The criteria for the initiative at that time were as follows:

- Strengthen community capacity
- Foster community engagement
- Develop a coordinated measuring approach
- Engaging collaborative practice
- Develop a community well-being shared vision

The group eventually narrowed it down to three big areas with the overarching notion of becoming a connected community. At that point, Well-being Waterloo Region was an

initiative. Eventually, it evolved into its current form. The WRCPC was very much a part of many of the committees and provided funding and significant staff time.

The comment was made that the potential competition arose when an initiative evolved into performing like an organization. WWR was meant to be a thinking/planning/strategic process to determine what priorities the community should be focusing on.

In July 2018, the WRCPC had offered to host the WWR priorities areas. This did not happen. Now we have a Design Team looking at what will this all look like going into the future.

The question as to why we need to transition is often answered by saying that the status quo is no longer acceptable because there are too many round tables and it taxes social capital in the community. This is the truth but it is not new. The WRCPC raised this issue almost a decade ago and the WRCPC dissolved many of its standing committees to move to a model of more rapid action as a result of this feedback from the community.

Christiane then asked Council members to answer the questions: What is the change to the status quo that YOU would like to see? Christiane would like to bring that information forward to the Design Team. The following were key themes:

- How do we decide what goes to action and what does not? We need better decision making
- We need more bottom up or middle out approaches
- Looking for synergy between round tables that are already in existence e.g. CYPT and IPC
- Developing budgets with evidence-based prevention lines (re-allocation, or new money)
- Providing genuine opportunities for youth most distant to their communities as great prevention potential
- Incorporating the notion of well-being or health promotion into how we think about crime prevention

The Council will further discuss its own priorities through the lens of data that are available such as the Canadian Index of Well-being which has been an outcome of the WWR collaboration and the risk data provided by the Province based in the situation tables. The Council will review its priorities based in these data at the two subsequent meeting, including those that will be recommended to go into the CSWBP.

11. Justice Dinner Review (presentation & discussion) Carried forward

12. Other Business:

Christiane will share a goodbye note from the former WRPCPC Communications staff member, Alejandra Amezquita Gutierrez in the consent agenda.

Christiane made available the Federal and Provincial Budget 2020 Consultation notes to the WRPCPC members in hard copy.

Irene O'Toole spoke to the success of the **Rat Park** film event that was held at the Kitchener Public Library (Central) on January 28, 2020.

Tom Galloway encouraged Council members to check out the **Mandela** Museum exhibit at the Ken Seiling Waterloo Region Museum. The exhibit is running until August 2020.

Kelly Anthony will be attending **Planet Youth – Prevention is Possible** - conference in Reykjavik Iceland from March 4th to the 6th.

Lu Roberts and Christiane will have a discussion about to Indigenous Issues as a topic for Council and bring back ideas to the March 13, 2020 Council meeting.

13. Adjournment:

Moved by Courtney Didier at a 11:35 a.m.

Smart Update (Consent Agenda)

For the Meeting of WRPCPC on March 13, 2020

The Consent Agenda is published on a bi-monthly basis. **Please review this report before meetings.** Any member of 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 Crime Prevention Council.

Expand Reach through Understanding and Engagement:

- The WRPCPC, the Working Centre and the Kitchener Public Library hosted a full house for a screening of **Rat Park** with the Director and Producer in attendance for an enlightening panel discussion. The film is a unique Canadian contribution highlighting issues of policy-induced harms and upstream approaches to the prevention of (problematic) substance use.
- **Human Sex Trafficking:** We are building awareness in order to mobilize a community effort to prevent of Human Trafficking by identifying upstream opportunities to address this issue.

The Human Sex Trafficking Awareness committee is led by WRPCPC staff and includes:

1. **Nicky Carswell**, Coordinator for the Anti-Sex Trafficking,
2. **Lori Loft**, a grade 7-8 teacher from W.G Davis School,
3. **Lori-Ann Livingston**, writer, owner of Wordie editing and writing services, and also the social justice coordinator for Trinity United Church,
4. **Jennifer Caskie**, Assistant Crown Attorney,
5. **Sara Velasquez**, UW student and founder of Waterloo’s Walk for Freedom
6. **Heather Horn**; from Family and Children’s Services

Overview of the issue: Human sex trafficking is the sale of humans for sex. It involves deceit, coercion, force, and control of a person in order to exploit and subjugate them into commercial sex for profit. Human trafficking is driven by demand. It is organized and it is lucrative. Traffickers make an average of \$280,000 per year per victim.

The two primary risk factors of being trafficked are gender and age. Ninety-three percent of victims are female. The average age of victims entering trafficking is 12-14. Accessed and sold primarily through technology, our children and young people are easy targets for traffickers. Human sex trafficking is hard to track and is largely undetected and under-reported. Many victims don't know that they are being trafficked and most are scared to go to police.

In Waterloo Region: Ontario has the highest level of human trafficking in Canada, accounting for 70 percent of all human trafficking activities in the country. The Waterloo region is attractive to trafficking because of the ease by which victims can be transported over the 400 highway series. Since opening in 2018, the Anti-Human trafficking program has served 120 people and in 2019, 95 cases were investigated by Waterloo Regional Police.

- Our HST Awareness committee have organized a series of events to raise awareness of the prevalence of child exploitation and human sex trafficking in our region.
 1. **Honey Bee Film and Panel 2** public events
 2. **Chelsea's Story Script Reading** 4 Public and 1-2 private events
 3. **The YUVA Arts Project** – public event

Honey Bee Film and Panel was hosted on Feb 24th @ Conrad Centre of the Performing Arts. MC'd by Brenda Halloran, with survivors, representatives from local agencies, court and law enforcement, **Honey Bee** is a Canadian film that shines a light on young girls lured into and trying to escape human trafficking rings in Northern Ontario.

