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Canadian Association of
Chiefs of Police



Association canadienne
des chefs de police

Coalition on Community Safety, Health and Well-being

Coalition pour la sécurité, la santé et le bien-être des communautés



Report of Community Safety Round Table III

Rapport du III^e Table ronde sur la sécurité communautaire

**19 November/novembre 2011
Ottawa**



Public Safety
Canada

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Canada



Coalition on Community Safety, Health and Well-being
Coalition pour la sécurité, la santé et le bien-être des communautés



Community Safety Round Table III

Report

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Coalition on Community Safety, Health and Well-being
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COMMUNITY SAFETY ROUND TABLE III

19 November 2011
Ottawa Marriott Hotel

A. ROUND TABLE PROCEEDINGS

I. Background:

On 19 November 2011, the Canadian Association of Chiefs of Police hosted Community Safety Round Table III at the Ottawa Marriott Hotel. The members of the Coalition on Community Safety, Health and Well-being had not met face-to-face since 2006. The Round Table gave members an opportunity to rethink the Coalition's strategic direction and participate in setting new priorities and a plan of action for the next three years, including agreement on the theme of the next major conference to be held in 2012-13. In addition to Coalition partners, members of the CACP Crime Prevention Committee participated in the Round Table. Annex A provides a list of participants, while the Round Table program can be found at Annex B.

Dr. Ross Hastings of the Institute for the Prevention of Crime at the University of Ottawa facilitated the Round Table. Laura Dunbar, a graduate student from the Institute, acted as *rappporteur* and her detailed notes form the basis of this report. The National Crime Prevention Centre, Public Safety Canada, provided funding for the Round Table.

II. Opening:

Chief Gary Crowell, Co-chair of the CACP Crime Prevention Committee, welcomed participants on behalf of the Canadian Association of Chiefs of Police. Chief Crowell noted that the CACP remains a strong supporter of the Coalition which is his committee's number one priority. He emphasized the importance of investing in addressing the underlying causes of crime and victimization in our communities. In addition to the policing mandate of their services, police leaders are concerned about the availability of affordable housing, preventive health care, literacy programs, employment opportunities, access to recreation facilities, ESL programs and services for seniors in their communities.

Chief John Domm, Co-chair of the Coalition Steering Committee noted that the Coalition's formal establishment in 2006 reflected the CACP's policy position that sustainable crime prevention will not happen without sustainable social development. He reviewed the initiatives undertaken by the Coalition over the past five years and noted that it is the formal collaboration between non-governmental organizations and police services which makes the Coalition different (see current membership list at Annex C).

This is an opportune time for Coalition partners to meet since the federal government, with its “tough on crime” agenda, will have a different approach to crime and community safety. The survey of Coalition partners and Crime Prevention Committee members completed before the Round Table had identified several challenges facing NGOs and police (see Annex D). It is important for Coalition partners to identify the key levers for crime prevention and consider how priorities might be adapted, as necessary, to the evolving federal direction. Finally, Chief Domm noted that the Coalition Steering Committee was looking for suggestions on the themes for the next few national consultations to be hosted by the CACP on the Coalition’s behalf.

In reviewing the agenda and process to be followed, Ross Hastings asked partners to reflect on two basic questions:

- What can the Coalition do and where can it make a difference?
- How do we turn ideas into something active and practical?

III. Presentation: Entrenching Crime Prevention Issues in Public Policy

Gordon Phaneuf, Director, Strategic Initiatives at the Child Welfare League of Canada outlined some of the strategic considerations facing the Coalition as it attempts to maintain crime prevention as a public policy priority (see full presentation at Annex E). It is important to ensure that messaging regarding crime prevention is both comprehensive and easily digested, successes are celebrated and tools and resources marketed. It is essential to pursue broadly based partnerships, coalitions and alliances, with an emphasis on cross-sectoral collaboration. The corporate sector needs to be engaged. Prevention and punishment should be seen as stages on the response continuum, not mutually exclusive.

This presentation raised key points and questions:

- A fundamental issue is how we organize ourselves and encourage people at the community level to engage collaboratively in crime prevention initiatives.
- More than public education, collaboration needs to remove silos and move to meaningful integration with the creation of conditions that encourage change.
- We as a Coalition should continue to push for integration.

