

WRCPC Agenda

May 08, 2020

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

The meeting will take place via Zoom. Please follow the instructions provided in the email.

During the networking portion of the meeting we attempt to deal with any Zoom questions for those less familiar with the technology.

Chair: Cathy Harrington

Minutes: Mary Anna Allen

1. Welcome and Introductions – 5 min
2. Approval of Agenda
3. Declaration of Conflict of Interest
4. Approval of the April 17, 2020 Minutes – 5 min (attached)
 - 4.1 Business Arising
5. Presentation by Carlos Luis Zatarain on the Evaluation of the Crime, Justice and Prevention course of the WRCPC – 10 min presentation followed by discussion
6. Endorsement of the updated Culture of the WRCPC document – 10 min (Richard Eibach) (attached)
7. Presentation of the Threat Risk Assessment work during Covid-19 (Doug McKlusky and Jonathan English) - 10 min presentation followed by discussion
8. Update from Facilitating Committee by Richard Eibach – 5 min followed by dialogue
9. Staff updates on recent actions – 10 min (David Siladi and Christiane Sadeler) – Please note this update will replace the Smart Updates (Consent Agendas)
10. Through the Upstream Lens: What lessons do we need to hold onto going into recovery from Covid-19? – 60 min
11. Other Business
12. Adjournment

Minutes of April 17, 2020

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

The meeting took place via Zoom.

Present: Andrew Jackson, Arran Rowles, Bill Wilson, Chris Cowie, Dave Dunk, Doug McKlusky, Irene O'Toole, James Bond, Janice Ouellette, Jennifer Hutton, Kathryn McGarry, Kathy Payette, Kelly Anthony, Lu Roberts, Peter Ringrose, Mark Pancer, Patricia Moore, Richard Eibach, Sharon Ward-Zeller, Tom Galloway, Trisha Robinson,

Regrets: Angela Vanderheyden, Barry McClinchey, Bryan Larkin and Mark Crowell, Carmen Abel, Cathy Harrington, David Jaeger, Joe-Ann McComb, John Shewchuk, Jonathan English, Rosslyn Bentley, Sarah Shafiq, Shayne Turner, Shirley Hilton, Dr. Hsiu-Li Wang and Karen Quigley-Hobbs, Karen Spencer and Kelly Bernier, Rosslyn Bentley, Sarah Shafiq

Chair: Richard Eibach (VC) for Cathy Harrington

Minutes: Christiane Sadeler

1. Welcome and Introductions:

Richard asked everyone to introduce themselves with their sector and welcomed Dave Dunk, Warden of GVI to the Council.

2. Approval of Agenda:

Moved by James Bond

Seconded by David Dunk.

Carried

3. Declaration of Conflict of Interest:

None were declared

4. Approval of the March 13, 2020 Minutes:

Moved by Sharon Ward-Zeller

Seconded by Mark Pancer

Carried

4.1 Business Arising:

Irene O'Toole asked about the continued support of the missing persons work. Christiane shared that staff continued to be in touch with Maureen Trask who has led the charge on this since her approach to WRCPD over a decade ago and staff will certainly support her next efforts with regards to federal policy changes as much as resources allow.

Christiane shared that given the current pandemic situation staff recommend to put the strategic priority setting exercise on hold and instead focus on the role of WRCPD in the current situation and in the recovery phase. Priorities to be recommended to the Community Safety and Well-Being Plan are also recommended to be deferred because a change in deadline is expected to be provided by the Province.

The Justice Dinner discussion was deferred until further notice. Staff have not had the capacity to pull together the historic overview as requested by Council. It also seems premature since WRCPD may not exist in its current form going into the near future and the dinner has been a signature event of Council for over two decades.

5. Approval of WRCPD member, Barry Cull's Resignation:

Community at large member Barry Cull has tendered his resignation from Council. Council members asked Christiane about the reason for the resignation. Christiane shared that Barry had cited setting new priorities as a result of recent health concerns. His letter also stated that he very much enjoyed his participation on Council, especially his role with the former community engagement league that led to the Friends network and porch chats among other efforts.

Motion: To accept Barry Cull's resignation with regret and wish him the very best for the future.

Moved by Peter Ringrose

Seconded by Doug McKlusky

Carried

6. Questions and Discussions re Executive Director memo to WRCPD:

(the memo was sent to member of Council the week before the meeting)

Richard invited thoughts and reactions to the memo sent by Christiane to Council about the changing landscape in Council's work in times of Covid-19. Christiane shared that: (1) the previous directions for WRCPD and related staff actions did

not in staff's mind make much sense given the changed situation and that staff regrouped to discuss what seemed to be the most appropriate role for a prevention collaborative; and (2) that staff did not see any need to immediately step into the public arena because it was important that as much bandwidth was preserved for the voices that need to be heard the most (e.g. Public Health) and that they did not wish to add to the overwhelm on the information highway just to be seen to be doing something; and (3) that the Integrated Model for Crime Prevention is very much relevant in this situation and has guided staff deliberations.

Comments from members of WRCPC included:

- The memo was helpful in understanding the potential role of WRCPC in this regard and the voice it adds to the community with a strong focus on those most disproportionately affected by any crisis.
- The group that ought to be included in those consideration are seniors who are significantly affected in terms of health and socio-emotional outcomes
- Another group that has not received the attention in this regard one might expect are persons with disabilities. With many agencies closed many of them are living in situation where fear and anxiety run high.
- It seems that the pandemic has led to greater awareness at the Province about who the “underdogs” in the society are, if the allocation of novel resources is a good indicator. It would be good to hang onto that knowledge going forward.
- Dr. Wang and team ought to be commended for their calm and reasoned voice and skilled management of this situation. Kathryn McGarry offered to convey WRCPC's appreciation to Dr. Wang and the associate medical officers of health that were recently appointed on behalf of WRCPC at a meeting of Regional Council.
- It is hard not to wonder how the situation would be different and the pressure points lessened if prevention and equity had been in place and received due attention in years' past. And yet it is hard to be confident that upstream prevention will receive added attention as a result of this experience.
- It seems that despite the previous voices to the contrary it is possible to release many inmates without it significantly impacting public safety.
- The pandemic shows up issues that WRCPC has raised for a long time. The root causes of any social ills become better known and seen in the community when we are in crisis.
- Crime will inevitably rise post pandemic and we are already seeing some signs for this in violence in the home. How do we play a role in pro-active measures being included in recovery efforts?
- Grass roots efforts can highlight the positive opportunities that exist in any crisis and their role in this regard needs to be amplified. Naturally we need

