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CANADIAN ASSOCIATION OF CHIEFS OF POLICE
Coalition on Community Safety, Health and Well-being

EVALUATION REPORT
29 JUNE 2007

Evaluation Consultant
Kathleen Stephenson

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INTRODUCTION

1 Background

a) Genesis of the Project

On its website, the Canadian Association of Chiefs of Police provides the following explanation for its concern about crime prevention and interest in crime prevention through social development.

Canadians consistently express concerns about crime. Police services agree that they are neither mandated nor resourced to carry out vigorous, integrated crime prevention programs.

The Crime Prevention Committee of the Canadian Association of Chiefs of Police (CACP) put forward the position that effective crime prevention requires sustainable social development, rooted in and owned by the community. The CACP Board affirmed the position put forward by the Crime Prevention Committee.

The CACP says further that the social, economic and familial causes of criminal behaviour must be identified and remedial action undertaken at the community level.

b) CACP's Leadership Role

As indicated in CACP documents, while police services, in their role as law enforcers and credible spokespersons on community safety, are involved in crime prevention including crime prevention through social development, it is understood that they should champion and support, not lead.

To that end, the CACP sought funding for the development and support of a coalition of national organizations to promote crime prevention through social development.

c) Overview of Proposal to the Government of Canada

In 2004, the CACP's proposal for funding under the Crime Prevention Partnership Program of the National Crime Prevention Strategy was approved. The CACP proposed to develop a coalition of national organizations not traditionally recognized as working in partnership with the police to promote the concept of crime prevention through social development.

This objective was supported formally by the Federation of Canadian Municipalities, the Canadian Association of Police Boards, and the Canadian

Police Association and informally by the Canadian Council on Social Development and Family Service Canada.

In March 2005, a contribution agreement was signed between Public Safety and Emergency Preparedness Canada and the CACP.

2 Contribution Agreement Requirements

As set out in sections A and B of the Project Funding Agreement signed in March 2005, the CACP made the following specific commitments:

- to create and formalize a Coalition on Community Safety, Health and Well-being through the participation of various non-governmental associations. The Coalition will support the key messages that the Federal and Provincial governments have issued over the years in the context of the National Crime Prevention Strategy and other Federal and Provincial strategies aimed at strengthening the social fabric through improving the physical and mental health, economic opportunity, education and career development and early childhood development of Canadians.
- to develop and implement a public awareness strategy to build support for community-owned strategies that include a crime prevention through social development approach. This will be accomplished through the development and dissemination of communications messages and tools drawn from the inventory of the Coalition member organizations. These messages and tools will concentrate on specific and practical suggestions for achieving community safety, health and well-being.
- to demonstrate through communications and key milestone events, in the form of a Community Safety Round Table and a National Showcase on Community Safety, Health and Well-being, what some Canadian communities have achieved through the crime prevention through social development approach.

3 Evaluation Process

The contribution agreement called for a written evaluation report to be submitted by June 30, 2007 together with a final financial report and audited financial statements.

The approach and methodology for this evaluation have been based on the principles of participatory evaluation and included the following:

- an external evaluation consultant,
- evaluation goals determined in consultation with key project representatives,

- recommendations for the next phase in the development of the Coalition,
- series of interviews with up to 20 stakeholders with a range of perspectives on crime prevention, social development and the CACP Coalition project, including individuals who have participated in project activities and others,
- review of documents related to the project: proceedings from project events, planning documents, feedback from participants, interim reports, project statistics, etc.,
- participatory session involving members of the advisory committee, the Chair and Project Manager and other stakeholders involved and interested in the link between social development and crime prevention,
- a final report including a summary of the results of the evaluation; assessment, to the extent possible, of the impact and effectiveness of the project; and recommendations for the future, and
- a limited budget (\$5000) and time frame (March 2007-June 2007) for the evaluation.

EVALUATION ACTIVITIES AND RESULTS

4 Overview of Project Statistics

Charts summarizing project statistics are included in Appendix I. The observations below are based on the statistics in the charts focusing on:

- Coalition membership
- participation in Coalition activities
- project revenue and expenses
- in-kind contributions and
- communications products and activities.

a) Coalition Membership

- There were 54 Coalition members when the project ended in March 2007 including NGOs and police services.
- When the project ended, 34 non-governmental organizations were members of the Coalition.

b) Participation

- A total of 195 individuals were delegates to one or more of the project events: Community Safety Round Tables I and II held in Ottawa and the National Showcase in Winnipeg. Delegates to the Round Tables and many of those who attended the National Showcase were senior NGO decision-makers and police executives.
- Total attendance at the three project events was 248 participants. (Some participants attended more than one event.)
- In response to participant feedback at the first Community Safety Round Table, a second Round Table was held.
- Overall, about 47% of the individuals who participated in project events were representatives of NGOs.
- NGOs, police and government representatives together comprised almost 93% of the participants. Almost 25% of participants were police personnel. Just over 21% of the individual participants were government representatives.
- More than three out of five Round Table participants were representatives of NGOs—almost 70% at the first Round Table and 62% at the second.

