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## ►► FINAL REPORT

# *A Call to Action: Building Partnerships for Safer Communities*

*May 28-30, 2012 / Regina, SK*



This event was presented by the following partners and sponsors:

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## EXECUTIVE SUMMARY

*A Call to Action: Building Partnerships for Safer Communities* was a justice symposium that occurred in Regina, Saskatchewan on May 28-30, 2012.

### The purpose of the event was to:

- > Engage leaders from a range of areas in sharing insight, information and ideas;
- > Identify community assets and needs;
- > Discuss how ideas and successful models can be adapted to address local situations; and
- > Result in a toolkit and networks of contacts to support community change.

### The Symposium's goals were to:

- > Attract a cross-section of groups, organizations and individuals who can make a difference and show leadership in fostering safer communities; and
- > Enable participants to make connections, leave with practical tools, and commit to taking action in their own communities and organizations following the Symposium.

The three day Symposium brought together leaders from Saskatchewan, western and northern Canada who can make a difference in fostering safer communities. One hundred and fifty one (151) people attended the Symposium, excluding members of the Planning Committee, presenters and volunteers. The participants represented community-based organizations, justice agencies, the Government of Saskatchewan, officials from the federal government and other provincial and territorial governments, municipalities, universities, Aboriginal organizations such as the Federation of Saskatchewan Indian Nations and Métis Nation-Saskatchewan, and individuals and organizations in the private sector.

The Symposium opened with a reception on the evening of May 28<sup>th</sup> to provide a networking opportunity for the attendees. On May 29<sup>th</sup>, the Symposium officially began with an opening panel that included Gerald Tegart (Deputy Minister of Justice and Deputy Attorney General, Saskatchewan Ministry of Justice); Russ Mirasty (Assistant Commissioner, Royal Canadian Mounted Police); and Hirsch Greenberg (Instructor, Department of Justice Studies, University of Regina). The panellists discussed leadership, partnerships and successful practices which promote or sustain safer communities.

The opening panel was followed by keynote addresses from John Carnochan and Dale McFee. John Carnochan (Detective Chief Superintendent and Co-Director of the Violence Reduction Unit, Glasgow, Scotland) spoke about the intergenerational and multifaceted nature of violence, the need to address it as a social and public health problem, strategies Scotland has implemented to reduce violence, and the impact of violence and social and economic issues on individuals.

Dale McFee (Chief of Police for the Prince Albert Police Service) explained how the City of Prince Albert applied lessons from the Scottish Violence Reduction Unit to develop a Community Mobilization Strategy. This is an inter-agency approach geared towards enhancing community safety that involves front line agencies from education, health, policing, social services and government.

Panels occurred on May 29<sup>th</sup> and 30<sup>th</sup> on the topics of building relationships, understanding and preventing victimization, integration and collaboration, reintegration, and tools for change. After the panel presentations, facilitators guided the participants at each table through generic discussion questions to consider what lessons could be drawn from the presentations, how the information related to peoples' experiences, and how to build on the lessons and practices described.

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The facilitators recorded the discussions on flip charts, which were taken to an “Edit Room” where volunteers reviewed the material to determine overall themes and areas where there was disagreement or divergent views. Over the two days of the Symposium, the Edit Room gave periodic reports about the themes and areas of disagreement during the facilitated discussions.

On May 30<sup>th</sup>, Paul Kershaw (Associate Professor, Human Learning Partnership, University of British Columbia) provided the closing keynote address. He spoke about the importance of investing in children and families. He argued that younger Canadians are experiencing a serious decline in their standard of living which results in crime and other social issues, and called for the expansion of parental benefits, a national child care program, and the elimination of poverty for children under six years of age.

**The speakers seemed to agree on the following messages:**

- > Leadership is vital to foster safe communities. We all have opportunities to be leaders within our communities, organizations and networks.
- > Working collaboratively and developing genuine partnerships require building and maintaining relationships between victims, offenders, families, communities, levels of government, and relevant organizations and agencies.
- > When we identify a problem such as family violence, sexual assault, the need for greater integration or effective reintegration, we have to go beyond discussing the problem and find ways to implement solutions.

The overall theme of the facilitated discussions was how each group and individual can make a difference in improving community safety. Participants in the facilitated discussions agreed that leadership is vital to foster safer communities and each of us can show leadership regardless of our jobs or formal positions. They also felt that genuine partnerships require time and effort and must be based on trust, respect, and open listening. They saw the value of interagency and collaborative approaches.

Participants suggested that we all have a role to play when a problem is identified, but there are many barriers to collective action.

**They identified challenges such as:**

- > Denial about the extent of victimization and abuse;
- > Indifference, fear, lack of engagement, and resistance to change;
- > Practical difficulties in working in an integrated manner;
- > A tendency to focus more on enforcement and reactive responses than prevention and early intervention;
- > Tensions between protecting privacy and sharing information;
- > Finding ways to measure program effectiveness while supporting risk taking and innovation; and
- > The need for capacity building.

Regardless of the challenges, there was a sense that it is important to roll up our sleeves collectively, get involved, support existing projects, implement new approaches, and figure out how to make things work. Participants had many concrete suggestions about things that could be done in each of the areas discussed by the panels. For more information from the facilitated discussions, please refer to Appendix A.

Sixty-three (63) of the 151 attendees completed an online survey about the Symposium. Ninety-eight per cent (98%) of survey participants indicated the event offered useful information. Many respondents indicated that the keynote presentations were the most satisfying and useful parts of the event. For more information about the survey results, please refer to Appendix B.

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The keynote presentations were recorded. The videos and electronic resources provided by presenters are available online at [www.schoolofpublicpolicy.sk.ca](http://www.schoolofpublicpolicy.sk.ca) (select News & Events, then Conferences and the *Call to Action* symposium).

The level of attendance and survey results indicate that the Symposium achieved its goals. It provided a valuable opportunity for networking, encouraged attendees to demonstrate leadership in their communities, provided practical tools on topics such as evaluation, and resulted in suggestions about partnership and capacity building, integration, prevention and early intervention, responding to victimization, and reintegration.

Governments, community-based organizations, justice agencies, institutions, and community members are grappling with their role in addressing complex social issues. This requires a fundamental change in our ways of thinking and behaving in which governments and organizations are attempting to work more collaboratively with communities, and communities are actively engaged in addressing local issues and working in partnership with a range of institutions.

*A Call to Action: Building Partnerships for Safer Communities* can be viewed as one step along the journey toward safer communities. It is part of an ongoing dialogue about how to work together, prevent crime and victimization, and respond effectively to inter-related social, economic and justice issues. Discussions have been occurring about how to build on the ideas and lessons learned from the Symposium. Some possible next steps include having additional speakers, holding regional dialogues to address specific topics, or making the Symposium a more regular event. Any follow up activities will need to be linked to ongoing initiatives on crime prevention and integration, and will require interest and mobilization at the community level.

## 1.0 INTRODUCTION

A justice symposium entitled *A Call to Action: Building Partnerships for Safer Communities* occurred on May 28-30, 2012 at the Radisson Plaza Hotel Saskatchewan in Regina, Saskatchewan. The Symposium was organized by the Johnson-Shoyama Graduate School of Public Policy (JSGS) in partnership with the Saskatchewan Ministries of Justice and Government Relations and the Saskatchewan police community.

### The purpose of the event was to:

- > Engage leaders from a range of areas in sharing insight, information and ideas;
- > Identify community assets and needs;
- > Discuss how ideas and successful models can be adapted to address local situations; and
- > Result in a toolkit and networks of contacts to support community change.