- services to manage the situation but we also need citizen engagement and neighbourhood efforts.
- Let's use this opportunity to do what we do well and simplify the issue such that engagement in upstream efforts increases.
 - Our voice needs to be calm, rational and clear and look to the evidence available when it comes to economic impact and post trauma experiences on human interactions.
 - We need to say "hats off" also to those not always recognized during these times, e.g. the parents working from home while schooling their children.
 - We should put a Covid-19 page on the website that brings a message of hope to the community.

Staff finally again recommended that members of WRCPC use their upstream journal to record observations through their sector lens. After the pandemic we will need qualitative data to assist us in re-building and also advancing upstream efforts. It will be important to add community voices to the voices from the services to ensure a more complete picture of the experience. The danger is that otherwise lessons are lost and reduced and the chances that we return to the status quo without thoughtful reflections becomes more likely. The crisis contains many lessons that should not be lost. The Region of Waterloo Ken Seiling museum staff similarly are encouraging citizens to participate in a "let's make history together" project. The link is provided here:

<https://www.waterlooregionmuseum.ca/en/whats-on/help-us-make-history.aspx>

7. The Culture of WRCPC:

Richard shared with WRCPC the rationale behind the culture document. WRCPC has often been asked in the community and beyond: What is the "secret sauce" that continues to bring diverse sector leaders together over 25 years every month in a collaborative manner? The document which was shared with Council prior to the meeting is a draft to capture that experience and knowledge. It can assist Council in relaying its own culture transparently and will be helpful as discussion on the design team with WWR continue. Richard invited comments from members of WRCPC on the draft.

The suggestion was to add examples to the document so that we can illustrate it is not just a form of advertising. Case studies can demonstrate how each of the described qualities come into play and show that we are not making claims that are not founded in our history. Peter, Bill and Irene offered to support staff in selecting these examples that are stories of change.

It was suggested that the consistent funding of WRCPC from the Region of Waterloo has set us apart from many other municipalities and has been a key element of the success coupled with the arm length nature. These two ingredients in the "secret

sauce” if changed would likely lead to a very different outcome. This is important to keep in mind if WRCP and WWR return to the design table.

WRCP has shown leadership in advancing crime prevention through social development on behalf of the community but also on behalf of Regional Council for a long time, and Regional Council has always recognized that.

8. Staff updates on actions re Covid-19:

Staff presented their thinking on the role WRCP can play during the pandemic and going into recovery. They used the integrated model to arrive at four main action areas:

- 1) a pulse-check on collaboration experiences during a crisis
- 2) efforts to advance social cohesion and solidarity including the use of previously designed tools such as “say HI”
- 3) facilitating a discourse on “changing the hardware”
- 4) mobilizing the informal sector to support pro-active measure in preventing violence in the home.

Staff presented these areas by way of a PowerPoint that is attached.

Christiane then shared that this was the thinking for which staff were seeking Council support until earlier in the week. At that time, she was informed that three FT staff (Michael, Julie, Mary Anna) were re-deployed by the Region to shelter work, leaving herself and David (PT) as the only staff available for Council directions. Christiane commended Michel, Julie and Mary Anna for the positive attitude they brought to this change in events.

Council members remarked that they were surprised about this situation and expressed concern for the well-being of all staff. Members also offered to more actively take on some work items to support the remaining staff and asked Christiane to develop and email out a list of skills and efforts needed. Christiane commented that some of the skills may be less sector related and more in the vein of a backbone function such as Bill Wilson having read the pandemic plan with a view to crime prevention through social development and recovery and providing Christiane with that information.

Richard wished Michael, Mary Anna and Julie a quick and safe return to their roles with WRCP.

9. Items 9 and 10 were combined in the interest of time:

Round table and the question re the role of WRCP in the current pandemic and the next phase:

Jen Hutton mentioned that there was a concerning decrease in calls for services to the shelters despite knowing that the pandemic has led to increases in violence in the home. While there has been a slight increase in very recent days it still seems that it does not match to what likely is happening in reality. The shelters are operating at 50-60% capacity and she is looking to community partners to ensure the community knows that they are open for all activities as an essential service.

Kathy Payette relayed information about quick access to mental health supports available through Lutherwood. In some situations, those using the quick access support were actually identified as being in a domestic violent situation and police needed to be called. Lutherwood is currently looking at new screening to support these types of situations.

Patricia Moore upon a request from Christiane reviewed an article that spoke to delays in charges being laid in domestic violence situation in England that did not proceed to the courts because the delay was beyond the allowable time frame. Patricia shared that since Bill C-75 this was less of a concern in Canada because it extended the time frame for charges to be laid from 6 months to 12 months. As long as the charges are laid within 12 months of the crime the Crown can proceed summarily.

James Bond shared that beyond the focus of developing and implementing remote education teachers are very much still trying to connect with children to ensure psycho-emotional support. The schools are the main referral source for child welfare related issues. Making these types of calls is however very challenging in a remote world. James also shared that the schools are looking at ways to support children that have experienced trauma in the past and may be re-traumatized by the current crisis situation.

Dave Dunk shared how the pandemic was affecting correctional services. When the pandemic began both the federal and provincial prison systems needed to look at new ways to manage the vulnerable population because of the number of inmates both at the provincial and federal levels. As things slowed down in the court system there has been a bit of a reprieve in managing the situation. The primary goal is to create an environment that limits the amount of movement in both the provincial and federal systems to avoid spreading the virus between inmates.

Chris Cowie shared that CJI has several efforts under way to support peaceful interactions during current stressful times e.g. Virtual Circles. The demands on the services are very high.