IV. Presentation: Crime Prevention through Social Development – Its Place in a Comprehensive Approach to the Prevention of Crime and Victimization

Ross Hastings reviewed the concepts contained in the Coalition’s vision and mandate. He noted that some of the assumptions built into the mandate may be unrealistic and emphasized that social development is the means and safe, healthy and inclusive communities the end of the Coalition’s work (see full presentation at Annex F).

In “deconstructing” the mandate statement, the following recommendations were agreed to in principle:

- The **type of coalition** should continue to be thematic, that is the Coalition should focus on working from the bottom up and speaking for clients and communities, rather than delivering services.

- Although there could be several definitions of “**community**”, the Coalition should continue to focus on place (i.e., how to make geographic locations and neighbourhoods safe) and community (i.e., social groupings with common issues or problems which may actually be more important or relevant than physical communities).
- A focus on “**safety**” will move the Coalition to looking at victims, not just concentrating on offenders; here it will be important to “broaden the countables”, to collect statistics which are relevant and meaningful.
- Promoting “**health and well-being**” requires defining the components of those terms which are related to crime and justice, then strengthening the capacity of the community – beyond the police – to mobilize. Conflict resolution mechanisms are essential tools in achieving health and safety in the community.
- Finally, “**crime prevention through social development**” has two key components: “crime prevention”, whereby the safer the community, the more its capacity to develop socially will emerge, and “social development”, where the more we do, the more people are diverted from a life of crime. Pursuing this dual approach to the achievement of safe, healthy and inclusive communities means that a broader focus is possible and there are opportunities to grow the Coalition both within and among sectors.

With regard to possible roles for the Coalition, it was agreed that **service delivery** was not realistic: not only is this outside the mandate, but it could create conflicts of interest with members of the Coalition and their organizations. As far as **advocacy and accountability** are concerned, while the Coalition has a role in public education, it is not in a position to advocate due to limited resources and conflicting viewpoints among its members. There are, however, two roles which provide more ground for Coalition development: **learning**, where we can help to identify needs and promote research and evaluation, and **teaching**, where knowledge can be shared – although tools and capacity-building do need to be developed.

Participants shared ideas generated by this introductory presentation:

- A “front-line” participant noted the value of telling stories; NGOs are very aware of the powerful impact of positive stories of change.
- Sometimes it seems that agencies must spend time teaching academic institutions how to do research in this field. The research process is delayed in academia, and because research studies may not be published until several years later, it is difficult for agencies to use the data in a timely manner in their operations.
- We cannot put recommendations into small boxes; instead, there must be a “circle approach”, with open dialogue among community members and stakeholders.
- There are youth who survive and do not choose a life of crime; it is important to find these youth so that they might speak to others about their experiences. Such research is missing and as a result, we tend to talk about failures rather than successes.
- Crime and victimization data are based on people who have become statistics (e.g., individuals in the welfare system); we are not aware of those who have “made it” because we do not hear about them.
- Collaborative action research is needed; one good story can have more impact than a quantitative meta-analysis.

V: **Group Discussion I: What do you see as the key community safety challenges?**

Participants discussed in small groups the first question, taking into consideration the role the Coalition might play in responding to these challenges.

Reporting of Key Findings in Plenary:

- **Messaging/storytelling** is of critical importance. Community safety is not about building more jails, but rather getting smarter on crime and dealing with criminogenic situations and factors. Balance is needed between social development and enforcement. Public education and sensitization are fundamental; telling compelling, positive human stories – with beginnings and ends – can be more effective than relying on crime and justice statistics which measure failures (e.g., arrest rates, recidivism, etc.) and can help to counter the current message of fear and punishment underpinning Bill C-10. We need conversations about how systemic changes have an impact on individual citizens; for example, expanding the availability of affordable housing can reduce the hospital admission of homeless individuals and thus decrease wait times for beds. Terminology can have the opposite effect to what is intended – perhaps “crime prevention” is a barrier to understanding and could be replaced with “safety enhancement”.
- **Social and traditional media** are key to an understanding of community safety, but it is difficult to portray the real picture of crime in Canada if the focus is on sensational offences and victimization. Such narrow reporting lessens public confidence and increases fear and perceptions of crime. The media are quick to interview police; since the Coalition has members from the policing sector, police services could use common messages and themes to adjust the message on community safety. Talk radio hits a very broad cross-section of society and presents a good vehicle for sharing crime prevention through social development messages. Attention should be paid to the effective use of social media in telling the public about the changing nature of crime, but it is important to know how best to control and spread the message.
- An ongoing challenge is how to tap into the **corporate sector**. Crime prevention is everyone’s issue, so corporate collaboration is valuable, but the Coalition needs to determine how to get buy-in from business and how to promote that relationship.
- Another challenge is encouraging **evidence-based practices**. If people do not bother to report crime, how can we tell if rates are going up or down? Victimization studies are not done frequently enough to tell much about victims. Statistics Canada provides management data which differ from the true picture of crime. Evidence-based, cost benefit analyses make more of an impression than appeals to morality or ethical choices.
- Securing **funding** for crime prevention can be difficult. Emphasis should be placed on outcomes, not outputs, and a cost-benefit analysis of crime prevention initiatives should be framed from a humanitarian perspective. Tax cuts reduce the budgets of social service organizations; rather than celebrating tax reductions, we need to show