We had an amazing response to this event with 2913 page views, 240 in attendance, with over 100 on the waiting list and many others who emailed our office. We had 30 volunteers including panellist and 8 display booths. Hundreds of donations of personal care items were collected for the SASC pantry for Survivors.

We are planning a second Honeybee Event – hopefully in Cambridge on or around World Day Against Trafficking in Person, July 30, 2020.

Chelsea Story Script Reading: March 30th, March 31st and TBD -Registration opens March 11, 2020.

MT space will perform a script reading of Chelsea's Story and SASC staff will facilitate the accompanying talkback. We are planning 4 public events; 2 Kitchener, 1 in North Dumfries and one in Cambridge and will also perform for the Catholic School Board in

hopes that they agree to have the play and talk back come into the schools in 2020-2021. We are hoping to also bring it to the Public School Board.

Brave Space: the YUVA Arts Project: May 12, 2020 Registration opens mid April Tamara Menon and her team of fellow undergraduate students from Wilfrid Laurier University will take you on a journey of hope and perseverance as they recount their work in bringing 8 children of commercially sexually exploited women to Canada to interact with indigenous and New Canadian youth in Waterloo Region.



More information: <http://bit.ly/HSTAwarenessWR>

Chelsea's Story Professional Theatre Tour 2020: The Chelsea's Story Working Group consist of MT Space, SASC and a Grade 7-8 teacher and is lead by WRPCPC staff.

For the professional tour next year, we are looking for a total of about \$32,500 to pay the actors and SASC Staff for actor support, expertise and talkback facilitations, as well as some additional costs for 16 performances to about 3-4 thousand students and 150 teachers and caring adults. We are submitting an funding application to make this happen. Our 3 organizations; MT Space, SASC and WRPCPC will also contribute in-kind support for this project totalling around \$12000. We anticipate that space will be in-kind.

We are exploring possibilities for adapting the play to be relevant to indigenous youth and take it to indigenous communities.

Base Change in Good Evidence and Innovation:

- WRPCPC staff are finalizing the remaining knowledge briefs for the evaluation of WRPCPC's 2015-2018 Smart on Crime Community Plan. The content of the briefs has been finalized and the remaining work involves editing and graphic design. We also made arrangements for graphic design work to be done on the report completed by Conestoga College as part of the WRPCPC narrative history project.
- WRPCPC staff met in early January with Carlos Luis Zatarain, graduate student at Laurier who is completing his thesis in conjunction with WRPCPC. Carlos' thesis is focused on evaluating the outcomes of WRPCPC's **Reframing Crime, Justice and Prevention** course, which was carried out in late 2017. Carlos is entering the final stage of his thesis and, at the January meeting, he shared some of the main

outcomes revealed by the evaluation. He will be invited to present final results at an upcoming WRCPC meeting, once he has defended his thesis.

- WRCPC staff presented a webinar to members of the Canadian Municipal Network on Crime Prevention (CMNCP) on Dec. 18, 2019. The webinar was on the topic of Upstream approaches to community safety and wellbeing and included insights from the Upstream knowledge WRCPC has been synthesizing over the last 2-3 years. Following the webinar, a member of CMNCP (representing the City of Red Deer, Alberta) reached out to WRCPC for a consultation and to see if another webinar could be arranged for their community. For now, WRCPC staff shared some of the resources on Upstream, available on the WRCPC website.
- WRCPC has partnered with a local graduate student to conduct a literature review on the subject of structural violence. The project serves to create a brief document/resource that provides an overview of and orientation on the basics of structural violence (e.g. definition, examples, effects/impacts, implications for community safety and wellbeing work). This resource will supplement and support the Upstream knowledge WRCPC has been working on. The project is expected to take approximately 3-4 months to complete.
- Data collection for the 2020 Waterloo Region Matters Survey (previously known as Waterloo Region Area Survey) has concluded, with over 500 completed surveys. WRCPC has purchased a page in the survey, which includes questions on perceptions of safety in the community. Results will be officially available and submitted to WRCPC in April.
- Focus Group report following consultations with people who use opioids from unregulated markets is being prepared for limited release. Overall, participants were highly supportive of establishing a local safe supply initiative, anticipating significant individual and community benefits in health and safety. The focus groups were conducted in advance of an application to a Federal grant program in collaboration with area partners.

Lead Side by Side - Leverage Dynamic Partnerships:

- With Conestoga College, the WRCPC has procured a full time student from the Community and Criminal Justice program beginning in May through to August to assist with the development of the Youth Engagement Strategy and related endeavours. The WRCPC was a key collaborator in establishing the degree program many years ago which is now going into its tenth anniversary.

- Staff wrote a letter of support for Mike Farwell and attended the Barnraiser Ceremony where the award was presented to Mike. We remain grateful to Mike for all of his community-based efforts, including substantial contributions on behalf of WRPCPC.
- Staff continue to participate and collaborate with a very large number of committees and collaboratives, both formal and informal. Staff continue to decline a significant number of local, provincial and national opportunities to affect policy and practice in a wide variety of domains due to a deficiency of resources.
- The Design Team comprised of WWR and WRCC members continues to struggle with visioning the future alignment of the two initiatives. These developments are only to be expected when bridging two cultures with an eye to limited resources. The hope is to return to the round table soon to begin to delineate some concrete examples of what an alignment might look like.
- The core writing team for the Community Safety and Well-Being Plans has made its first presentation to the interim Advisory Committee. The question of what comprises system change was central to the dialogue. Additionally the committee reviewed the criteria for selecting priorities and started to draft communication approach which is now available on the Region's website.
- We have been asked to partake in the design of a degree program for community mental health modelled on the justice degree program for Conestoga College which we co-designed and which is now entering its tenth year.