- The percentage of police representatives at the three project events increased from 16.1% at the first Round Table to 28% of participants at Round Table II.
- At the National Showcase, held in Winnipeg in March 2007, almost 38% of participants were police personnel.
- Representatives of 9 NGOs served on the Project Advisory Committee (initially called the Project Steering Committee).

c) Finances

Unless otherwise specified, this financial overview reflects revenue and expenditure of the funds provided through the Contribution Agreement between the CACP and the National Crime Prevention Centre.

- A total of \$410,000 was provided under the Contribution Agreement.
- Financial reports affirm that project funds were allocated in accordance with the project budget and objectives.
- Sponsorships and registration for the National Showcase totalled \$56,625.
- Almost 32% (\$129,644) of the funding provided under the Contribution Agreement was allocated to cover direct expenses for the two Round Tables and the National Showcase.
- Project funds were used to cover the cost of accommodation for 22 out-of-town participants in the first Round Table.
- Twenty-four (24) individuals received financial support from the special events budget of the Contribution Agreement to attend the Showcase. Project funds were used to cover the full cost of participation for 19 of these participants.
- In-kind contributions of time and funds totalled \$163,174 an amount equal to 39.8% of the funds provided through the Contribution Agreement. In-kind contributions of time were calculated based on the number of hours and each individual's hourly rate.
- The members of the Project Advisory Committee, representing 9 NGOs, made in-kind contributions totalling \$73,150 in time and funds.
- Personnel costs for the project manager and accountant represented 40% of the funds provided through the Contribution Agreement

d) Communications

- A bilingual Coalition webpage was added to the CACP website and visits tracked. In April 2007, there were an average of 115 visits per day.
- Key messages about crime prevention through social development were refined by the Project Advisory Committee based on proceedings and discussion at the first Round Table. The Consolidated Key Messages are included as Appendix II.
- A Coalition brochure was published. Of 750 copies printed, 650 were distributed to NGO representatives at the Round Tables, Showcase participants, and members of the CACP Board and Crime Prevention Committee. The Coalition brochure was also distributed to 14 corporations regarding possible financial support for the Showcase.
- The budget for communications materials including bulletins, articles, the brochure and website was just over \$27,740 including \$21,600 budgeted for translation.
- It was anticipated that implementation of the communications plan would be covered by in-kind contributions of time and expertise.
- Comprehensive proceedings and reports about project events were distributed to participants and to the National Crime Prevention Centre, CACP Board members, Coalition members and members of the Project Advisory Committee and posted in both languages on the Coalition webpage.
- Over 32,000 copies of magazines and newsletters carrying articles about crime prevention through social development and Coalition activities and events were distributed to the mailing lists of Coalition members.

5 Evaluation Findings by Project Goal

The following observations are based on consultations with a number of individuals during the evaluation process. Written feedback was provided by participants at the second Round Table and National Showcase.

During the evaluation process, 25 individuals were consulted in individual interviews or the participatory session. The interview guide and the agenda for the participatory session are attached as Appendices III and IV.

About 50% of those consulted were involved in the Coalition project as members of the Project Advisory Committee or on the CACP Board or Crime Prevention Committee. Almost all others consulted were speakers or participants at one of the events.

All those consulted have a clear interest, experience and/or expertise in crime prevention, social development or in crime prevention through social development.

a) To create and formalize a Coalition involving national non-governmental organizations not traditionally recognized as partners with the police

- At the conclusion of the project, 54 organizations were deemed members of the Coalition including 34 NGOs and 19 representatives of police services. Members were those who participated in the first Round Table and accepted an invitation from the CACP to be members of the Coalition. A crime prevention consultant also accepted the invitation to be a member of the Coalition.
- The diversity of participants in Coalition activities is recognized by all partners as a strength.
- NGOs involved in the Coalition and Coalition events included organizations working the following areas: education, health and mental health, substance abuse, municipal affairs, child and family services, police governance, literacy, faith-based community service, refugee services, citizen engagement, sports and recreation, independent living, support to seniors and aboriginal people.
- Other delegates to Coalition events included representatives of federal, provincial and municipal governments, academics and crime prevention consultants.
- The status of “member” of the Coalition including the responsibilities, obligations and benefits of Coalition membership is unclear even to those deemed to be members.
- Currently there is no formal commitment or fee required of Coalition members.