clearly what will disappear as funding to social programs decreases. Often several parties, including the police, are involved in preventing or responding to a crime or a worrisome situation, but funding tends to flow through individual organizations; we need to establish how to develop funding structures and reporting mechanisms that focus on individuals, not organizational silos.

- Contributing to **social inclusion** is an objective of crime prevention through social development initiatives. What has been learned at the local level should be translated into community action (i.e., knowledge mobilization). Everyone has a role to play; for example, youth should be involved in changing outcomes in their community and immigrants should be supported in learning what is acceptable behaviour in accordance with Canadian values and laws.

VI. Group Discussion II: What should the Coalition do in the mid-term to have an impact on the safety, health and inclusiveness of Canadian communities? What themes should be selected for the Coalition's public events over the next three years?

Participants once again discussed in small groups the two questions posed about Coalition activities going forward.

Reporting of Key Findings in Plenary:

There was general agreement that the Coalition should continue to promote awareness of crime prevention through social development, in large part through conferences and symposia. One option would be to host local events, using a consistent framework, that involve community-based or regional affiliates of Coalition partners in order to lower costs so that more NGOs might participate. The results of these local events could then be fed into a national conference to assist in the development of strategic direction. Bringing together different partners at the community level would support partnerships and the integration of services at that level.

Several participants noted that important organizations were missing from the room: the Coalition should explore "horizontal expansion", attracting additional members from important sectors that are not currently represented. Thought should be given to working more closely with groups like the National Municipal Network on Crime Prevention. Even though many police services are facing budget cuts, it is important that officers, especially on the front lines, are given opportunities to participate in Coalition consultations with representatives of a wide range of service organizations.

In the small group discussions, a number of target audiences were identified. Participants suggested objectives, sample messages and the medium through which those messages should be communicated.

AUDIENCE	OBJECTIVE	MESSAGE	MEDIUM
Public	Change public mindset re social development issues	Safety is everybody's concern	Media
Youth	Identify options for youth and give them tools	Bullying (including cyber) is not acceptable: there's a way out	Social media (YouTube, Twitter)
Immigrants	Increase positive message re value of police to their personal safety	What's a crime in Canada? Spousal abuse looks like... The police and Children's Aid Society want to help you and here's how...	Print media and PSAs (translated) Community outreach workers ESL classes
Agencies	Get organizations working together, sharing information, establishing measurable results for project/program, developing common language	Working together leverages resources, improves outcomes and educates the community	Partnerships (local/community, provincial, national)
Police	Look at positioning of police in the media	Community programming and police relationships are needed (integration)	Media Partnerships
Corporations	Show them in dollars and cents their return on investment for involvement in crime prevention/community safety	Increasing support for community safety increases business. Corporate support shows social responsibility which increases business.	Partnerships
Government	Influence legislation	Options for social development	Continue to lobby for service response, real choices
Policy Makers	Two-tiered policy development (macro/micro – national changes affect local level)	Less criminalization (criminal justice system) and more pro-active and preventive treatment (local)	Wherever practice and policy meet, leveraging social media

Participants identified a number of themes that could be addressed:

- threats versus opportunities presented by traditional and social media when trying to get ideas out for broad discussion;
- the impact of increasing poverty and inequality on community safety, health and well-being;
- Aboriginal youth and the justice system;
- youth and adult mental health and the importance of dialogue around stigmatization;
- employment, including the challenges facing newcomers to Canada and the need for cultural competency;
- social inclusion/exclusion, including youth radicalization; and
- the need for a national conversation on the value of crime prevention through social development.