Advocate for Equity and Belonging. Reduce Marginalization and Discrimination:

- **Breaking the Silence:** The committee chaired by Richard Eibach; consists of reps from Spectrum, House of Friendship; City of Waterloo, KW Counselling and WRPCPC staff. They attended 2 meetings with the LGTBQ2+ group in GVI with the aim of connecting the Community LGTBQ2+ groups outside with those who are imprisoned. Working on:
 - Building the connection
 - Exploring opportunity to facilitate an event or workshops operating in the outside community inside of GVI
 - Exploring how the community can support the needs of the Trans community in GVI

- **Speak Up Event:** The committee is made of reps from ACCKWA, African Community Wellness, the equity office of WRDSB, Laura Mae Lindo's office, Sara Shafiq of the Coalition of Muslim women, Immigration Partnership, KPL and WRCPC staff.
- **Racism Is a System Not an Event. Date:** On Thursday, March 26, 6:30 – 9 pm. At the KPL (Central Library). Registration is Free and will be opening soon.
 - **Moderator:** Ruth Cameron
 - **Panelists:**
 - Fauzia Mazhar: Coalition of Muslim Women
 - Ethan: UW Raise
 - Lang Ncube: the ACB Network
 - Amy Smoke: perspectives as a queer Indigenous woman and social worker
 - Rabbi Goldman- unconfirmed: founded the Rohr Chabad Centre for Jewish Life in Waterloo Region, creating a safe, physical space for Jews locally

In the Media:

['Chelsea's Story' play is coming to Ayr](#): Courtesy of Ayr News

In Other News:

- WRCPC staff has worked to **support possible work opportunity for those who are marginalized to come to Waterloo.** We have met with the Commissioners of Planning and of Community Services as well as the Manager for Economic Development, and the Manager of Employment and Income Support for the Region of Waterloo. They are keen to support this endeavour and pointed us in the direction of the Waterloo Economic Development Association. They had some suggestions. We see this as a good opportunity for our region to address the employment and life skills needs of some of those who struggle to get into the workforces.
- **Every Voice Matter Mural** was displayed at the Kitchener City Hall. It then traveled to the WRDSB where it resides until March 23. Drop by and add your voice to #EveryVoice MattersWR guest book. If you would like to display the Mural (which can be moved in an SUV) contact [Julie Thompson](#). We aim to add more voices from those in the community who view it.

Community Corner:

- **The Suicide Council is now accepting registrations for the 2020 WRSPC Bowlathon April 4, 2020!** This key fundraiser is essential to the work they provide. Registration: \$50 per team, teams of 5 people. Please contact jpeacock@wrspsc.ca for more information.
- **Hats Off to Mom! The 3rd Annual Mother's Day Brunch:** This special Mother's Day fundraiser will take place on Sunday, May 10, 2020 from 11 am to 1 pm at St. George Banquet Hall. <https://wcswr.org/hats-off-to-mom-2020/>
- Do you know about [In Her Shoes?](#): 3 easy things that Women can do to help other women:
 - Go through our closets and look for jewelry, scarves, shoes and purses to donate
 - SHOP! at the store or online: They are looking for real people to provide customer experience to the women and youth who are working there to practice their customer service skills.
 - Get your friends to help!
- **Judicial Discretion:** WRSPC member Lu Roberts wrote an insightful reaction to an article in the local news about the Indigenous protests. Please see both the article and her reaction below.
<https://www.therecord.com/opinion-story/9857859-what-is-really-going-on-with-this-pipeline-protest/>
<https://www.therecord.com/opinion-story/9868244-opinion-more-than-a-pipeline-at-root-of-wet-suwet-en-protests/>
- **Missing Persons Report Released:** Friend of Crime Prevention Maureen Trask recently connected with us to let us know that the Provincial efforts are now going national to ease investigations when a loved one is missing. Recommendations are based on lived experiences of families.
[Missing Persons - Recommendations](#)
- Please see link to the **Consumption and Treatment Services Site Tour Report**. The Report is an update on the first three full months of CTS operations (November 2019 to January 2020), an update on Provincial funding for the site and associated construction timelines for the permanent site, and a link to the CTS Virtual Tour which you can also access here: <https://youtu.be/ltjNRasL-KY>

A memo from Public Health states: "The early impact of the CTS site is incredibly positive. Thank you to all of our partners, including Waterloo Region Police Service;

Region of Waterloo Paramedic Services; Regional security; City of Kitchener; Inner City Health Alliance agencies and other partner agencies; Region Community Services; neighbourhood members; local schools including Laurier, St. Louis, and the YWCA; St. John the Evangelist; the KPL and the Kitchener Downtown BIA who have contributed to these successes by being part of our work groups and meetings. Special thanks to Violet Umanetz and the incredible Sanguen staff for their leadership and commitment to making the site a safe and welcoming space for clients and responsive to community needs. For questions: Please contact Grace Bermingham, Manager, Harm Reduction, Infectious Diseases, Sexual Health and Harm Reduction GBermingham@regionofwaterloo.ca or Eve Nadler, Information and Planning Infectious Disease, Sexual Health and Harm Reduction enadler@regionofwaterloo.ca”

News from the office:

- WRPCPC has been fortunate to again receive core funding by the Region of Waterloo. This will allow us to complete our staff complement for 2020 and design the next steps. We have also moved ahead with recruiting students for 2020 after our hiatus in 2019 due to uncertainty.
- Staff have started to generate a list of requests from the community and beyond to show the diversity of issues we are facing. Even though we are a prevention focused office there has been a marked increase in requests for support, advice and interventions that fit with social development but are also a result of sustained austerity measures generally.
- We want to thank Alejandra Amez for her spirited work in communications and the Immigration partnership for an overall successful trial run in sharing staff resources. Alejandra is now focusing her work on one area of communications only. A letter summarizing her thoughts will be shared with the WRPCPC at the upcoming meeting. It has been our pleasure working with Alejandra.