10. Other Business:

The WRCPC congratulated and thanked Christiane Sadeler for her 25 years of service to the Region of Waterloo and the Waterloo Region Crime Prevention Council.

11. Adjournment:

Moved by Katheryn McGarry

Seconded by Doug McKlusky

Carried at 11:27 a.m.

What is the culture of WRCPCC? (the secret sauce)

“Culture eats strategy for breakfast”.

Our Story

The Waterloo Region Crime Prevention Council (WRCPCC) was created by the Region of Waterloo in 1994 as one of the first of such organizations in Canada. WRCPCC has been in continuous operation to the present day, over the years evolving in its approaches but remaining rooted in its original principles. WRCPCC is core funded by the Region of Waterloo, having generated additional funding throughout its tenure from a variety of sources¹. Its work is grounded in a long [history](#) of restorative justice and community stewardship.

The Council consists of 40 members who represent a very broad range of service sectors and populations within the community and its work is augmented by the Friends of Crime Prevention network. Friends understand the connection between their everyday lives, the work they do, and the opportunities they have for helping to create a safer and more connected community.

The WRCPCC generates a greater public understanding of the root causes of crime and of many other forms of social concern, creating a deeper community commitment to upstream prevention. To do this, WRCPCC focuses its efforts on public education and engagement, knowledge exchange and evidence-based decision making, developing dynamic partnerships and advocating for equity and belonging and against discrimination and marginalization.

The WRCPCC strives to shift the focus of crime prevention further upstream by building a community foundation where all citizens experience safety and wellbeing equitably. Upstream approaches to community safety and wellbeing are about more than the absence of crime; they are about creating a community where everyone has opportunities to grow, learn, work, play, connect, love and be loved.

When we start [upstream](#), we make the connection between many diverse aspects of wellbeing such as safety, health, income, housing and belonging. This approach allows us to address multiple downstream issues simultaneously with fewer resources and

¹ Some of this funding was generated by WRCPCC but directed to community agencies best placed to implement initiatives of interest.

before harm happens.

Our Culture

The most recent evaluation of the Council's community plan illustrated what various elements of WRCP's culture look like in action. These elements also come out of a rich body of literature on community organizing and citizen engagement. We didn't just make them up, but rather, over time, we have refined, revised and at times erased certain approaches based on experiences and community feedback. It has taken a long time for these elements to come together to define our culture. The impact of WRCP is directly linked to this empowerment agenda.

The following statements outline some of the core aspects of WRCP's culture along with a selection of illustrative (but by no means exhaustive) examples, some of which are described in more detail in the Appendix. These aspects have been present in one way or another in all of the initiatives of the Council from the early days onwards. While these statements reflect ambitious values and principles, WRCP consistently continues to strive to adhere to them. This is achieved, in part, through ongoing critical reflection and evaluation.

Relationships

The evaluation of the 2015-2018 Smart on Crime Plan highlighted the centrality of relationships and the need for a strong sense of trust when it comes to working with community. The process of relationship-building is inherently intensive in nature and can't be rushed without causing damage to the community and the work overall. Strong and well-developed relationships are foundational to our work and play a critical role in the success of our partnerships and initiatives.

In Practice: Monthly Council meetings emphasize interpersonal connections as much as the agenda and much of the 'magic' happens in the informal moments before and after meetings. Staff and members of WRCP put a great focus on building and maintaining connections person to person and aside from their roles.

Collaboration

We understand that a culture that values working together and reciprocal support has a much better chance of being productive than a culture that is characterized by mistrust, territoriality and competition. Rather than trying to outdo each other, we believe that our community benefits the most when we bring all of our skills and efforts together. We can attempt to form partnerships for a wide-range of social issues, but if collaboration is not embedded in our culture (or is not something we know how to do well) then our efforts will likely miss the point and have limited impact. That is why we believe collaboration should be a regular practice. We

frequently ask: how is our [collaboration](#) practice going?

In Practice: When the crime prevention council came together to create a WHY (we do what we do) statement we intentionally selected divergent voices. The discussions were challenging and at times tense but the group brought forward their statement with one voice and with a sense of pride. This is true of many other positions created by Council.

Fostering Community Contribution

Having long-standing, strong connections in the community and beyond allows us to leverage contributions and support that we could not afford to resource otherwise. This exponentially increases our reach and our ability to affect change. It is also great value for money. We leverage over half of our staff capacity for direct WRPC work alone - not counting what people do when they move away from the round table to advance prevention within their own spheres of influence.

In Practice: The campaign to prevent cyber-bullying that became known as THINK started with a committee of Council and was subsequently incorporated into the curriculum of both school board and led to a region wide school funded conference that included parents and students. In total over \$200,000 were generated in in-kind efforts.

Process-orientation

We have a very strong focus on process. HOW we do something is as important as WHAT we do. This is based, in part, in a capacity-building philosophy. We want to bring people along because it fosters ownership in the work and gets people motivated to be and stay engaged. Clarity of task and transparency are two key tools to make this possible.