### The Symposium's goals were to:

- > Attract a cross-section of groups, organizations and individuals who can make a difference and show leadership in fostering safer communities.
- > Enable participants to make connections, leave with practical tools, and commit to taking action in their own communities and organizations following the Symposium.

The event brought together leaders from organizations in Saskatchewan, western and northern Canada who can make a difference in fostering safer communities. One hundred and fifty one (151) people attended the Symposium, excluding members of the Planning Committee, presenters and volunteers. The attendees represented community-based organizations, justice agencies, the Government of Saskatchewan, officials from the federal government and other provincial and territorial governments, municipalities, universities, Aboriginal organizations such as the Federation of Saskatchewan Indian Nations and Metis Nation-Saskatchewan, and individuals and organizations in the private sector. Table 1 provides information about the number and percentage of attendees from each sector.

### The Planning Committee appreciated the assistance of the organizations and individuals who contributed to the Symposium's success. This includes:

- > All of the individuals who presented keynote addresses and participated on the panels.
- > Jeff Christiansen, who acted as the Master of Ceremonies. Mr. Christiansen is the Vice-President of Operations with Speers Funeral Chapel in Regina, and the Planning Committee thanks Speers for his participation.
- > The Royal Canadian Mounted Police (RCMP), whose assistance and financial support enabled Detective Chief Superintendent John Carnochan to give the keynote address on the Scottish Violence Reduction Unit. Mr. Carnochan also made several other presentations in Saskatchewan during his time in the province.
- > Saskatchewan Liquor and Gaming Authority, Information Services Corporation, and SGI Canada, which sponsored the Symposium. Funding was also provided by the Saskatchewan Ministries of Justice and Government Relations.
- > The assistance of the individuals who facilitated the table discussions, as well as students and staff from JSGS.
- > Anyone else who assisted in any way.



**TABLE 1 | Attendance, by Sector**

SECTOR	ATTENDEES*	PERCENTAGE OF TOTAL ATTENDEES
Community-based organizations (including Aboriginal non-profit organizations)	59	40
Government of Saskatchewan	48	32
Justice agencies	26	17
Federal, provincial and territorial governments, excluding Saskatchewan	6	4
Universities	5	3
Aboriginal Organizations (Federation of Saskatchewan Indian Nations and Metis Nation- Saskatchewan)	3	2
Individuals and groups from the private sector	2	1
Municipalities	2	1
<b>TOTAL</b>	<b>151</b>	<b>100</b>

\* Excludes members of the Planning Committee, presenters and volunteers.



## 1.1 ACTIVITIES DURING THE SYMPOSIUM

The event included an opening reception on May 28<sup>th</sup>, which enabled attendees to begin networking informally.

The Symposium opened on May 29<sup>th</sup> with an opening panel on leadership and partnerships and keynote addresses on the Scottish Violence Reduction Unit and the Prince Albert Community Mobilization Project. This was followed by two panels on building relationships and understanding and preventing victimization.

On May 30<sup>th</sup>, three more panels addressed the topics of integration and collaboration; reintegration; and tools for change. A closing keynote address on May 30<sup>th</sup> discussed the importance of investing in children and families, followed by a closing exercise where attendees were invited to write down how they would take action in their own communities following the Symposium.

The panels were followed by facilitated discussions that encouraged the participants to consider what lessons could be drawn from the presentations, make connections and discuss practical tools to take action in their own communities. The order of the keynote presentations, panels and facilitated discussions was intended to reflect the importance of leadership, integrated and collaborative responses, and taking action. These messages were introduced by the speakers on the opening panel and discussed in greater detail by the keynote presenters on May 29<sup>th</sup>. Ways to show leadership, foster integration, and take action were then discussed by panellists and reinforced by the closing keynote address.

### **The speakers seemed to agree on the following messages:**

- > Leadership is vital to foster safe communities. We all have opportunities to be leaders within our own communities, organizations and networks.
- > Working collaboratively and developing genuine partnerships require building and maintaining relationships between victims, offenders, families, communities, levels of government, and all relevant organizations and agencies.
- > When we identify a problem such as family violence, sexual assault, the need for greater integration or effective reintegration, we have to go beyond discussing the problem and find ways to develop and implement solutions.

For more information about the activities during the Symposium, please refer to the following chart. Section 2 of this document describes the opening panel and keynote addresses, and Section 3 provides information on the panel presentations and facilitated discussions.

OVERVIEW OF AGENDA			
There will be a social on May 28, 2012 from 7:00 p.m. – 9:30 p.m. A cash bar with light snacks will be provided. Participants are encouraged to register for the Symposium during the social.			
Tuesday, May 29, 2012		Wednesday, May 30, 2012	
8:00 a.m.	Registration	8:15 a.m.	Opening Remarks
8:30 a.m.	Welcome & Opening Remarks	8:30 a.m.	Panel Discussion 3: Integration & Collaboration Panellists discuss how to make integration and collaboration work at various levels, from broad, cross-organizational initiatives to regional committees and local projects.
9:00 a.m.	Opening Panel: Leadership & Partnerships Panellists discuss leadership, partnerships and successful practices which promote or sustain safer communities.		
9:45 a.m.	Break	10:00 a.m.	Break
10:15 a.m.	Keynote Address: The Glasgow Project & Prince Albert Community Mobilization Project Overview of the work undertaken by the Scottish Violence Reduction Unit in Glasgow, Scotland, how that was applied in the Prince Albert Community Mobilization Project, lessons learned, and international feedback.	10:30 a.m.	Panel Discussion 4: Reintegration Themes include youth and adult reintegration, as well as engaging community members in supervising and supporting offenders.
12:00 p.m.	Lunch	12:00 p.m	Lunch
1:00 p.m.	Panel Discussion 1: Building Relationships Themes include youth, immigration and multiculturalism and wraparound approaches.	1:00 p.m.	Panel Discussion 5: Tools for Change Themes include privacy and information sharing; how to plan, implement, and manage programs; and evaluation methods.
2:30 p.m.	Break	2:30 p.m.	Break
3:00 p.m.	Panel Discussion 2: Understanding & Preventing Victimization Panellists discuss innovative approaches to preventing victimization.	3:00 p.m.	Closing Activities & Keynote Address: Investing in Children and Families Includes a presentation by Paul Kershaw about how investing in children and families builds healthy communities.
4:30 p.m.	Closing Comments		
5:00 p.m.	Reception		
Panel Discussions: Panellists will present briefly, allowing participants the opportunity to discuss presentations in facilitated groups.			

## 1.2 FACILITATED PANEL DISCUSSIONS

Speakers were invited to tell their story about what happened in their community or initiative, focusing on the extent to which the project was successful and lessons learned. Following these presentations, facilitators guided the participants at each table through generic discussion questions to consider what lessons could be drawn from the presentations, how the information related to peoples' experiences, and how to build on the lessons and practices described. The facilitated discussions also encouraged participants to make connections and discuss practical tools to take action in their own communities.

Facilitators recorded the discussions on flip charts. The flip charts were taken to an "Edit Room" where volunteers reviewed the material to determine overall themes and areas where there was disagreement or divergent views, which were referred to as "Other Voices". The Edit Room periodically gave the participants a verbal report about the themes and other voices.

Section 3 presents themes and highlights from the table discussions and flip chart notes. The flip chart notes are included as Appendix A.

## 1.3 ONLINE RESOURCES

The three Keynote Addresses were recorded, and the videos are on the Symposium website at [www.schoolofpublicpolicy.sk.ca](http://www.schoolofpublicpolicy.sk.ca) (select News & Events, then Conferences and the *Call to Action* symposium).