- A draft document entitled “Formalizing the Coalition on Community Safety, Health and Well-being” including Strategic Goals for 2007-2009 was distributed to Coalition members in March 2007.
- The status and role of members of the Coalition Advisory Committee are understood and the members of the Committee are committed and enthusiastic.
- Leadership by the CACP is seen as an asset because of the credibility and neutrality of police executives. The CACP’s involvement is recognized as strengthening the voice of the Coalition and its potential influence with political decision-makers.
- Some sectors not currently involved in the Coalition and identified as key participants include the legal community and judiciary.
- Several of those consulted said that provincial ministries of health and education should be actively involved.

b) To develop and implement a public awareness strategy on crime prevention through social development

- A Communications Plan was developed for the period 2006-2007. The objectives included raising the profile of crime prevention through social development among decision-makers, policy makers and the public and encouraging communities to adopt crime prevention through social development strategies.
- Communications initiatives focused primarily on promotion of the project events and dissemination of reports about the Coalition and events.
- Communications were targeted primarily at networks of Coalition members. Articles were included in a number of magazines, newsletters and publications published by some NGOs and police services.
- Although some 32,000 magazines and newsletters including articles about crime prevention through social development were distributed, there is no feedback from readers or other evidence of impact on awareness, understanding and attitudes towards crime prevention and/or crime prevention through social development.
- Seven Consolidated Key Messages about crime prevention through social development were developed and disseminated among and by Coalition members.
- Some communications initiatives were directed to the public including media coverage of the National Showcase and a letter to the Editor of *The Ottawa Citizen* and radio interview, both of which were carried out by police executives.

However, there is no evidence of the development and implementation of a public awareness strategy.

- It is recognized that the stated goal to develop and implement a public awareness strategy on crime prevention through social development was too broad and ambitious given the complexity of the messages, limited funding and limited availability of appropriate skills and expertise.

c) To demonstrate through communications and key milestone events what some Canadian communities have achieved through a crime prevention through social development approach

- Delegate feedback was consistently positive regarding Coalition events. Comments were incorporated in the quarterly reports reviewed by the CACP Crime Prevention Committee and the Project Advisory Committee and submitted to the NCPC.
- Participants cited personal outcomes including increased knowledge about crime prevention through social development and enhanced awareness of opportunities for and the potential impact of working together. Some participants said they learned practical ways to introduce crime prevention through social development approaches in their own communities.
- Participants said that the Round Tables were well-organized, focused and relevant, and that the presentations were of a high calibre.
- Formal and informal discussion at project events was recognized as providing opportunities for participants to share ideas and perspectives leading to significant changes in understanding and attitude for some participants.

STAKEHOLDER COMMENTS AND ADVICE

The following quotations reflect the comments and advice offered by stakeholders' during the interviews and participatory session.

The responses focused primarily on perceptions of how successfully the CACP project met its goals, the effectiveness of current approaches to crime prevention in Canada, and the relative importance of social development approaches to crime prevention.

"Successful? Yes, very. But it takes a long time. The crime prevention through social development movement is in its very early days."

"NGO partners have been surprised and excited that the police have been concerned, involved and taking a lead."

"Huge, outstanding success. This is the first big step and it is very significant."

"Success (of the project) can't be measured by looking for changes in crime rates."

"Social services and police chiefs are beginning to have better dialogue amongst ourselves... a good but modest achievement."

"Bringing such a diversity of players to the table is itself a big achievement... a point from which to leapfrog ahead."

"Disseminating the idea that we are working towards a broad social agenda and not a policing agenda is a huge thing."

"It is powerful that the chiefs said 'We can't do it (crime prevention). We have the wrong people at the table'."

"We use 'membership' (i.e. in the Coalition) terminology too loosely."

"We lost 14 NGO participants at the second Round Table and National Showcase because of funding cuts..."

"... and the National Crime Prevention Centre had been asking why the in-kind contributions of NGOs were not higher."

"Our approach (in Canada) is built around a post-incident corrections model. We focus on the number of arrests and the number of crimes solved, etc. We need new measurements."

“I knew about the concept (of crime prevention through social development), but came away from the Showcase a true believer that the concept has to be implemented.”

“We should not be talking about crime at all. We’ve got it backwards. The focus should be on social development. Period.”

“We have a homelessness program. It’s called the prison system.”

“We (i.e. Canada) have funded a portfolio of crime prevention investments that lack visibility, coherence and impact.”

“Not sure we are addressing root causes. Crime prevention should not be just about preventing the (criminal) act.”

“I had an AHA! I realized that nurses’ focus on the determinants of health is crime prevention through social development. It is what public health and community nurses do. We are doing it.”

“Most of us (NGOs) don’t recognize that we have a role in Crime Prevention.”

“Responsibility is being downloaded, off-loaded, busted into pieces by government. The stronger the voice of our multi-sector coalition, the more influential we can be.”