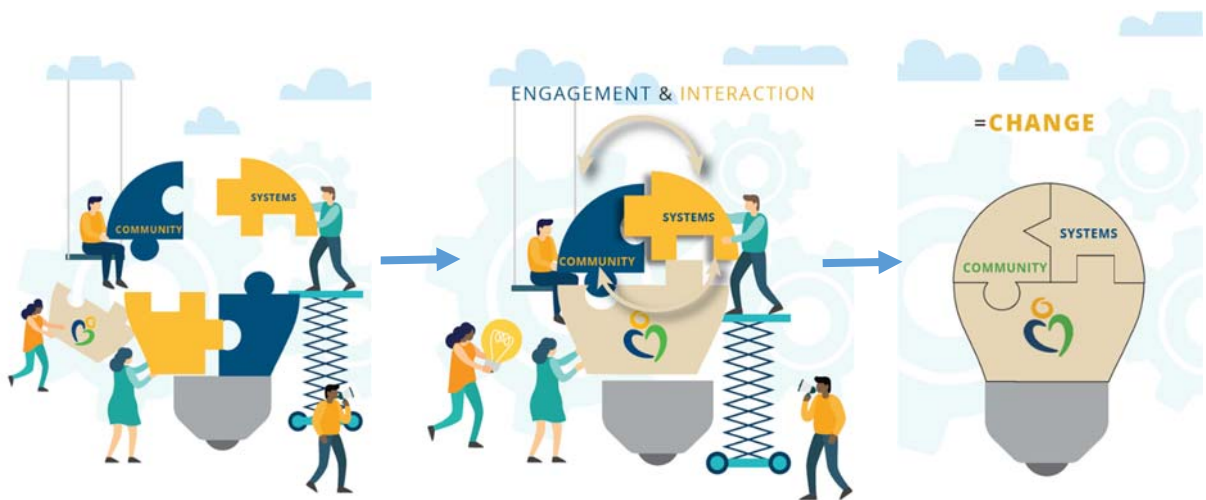
In Practice: All projects of Council follow a similar formula. We engage in a problem definition that is rooted in evidence and does not tempt us into mission drift. We then facilitate a dialogue with some ground rules for engagement and the outcome gets determined only through that process. We design the journey not the destination. This is also known as the Honest Broker model where transparent data inform planning and decision making.

Looking Deeper

We aim to address the 'hardware' of our community issues over and above the 'software'. Many approaches have a focus on which actions to take and which programs to run and, by extension, give less consideration to how well we are set up to undertake such actions. Simply put, crime prevention through social development is not about the projects and programs per se but it is about how we conduct

ourselves in the community as equal partners with a common vision. Every voice at the table matters. We give strong consideration to this because that way actions are more likely to emerge from within the community. Social change has never been accomplished by program or projects. This is why, rather than being a direct service provider, we are a facilitator² of change and an animator for investments in prevention as a collectively agreed upon goal. We believe in radical honesty and are not afraid of structural change even when it gets political.

In Practice: The street gang prevention project funded by the federal government generated knowledge that we used to animate system reflections and change in approaches to exclusion of youth in public settings, workplace expectations, in school and with addiction services. Many of the directions were entirely driven by youth which was not a common practice at the time including with some project partners. A subsequent youth navigator project funded by local funders utilized that knowledge in an equally successful youth intervention in struggling neighbourhoods. One neighbourhood carries on the work on their own resources to the present day.



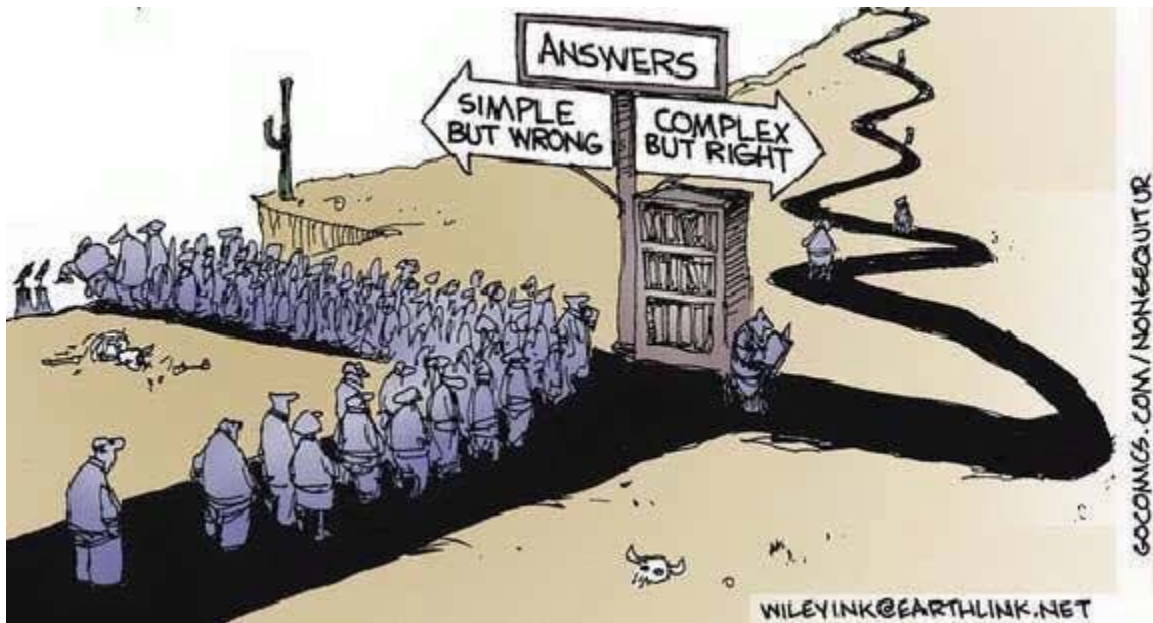
Collective Thinking and Action

Many years ago we agreed to develop a WHY statement³ because what motivates people to do their part is knowing WHY you do something, not just WHAT you do. We do with (people) and never for/to (people)! We refrain from manipulating the outcome by never committing ourselves to pre-determined results. We are a catalyst towards designing outcomes through bringing community attention to issues and then facilitating local, evidence-based solutions. In the spirit of “we all know more than I do”, we provide the space and the tools for collective thinking and action to emerge. WRCPC adheres to the notion that communities have wisdom and that this wisdom deserves the same consideration as professional knowledge.

² The most recent evaluation identified that the catalyst role was at the core of WRCPC's work.

³ We know that when the well-being of ALL people matters then social justice and positive change follow.

In Practice: The Council co-facilitated a process with a local College that led to the development of a Community Justice Degree Program that is the only one of its kind in the Province of Ontario. The program celebrated ten years of training students in multi disciplinary prevention, intervention and restorative justice approaches. Council members remain in an advisory role supporting the College to adjust curriculums and field placements to changing industry realities.