Respectfully submitted,



Christiane Sadeler

Monday, March 9, 2020

Membership Slate 2020

	Sector	Name	Start date
1.	Regional Council Representatives (2)	Tom Galloway	2019
2.		Kathryn McGarry	2019
3.	Rural Representative (1)	Trisha Robinson (Executive Director, Wilmot Family Resource Center)	2016
4.	Urban Representative (1)	Shayne Turner (Director of Municipal Enforcement Services, City of Waterloo)	2012
5.	Local Police (1)	Superintendent Shirley Hilton (Waterloo Region Police Service)	2018
6.	Education: Junior Kindergarten to Grade 12 (2)	David Jaeger, WCDSB	2019
7.		James Bond, WRDSB	2019
8.	Education: Post-Secondary (1)	Kelly Anthony (Professor, University of Waterloo)	2015
9.	Restorative Justice (1)	Chris Cowie (Executive Director, Community Justice Initiatives)	2011
10.	Mental Health: Adults (1)	Carmen Abel, (Director, Thresholds Homes and Supports)	2017
11.	Mental Health: Children & Youth (1)	Kathy Payette (Director, Community Mental Health Services, Lutherwood)	2016
12.	Neighbourhood Development (1)	Joe-Ann McComb (Executive Director, Kinbridge Community Association)	2015

	Sector	Name	Start date
13.	Community Health Centres (1)	Rosslyn Bentley (Executive Director, Woolwich Community Health Center)	2019
14.	Domestic Violence Response (1)	Jenn Hutton (CEO of Women's Crisis Services of Waterloo Region)	2019
15.	Business (1)	Andrew Jackson (Vice President, Client Experience, Axonify)	2014
16.	Indigenous Peoples (1)	Lu Roberts	2019
17.	LGBTQ+ (1)	Richard Eibach (Professor, University of Waterloo)	2017
18.	Persons with Disabilities (1)	Sharon Ward-Zeller	2012
19.	Youth Services (1)	Janice Ouellette (Supervisor, Community Programs and Services, City of Kitchener)	2018
20.	Older Adults Services (1)	Cathy Harrington (Executive Director, Community Care Concepts of Woolwich, Wellesley and Wilmot Townships)	2016
21.	Community at Large (4-5)	Barry Cull	2014
22.		Jonathan English	2016
23.		Sarah Shafiq	2016
24.		Doug McKlusky	2018

	Sector	Name	Start date
25.	Research and Evaluation (1)	Dr. Mark Pancer (Professor emeritus, Wilfrid Laurier University)	2014

Quorum is 50% plus one, i.e. 14

Ex-officio members or their delegates and lifetime honorary members count towards quorum if present.

Ex-officio Members/Alternates (9)

Regional Chair: Karen Redman

Commissioner of Community Services Department: Douglas Bartholomew-Saunders

Alternate: Arran Rowles

Chief of Waterloo Regional Police Service: Bryan Larkin

Alternate: Mark Crowell, Chief Executive Officer

Associate Medical Officer of Health: Dr. Hsiu-Li Wang

Alternate: Karen Quigley-Hobbs

Executive Director of Family and Children's Services: Karen Spencer

Alternate: Kelly Bernier

Chair of Waterloo Regional Police Services Board: Karen Redman

Crown Attorney: Patricia Moore

Alternate: Nicole Redgate

Warden of Grand Valley Institution for Women: Dave Dunk

Alternate: Nikki Smith

Manager of Legal Services Waterloo-Wellington: Angela Vanderheyden

Lifetime Honorary Members (5):

Barry McClinchey, Irene O'Toole, John Shewchuk, Peter Ringrose, William Wilson

Current vacancies (6)

Additions (1)

Neighbourhood Development (2)

Community Development (1)

Youth Advisory (1)

Community at large (1 optional)¹

¹ As per motion to WRCPC at the December 2019 meeting vacancies will NOT be filled for the year 2020 unless necessary given the design efforts with WWR which may lead to an evolution of WRCPC.

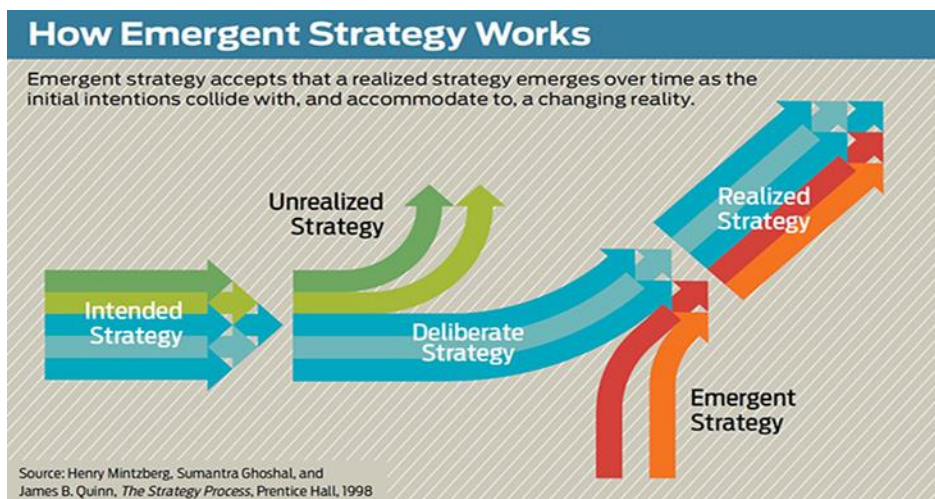
WRPCPC Strategic Priorities 2020 Work

Background:

WRPCPC opted to **not** engage in a traditional strategic planning process for 2020 for three main reasons:

1. It is uncertain at this time whether WRPCPC will exist in its current form (deliberations by the WRPCPC-WWR design team are ongoing)
2. We don't want to make promises to the community we cannot keep.
3. WRPCPC is currently engaged in several key strategic efforts that need further energy and attention.