Several presenters provided documents and PowerPoint presentations. These materials are also available on the Symposium website, and links to the resources are included in appropriate sections of this report.

## 1.4 POST-EVENT QUESTIONNAIRE

Attendees were asked to complete an online questionnaire after the Symposium. Data about the responses were compiled on the Survey Monkey web program and analyzed by JSGS staff.

Sixty-three (63) people completed the survey. The results suggest that respondents were generally quite satisfied with the Symposium. The three Keynote Addresses received the highest overall ratings, and respondents expressed strong satisfaction in the extent to which the Symposium supported knowledge exchange and provided networking opportunities. The facilitated group discussions and panel presentations received somewhat lower ratings.

For more information about the results of the questionnaire, please refer to section 4 and Appendix B.

## 2.0 HIGHLIGHTS FROM THE OPENING PANEL AND KEYNOTE ADDRESSES

### 2.1 THE OPENING PANEL

On May 29<sup>th</sup>, the opening panel discussed leadership, partnerships and successful practices which promote or sustain safer communities. The panel was facilitated by *Dan Perrins, Director, Outreach & Training, JSJS*.

The first presenter was *Hirsch Greenberg, Instructor, Department of Justice Studies, University of Regina*. Mr. Greenberg's remarks focused on how the concept of "identity" relates to collaboration, professional roles, and responses to crime. He noted that citizens cannot have rights without responsibilities and argued that we need to shift from "a crime identity to a community identity" and "professional ownership of the crime problem to how we share responsibility or collaborate when we intervene." This is more than a one-time project; it is a paradigm shift requiring cooperation, integration, open communication, clarification of roles, respect for diversity, and acceptance of conflict. Mr. Greenberg called for people to uphold Saskatchewan's "rich tradition of cooperation and volunteerism" in building partnerships and effective strategies across sectors, with "professionals, government, and community-based organizations, service clubs, and businesses." To view Mr. Greenberg's speech, please refer to the Symposium website.

*Gerald Tegart, Deputy Minister of Justice and Deputy Attorney General, Saskatchewan Ministry of Justice*, commented about the importance of communities and government showing leadership in addressing crime and fostering community safety. He suggested that appropriate roles for governments include encouraging collaboration, supporting communities in developing local initiatives, creating forums such as the Symposium, providing funding, advocating for community initiatives, and developing broad strategies to support cross-ministry and inter-agency work. Mr. Tegart specifically noted provincial government work on the Saskatchewan Child and Youth Agenda and the report on the Building Partnerships to Reduce Crime initiative, which was released in September 2011.

*RCMP Assistant Commissioner Russ Mirasty's* presentation focused on the role of police in supporting community initiatives. He described how police work has changed since he began his career in policing, when police were primarily expected to respond to crimes that were reported to them. Today, the police work in consultation with communities and are increasingly involved in collaborative partnerships with government, community-based agencies and organizations in other sectors to address social, economic and justice issues. Responding to these complex issues requires persistence, patience, dialogue and positive relationships.

### 2.2 KEYNOTE ADDRESS BY JOHN CARNOCHAN ON THE SCOTTISH VIOLENCE REDUCTION UNIT

The first keynote address on May 29<sup>th</sup> was given by *John Carnochan, Detective Chief Superintendent and Co-director of the Violence Reduction Unit in Glasgow, Scotland*. A PowerPoint and video of this presentation are available on the Symposium website and additional information about the Violence Reduction Unit can be found at [www.actiononviolence.com](http://www.actiononviolence.com).

Mr. Carnochan discussed how the city of Glasgow has been working to address the "wicked problem" of violence. He described the prevalence of violence, its intergenerational nature, how it is gendered and related to gangs, and the need to address it through societal and community action. He argued that violence should be addressed as a social and public health problem rather than being perceived strictly as a crime issue.

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Mr. Carnochan led the participants through the example of a young man whose exposure to violence began with the abuse of his mother before birth. He traced this young person's experiences, including his first criminal activities, his recruitment into gangs and incarceration for murder, and the birth of his own children. Mr. Carnochan called for violence to be treated as a public health problem related to societal issues such as gender inequality, tolerance for cultural norms that legitimize violence against women and children, alcohol use, parenting issues and lack of life skills.

He argued that investing in early childhood (from birth to age 4) has the biggest return on investment in terms of preventing violence and other issues. Scotland has developed a strategy that includes an Early Years Framework, working with young people, addressing poverty, and treatment for alcohol and drug abuse. Mr. Carnochan discussed the challenges and successes of this approach and called on people to "aspire to build cathedrals, not garden sheds" – to develop sustainable, effective responses to violence.

**He proposed a model that involves:**

- > Systematic data collection, as well as understanding the limitations of the data;
- > Identifying risk and protective factors;
- > Developing and evaluating interventions to find out what works;
- > Scaling up effective programs while continuing to evaluate them; and
- > Changing attitudes to violence by viewing it as an issue for all people, including men.

## 2.3 KEYNOTE ADDRESS BY DALE MCFEE ON THE PRINCE ALBERT COMMUNITY MOBILIZATION PROJECT

The second keynote address on May 29<sup>th</sup> was given by [\*Dale McFee, Chief of Police for the Prince Albert Police Service\*](#). Chief McFee described how Prince Albert applied lessons from the Scottish Violence Reduction Unit to develop a Community Mobilization Strategy, which is commonly referred to as the "Prince Albert Hub." This is an inter-agency approach geared towards enhancing community safety that involves front line agencies from education, health, policing, social services and government. For more information about the Community Mobilization Strategy, please view the video on the Symposium website.

Chief McFee suggested that many issues facing Saskatchewan communities are similar to those in Scotland, and we need to shift from an "expenditure mentality" (which focuses on how much it will cost to implement an intervention) to an "investment mentality" which views our efforts as long-term investments in improving communities. Leadership and innovation are important in this mentality. There is a need to partner with academia and invest in literacy and other approaches that can prevent crime and address other social issues at the front end.



**PICTURED**

Gerald Tegart  
Hirsch Greenberg  
Dale McFee  
John Carnochan  
Dan Perrins

## 2.4 CLOSING KEYNOTE ADDRESS

The closing keynote address on May 30<sup>th</sup> was presented by *Paul Kershaw, Associate Professor, the Human Early Learning Partnership, University of British Columbia*. Mr. Kershaw discussed Canada's historic experience in building national programs and suggested Canadians are in danger of losing the vision that enabled tremendous social gains to occur since the 1950s. In particular, he argued that younger Canadians are experiencing a serious decline in their standard of living that results in crime and other social issues. He suggested that reducing the factors that lead to children being at-risk and vulnerable by 10 per cent would reduce incarceration by one third and save billions of dollars.

**Mr. Kershaw called for a “new deal” for Canadians based on three policy changes:**

- > Implementing new parental benefits so it is affordable for parents to stay at home with newborns for 18 months;
- > Having a national child care program to ensure that quality child care is available at the cost of \$10 per day; and
- > Eliminating poverty for children under the age of six years.

These strategies would require \$22 billion per year in Canada, which is significantly less than many government expenditures and would mean an additional \$674 million invested in Saskatchewan annually.

The Symposium website includes a news story about an interview with Paul Kershaw and a video of his presentation.

### 3.0 THEMES FROM THE FACILITATED DISCUSSIONS

This section briefly describes the panel presentations during the Symposium. It presents key themes and major areas of disagreement (referred to as “other voices”) from the facilitated discussions following the presentations.

The overall theme of the facilitated discussions was how each group and individual can make a difference in improving community safety. Participants in the facilitated discussions seemed to agree that leadership is vital to foster safer communities. There was a sense that each of us can show leadership regardless of our jobs or formal positions.