“I don’t think it is the job of NGOs or the chiefs of police. Where are the ministries of health and education?”

“Crime kills more people than SARS and look at the response to SARS. What drives this disproportionate response?”

“This process of building a coalition with the leadership of the CACP could work because of participation by such a broad range of sectors.”

“The project has been energizing. It has confirmed my personal sense of purpose and provided an opportunity to do something that is real.”

“We cannot expect the NGOs or the CACP to fund the whole thing and cannot continue to drive it from the side of the desk.”

“Overall, we need to remind ourselves and the CACP that this is a marathon not a sprint.”

“The CACP has succeeded in bringing people together with common cause.”

“The National Strategy has not been successful in creating such a constituency of support.”

“(Organizations) were shocked that the police would invite them... appreciative as hell.”

“A national coalition can support, encourage, assist, lay out best practices, bring people together but not one ounce of crime prevention work gets done at the national level... It never does but it will if communities are engaged.”

“It is a wonderful mix of people all learning together how to do this.”

“...not a natural process in Canada where we have three levels of government and silos within each level. So governments can’t do this.”

“Our Coalition can appeal to political leaders, not lobbying. Getting their ears and hopefully someone will be inspired and enthused.”

“Better integration of services, higher levels of cooperation and engagement with communities is more mission-critical now than even five years ago. Recently, the deaths of children in care have lead to a public focus on protection (at the expense of prevention). It’s unsustainable.”

“The Coalition could develop a template or starter-kit that could be implemented in any community.”

“The mandate can easily get too big. It needs structure and priorities.”

“Our focus is all wrong. We should not be using the term ‘crime’. We should focus on community wellness and safety not crime.”

“Keep the diversity!”

“Corrections Canada should be Protection Canada.”

“I think we will get there.”

RECOMMENDATIONS

The following recommendations reflect advice and ideas provided by participants in the evaluation process including input from members of the Project Advisory Committee, CACP officials, participants in Coalition events and some other stakeholders.¹

Formalizing the Coalition

1. Continue efforts to establish and formalize a Coalition on Community Safety, Health and Well-being with leadership by the CACP. The CACP can be encouraged by consistently positive comment.
2. Review the goals established for the CACP project and establish appropriate objectives for the next phase of the project given the achievements to date and the lessons learned.
3. Develop and implement appropriate strategies to promote the concept of crime prevention through social development and urge support among all orders of government.
4. Establish a strategic alliance between the Coalition and the Institute for the Prevention of Crime at the University of Ottawa and with other academic institutions to ensure sound evidence-based planning and decision-making.

Governance and Structure

5. Recruit a task group from among Coalition members to draft a membership agreement clarifying obligations and benefits of membership that are realistic and appropriate for all members.
6. Establish a standing multi-sectoral CACP “Crime Prevention Through Social Development” Advisory Committee to replace the Project Advisory Committee.
7. Incorporate evaluation processes in all Coalition plans to ensure appropriate allocation of resources and maximum impact.

Developing and Implementing a Public Awareness Strategy

8. Plan and implement a separate and distinct project to design a public awareness strategy with clear goals, priorities, target groups, key messages, approaches and evaluation methodology.

¹ Reports summarizing all responses provided during the interviews (without attribution to individuals) and providing a transcript of the discussion at the participatory session are available.

9. Ensure that a high priority is placed on strategies to increase awareness and understanding among policy-makers and decision-makers in all orders of government.
10. Ensure that on-going evaluation is built in to the plans and strategies to maximize impact and effective allocation of limited resources.
11. Recruit experts with the appropriate skills and experience to review, edit and update the Consolidated Key Messages to ensure that they are relevant and powerful.

Social Marketing and Strengths-based Approaches

12. Explore the principles and best practices of social marketing and change models and incorporate relevant principles and appropriate best practices in building and formalizing the Coalition and developing a public awareness strategy.
13. Incorporate strengths-based² approaches to help ensure that the Coalition builds on its achievements to date in establishing a stable and sustainable organizational model.
14. Design and implement a plan to strengthen the Advisory Committee and Coalition by enlisting members who have the needed skills, knowledge and experience including experience in social marketing, social entrepreneurship and change management as well as general expertise in communications.

² Strengths-based approaches include intentional assessment of assets, strengths and achievements and reliance on those existing strengths and successful strategies to achieve objectives and meet challenges.

CONCLUSION

The Canadian Association of Chiefs of Police has been given credit by all those consulted during this evaluation for its leadership and for the importance of its objectives in building and formalizing a Coalition to promote crime prevention through social development. All objectives, as set out in the Contribution Agreement between the CACP and the National Crime Prevention Centre, were addressed.