At the regular meeting on February 14, 2020 WRPCPC went through a brief brain storming exercise to determine strategic priorities for 2020. In this exercise we were guided by our vision, mission, values, guiding principles and collaboration value statement (see Appendix one). We reminded ourselves that strategy planning in fast paced environments, and in times of high demands on limited resources, has to balance the need for clear goals and accountability to the community with the need to respond to current opportunities and challenges to stay relevant to the community. Setting priority directions for initially **2020 only** allows for maximum flexibility in this changing environment. This approach is akin to an emergent strategy grounded in the mandate and values of organizations but fluent enough to adapt to broader changes.



Connection to Community Safety and Well-being Plan (CSWBP)

WRCPC is one partner in three (the others being Well-being Waterloo Region -WWR & Waterloo Region Police Services - WRPS) that are developing the CSWBP for the Regional Municipality of Waterloo. Some of the strategic priorities for 2020 of WRCPC might feature in the CSWBP plan. The time frame for the plan is not yet determined but is likely run parallel to the Regional Strategic Plan (2019-2023). Decisions about which priorities to bring forward for inclusion into the CSWB plan will be made by the Crime Prevention Council as a whole as part of its regular meetings. The System Change Champion Team (SCCT) of WWR has been named as the interim advisory committee for the development of the CSWBP. The ultimate decisions of what will feature in the plan rests with Regional Council.

The Implementation & Monitoring group for the CSWBP has yet be determined.

Criteria for Selection for the CSWBP

We revisited a list of criteria for how to select issues in the area of community safety and well-being. We suggested some changes to the list and staff submitted these changes to WWR and the core writing team for the CSWBP. Subsequently the System Change Champion Table (in its role as the Advisory Committee to the CSWBP development) reviewed the list (including our proposed changes) and they recommended briefer descriptions for all criteria. WRCPC staff then proposed the following selection criteria:

Priorities of the CSWBP:

1. Have a strong focus on equity
2. Are based in good evidence and community wisdom
3. Lead to actions that are upstream and attend to root causes
4. Are measurable
5. Build on existing energy and foster cross sector collaboration and community engagement
6. Have great capacity to lead to system change
7. Decrease risks and advance resiliencies ¹

Strategic Priority 2020 Options

The priorities on which we will focus our energy for 2020 has three potential sources:

- The Smart on Crime 2015-2018 plan, especially elements that are currently ongoing or have not received attention.
- Current activities of WRCPC.

¹ Please note these changes will not be seen by the System Change Champion Table until their next meeting in May.

- Sector leader observations.

Outcomes from the February WRPCPC meeting brain storm

We generated the following ideas through a round table format. They include high level ideas as well as more concrete suggestions and they span subject area and process type suggestions.

1. Develop support for the Youth Engagement Strategy
 - ❖ Advance the Planet Youth model (i.e. Iceland prevention model) and similar approaches including local experiences such as inReach and the youth navigator model
 - ❖ Collaborate among youth services to ensure inclusion of ALL youth voices and experiences (LGBTQ+, Indigenous, newcomers, ability challenged, etc)
 - ❖ Foster equal access to health and recreation services for ALL children across the region for a start that increases likelihood for life long well-being
2. Cultivate Upstream approaches, i.e. equity of access to social determinants of health throughout the life span, in each sector
 - ❖ Address structural determinants of community safety and well-being such as poverty
 - ❖ Roll out the sector model that to maximize Council capacity to influence decision making and affect cross fertilization of actions in advancing upstream approaches
 - ❖ Connect with issues of concern to the community and draw attention to and increase understanding of upstream
3. Strengthen the Integrated Model for Crime Prevention and map out “who leads what when” to leverage broader buy-in into prevention and to better coordinate work
4. Advance Restorative Waterloo Region and especially the expansion of restorative schools
5. Model the practice of critical reflection by scaling up the “Reframing Crime, Justice and Prevention” course to Council and other collaborative-s
6. Review and Implement the Calls for Justice for the Missing and Murdered Indigenous Women and Girls (as part of the TRC justice work)
7. Take a clearer rural focus, especially in areas of work with youth, Indigenous peoples, the rainbow community, etc.

8. Contribute to the prevention of mental health and addiction issues through a crime prevention lens
9. Address polarization, e.g. in response to Safe Consumption Sites
10. Engage in long-term planning that considers how environmental issues are likely to affect crime and insecurity
11. Address domestic violence and family violence as a local issue
12. Continue to work on the prevention of Human Sex Trafficking

Regional Strategic Plan

We took under consideration the fact that the regional strategic plan had just been released and two objectives feature the WRPCPC:

4.4.3 Work with the Waterloo Region Crime Prevention council to increase community engagement in upstream prevention approaches

4.5.1 Develop a Community Safety and Well-being Plan that builds on the work of the Crime Prevention “council and Wellbeing Waterloo Region.

A copy of the plan is available to you here:

<https://www.regionofwaterloo.ca/en/regional-government/corporate-strategic-plan.aspx>

Teasing apart the various strands



We finally talked about that setting priorities for 2020 and selecting priorities for inclusion in the CSWBP are **not** related to the design team efforts. The design team was formed after the June 07, 2019 meeting at the slit barn where members of WRPCPC

and WWR came together to re-imagine a new future together. The purpose of the team is:

- To design a model or models for WWR and WRCPC to work together in new ways
- To consider the inclusion of the task of implementing and monitoring the CSWBP in the model or models
- To recommend a model or models to be considered for approval by WWR and WRCC independently before June 2020

Appendix two contains a backgrounder that further elaborates on this work.

Appendix one

Vision

A safe and promising future for all people in our community



Together for a Safer Community

Mission

We advance ideas and actions that alleviate root causes of crime and improve social well-being



Together for a Safer Community

WRPC-Core Values

Collaboration
Commitment
Compassion
Courage



Together for a Safer Community

Accept Uncertainty



Embrace Possibility



Recognize Complexity



Trust Community



Proceed with Humility

Collaboration Value statement:

<https://preventingcrime.ca/wp-content/uploads/2016/03/2014-Collaboration0214WEB1.pdf>

Appendix two

Design Team of WWR and WRCPC

Background

January 2020

Recommendation

That the Design Team bring forward the design or designs that best serve the community and build on the legacy and strengths of both organizations without limiting its vision to the mandated CSWBP work.