The participants also agreed that true partnerships require time and effort. These partnerships must be based on trust, respect, and open listening. They require ongoing nurturing.

We all have a role to play when a problem is identified, but it is sometimes difficult to get started or get the “right” people and groups involved and there are many barriers to collective action.

#### **The participants frequently commented about challenges such as:**

- > Denial about the extent of victimization and abuse;
- > Indifference, fear, lack of engagement, and resistance to change;
- > Practical difficulties in working in an integrated manner;
- > A tendency to focus more on enforcement and reactive responses than prevention and early intervention;
- > Tensions between protecting privacy and sharing information;
- > Finding ways to measure program effectiveness while supporting risk taking and innovation; and
- > The need for capacity building.

Regardless of the challenges, there was a sense that it is important to roll up our sleeves collectively, get involved, support existing projects, implement new approaches, and figure out how to make things work. The participants had many concrete suggestions about things that could be done in each of the topic areas.

The facilitated discussions resulted in rich information about the participants’ experiences, ideas and views. For more information about the information from the facilitated discussions, please refer to Appendix A.





### 3.1 PANEL DISCUSSION 1: BUILDING RELATIONSHIPS

The first panel focused on integrated approaches, immigration and multiculturalism, and youth.

Phyllis Fowler and Shirley Leclaire discussed integrated school-linked services in Saskatoon. *Phyllis Fowler, Community School Coordinator, Saskatoon Nutana Collegiate Institute*, discussed how important it is to provide services to students and families through schools. Since students spend so much time in school, schools should be understood as their “home.” Schools must honour diversity, create a culture of hope, have a vision that interests the students, support student health and wellbeing, and celebrate accomplishments. Schools also need community organizations and institutions to help address health, recreation and other matters.

*Shirley Leclaire, Community Developer, Primary Health Team, Saskatoon Health Region*, described some challenges with providing school-linked services. Schools are dealing with issues related to substance abuse and mental health, but youth often do not access services. Some ways to address this include working directly in classrooms and asking students what’s important or interesting to them. Another method is to integrate discussions about drugs and mental health into the curriculum, which creates a safe, neutral environment where students may feel more comfortable talking about the issues than they would during lectures by guest speakers. It is helpful to work in interdisciplinary teams with other partners and focus on resilience, health promotion, and prevention. Developing positive working relationships and trust is vital for interdisciplinary teams and for working with children and youth.

Tracy Knutson and Sandra Pelletier discussed the work that Saskatchewan Toward Offering Partnership Solutions (STOPS) is undertaking to prevent violence and abuse. Slides from their PowerPoint presentation are available on the Symposium website.

*Tracy Knutson, Provincial Coordinator*, talked about the work of STOPS in the province. STOPS focuses on inclusion, trust building, consensus building, shared leadership, developing assets, being participatory, partnerships and building community capacity. A wide range of people and organizations are welcome in STOPS, and partners are encouraged to identify values relevant to the work of STOPS. Among other things, STOPS supports learning opportunities for its members.

*Sandra Pelletier, Project Coordinator*, discussed the Community Connections Plan project in Ile a la Crosse. The community is dealing with domestic abuse and violence. The Community Connections Plan outlines a consistent, coordinated response which respects the mandates and roles of partner organizations and individuals. It focuses on how each person and organization can respond to violence, from the “first helper” who is the first person to see the abuse, to broader community responses. The project also focuses on building local capacity and leadership through community engagement, information and skill development.

*Alan Shoom, Downtown Community Court Coordinator*, described Vancouver’s Downtown Community Court. The Vancouver Community Court handles approximately 2,500 cases a year. Many of the clients have issues with drug abuse, homelessness and mental illness. Staffing at the Community Court includes judges, defense counsel, Crown counsel, sheriffs, court clerks, probation officers, a forensic liaison worker, a nurse, health workers, income assistance workers, an Aboriginal case worker, a housing worker, victim service workers, a police officer and program support staff. The focus is on providing information to the Court (collateral information screens, alternative measure reports, mental health reports, needs status reports, chronic offender reports, and drug court assessments) in a timely manner to assist in decision making as well as developing integrated community case plans involving community-based agencies and justice agencies. Information sharing protocols allow agencies to work together and provide accurate information to the Court regarding client services and supervision. Information from Mr. Shoom’s presentation is available on the Symposium website.

### 3.1.1 Themes from the Facilitated Discussions Following Panel 1

One of the strongest themes from the facilitated discussions after Panel 1 was the need for a change in philosophy and attitudes regarding how to create safer and better communities. The attendees felt it is important to buy into an interagency approach, focus on community assets and what is possible (rather than what you can't do), and believe that every person has value and can contribute.

There were also strong themes about being aware of resources available within the community and for organizations to *"listen more - hear what is being said and stop prejudging what you think community will say or what you think is the solution."*

Most of the groups outlined approaches or strategies for building relationships and supporting collaboration and integration. For example, one group suggested, *"Engage with and consult community; share information; identify what community believes are the issues and needs; take the time to have necessary conversations; Nothing about us without us."*

Other groups commented on the importance of establishing a community vision, common goals, values and outcomes; talking to those who are recipients of services, including marginalized individuals and groups; expecting resistance to change and planning for it; developing and championing frameworks and protocols; and providing funding to support long-term, consistent, integrated approaches.

In terms of "other voices" or areas of disagreement, there was a tension between the desire to get started on developing initiatives and the need to spend time building capacity and strong partnerships.

### 3.2 PANEL DISCUSSION 2: UNDERSTANDING AND PREVENTING VICTIMIZATION

The second panel discussion focused on innovative approaches to preventing and addressing victimization. The panellists included Bev Poitras, who discussed her organization's work on personal safety planning, and Jean-Marc Voisard, who described a poster campaign to prevent sexual assault.

*Bev Poitras, Director, Restorative Justice Unit, File Hills Qu'Appelle Tribal Council*, discussed practical steps her organization is taking in developing personal safety plans for people who are at-risk of being victimized. The steps include getting others involved to prevent burn out, developing a wide set of skills, and strategic planning. She discussed several programs, including work in Peepeekisis First Nation in Saskatchewan to address domestic violence. The initiative includes a Working Group of Elders, has a protocol for court referrals, and involves probation officers. The experience in Peepeekisis shows the importance of persistence because their funding proposal was rejected the first two times it was submitted. Additionally, the First Nation learned some valuable lessons about how to develop funding proposals, such as the importance of brevity, simplicity and ensuring that the proposal clearly indicates how it meets the stated criteria.

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*Staff Sergeant Jean-Marc Voisard, Personal Violence Section, Saskatoon Police Service*, discussed the under-reporting of sexual assault and the links between alcohol and sexual assaults. He described the origins of the “Don’t Be That Guy” campaign, which places posters in public places such as men’s rooms and liquor stores. The posters aim to prevent sexual assault by educating men about not taking advantage of women in vulnerable situations. This approach is a departure from public education campaigns that focus on educating women about how to protect themselves. He argued that sexual assault is a societal issue, not just a “women’s issue”, and the police take allegations seriously. The campaign has been the subject of some criticism but has succeeded in raising awareness. For examples of “Don’t Be That Guy” posters and information about a Saskatoon survey regarding the campaign, please refer to the Symposium website.

### 3.2.1 Themes from the Facilitated Discussions Following Panel 2

One of the strongest themes from this panel was the need for public education to prevent abuse and sexual assault. Groups expressed several ideas and there were comments about the need for targeted strategies to reach different gender and age groups. There seemed to be consensus about the need to develop the right message and deliver it in the right medium to the right audience.