The CACP has built a Coalition that includes some 54 organizations involved in crime prevention and social development. The membership agreement was not formalized but current members demonstrate an understanding of and shared commitment to crime prevention through social development through participation in the Round Tables and National Showcase and though the contribution of nine NGOs serving on the Project Advisory Committee.

The CACP's second goal, to develop a strategy to increase public awareness of crime prevention through social development, will require commitment of funding and resources over a longer period of time. The CACP has succeeded in increasing awareness of crime prevention through social development among NGOs and among police executives and services. Influencing public awareness remains an important objective requiring specialized expertise and significant resources.

Through the two Round Tables and the National Showcase, the CACP has provided effective forums for demonstrating what some communities have achieved through crime prevention through social development.

Those consulted during this evaluation consistently express their support for the project goals and acknowledge their own increased awareness and commitment to crime prevention through social development.

While recognizing the impact of changes in federal government funding for many national NGOs, the CACP can be encouraged by the NGOs' indication of support for future efforts and their understanding of the long-term benefits to all Canadians of new approaches to crime prevention through social development.

The recommendations in this report reflect the specific comments and advice of those consulted during the evaluation. Their indication of support for continued involvement can encourage the CACP to continue as it has set out, providing coordination and leadership for expanding and strengthening the Coalition of like-minded but non-traditional partners.

Securing policy and practical support from all orders of government is an essential next step.

Kathleen Stephenson, Evaluation Consultant
June 2007

**APPENDIX I
Project Statistics**

Membership and Participation

	Year I (March – April 2005)		Year II (May 2005 – March 2006)		Year III (April 2006 – June 2007)		Total	
Advisory Committee Membership			CACP, CAPB, CPA, FCM, CCSD, FSC joined by NCA, CTF, CPHA		CACP, CAPB, CPA, FCM, CCSD, FSC NCA, CTF, CPHA		9 NGOs	
Coalition Membership	NGOs	6	NGOs	30	NGOs	34	NGOs	34
	Police Organizations	0	Police Organizations	15	Police Organizations	19	Police Organizations	19
	Academic	0	Academic	0	Academic	0	Academic	0
	Other	0	Other	0	Other	1	Other	1
	Total	6	Total	45	Total	54	Total	54
Total Individuals involved in at least one of the Coalition Events							NGOs	92
							Policing	48
							Academic	6
							Government	41
							Other	8
						Total	195	
Round Table I Delegates			NGOs	39			NGOs	39
			Policing	9			Policing	9
			Academic	0			Academic	0
			Government	4			Government	4
			Other	3			Other	3
			Total	56			Total	56
Round Table I Expenses			\$ 41,195					
Round Table II Delegates					NGOs	31	NGOs	31
					Policing	14	Policing	14
					Academic	1	Academic	1
					Government	3	Government	3
					Other	1	Other	1
						50	Total	50
Round Table II Expenses					\$ 9,081			
National Showcase Delegates *					NGOs	48	NGOs	48
					Policing	45	Policing	45
					Academic	6	Academic	6
					Government	37	Government	37
					Other	6	Other	6
				Total	142	Total	142	
National Showcase Expenses					\$ 86,843³			

³ Some National Showcase expenses were covered through additional revenue from sponsorships and registration fees.

Communications

	Year I (March – April 2005)	Year II (May 2005 – March 2006)	Year III (April 2006 – June 2007)	Total
Key Messages		37 messages consolidated to 7 key messages		7 Consolidated Key Messages distributed through delegates to Round Tables and National Showcase
Visits to Coalition Website (April 2007)			8202 hits 1280 page views 3469 visits Averages: 115 visits per day 8:16 minutes	
News Releases		1	1	2
Coalition Brochure		650 copies distributed to NGO in project events, etc...	to Advisory Committee, CACP Board 14 corporations	750 copies printed
Distribution of Articles, Notices, etc.	0	16,200 CACP and other NGO websites	16,532 CACP and other NGO websites	32,732 CACP and other NGO websites
Distribution of Interim Reports	N/A	25	25	50
Distribution of Reports from Special Events	N/A	60 CACP website	195 CACP website	255 CACP website
Budget for Communications				\$6,140
Translation Budget				\$21,600

Finances*

	Year I (March – April 2005)	Year II (May 2005 – March 2006)	Year III (April 2006 – June 2007)	Total
Total Revenue	10,000	200,000	200,000	410,000
Total Expenditures	8,288	160,781	190,875	368,038
Surplus/(Deficit)	1,712	39,219	9,125	50,056
Personnel Costs	6,666	83,948	74,847	165,461
Special Event Costs*	N/A	66,274	87,445	153,719
“In Kind” Target	1,000	85,350	104,900	191,250
“In Kind” Contributions	0	65,786	97,388	163,174
“In Kind” Surplus/(Deficit)	(1,000)	(19,564)	(7,512)	(28,076)
Advisory Committee Membership	N/A	CACP, CAPB, CPA, FCM, CCSD, FSC joined by NCA, CTF, CPHA	CACP, CAPB, CPA, FCM, CCSD, FSC NCA, CTF, CPHA	9 NGOs
Advisory Committee Contributions	0	24,350	48,800	73,150