🌈 Meaningful Engagement

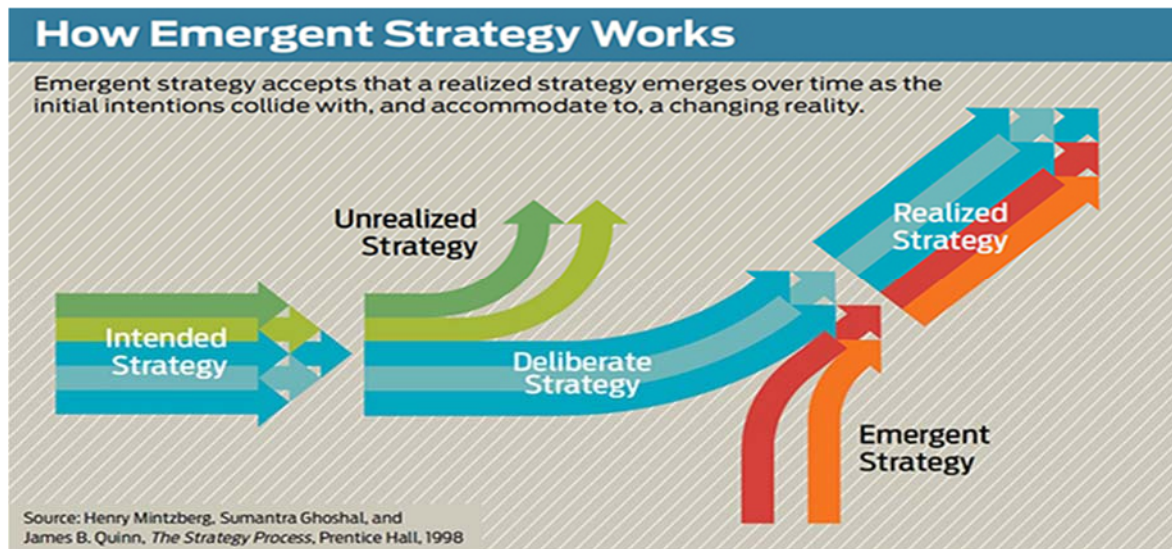
The WRPCPC community engagement approach has a key ingredient of meaningfully (never in a token way) engaging people with lived and living experiences. This can be at odds with traditional consultation methods because the complexity of engagement is perceived to be too high to be tolerated by large systems who also tend to have a low threshold for difficulty. This community engagement approach has caught the attention of many other municipalities as a unique government–community partnership of equals that brings together the best of both worlds. It is neither top down, nor bottom up – but rather middle out.

In Practice: The Breaking the Silence against Violence in the LGBTQ+ Community (BTS) was a report that came out of the realisation that hate crime in the region were increasing especially against the gay and trans community. A community forum directed us to write a report which was endorsed by many organizations and municipalities. The report “has legs” to the present day and is now owned by the BTS group of the rainbow community. Among many other efforts a major research study was completed assessing the experiences of the trans community. The study was not Council’s doing but Council was a catalyst and remains a partner to the present day.

🌈 Developmental Approach

Many of the positive outcomes we have affected over time evolved organically. This means that we are prepared to change track mid-stream if that is what makes the most sense. This allows us to learn on the go and stay responsive to the community while keeping our eyes on the overall direction and staying rooted in our values and principles. We are often described as nimble and highly accessible; something that was echoed in several evaluations (e.g. inReach⁴). The most recent evaluation recommended the developmental method for collaboration as a model for engagement of both the grassroots and those in decision-making roles, and strongly suggested that we further advance this strategic approach into the future.

In Practice: A member of Council designed a business development course for women at Grand Valley Institution for women. The course attracted other local business leaders in support, leading to an understanding of women in prisons by a sector of the community that would be unlikely to normally engage in this exchange. The partnership led to several well attended community forums looking at challenges in rehabilitation, such as lack of employment, to animate business to give the women a chance. The forums were co-designed by the women, a local agency, the business community and the Council. No-one could have envisioned this outcome from the original effort. It developed organically.



🌈 Upstream Thinking

From the beginning, WRPCPC has been committed to an approach of preventing crime and nurturing safety by addressing the *root-causes* of the conditions that promote crime and many other social ills that impact communities. Over time, a focus on **root-causes** has evolved into advocacy for comprehensive and integrated

⁴ youth street gang prevention program, which operated in Waterloo Region from 2009-2013

prevention approaches in all sectors, known as Upstream Thinking. This involves going beyond social determinants of well-being to shine a light on structural, institutional and systemic issues. Many of the experiences during a crisis tend to underscore the impact of structural shortcomings and a lack of proactive, long-term measures. When we look at different issues they tend to converge at the upstream point. This means that when we work upstream we integrate our efforts such that we address multiple issues (e.g. social exclusion, problematic substance use, food insecurity, violence, etc.).

In Practice: Project Safe and Sound, funded by the federal government, placed facilitators in neighbourhoods that were facing significant economic, social, and community struggles with an often transient population. The goal was to demonstrate that neighbourhoods are an ideal place for proactive interventions through building natural leadership and enhancing local capacities. Ten years after the project ended one of the neighbourhoods that had build citizen leadership successfully advocated for a community center. Project Safe and Sound was identified by the neighbourhood and the municipality as animator for that change.

Appendix

Example Awareness Campaigns

Look Deeper: the campaign was created to support the transition from the Young Offenders Act to the Youth Criminal Justice Act. It won several awards and Council was asked by the Province at the time to facilitate multi sector development efforts to animate communities to support the prevention and restorative mandate of the new legislation.

Say Hi: was a campaign designed to encourage citizens to engage in simple actions that lead to the community being and feeling safer. Over a decade schools in the region hosted a Say Hi day. The campaign spread across Canada and far beyond (all the way to the London Olympics).

Think: a newspaper article citing an increase in bullying in cyber space led to the development of an exploratory working group that eventually came together in the THINK campaign. The campaign has gone as far as Australia and remains a known concept in schools to the present day.

Upstream: based in research about prevention the Upstream campaign is designed to take Council into its next chapter where it becomes clear that crime prevention has far more to do with designing equitable communities than it is about preventing crime. It has already caught national attention as the next iteration of municipally based crime prevention efforts.