Another theme was the need for open and honest communication about the prevalence of sexual assault and abuse, and to develop a culture where people stand up to say that violence is not acceptable. There were several comments about taking personal responsibility to address violence and not contributing to the problem by labelling or stigmatizing victims. Yet many participants recognized that there is widespread lack of knowledge or denial about abuse and sexual assault and a lack of accurate data regarding victimization. Moreover, people are afraid or unsure about how to respond and need assistance and tools to feel able to speak out.

There was a tension between the desire for large scale responses and the risk of resistance if broad public education campaigns are implemented.

## 3.3 PANEL DISCUSSION 3: INTEGRATION AND COLLABORATION

The third panel discussed how to make integration and cross-sectoral collaboration work at local, regional and provincial levels.

*Kurt Sandstrom, Q.C., Assistant Deputy Minister, Safe Communities, Alberta Ministry of Justice and Solicitor General*, discussed the Safe Communities Initiative in Alberta. Alberta released its Crime Prevention Framework which sets out the Government of Alberta’s long term strategy. Alberta’s Safe Communities Innovation Fund provided funding to 88 innovative crime prevention projects using three streams: community-police partnerships, community-based projects, and community crime prevention plans. The initiative focuses on addressing risk factors across multiple systems; diagnosis, prioritization, implementation and evaluation; and reducing crime. Mr. Sandstrom discussed the Integrated Justice Services Project, which launched its first pilot project in Calgary in February 2012. The pilot focuses on targeting the criminogenic needs of high risk offenders by breaking down silos so clients receive comprehensive, integrated wrap around services designed to break the cycle of re-offending.

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*Terry Myers, Former Executive Director, Regional and Integrated Services, Saskatchewan Education*, provided an overview of her research on Saskatchewan's Regional Intersectoral Committees (RICs). She described the history and structure of the RICs and the Human Service Integration Forum, which includes senior government officials from various provincial ministries. There are ten RICs in Saskatchewan. Each RIC employs a coordinator and receives funding from the Ministry of Education on behalf of several human service ministries. Members of the RICs include community-based organizations, regional health boards, school boards, and police. Their priority areas include strong and healthy communities and strong and healthy children and families. They coordinate, develop and enhance services to fill gaps. They also support the development of integrated funding pools although there are many barriers to overcome in this regard.

Some of the strengths of the RICs include government involvement, predictable funding, experienced managers, having regularly structured dialogues, developing relationships at the regional level and using data to drive decision making. Some of their challenges include engaging First Nations, linking to Ministers and Deputy Ministers, and competing or overlapping priorities between ministries, groups and organizations. A copy of Ms. Myers' report and her PowerPoint presentation are available on the Symposium website.

Presenters from the Ministry of Justice described the work that has occurred on integrated/targeted crime reduction initiatives, particularly the Regina Auto Theft Strategy. *Kim Gurnsey, Director, Community Youth Services, Ministry of Justice*, explained how the Regina Auto Theft Strategy involves case management, intensive monitoring, supervision and risk reduction programming for chronic, high risk offenders. Partners in the strategy include the Ministry of Justice, including Corrections and Policing; Regina Police Service; and SGI. The presentation also referenced the Help Eliminate Auto Theft Program offered by the Regina Alternative Measures Program and preventative work in schools. The strategy has been very successful, resulting in a 62 per cent decrease in auto theft by the targeted groups and an 82 per cent decrease in violent offending. It is estimated that the strategy resulted in 14,000 fewer victims and savings for SGI of about \$15 million between 2002-2007.

*Dr. Brian Rector, Executive Director, Clinical and Rehabilitative Services, Ministry of Justice*, described research which demonstrates that high quality case plans help reduce recidivism among serious violent young offenders. There is a 30 per cent decrease in reoffending among young offenders who have case plans which are complete and include connections to the community. These results are statistically significant and point to the importance of developing good case plans for all offenders and the importance of involving a wide range of agencies in implementing the plans.

### 3.3.1 Themes from the Facilitated Discussions Following Panel 3

There was consensus that integration and collaboration are difficult to achieve. The groups discussed challenges such as how to get the necessary partners together, linking RICs to First Nations communities, and funding issues.

There was also a theme about the importance of prevention and early intervention and the need to focus on long-term, effective strategies. Some groups felt frustrated by what they feel is rhetorical support for prevention and integration when those approaches receive little funding in comparison to policing and corrections.

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While recognizing the challenges, the groups had suggestions about how to support integration and collaboration. Appendix A includes several ideas about how to implement effective case plans, such as engaging families, delivering services through schools, and providing follow up in every case. There were also suggestions about using wrap around methods, community-based sentencing, “non-western” approaches, restorative justice, Elders and mentors.

Many divergent views were expressed during this session. While many attendees commented on the importance of measuring program effectiveness, there were also concerns about how to do this appropriately and the risk of ignoring intangible benefits that can’t be easily measured. One group summarized this tension by saying, “Need balance between risk taking/innovation and evaluation/results orientation.”

### 3.4 PANEL DISCUSSION 4: REINTEGRATION

The fourth panel presented approaches to youth and adult reintegration and engaging community members in supervising and supporting offenders who have been released into the community.

*Corinne Carvill, Community Justice Coordinator, Yukon Justice*, described work in the Yukon to reintegrate offenders who have Fetal Alcohol Spectrum Disorder (FASD). Ms. Carvill discussed the challenges and successes of working with such clients. Many people with FASD have trouble understanding how their actions are connected to consequences, which makes it harder for them to accept responsibility, and the same person can often be a victim and an offender on the same day.

Yukon Justice is building the capacity of local communities to participate in reintegration. This initiative involves working with existing Aboriginal justice programs; using wrap around approaches; focusing on wellness and prevention; sharing information with First Nations, government departments, police and community-based agencies; and providing training. They are also supporting caregivers and service providers, who often feel burned out, suffer from vicarious trauma or compassion fatigue. “Compassion trauma” and “compassion fatigue” are due to repeated exposure to the trauma of others. Ways to reduce these issues include teaching caseworkers to be aware about the symptoms of compassion fatigue and vicarious trauma in themselves and others; developing self-care strategies; having informal discussions with staff, volunteers and others; and encouraging people to use journals as a personal outlet to deal with stress. A brochure and Ms. Carvill’s PowerPoint presentation are available on the Symposium website.

*Shawna Bear, Service Integration Manager, Young Offenders Programs, Ministry of Justice*, introduced Saskatoon Tribal Council’s youth reintegration program. Youth workers with the Ministry carry out validated risk assessments and develop community safety plans that address dynamic risk factors such as education/employment, pro-criminal attitudes and antisocial behavior, and substance use and abuse. The community safety plan is used for the referral to the Saskatoon Tribal Council’s Reintegration/Community Connections Program. The Reintegration/Community Connections Program aims to develop sustainable community supports that address identified risk factors of high risk youth. Connections are most likely to be sustained if the young person participates voluntarily, the connection/support involves natural relationships (family and/or mentors), and encourages integration rather than continued segregation. Engaging youth with natural pro-social relationships as early as possible during the sentence in order to gradually replace the court ordered structure and supervision is key to successful reintegration.

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**Mark Mokihcihtaw, Youth Reintegration Worker, Saskatoon Tribal Council** outlined the youth reintegration program's target group and objectives. The program serves youth between 12-24 years old. The program works to prepare the youth for reintegration and prepare the community for the youth's return. It aims to facilitate and support the youth's reintegration, build a trusting relationship with the youth, support the youth to identify their own risk factors, engage community members in providing support, encourage the youth to be involved in problem solving and be accountable. The case plan is based on the medicine wheel concept. It includes dealing with emotions, building healthy relationships with families, mentors and others, and opportunities for recreation such as free training from the Four Feathers Boxing Club.