NOTES: Coalition budget expenditures on Special Events

Number of participants supported to attend first Round Table

- accommodation provided, 22
- all participant meals provided

Number of participants supported through Showcase budget:

- full costs, 19
- registration and hotel, 3
- flight and hotel, 1
- registration only, 1

* The final comprehensive statement of actual expenditures for Year III will be available after the Evaluation Report is submitted and the “holdback” allocated.

APPENDIX II
Consolidated Key Messages



Community Safety Round Table

Consolidated Key Messages

Crime Prevention through Social Development

The National Crime Prevention Centre of Public Safety and Emergency Preparedness Canada describes “crime prevention through social development” as follows:

Crime Prevention through Social Development (CPSD) is an approach to preventing crime and victimization that recognizes the complex social, economic, and cultural processes that contribute to crime and victimization. CPSD seeks to strengthen the “bridge” between criminal justice policies and programs and the safe, secure, and pro-social development of individuals, families, and communities. It does this by tackling the factors which contribute to crime and victimization that are amenable to change.

These risk factors include:

- inadequate living conditions, such as poor housing and unstable situations;
- family factors, such as family poverty, family size, poor or inadequate parenting, parental criminality, and parental substance abuse;
- individual personality and behavioural factors, including hyperactivity, a lack of problem-solving skills, self-control, critical reasoning, judgment and failure to consider the consequences of behaviour;
- peer association, such as relationships with friends who follow a delinquent/criminal lifestyle;
- school-related factors, such as poor educational achievement and truancy, as well as deficient school environments, and exclusionary policies; and
- lack of employment opportunities and training.

Key Ingredients for Safe, Healthy Communities

The key ingredients of sustainable community safety, health and well-being are:

- 1) Collective social accountability.
- 2) Addressing, in an inclusive manner, marginalization, systemic barriers and the root causes of crime.
- 3) An integrated strategic plan that is characterized by inclusive community engagement, resulting in strategies built by and for the community.
- 4) A coordinated and cohesive public engagement process.
- 5) Sustainable funding and resources including the requisite human resource capacity to deliver on the policies through programs and services.
- 6) A full range of basic social infrastructure services available in communities (e.g., youth activities, preventive health programs, literacy programs, cross-cultural initiatives, seniors support, family services, etc.).

Key Messages on Sustainable Social Development

Messages which might be used to increase awareness by the public and decision-makers on the importance of supporting sustainable social development are:

There is a clear link between social development and prevention of crime and victimization.

Canadians value safety in their communities and recognize that crime can flourish in communities where social and economic conditions present risk factors and where social development measures are unsustainable.

Community safety is best achieved through a balanced approach that comprises police, courts, corrections and crime prevention.

Community safety is best and most efficiently achieved when governments, the private sector, communities and individuals support a four-pronged approach that includes crime prevention, enforcement, justice and corrections.

The federal government has confirmed that crime prevention through social development is the foundation of safe, healthy communities.

The federal government has demonstrated its leadership by confirming that crime prevention through social development is the basis of safe, healthy communities. It now needs to work with other orders of government to put in place a long-term strategy that clearly defines the roles and responsibilities of all governments and communities for sustainable crime prevention through sustainable social development.

Investments need to be made in sustainable social development to build community capacity so that social development programs are accessible to everyone, including the most marginalized groups in society.

Crime prevention produces short, medium and long-term benefits. Investment in sustainable social development to-day yields positive results. Without investment in prevention, our communities will become more and more unsafe with increasing strain on social infrastructure and public institutions. The federal government has made a commitment to social development by funding local, multi-year projects which support the growth of safe, healthy communities across Canada.

Community safety requires flexible and sustainable public investment in order to build community capacity. Social programs and services must be locally accessible and issues of marginalization must be addressed convincingly.

There is a need for a strategic framework and resource plan that involves all levels of government and communities in realizing crime prevention through sustainable social development.

Tax-payer dollars provide the funding for programs and services that contribute to social development. Allocation of resources by federal and provincial/territorial governments should reflect the reality that targeted action to ensure safe, healthy communities is best taken at the local level. Individual communities require resources to address their own challenges, priorities and capacities.

Crime prevention through sustainable social development should be a part of every community safety plan.

Every community would benefit from having a community safety plan based on a national planning model. The community safety plan should set out local solutions to local problems and be integrated with all facets of local planning.