Purpose of the Design Team

- To design a model (or models) for WWR and WRCPC to work together in new ways
- To consider the inclusion of the task of implementing and monitoring the Community Safety and Well-being Plan in the model (or models)
- To recommend a model (or models) to be considered for approval by WWR and WRCPC in or before June 2020

Why are we doing this?

- To align kindred efforts for greater impact
- To maximize community capacity and prevent community burn-out
- To take collaboration to the next level (collaboration between collaborative-s)
- To avoid competition over limited resources
- To streamline efforts in order to become stronger together

Key developmental steps in the journey thus far:

- ✓ 2016 WRCPC engages in the evaluation of Smart on the Crime 2015-2018 plan and a history narrative project and uses this opportunity to begin envisioning its next iteration.
- ✓ 2016-2017 WWR and community partners work closely together on determining priority areas with the goal of “no-one being left behind”. This leads to three “big ideas” and the notion of a connected community.
- ✓ 2018 the Region is asked to remain the temporary backbone for WWR but signals that WWR will be looking for a home in the community.
- ✓ In July 2018 WRCPC decide that they are willing to host WWR as a backbone, meaning that WWR could continue its work while benefiting from the infrastructure of WRCPC
- ✓ In January 2019 the CSWB Act is passed as part of revisions to the Police Services Act and municipalities are mandated to develop a plan by January 2021.

- ✓ The legislation provides impetus for aligning the work of CPC and WWR. This features in conversations between the Regional CAO's office, WRPS and WRCPC.
- ✓ In June 2019 WWR and WRCPC co-host a facilitated session at the slit barn which leads to the direction **to explore what a reimagining/re-visioning/alignment of WWR and WRCPC could look like.**
- ✓ In July 2019 both initiatives independently go through an exercise to debrief after the slit barn joint session and both groups agree to go ahead with the reimagining work. Members of the design team are identified.
- ✓ The status quo of having these two initiatives is describes as overburdening already stretched community capacities.
- ✓ The design team has their first meeting on August 09, 2019.
- ✓ Lorie and Christiane explore a potential change management process to help with the design work which is shared with the team: progress, problem, picture, plan, part
- ✓ The design team has several meetings throughout 2019 to draft potential models.
- ✓ The system change champion table of WWR is recommended as the advisory committee for the development of the CSWBP.
- ✓ WWR Connectors Hub approves the Advisory Committee at their December meeting.
- ✓ WRCPC approves the Advisory Committee at its December meeting provided additional members from WRCPC are added to the table.

Key take-away-s from milestone above:

The smart on crime evaluation refines the catalyst model of community engagement.

At the slit barn meeting several core themes repeatedly emerge:

The arms-length relationship between the Region and the community needs to be maintained

The next entity needs to function as a backbone office and “the whole has to be greater than the sum of its parts”.

The focus on equity, upstream, justice and system change needs to be remain central.

The potential areas for alignment of WWR and WRCPC actions are strong.

This move will provoke both fear and excitement and we must attend to both.

The independent sessions of WWR and WRCPC in July 2019 arrive in somewhat different places possibly due to different developmental stages. Any future design needs to be cognizant of not only the similarities but also the differences.

The appointment of the system change champion table increases WRCPC's fear that this legally mandates WWR as an essential services and has the potential to make WRCPC obsolete. This complicates the discussions of the design team and makes it important to tease the two actions apart.

WRCPC 2015-2018 Smart on Crime Community Plan:

EVALUATION OVERVIEW

"...one of the contributions that the CPC makes is bringing that awareness of, importance of focusing on the upstream, which is very difficult to do."

Presented by Dr. Manuel Riemer (WLU, CCRLA) and David Siladi (WRCPC)

Background

- WRCPC's 2015-2018 Smart on Crime Community Plan
- Evaluation by Centre for Community Research, Learning and Action at Wilfrid Laurier University
- Evaluation Objectives:
 - Determine **WRCPC's role and impact** in the community
 - Identify opportunities to optimize WRCPC's role and provide **insights re. future directions**



Background (cont'd)

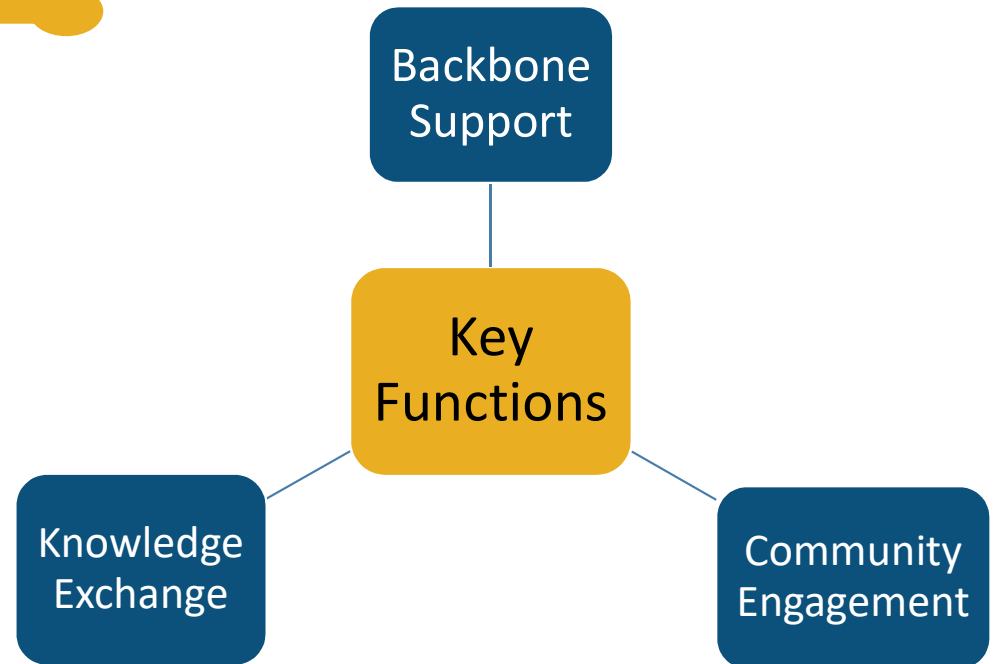
- Contribution (vs. attribution) analysis

“We kept the conversation going until others were better positioned to be part of the conversation [...] More people are involved [now] than there were two years ago and I think that part of it is our ability to keep the conversation going.”