**Otto Driedger, Chair, Circles of Support and Accountability (COSA) South Saskatchewan**, explained how COSA engages community members in the reintegration of medium and high risk sex offenders. There is a tendency to fear and label sex offenders, and Mr. Driedger argued that community members and professionals need to get past the labels if offenders are to be successfully reintegrated. This is vital because the likelihood of reoffending is significantly higher if the offender feels isolated.

COSA involves volunteers who befriend the offender and hold them accountable for living safely in the community. There are 12 circles in and around Regina and 160 across Canada. COSA members receive training and the circles are supported by a coordinator and justice professionals. While the circles are meant to be circles of friendship rather than surveillance, the circle is made aware of the offender's offences, specific risk factors, and conditions of release. Some Canadian research shows that offenders who participate in COSA are about 80 per cent less likely to reoffend than those who do not have a circle. Mr. Driedger discussed the challenges of finding volunteers and engaging communities and described a case in which a circle met with a rural community to address the concerns of community members.

### 3.4.1 Themes from the Facilitated Discussions Following Panel 4

There was a strong theme that most offenders will return to the community so it is important to reintegrate offenders effectively. It is critical to get communities interested in reintegration and understand the issues, but it is difficult to accomplish these aims. The attendees discussed more challenges in relation to reintegration than any of the other facilitated panels. It is hard to mobilize people if they don't have a strong sense of community, and more needs to be done to get buy in from community members and elected officials. Some groups commented that collaboration and team work are vital but were not sure how to get started or who would champion it.

The groups also commented that reintegration requires resources that may not be available in smaller communities and there is a high risk of failure, which may deter communities from developing a project or from trying again if they experience problems. One group commented, *"In order for reintegration to be attainable, effective and continuous, resources and supports/education must be in place for offenders and workers/service providers (to avoid compassion fatigue) and communities. Programs must be effective, community-based and measurable."*

Attendees suggested that government's role includes building community capacity to support reintegration. Discussions about building capacity included a strong theme about volunteerism, including difficulties in recruiting and retaining volunteers; preventing and addressing burnout; and the risk that volunteers might be labelled and targeted for their involvement in reintegration programs.

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There were several comments that COSA is a good model, and some suggestions that the approach needs evaluation. Several people made supportive comments about restorative justice and Aboriginal justice approaches.

There was a tension between support for reintegration and the need for community safety. For example, there were several comments about the offender needing to accept personal responsibility for their actions and the community's desire to denounce the act while recognizing the offender's humanity. One group wrote, *"Once [the] crime and consequences are done still need to work to give the individual a second chance. . . must work to have [the] individual who offended feel accepted back into the community."* On the other hand, some groups made comments such as *"Public Safety #1"* or *"recognize limits of reintegration. . . not everybody can be saved or wants to be"*.

### 3.5 PANEL DISCUSSION 5: TOOLS FOR CHANGE

The fifth panel presented ideas and practical tools for crime reduction, privacy and information sharing, and evaluation.

Norm Taylor and Lisa Taylor presented research by Saskatchewan police partners on what works in crime reduction. A short video presentation by [Norm Taylor, Saskatchewan Future of Policing Consultant](#), was played because Mr. Taylor was unable to attend the Symposium in person. The video presentation introduced the new provincial Building Partnerships to Reduce Crime Initiative. [Lisa Taylor](#) described the strategy in more detail. The strategy is intended to support safe communities across Saskatchewan and aims to improve integration and collaboration between all of the groups working toward crime reduction. It includes indicators and leadership tools will be developed to share with practitioners.

Ms. Taylor gave participants a preview of the Building Partnerships to Reduce Crime website, which was not yet live. The website will include a Community of Practice area with tools and information for members, access to online research, and a member's forum. Organizations that are part of the initiative will have their own pages on the website. Social media may also be used and it may be possible to link with initiatives such as the Prince Albert Community Mobilization Project. A copy of the initiative is available on the Symposium website.

[Duane Mombourquette, Executive Director, Access and Privacy Branch, Ministry of Justice](#), spoke on the topic of "Respecting Privacy While Overcoming Barriers to Information Sharing." His PowerPoint presentation is available on the Symposium website.

Mr. Mombourquette discussed the importance of privacy related to information sharing. People care about the privacy of personal information. Federal and provincial legislation is in place to protect that privacy, but it can sometimes be difficult to understand how those rules apply when sharing information that is necessary for service delivery. People can feel overwhelmed by legal provisions and may not understand what they can and cannot share, and respond by not sharing anything.

Mr. Mombourquette described the basic principles related to sharing information and protecting privacy. Preferably, information should be shared with the consent of the person to whom the information relates, and the person should be informed of the specific purposes for which it will be shared. There are some situations where the legislation provides for disclosing personal information without consent, such as for the purpose of an investigation or to protect the mental or physical safety of any individual.

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### Some of the steps involved in deciding when information can be shared include:

- > Determining whether you are subject to any relevant statutes;
- > Identifying needs and risks related to privacy and information sharing;
- > Document the activities and how personal information will be handled. This may include documenting when sharing will occur through memoranda of understanding and information sharing agreements, as well as all requests for information and all situations where information is shared;
- > Educate staff and volunteers (especially people dealing with clients on a frontline basis), board members and others about privacy and information sharing; and
- > Monitor these matters and follow up as necessary.

**Dorothy Banka and Frankie Jordan, Senior Policy Analysts, Ministry of Justice**, gave a presentation entitled “Valuing Evaluation: Tools for Change.” A copy of their PowerPoint presentation is available on the Symposium website.

Ms. Banka and Ms. Jordan stated that evaluation is necessary to improve program effectiveness and efficiency. The planning and evaluation process should begin during program development. Evaluation can assist throughout the development and implementation process and help measure results. Both process and outcome evaluations are needed to determine the program’s success, and a mix of quantitative and qualitative data is necessary. Some of the challenges in undertaking evaluations include determining whether the program is ready, being clear about why the evaluation is occurring and what you want to learn, deciding what information to gather, determining how to get the data, and deciding how to use the data. Key stakeholders should be involved in planning and implementing the evaluation and interpreting and responding to the results. Ms. Jordan and Ms. Banka also discussed specific methods such as developing logic models.

### 3.5.1 Themes from the Facilitated Discussions Following Panel 5

The strongest theme from the facilitated discussions after Panel 5 was the importance of evaluation. At the same time, groups identified several issues related to undertaking evaluations. For example, one group wrote, *“Program evaluation is key but replete with challenges such as: funders require it but don’t support [it]; capacity deficit; long term evaluation [is even] more difficult; program directors often forget [about evaluation].”*

The next strongest theme was the need to address issues related to information sharing, access and privacy. The groups proposed some ideas about how to do this.

There seemed to be agreement about the importance of having communications plans, evaluation strategies, and methods of sharing information in place before beginning a program or project.

A few groups commented they were interested in the Building Partnerships to Reduce Crime initiative and were not aware of it prior to attending the Symposium.



## 4.0 FEEDBACK ON THE SYMPOSIUM

Participants were asked to complete an online questionnaire after the Symposium. Altogether, sixty-three (63) people completed the questionnaire. Their responses provided valuable feedback about the event. The Planning Committee reviewed the responses and would like to thank the attendees who took time to complete the questionnaire.