Council, often in response to a community issue, has produced many educational sheets which follow the pattern of identifying data, describing the problem and alerting to local resources. The topics range from elder abuse, intimate partner violence to importance of volunteering for children.

Example Strategies:

Integrated Drugs Strategy (WRIDS): Problematic substance use is connected to over 55% of all crimes and affects people's lives and communities in significantly negative ways. The WRIDS offers recommendations to prevent, reduce or eliminate problematic substance use and its consequences through:

- Prevention
- Recovery & Rehabilitation
- Harm Reduction
- Enforcement
- Prevention

The strategy was developed in 2011 by a 26-member Task Force of the Crime Prevention Council in consultation with more than 300 citizens and service providers across Waterloo Region. After it was adopted Council generated the funds to see it housed in the

community for implementation. The WRIDS has become the base for many community efforts including the Opioid Response Plan. Council remains a member of both to the present day.

Overdose Prevention Strategy: Intervention in OD prevention provide life saving tools for people at risk of experiencing an overdose. Across Canada, a fatal opioid-related poisoning occurs every 2 hours. Ontario's opioid-related poisonings grew 33% in the first quarter of 2018 compared to the same period in 2017. WRCPC was an early advocate for Naloxone kits to be made widely available to emergency services and the public.

The Good Samaritan Drug Overdose Act, which came out of a research report from WRCPC that was picked up by an MP as a private members' bill, addresses some of the structural barriers to seeking emergency medical assistance by providing limited immunity from prosecution during an overdose emergency for victims and witnesses. Council was instrumental in passing the bill including through providing evidence to a Senate committee. Council subsequently worked with national and local partners to create wide ranging awareness campaigns about the legislation which included publications and film and involved significant media engagement.

Youth Engagement Strategy: The Waterloo Region Youth Engagement Strategy aims to address barriers to equity and engagement for youth in Waterloo region, particularly for youth farthest from opportunities. The report, Ounce of Prevention - Pound of Cure, was developed to inform discussions on cannabis legalization and regulation, in the context of significantly higher rates of cannabis use in Canada versus our European counterparts. In particular, Ounce of Prevention drew attention to the near-absence of, or attention to funding for upstream prevention.

Council with University partners brought the Iceland Model to Waterloo region. After a concerning drug problem among its youth, Iceland now has one of the lowest rates of substance use among youth in Europe, and has approximately 2/3 of less youth engaged in substance use than youth of a similar age in Ontario. Intentional and sustained funding for upstream prevention efforts has generated enviable results. Realizing a hybridized version of the Icelandic model is a key priority for the WR Youth Engagement Strategy.

Example Municipal Engagement:

Municipalities play a key role in crime prevention and WRCPC has been instrumental, from its beginning in profiling this. As the level of government closest to the people – responsible for policing, housing, social services, recreation and public works – municipalities are well positioned to work with local groups to establish effective community-based programs.

Many Canadian municipalities have come to understand the importance of developing strategies that enhance public safety and security through:

- Reducing the risk factors known to contribute to anti-social behaviors
- Developing programs to help the groups most at risk
- Ensuring that programs and services are accessible
- Improving the quality of life in neighborhoods

- Providing public spaces that increase human interaction
- Engaging all youth in meaningful activities

Council developed a training program for municipalities that included forums and the production of DVD. Council also participated in the development of several national publications on the topic of municipal engagement including the **Key to Safer Municipalities**.

Council partnered with a media in running two multi part series featuring local efforts in prevention, named: Safer Cities.

Example Neighborhood Engagement:

Neighborhoods can be faced with many challenges that contribute to crime and fear of crime. To address these challenges neighborhoods require:

- Citizen involvement
- Support of local leaders
- Partnership with service providers
- Access to basic means (e.g. a place to meet)

By working together, community members are mobilized, residents can build on local skills, and services can complement these efforts towards creating safer neighborhoods. The WRPC Neighbor to Neighbor Toolkit was created to assist neighborhoods in this work. The tools were generated through experiences in various neighborhoods throughout the region.

The Integrated Model for Crime Prevention identifies how neighbourhoods, law enforcement, service providers, policy makers and citizens can each play a vital role in finding solutions to community problems. The model was developed out of the learnings from Project **Safe and Sound** and is based on a shared understanding that crime is a complex issue with roots in economic, social, cultural, family and individual conditions. It takes a comprehensive look at the prevention, intervention, recovery and renewal phases of crime. The model continues to inform Council thinking and actions to the current day.

Example Violence Prevention Efforts: Interpersonal violence – including physical, sexual, psychological, and deprivation or neglect – is a pervasive and complex social problem with serious impacts and consequences for individuals and society. Interpersonal violence can be prevented when communities work together in partnership to develop effective responses and to address the root causes of violence.

Since 2006, the Waterloo Region Crime Prevention Council has been engaged in research, planning, and initiatives to prevent and reduce interpersonal violence. These include:

Reducing Violence by Enhancing Human and Social Development – a 40 year plan for Waterloo Region

The Missing Pieces: An Assessment of Service Gaps and Assets for Offenders and Victims of Inter-personal Violence in Waterloo Region

From One System to Another: Crossover Children in Waterloo Region

The Bigger Picture: The role of the WRPCPC is to advise, recommend and stimulate actions which reduce and prevent crime, victimization and fear of crime. As part of this role we review the impact of legislation, policy decisions, trends or major decisions on our local community, organizations and citizens through a prevention lens.

In response we developed many positions such as:

Bill C-36 - Prostitution Law Reform - 2014

Casinos – 2013

Bill C-10 – Safe Streets and Communities Act - 2011

Bill C-91 – Long Gun Registry - 2010

National Crime Prevention: The Waterloo Region Crime Prevention Council is a founding member of the *Canadian Municipal Network on Crime Prevention (CMNCP)*, which brings together municipal leaders in crime prevention from across Canada. It is a community of practice to build capacity and mobilize Canadian municipalities to prevent and reduce crime and foster community safety and well-being. The network had its inception in Waterloo region where a forum of over 120 policy makers, elected officials, researchers and practitioners collectively wrote *The Agenda for a Safer Canada*. Council subsequently facilitated and co-chaired the development of the network which included successfully negotiating federal funding. The network is a growing and thriving initiative covering over 50% of the Canadian population by including many major urban centers as well as smaller communities.