Public engagement, reflecting not only diversity of the community but also a shared vision for its safety, health and well-being, is at the core of successful crime prevention.

All stakeholders need to agree on the challenges facing their community and work to overcome the social and institutional factors that create barriers to cooperation and lead to marginalization. Social development organizations, the police and the community, in particular the leaders of marginalized groups, need to unite in sustained strategic partnerships.

APPENDIX III

Interview Questions

The purpose of the interviews is to gather opinions and perceptions about crime prevention and the potential impact of the CACP's project to establish a Coalition on Community Safety, Health and Well-being. The questions are open-ended and responses may be overlapping.

Those being interviewed have a stake in and knowledge about crime and crime prevention as well as opinions and perspectives that will inform the evaluation of the CACP project and future planning. Even those who are not knowledgeable have a contribution to make. All answers are helpful. No wrong answers are possible.

The interview will take about 20 minutes. All comments will be passed on to those involved in evaluating the CACP project but will not be attributed to any individuals who have been interviewed.

Introductory Question: What is your role and/or interest in crime prevention in Canada?

1. On a scale of 1-10, how would you rate the overall effectiveness of crime prevention in Canada?
2. What is your understanding of the concept of "crime prevention through social development?"
3. On the continuum of crime prevention strategies, where would you place crime prevention through social development?
4. What organizations or institutions are major players in crime prevention through social development? What organizations or institutions do you think should be the major players? What gaps exist?
5. Are you aware of the CACP's project to establish a Coalition on Community Safety, Health and Well-being? Have you been involved and, if so, in what way?
6. How successful is that initiative from your perspective? What have been its major accomplishments?
7. What advice would you give to those involved in community development through social development and particularly to the CACP regarding its initiative in establishing a Coalition?

May 2007

AGENDA

**Participatory Session: Evaluating the CACP Project
“Building a Coalition on Community Safety, Health and Well-being”**

**Tuesday, 22 May 2007
1 – 4:30 p.m.**

- 1. Welcome, Introductions and Background** **Dorothy Franklin
Sandra Wright**

- 2. Explanation of the Agenda and Process** **Kathleen Stephenson**

- 3. Sharing Perceptions about Project Achievements, What Worked and What Didn't**
 - Session Participant Opinion Poll
 - Sharing and Analyzing Responses
 - Observations, Conclusions and Recommendations

- 4. Reviewing Project Statistics**
 - Presentation of Some Key Statistics
 - Observations
 - Discussing the Significance of the Observations
 - Conclusions and Recommendations

- 5. Summarizing Conclusions Regarding the Strengths, Weaknesses and Impact of the Project**

- 6. Developing Recommendations for Next Steps**
 - Revising and/or Confirming Overarching Goals
 - Recommendations for Furthering the Goals

- 7. Wrap-Up**

Perceptual Snapshot

Purpose:

- to identify general agreement about what worked and what didn't, impact of the project
 - begin developing recommendations about furthering agreed-on project goals
1. In a few words or a phrase, how would you describe our approach to crime prevention in Canada?
 2. How well are we doing?
 3. What is or was the most important goal of this Project?
 4. On a scale of 1-10, how would you rate the overall success of the Project? What has been the biggest achievement?
 5. Briefly paraphrase one of the seven key messages re crime prevention through social development?
 6. What was the most effective way of disseminating those messages?
 7. How has involvement in the Coalition project affected you and your work in crime prevention?
 8. What in your opinion is the most important crime prevention objective in Canada for the next 5 years?

APPENDIX V
List of Stakeholders Consulted During the Evaluation

Dorothy Ahlgren Franklin
Co-chair, CACP Crime Prevention Committee
Chair, Coalition Advisory Committee

Sandra Wright
CACP Coalition Project Manager

Ginette Clarke
Social Worker
Canadian Association of Social Workers

Chief Constable Ben Andersen
Oak Bay Police Department, Oak Bay, BC
Co-chair, CACP Crime Prevention Committee

Randi Goddard
Project Coordinator
Canadian Public Health Association
Coalition Advisory Committee

Superintendent Ward Clapham
Richmond RCMP, BC

Claude Vézina
Crime Prevention Consultant

Chief Marshall Chalmers
Camrose Police Service, Camrose AB
CACP Board member

Gary Jewer
Chair, Community Policing Advisory Council of Ontario

Gail Dugas
Vice-President, Public Affairs, Canadian Council on Social Development
Coalition Advisory Committee

Sylvan Williams
Research Consultant
Canadian Ethnocultural Council

Dr. Jane Lewis
Dean, Education, Health and Wellness
Cape Breton University

Peter Dudding
Executive Director
Child Welfare League of Canada
Coalition Advisory Committee

Janet Sutherland
Manager, National Programs
Family Service Canada
Coalition Advisory Committee