Overall, 87 per cent of respondents were satisfied with their experience at the Symposium. Additionally, 98 per cent reported the event was useful to them. They found the keynote presentations to be the most satisfying and useful parts of the event. Respondents also expressed strong satisfaction in the extent to which the Symposium supported knowledge exchange and provided networking opportunities.

One respondent summarized his or her experience as follows:

*The symposium took away a measure of the paralysis and helplessness people often feel when facing such overwhelming “wicked” problems as domestic violence, poverty, [and] gangs. I realized that effective action can be taken through coordinated effort. I found hope. The next step is to build an effective network within the people already working in the field and then to raise public awareness of the possibilities to reduce crime, poverty, [and] marginalization in our community.*

The facilitated group discussions and panel presentations received somewhat lower ratings. Respondents provided thoughtful suggestions for improving the discussions and presentations, which have been considered by the Planning Committee in order to improve future events.

Respondents provided the following suggestions:

*I would have found the panel discussions more informational if there was one topic that each panelist provided a different perspective on. i.e: funding across Ministries – how do we encourage shared financial responsibility [sic]? The way it was set up reviewed current projects or initiatives which didn’t give much for the audience to challenge or push our current work.*

*It would have been better to hear more specifics about what people are doing, how they began partnering, and what changes and struggles they faced in doing the work they are doing. I felt that many of the presenters were general. . . in their descriptions.*

Another respondent commented, “Less range, more depth. So, it was a good primer for a varied audience.”

## 5.0 CONCLUSIONS

### **The goals of *A Call to Action: Building Partnerships for Safer Communities* were to:**

- > Attract a cross-section of groups, organizations and individuals who can make a difference and show leadership in fostering safer communities; and
- > Enable participants to make connections, leave with practical tools, and commit to taking action in their own communities and organizations following the Symposium.

The Symposium achieved these goals. One hundred and fifty one (151) people attended from Saskatchewan, western and northern Canada. The attendees had a wide range of organizations and backgrounds and came from various sectors. Feedback from the online survey indicates the event provided a valuable opportunity for networking. It encouraged attendees to demonstrate leadership in their communities, provided practical tools on topics such as evaluation, and resulted in valuable suggestions on partnership and capacity building, integration, prevention and early intervention, preventing and responding to victimization, and reintegration.

The attendees commented about challenges such as the extent of victimization and abuse; lack of engagement and resistance to change; practical difficulties in working in an integrated manner; and tensions between protecting privacy and sharing information. Regardless of the challenges, there was a sense that it is important to roll up our sleeves collectively, get involved, support existing projects, implement new approaches, and figure out how to make things work.

Governments, community-based organizations, justice agencies, institutions, and community members are grappling with their role in addressing complex social issues. This requires a fundamental change in our ways of thinking and behaving in which governments and organizations are attempting to work more collaboratively with communities, and communities are actively engaged in addressing local issues.

*A Call to Action: Building Partnerships for Safer Communities* can be viewed as one step along the journey toward safer communities. It is part of an ongoing dialogue about how to work together, prevent crime and victimization, and respond effectively to inter-related social, economic and justice issues. Discussions have been occurring about how to build on the ideas and lessons learned from the Symposium. Some possible next steps include having additional speakers, holding regional dialogues to address specific topics, or making the Symposium a more regular event. Any follow up activities will need to be linked to ongoing initiatives on crime prevention and integration, and will require interest and mobilization at the community level. The level of interest expressed in having some kind of follow up activity indicates that the Symposium was valuable and successful in engaging leaders who can make a difference in fostering safer communities.





## APPENDIX A | FLIP CHART NOTES FROM THE FACILITATED SESSIONS ON THE PANEL DISCUSSIONS

Panels occurred on May 29<sup>th</sup> and 30<sup>th</sup> on the topics of building relationships, understanding and preventing victimization, integration and collaboration, reintegration, and tools for change. After the panel presentations, facilitators guided the participants at each table through generic discussion questions to consider what lessons could be drawn from the presentations, how the information related to peoples' experiences, and how to build on the lessons and practices described. The facilitators recorded the discussions on flip charts, which were taken to an "Edit Room" where volunteers reviewed the material to determine overall themes and areas where there was disagreement or divergent views, which were referred to as "other voices." The Edit Room gave participants periodic reports about the themes and other voices.

This appendix presents the flip chart notes from the five facilitated sessions. Each section of this appendix begins with a brief description of the panellists and their topics. This is followed by a "High Level Summary" of the main themes and other voices. Next is more detailed information from the flip chart notes. Where appropriate, the information has been grouped into topics such as approaches, challenges and opportunities.

### PANEL DISCUSSION 1: BUILDING RELATIONSHIPS

#### Topics and Panellists

Phyllis Fowler and Shirley Leclaire discussed integrated school-linked services in Saskatoon. Phyllis Fowler, Community School Coordinator, Saskatoon Nutana Collegiate Institute, discussed how important it is to provide services to students and families through schools. Shirley Leclaire, Community Developer, Primary Health Team, Saskatoon Health Region, described methods of providing school-linked services.

Tracy Knutson and Sandra Pelletier discussed the work that Saskatchewan Toward Offering Partnership Solutions (STOPS) is undertaking to prevent violence and abuse.

Allan Shoom described Vancouver's Downtown Community Court. Staffing at the Community Court includes judges, defense counsel, Crown counsel, sheriffs, court clerks, probation officers, a forensic liaison worker, a nurse, health workers, income assistance workers, an Aboriginal case worker, a housing worker, victim service workers, a police officer and program support staff. The focus is on providing information to the Court in a timely manner to assist in decision making as well as developing integrated community case plans involving community-based agencies and justice agencies.

#### High Level Summary

One of the strongest themes was the need for a different mindset or a change in philosophy and attitudes. Comments that reflected this theme included:

- > Focus on community assets and what's possible (rather than what isn't possible/what you can't do)
- > Accept/buy into an interagency approach to creating safer and better communities
- > Believe that everyone has value and can contribute

continued...

There were also strong themes about the need for systemic change and changes in practice, such as:

- > Awareness about what's needed and what resources are available in the community
- > Listen more – hear what is being said and stop prejudging what you think the community will say or what you think is the solution
- > Need a sense of safety so people can have open discussions, including support from the top

One group outlined the following model:

- > "Identify assets in your community;
- > Get them to the table: share info;
- > processes to build partnerships;
- > involve community (strategy for buy in);
- > build a specific plan/program;
- > measure results"

Another group wrote:

- > Engage with and consult community
- > Share information
- > Identify what community believes are the issues and needs
- > Take the time to have necessary conversations
- > "Nothing about us without us"

There were strong themes about bringing the right people to the table, the importance of courage and building capacity with the people you have, as well as the importance of developing strategies for engaging people and building buy in.

Most groups listed specific approaches or strategies for building relationships and supporting collaboration and integration. These suggestions include:

- > Establish a community vision, common goals, values and outcomes
- > Talk to those who are impacted/recipients of services – engage marginalized individuals and groups and focus on what they say they need
- > Expect resistance to change: plan for and manage change
- > Develop and champion frameworks and protocols
- > Provide funding to support long-term, consistent, integrated approaches

### Other Voices

Many groups emphasized "building relationships" but one group took a slightly different view, writing "build realistic relationships based on mutual needs and capacity."

One group commented that the panel discussions were good but they didn't really see how they applied to the facilitated questions or their communities.

continued...

There were some comments about showing leadership, but one group had an interesting suggestion about “creating followship”.

There was a tension between the desire to get started and the need to build capacity and develop strong partnerships. For example, one group wrote “Take the time” while another wrote “Just do it – get started even if it seems like it’s just a small way at first.”

Another comment was, “Break down walls of professional arrogance.”