Closing Reflections:

When community collaborative-s do their job well they are often invisible and do not take credit for the impact. Especially with prevention, the outcomes are removed from the initial actions in time and we can't always point back to that point in time when actions took root.

To a large extent citing examples of success is counter intuitive to the culture of WRPCPC. It doesn't matter who gets to be in the limelight as long as the impact on the community and beyond is positive and the public can be reassured that the collective efforts are value for money.

In times of high competition over limited resources it is our hope that this document leads to lessons learned being retained for the well-being of future efforts even if the organizational structures change.

Like all documents of the WRPCPC this was a collective writing effort and we acknowledge all involved for their dedication to the task in a short time frame.



Staff update

Actions re. Covid-19 situation

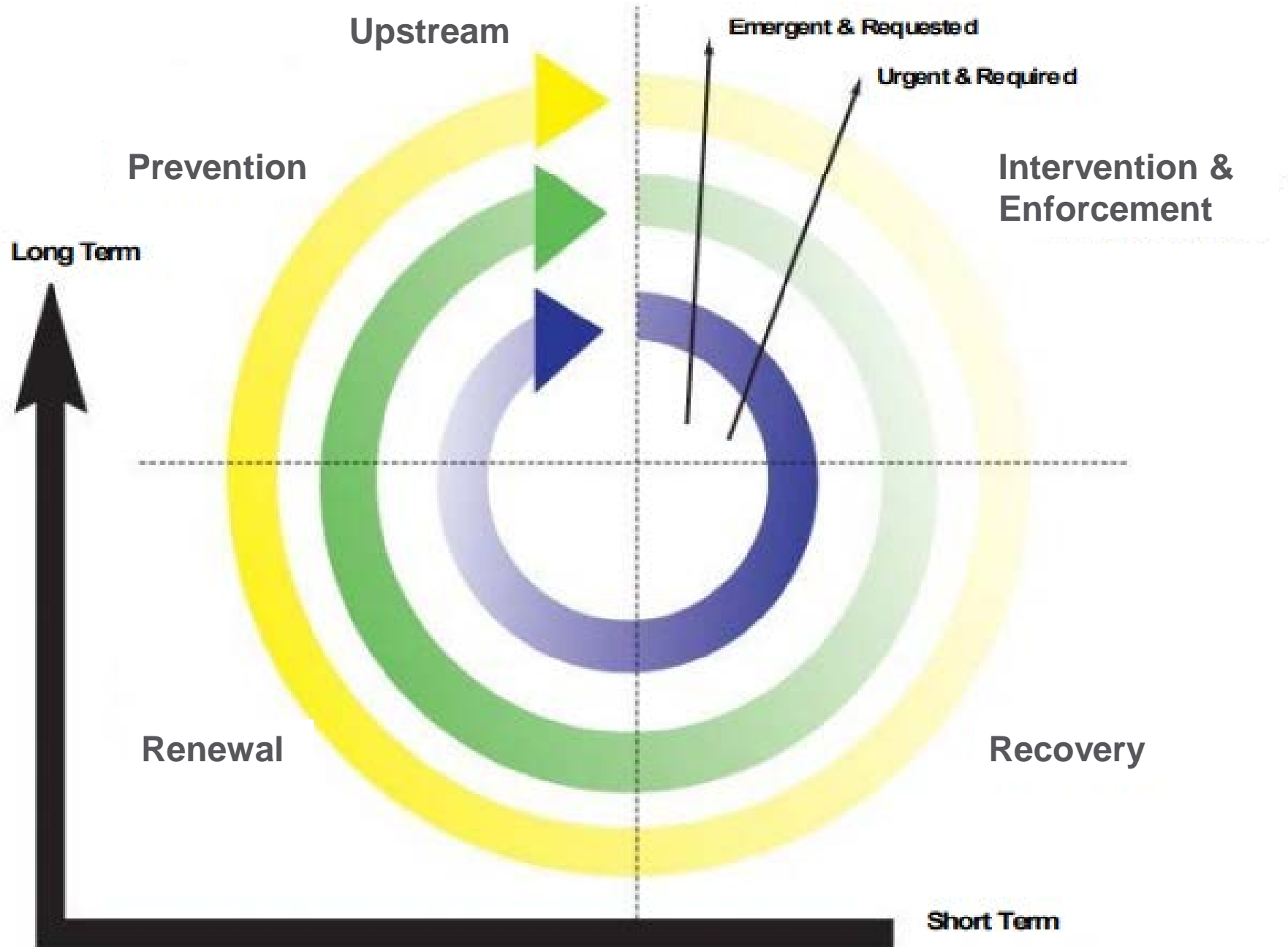
April 17, 2020

Integrated Model for Crime Prevention

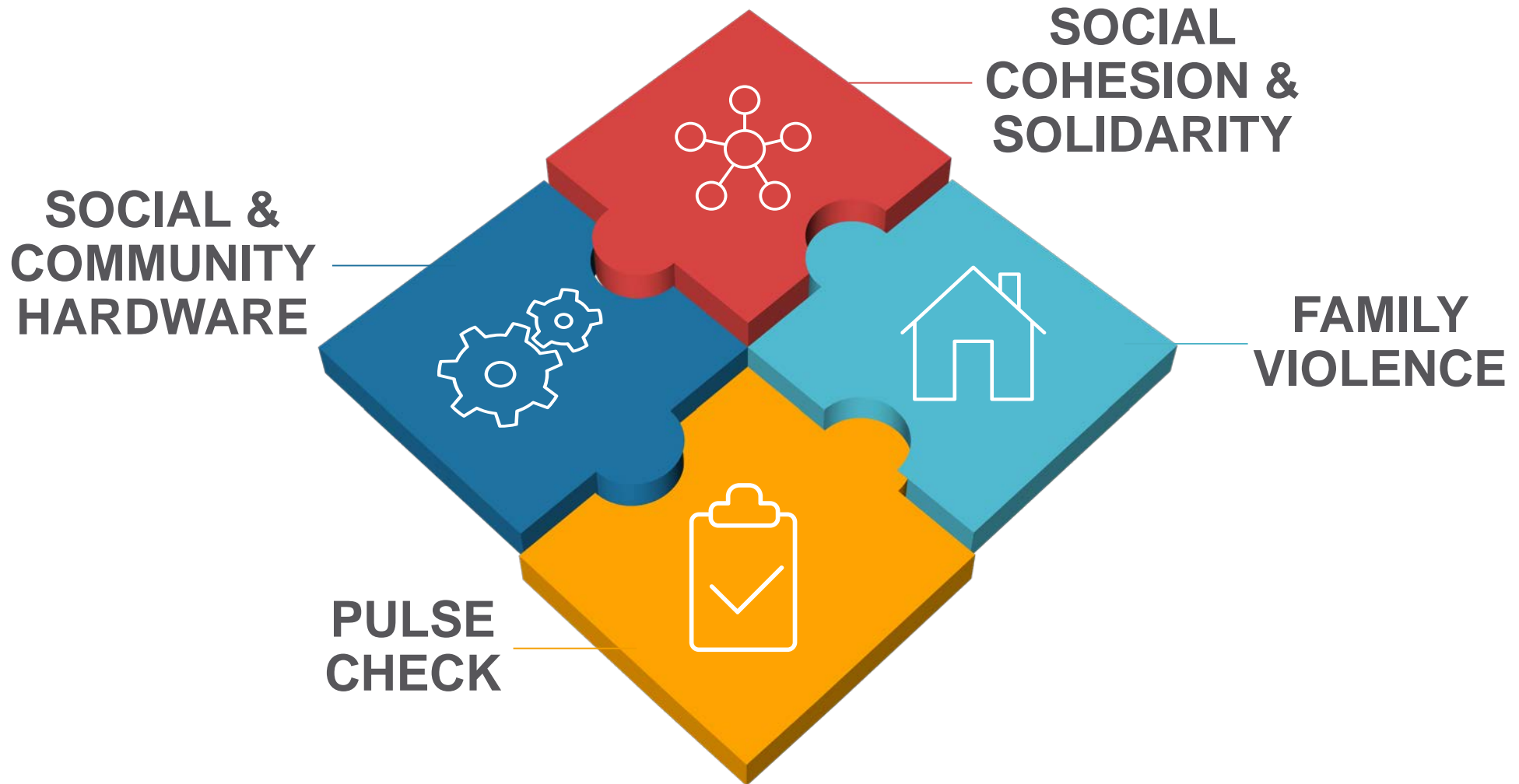
- Developed in 2002 by WRCPC, WRPS and local residents
- Comprehensive look at the prevention, intervention, post-intervention, recovery, and renewal phases throughout the cycle of crime
- Identifies how grassroots efforts, law enforcement, human service providers, policy makers, and citizens can each play a vital role
- Describes the interplay and commitment of community partners in creating and sustaining crime prevention methods

Integrated Model

Who leads
what when?



Towards Recovery/Renewal & Prevention



Areas of Focus: Purpose Statements

Recovery from and Prevention of Family Violence