Jane Griffiths
Canadian Church Council on Justice and Corrections
Coalition Advisory Committee

Deputy Chief Michael Mann
Waterloo Regional Police Service

Dale Kinnear
Director, Labour Relations
Canadian Police Association

Noreen O'Haire
Director of Professional and Developmental Services
Canadian Teachers Federation
Coalition Advisory Committee

Louise Hanvey
Canadian Nurses Association
Coalition Advisory Committee

Chief Edgar MacLeod
Cape Breton Regional Police Service
Chair; CACP Board

Kim Pate
Executive Director
Canadian Association of Elizabeth Fry Societies

Dr. Ross Hastings
Institute for the Prevention of Crime
University of Ottawa

Tanara Pickard
Coordinator, National Initiatives
Canadian Parks and Recreation Association

Peter Cuthbert
Executive Director
Canadian Association of Chiefs of Police

Jennifer Lanzon
Executive Director
Canadian Association of Police Boards

Individual Change Management

An early model of change developed by Kurt Lewin described change as a three-stage process[1]. The first stage he called "unfreezing". It involved overcoming inertia and dismantling the existing "mind set". Defense mechanisms have to be bypassed. In the second stage the change occurs. This is typically a period of confusion and transition. We are aware that the old ways are being challenged but do not have a clear picture to replace them with yet. The third and final stage he called "refreezing". The new mindset is crystallizing and one's comfort level is returning to previous levels.

Some change theories are based on derivatives of the Kübler-Ross model from Elizabeth Kubler-Ross's book, "On Death and Dying." The stages of Kubler-Ross's model describe the personal and emotional states that a person typically encounters when dealing with loss of a loved one. Derivatives of her model applied in other settings such as the workplace show that similar emotional states are encountered as individuals are confronted with change.

A Formula for Change was developed by Richard Beckhard and David Gleicher and is sometimes referred to as Gleicher's Formula. The Formula illustrates that the combination of organisational dissatisfaction, vision for the future and the possibility of immediate, tactical action must be stronger than the resistance within the organisation in order for meaningful changes to occur.

The ADKAR model for individual change management was developed by ProSci with input from more than 1000 organizations from 59 countries. This model describes five required building blocks for change to be realized successfully on an individual level. The building blocks of the ADKAR Model include:

- Awareness – of why the change is needed
- Desire – to support and participate in the change
- Knowledge – of how to change
- Ability – to implement new skills and behaviours
- Reinforcement – to sustain the change

Social entrepreneurship is the work of recognizing a social problem and using entrepreneurial principles to organize, create, and manage a venture to make social change.

Whereas business entrepreneurs typically measure performance in profit and return, social entrepreneurs assess their success in terms of the impact they have on society. While social entrepreneurs often work through nonprofits and citizen groups, many work in the private and governmental sectors.

Social marketing is the systematic application of marketing alongside other concepts and techniques to achieve specific behavioural goals for a social good. Social marketing began as a formal discipline in 1971, with the publication of "Social Marketing: An Approach to Planned Social Change" in the Journal of Marketing by marketing experts Philip Kotler and Gerald Zaltman. Speaking of what they termed "social change campaigns," Kotler and Roberto introduced the subject by writing, "A social change campaign is an organized effort conducted by one group (the change agent) which attempts to persuade others (the target adopters) to accept, modify, or abandon certain ideas, attitudes, practices or behavior." Their 1989 text was updated in 2002 by Philip Kotler, Ned Roberto and Nancy Lee.[1]

While social marketing initially developed from a desire to capitalize on commercial marketing techniques, it has matured into an integrative and inclusive discipline that draws on the full range of social sciences and social policy approaches as well as marketing.

Increasingly social marketing is being described as having 'two parents' - a 'social parent' i.e. social sciences and social policy, and a 'marketing parent' i.e. commercial and public sector marketing approaches.

In recent years there has been an important development to distinguish between 'strategic social marketing' and 'operational social marketing'. To date much of the literature and case examples focus on 'operational social marketing', using it to achieve specific behavioural goals in relation to different audiences and topics. However there has been increasing efforts to ensure social marketing goes 'upstream' and is used much more strategically to inform both 'policy formulation' and 'strategy development'. Here the focus is less on specific audience and topic work but rather using the strong customer understanding and insight approach to inform and guide effective policy and strategy development. Social marketing theory and practice has been progressed in several countries such as the U.S, Canada, Australia, New Zealand and the UK, and in the latter a number of key Government policy papers have adopted a strategic social marketing approach. eg: 'Choosing Health' public health white paper 2004; 'It's our health!' independent national review of social marketing 2006; and 'Health Challenge England' policy paper, all represent steps to achieve both a strategic and operational use of social marketing.