- 2 phases
 - Phase 1: WRCPC's functions, objectives and theory of change
 - Phase 2: survey + stories of change

Functions and Role

- 3 Key Functions + Equity
- Examples of activities
 - Advocacy & policy development
 - Knowledge generation
 - Reaching/involving people where they are at
- Relationships & Trust



Functions and Role

- Arms-length position

"Members around the Council feel empowered and feel like they have the ability to speak up [...] Members can feel safe to say what's respectful obviously, but what's useful, sometimes provocative or contentious."

- Catalyst role (enabler of change processes)

THE CATALYST MODEL



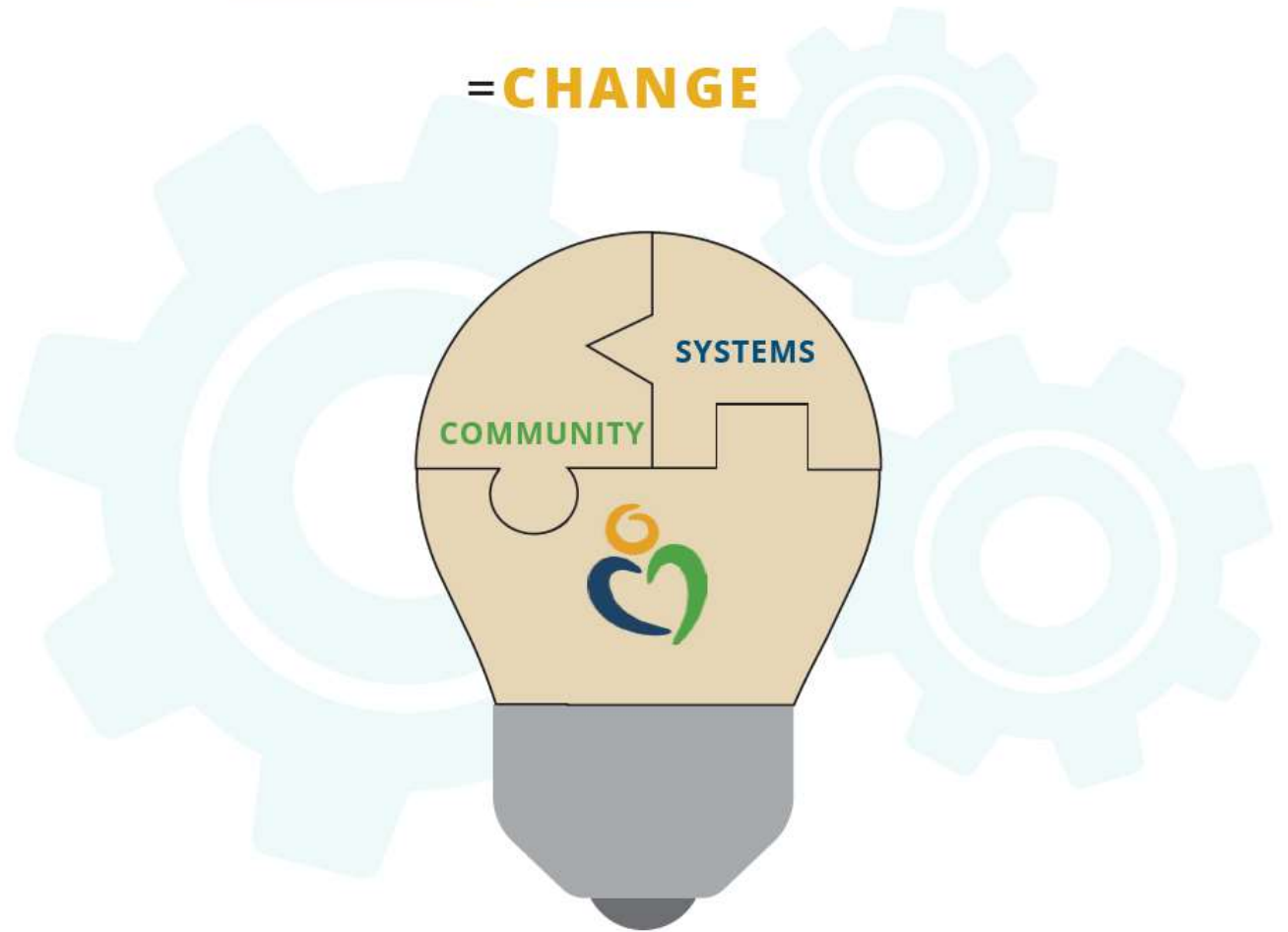
THE CATALYST MODEL





= CHANGE

THE CATALYST MODEL



Impact & Value

- Focus on  approaches

"So even the language around 'upstream' thinking [...] The number of times now that key people in the community are using that language – it's just gradually shaped things."

"In 2015, I would have thought of personality tests, profiling, working within the judicial system [...] And now, I'm looking at how advocacy effort of making it very clear how inequality is like the perfect thing for crime to arise. If you have an unequal society, then you're building all the conditions for crime to [arise]."