There are challenges facing the Coalition going forward. Alternative funding opportunities should be sought – innovative approaches are required to get financial support from corporations. Social innovation and social enterprise can leverage funding from corporations. Another option would be to embark on action research projects utilizing university resources (students) to help leverage more resources and get the dialogue started.

One way to disseminate information is to become a clearinghouse for best practices and “lessons learned” in crime prevention through social development; however, this approach is problematic with respect to addressing diverse needs and keeping information up-to-date, so it may be more manageable for the Coalition to serve instead as a clearinghouse of contacts.

Youth are a major factor if the Coalition wants to have an impact on the safety and health of communities, but there is limited appetite for them to engage with the police. Efforts have to be made to change the mindset of youth, perhaps by incorporating modern technology, since theirs is an important voice and they need to be brought to the table. A representative from the National Aboriginal Health Organization described a current initiative, *CyberWolves*, that incorporates social networking and mentors from the “Lead Your Way! National Aboriginal Role Model Program” to support teams of Grade 7 students in two Northern schools to complete projects that will benefit their communities.

VII. Presentation: Role and Priorities of the National Crime Prevention Centre

Geneviève Sirois, Manager, Policy at the National Crime Prevention Centre described the evolution of the Centre from its 1998 establishment within Justice Canada and subsequent move to Public Safety Canada in 2003 (see full presentation at Annex G). The Centre’s budget was reduced by \$10,000,000 to \$53,000,000 in 2010 as part of a strategic review of federal programs.

The National Crime Prevention Strategy, the policy framework launched in 1998 that underpins NCPC’s activities, was repositioned in 2007 to better align funding programs with the Government’s tackling crime agenda. Renewed in 2008, the Strategy’s aim is to reduce offending among at-risk groups by funding evidence-based interventions and knowledge dissemination projects. Current priorities are: addressing early risk factors among children, youth and young adults who are at risk of offending; responding to priority crime issues (e.g., youth gangs, drug-related crimes); preventing recidivism among high risk groups; and fostering prevention in Aboriginal communities.

NCPC has a number of funding programs, including the *Youth Gang Prevention Fund (YGPF)*, established in 2006 and recently renewed at \$7,500,000 annually, and the *Communities at Risk: Security Infrastructure Program*. Knowledge results are shared via the NCPC website and ongoing collaboration with other provincial and territorial partners is a priority. Going forward, NCPC will continue to focus on youth at risk and youth gangs and foster partnerships, including exploring different strategies for partnering.

This presentation raised a number of questions/comments:

- What happens to successful programs that haven't found a way of sustaining themselves beyond the NCPC funding agreement? Geneviève Sirois noted that social innovation or social finance may be a way of working to sustain funding.
- From the perspective of the NGOs and community organizations, there are issues with maintaining staff when the project and funding is time-limited – some activities will even stop before the project ends.
- There are concerns and challenges around measurements and evaluation in the YGPF projects – what is needed to demonstrate success? It was explained that evaluation is focused on targeting the right clientele: when considering youth at risk, evaluators would ask if they participated in the program, if there were changes in their attitude and behaviour by the end of the program (e.g., are they exiting from gangs, are they being prevented from joining gangs) and if the project did what it proposed to do.

VIII. Strategies for Moving Forward

Based on the key themes and messages emerging from the group discussions, Ross Hastings suggested how the Coalition might fulfill its learning and teaching role in the next few years.

“Learning”: Research, Evaluation and Lessons Learned:

The following objectives were presented:

- Learn how to use **traditional and social media** effectively to communicate the Coalition's messages about crime prevention through social development. A literature review, perhaps carried out by a university student, to collect “lessons learned” as well as reference to an expert panel would be helpful.
- Present real pictures of crime to increase public awareness of the implications of Bill C-10. **Storytelling** could provide examples of actual, “real life” situations.
- Develop a road map for crime prevention through social development with **agencies and municipalities**. A “lessons learned” website or a virtual network could be created to collect and disseminate such information.
- Develop effective **partnerships with local universities**. Action research projects could be undertaken for the Coalition by graduate students (e.g., evaluating crime prevention projects, etc.)