- Collaborate with local community agencies in designing novel ways to create access for victims of domestic abuse or child abuse to supports during physical distancing
- Mobilize informal opportunities for prevention of abuse to circumvent social isolation

Enhancing Social Cohesion and Solidarity



- Utilize a variety of mediums to 'call people into' constructive conversation and action of social solidarity – the interdependence between individuals in a society – a core value of collective action
- Inspire connection and kindness in action and the social contagion of compassion

Upgrading Social and Community Hardware



- Reflect on the pandemic social and community experiences with a view to highlighting systemic strengths & deficiencies in fulfilling local goals in achieving equity
- Draw upon the pandemic response based on WRCPC's involvement, partners' experience, literature and experts in order to guide future recovery and prevention efforts

Pulse Check... Learning on the go



- Assess how well we engage, communicate, collaborate, etc. in determining and implementing our response
- Identify which methods, processes and practices are working well and which ones could be potentially adjusted to give us a more optimal way of responding

Steps Involved



Relevant Knowledge

Scope the issue by reviewing existing research, consulting with local sources (e.g. key informants) and keeping an eye on other places with similar issues

Local Data

Identify local gaps and opportunities for action

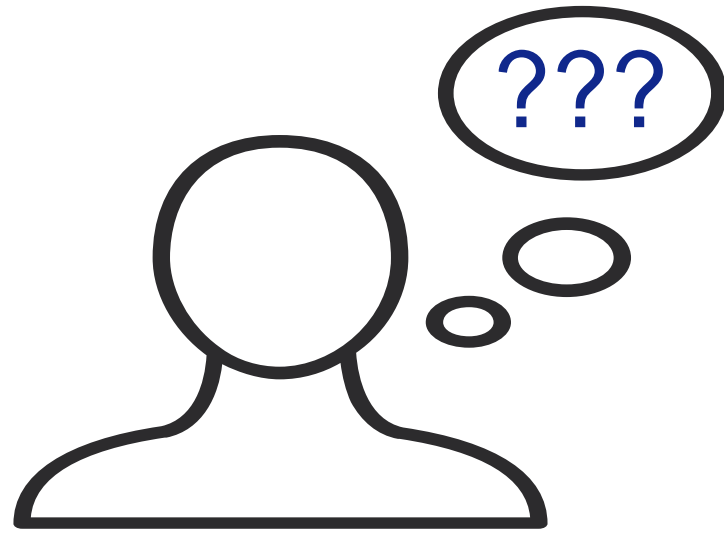
Outreach

Mobilize community stakeholders to inform development of local solutions, responses and upstream opportunities

Action

Launch community actions and communications for broad engagement

Focus on speed over perfection and striking the necessary balance between reflection and action



Questions