Impact Across Functions

Backbone Support

Catalyst for collaboration and the alignment of system-level actions

E.g. responding to the opioid-related poisoning crisis

85% reported increased involvement in collaborative work

78% reported collaborating with non-traditional partners

Knowledge Exchange

Advancing understanding and promoting use of upstream approaches

E.g. uptake of THINK and Say Hi campaigns

93% reported using knowledge shared through WRCPC

96% reported their views were informed by WRCPC knowledge

Community Engagement

Fostering the inclusion of ALL community members and building a social movement

E.g. engagement with women at the Grand Valley Institution

77% agreed WRCPC helps to foster greater collaboration among community members and partners

Impact Across Levels

Individual

- **Shift in attitudes, perspectives**
- **Increased awareness & knowledge**
- Reduced fear
- **Feelings of inclusion** and mattering

Council

- High levels of **trust & safety**
- Shift toward **thinking about upstream** solutions
- Conditions for finding collaborative solutions

Community

- Stronger **community connections**
- Greater **inclusion of marginalized communities**
- Increased engagement overall

Systems

- **Increased collaboration** among diverse sectors
- Greater **focus on upstream solutions & prevention** as social development

National & International

- Good Samaritan Drug Overdose Act
- THINK and Say Hi
- Canadian Municipal Network on Crime Prevention
- UN Habitat

Key Challenges

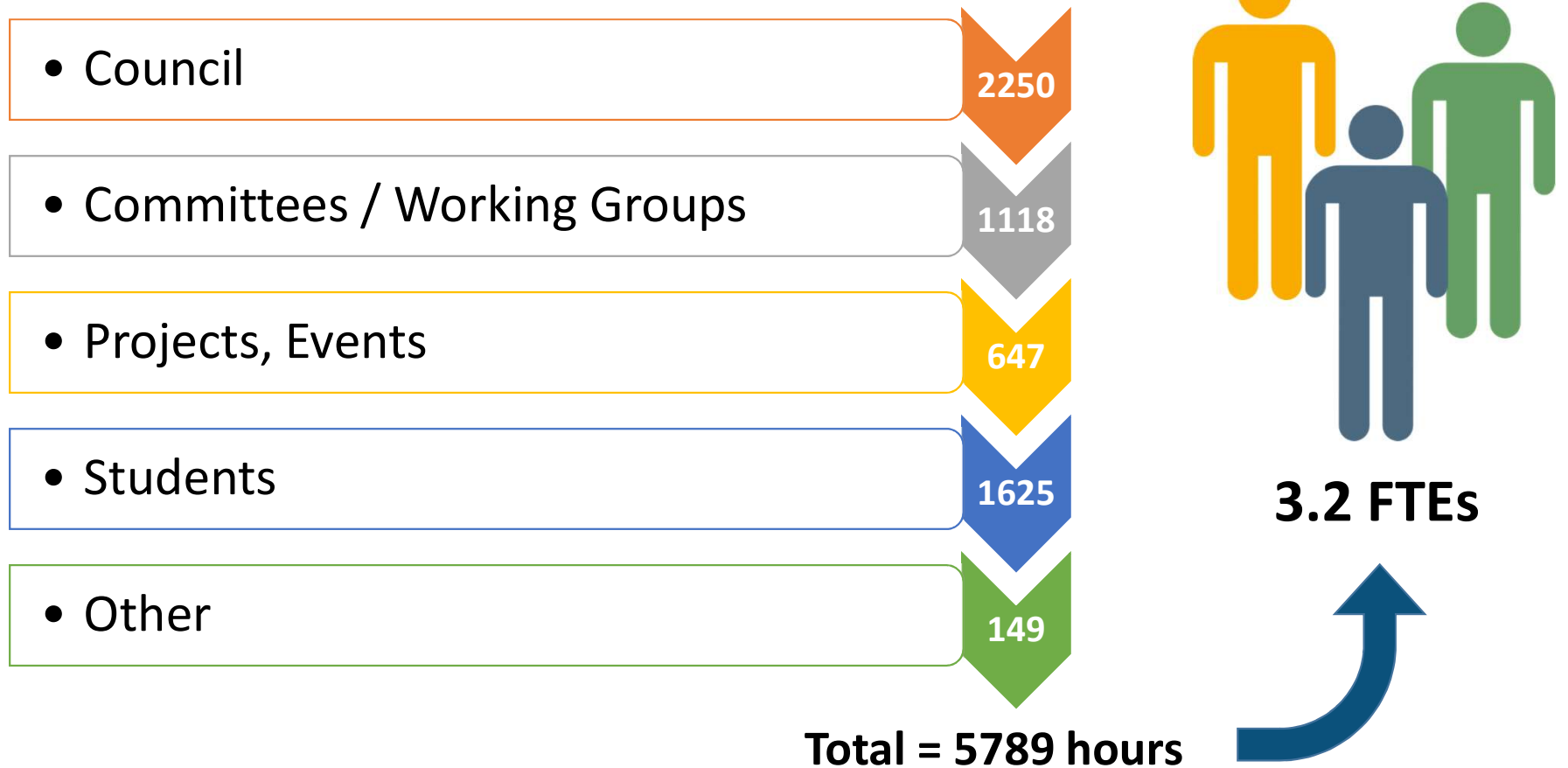
- Responding to emerging needs/crises while staying focused on the long-term, upstream vision

“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.”

- Inadequate resources for the scope of work

Only 36% of the Council survey participants believe that WRCPC currently has adequate resources, including human resources, to accomplish its goals

Estimate of Direct Community Contribution Towards WRCPC Initiatives (2017)



Recommendations

- Maintain the catalyst model of an independent intermediary organization with three core functions
- Clarify the role and focus of WRCPC on an ongoing basis
- Further engage WRCPC members (i.e. sector representatives) in mobilizing their sectors



Recommendations (cont'd)

- Focus on Upstream approaches
- Consider increasing financial and staff resources