“Education”: Which Audience(s) to Target and How

Five key audiences were identified: the public, agencies, corporations, local actors and youth. The education objective for the first three is **engagement**. In all three cases, the message to be communicated should be that they share responsibility for safe, healthy and inclusive communities. In addition, the **profit** potential for businesses helping to strengthen their communities should be emphasized. The objective in targeting local actors, agencies at the

community level, is to encourage **integration and integrated planning**; that collaboration can be encouraged by focusing on the cost-benefit levers of working together. The educational efforts directed at youth should be predicated on encouraging **inclusion**; messaging on the role of youth in the achievement of safe, healthy and inclusive communities should be transmitted via social media.

Working Titles / Themes for a Conference in 2012-2013:

One objective of the Round Table was to identify possible themes for Coalition conferences. Three suggestions were presented for consideration by the Coalition Steering Committee:

- **Building Resiliency in Aboriginal Youth: From Exclusion to Inclusion**
This theme appeared to be the most popular and the most relevant, particularly since the CACP's annual conference in August 2012 will focus on Aboriginal policing. It was suggested that the theme be expanded to include immigrants and other marginalized youth. Issues of substance abuse and mental health might also be addressed under this overall theme.
- **Working Together: Pathways to Success**
This theme lends itself well to a discussion of effective integrated planning, for example, how to partner with the National Municipal Network on Crime Prevention and the provinces/territories) and identifying the ingredients for success.
- **Audiences, Messages, Media: Targeting for Success**
The third theme would involve discussion of advocacy and communications, including the effective use of social media.

Participants noted the difficulties of information sharing that are inherent in multidisciplinary consultations. Selection of a conference location has a major influence on who participates. For the first theme on Aboriginal youth, it would be important to invite members of this group to tell their stories, with particular focus on successes.

IX. Closing Remarks

Chief John Domm, Co-chair of the Coalition Steering Committee, thanked the Coalition partners and members of the CACP Crime Prevention Committee who had come to the Round Table and participated so enthusiastically. He expressed his appreciation for all the speakers' presentations, for Ross Hastings' skilful facilitation of the meeting, for Laura Dunbar's contribution as *rapporteur* and, finally, for the generous financial support from the National Crime Prevention Centre which made possible both the previous day's CACP Crime Prevention Committee meeting and Community Safety Round Table III.

Chief Domm noted that a report on the Round Table would be prepared by the Coalition Manager, using the *rapporteur's* notes. The Coalition Steering Committee would meet on December 12th to review the suggestions made at the Round Table regarding the Coalition's strategic direction and the 2012 conference. Those decisions would be added to the Round Table report which would be translated and sent to all participants.

B. COALITION STEERING COMMITTEE DECISIONS

The Coalition Steering Committee met on 12 December 2011 to consider the draft report on Community Safety Round Table III and decide which suggestions made at the meeting should be pursued. Committee members noted that the Round Table had provided a solid foundation for the Coalition moving forward. They observed that a great deal of ground had been covered in a short period of time and participants seemed positive about the meeting.

Decisions:

1. The Steering Committee agreed with the **strategic directions** enunciated at the Round Table and noted that they were generally happy with the first draft of the meeting report.
2. The Steering Committee concurred with the decisions agreed upon in principle at the Round Table with regard to the **Coalition mandate**. In particular, the Committee agreed to downplay at this time the Coalition's advocacy role, concentrating instead on promoting awareness of crime prevention through social development through activities related to learning and teaching.
3. The Coalition will increase its efforts to engage the **corporate sector**, in particular with regard to funding for Coalition events.
4. The Coalition will take advantage of the research expertise of **universities** by exploring the possibility of offering graduate placements (e.g., preparation of reflection papers for conferences, evaluations of existing crime prevention projects and programs, etc.)
5. The theme of the next **national conference** will be "resiliency of Aboriginal youth". The conference is tentatively scheduled for November 12-14 in Regina. The Steering Committee will meet in late January to continue discussion of the conference direction, identify possible funding sources, provide input to the development of the formal resourcing proposal and consider the composition of the conference planning team.
6. The conference themes related to enhanced collaboration and the use of social media for advocacy and communications will be considered for **subsequent consultations**.