### Additional Detail from the Table Discussions

One of the strongest themes was the need for a different mindset or a change in philosophy and attitudes. For example:

- > Sense of collective ownership and shared responsibility for building relationships and addressing issues
- > “Smaller communities need resources. Big centres need more community”
- > Focus on community assets and what’s possible (rather than what isn’t possible/what you can’t do)
- > Accept/buy into an interagency approach to creating safer and better communities
- > Believe everyone has value and can contribute something
- > Stop protectionism and scapegoating
- > Taking ownership:
  - > Opening up and reaching out at the individual level – individuals doing their part, no matter how small
  - > Be willing “to look at what isn’t working, what you’re willing to do to make necessary changes to get where you want to be. Take ownership of why you are there”
- > Reframe challenges as solutions
- > Inclusive approach: being open to accepting others; acceptance of diversity

### **Systemic Change**

- > Address privacy issues: identify real and perceived barriers to information sharing and figure out how to address them
- > Consistency in personnel
- > Focus on early intervention
- > Establish collaborative approaches across silos – “build common language, commitment to work together”
- > Have inter-agency groups at the community level – emphasize information sharing and youth
- > Agency groups must be patient and accommodating – they must be willing and able to relinquish power and communicate through their networks
- > Need to get individual people to break out of their silos and address policies that impede people from working outside the silo or system – engage decision makers and power brokers to remove barriers to information sharing

### **Change in Practice**

There was a strong theme of awareness of what’s needed and what is already available in community - start with a needs assessment and find out what is available:

- > Build from existing programs and approaches
- > Listen more – hear what is being said and stop prejudging what you think community will say or what you think is the solution
- > Individuals need to open up and reach out, do their part no matter how small it is
- > Adapt programs to clients rather than expecting clients to adapt to programs
- > Develop flexible, adaptable processes while maintaining integrity and focus

continued...

### **Change in Practice** *(continued)*

- > “KISS [keep it simple, stupid]”
- > Have all pertinent information available
- > Ability to entertain different ideas and implement them with appropriate funding
- > Need a sense of safety so people can have open discussions, including support from the top
- > “Start somewhere, keep it simple, don’t get hung up on process”
- > Include families and other children in making decisions – families are “the most relevant people, the most affected”

### **Strategies or Approaches for Building Relationships**

There were a few comments about leadership:

- > Leadership doesn’t necessarily have to come from someone with the top title in an organization
- > “Ask the community for input in who the leader should be”
- > Government should develop and enhance leadership skills within communities

One group outlined the following model:

- > “Identify assets in your community;
- > Get them to the table: share info;
- > processes to build partnerships;
- > involve community (strategy for buy in);
- > build a specific plan/program;
- > measure results”

Another group wrote:

- > Engage with and consult community
- > Share information
- > Identify what community believes are the issues and needs
- > Take the time to have necessary conversations
- > “Nothing about us without us”

Other suggested strategies included:

- > Identify community partners and stakeholders
  - > Identify assets
  - > Understand roles and strengths to prevent overlaps and identify gaps
  - > Bring the right people to the table
  - > Develop strategies for engaging people and building buy in
  - > Involve people who have a passion for change
  - > Start with those who are willing
- > Establish a community vision, common goals, values and outcomes – “teams don’t just happen. You need a negotiated, strategic vision. Bureaucracies tend to miss this step.”
- > Conduct an environmental scan
- > Talk to those who are impacted/recipients of services/target group:
  - > Engage marginalized individuals and groups; focus on what they say they need
  - > Hear/honour personal stories

continued...



#### Other suggested strategies (*continued*):

- > Expect resistance to change: plan for and manage it – be patient and willing to accommodate others as much as possible
- > Develop frameworks, protocols and MOUs [memoranda of understanding]
- > Champion frameworks
- > Provide funding to support long-term, consistent, integrated approaches
- > Invest to increase recruitment and retention of service providers and address systemic barriers:
  - > Determine what policies may impede/support building relationships between organizations and service providers
  - > Increase recruitment and retention in rural centres as well as urban ones
- > Provide adequate training for professionals
- > Measure results
- > Celebrate successes and accept failure as a learning opportunity

#### Other Voices

One group commented that the panel discussions were good but they didn't really see how they applied to the facilitated questions or their communities.

Many groups emphasized "building relationships" but one group took a slightly different view, writing "Build realistic relationships based on mutual needs and capacity." There were some comments about showing leadership, but one group had an interesting suggestion about "creating followship."

There was a tension between the desire to get partnerships and initiatives started, and the need to build capacity and develop strong partnerships first:

- > Emphasize partnerships that keep moving forward rather than getting bogged down
- > One group wrote "Take the time" while another wrote "Just do it – get started even if it seems like it's just a small way at first"

Other comments included:

- > There is a need for self-reflection: be honest regarding shortcomings
- > Balance the duty to report with being able to address issues on the ground
- > "Introduce alternative modalities of restorative justice"
- > "Breaking down walls of professional arrogance"

#### Challenges

- > Getting people to take responsibility/be accountable
- > Identifying your community
- > How to develop programming that achieves community involvement and participation
- > Needing to bridge the gap between agencies, communities and leadership
- > Difficulty getting political buy in for long term solutions
- > Leaders who are resistant, particularly if a change threatens their interests in some way
- > Communication gaps between leaders and the community
- > Difficulty identifying partners
- > Fear and mistrust: mistrust of the process, fear of change/trying new things

continued...

### Challenges (continued)

- > Unwillingness to share or give up control:
  - > Territoriality and turf wars between agencies for clients
  - > "Fear of losing control of [the] 'little empire'"
- > How to include marginalized/labelled people – "keep the target group involved"
- > Financial issues:
  - > Rigid budgetary role
  - > Limited resources
  - > Lack of funding for integrated programs
  - > Structural funding silos
  - > Competing priorities
- > Limits on time and personnel
- > Tendency to provide short term programs
- > Legislative/policy challenges
- > Geographic challenges
- > Energy levels to stay involved
- > Stigma of asking for help. One way to address this is to focus on families rather than individuals
- > Issues related to sharing information:
  - > Confidentiality and privacy can become barriers
  - > Hoarding information and clients leads to turf wars; one way to address this is to educate people about privacy and information sharing
- > High turnover rates
- > Concerns about lack of action – "Enough fluff"
- > Finding positive role models

### Opportunities

- > The evidence-based literature supports this approach
- > The limited, existing funding that encourages innovation
- > These approaches are low cost if all the partners are at the table
- > The fact that the province is in a good economic situation
- > We have access to international perspectives
- > Resource challenges can lead to innovation

### Other Comments

There were a few comments about focusing on prevention, such as:

- > "We know what works (prevention, Head Start programs etc.) so why aren't we doing more of that?"
- > "Take a mental health lens to issues"
- > "Integrate Aboriginal solutions into non-Aboriginal society"
- > "Accept that not every child comes to school ready to learn"
- > Implement community courts
- > Implement restorative justice
- > "Explore technology so other restorative justice options are available to rural/remote locations"
- > "More integration of Health, Justice and Social Services"

## PANEL DISCUSSION 2: UNDERSTANDING & PREVENTING VICTIMIZATION

### Topics and Panellists

Bev Poitras, Director, Restorative Justice Unit, File Hills Qu'Appelle Tribal Council, discussed practical steps her organization is taking in developing personal safety plans for people who are at-risk of being victimized. She discussed several programs, including work in Peepeekisis First Nation to address domestic violence.

Staff Sergeant Jean-Marc Voisard, Personal Violence Section, Saskatoon Police Service, discussed the under-reporting of sexual assault and the links between alcohol and sexual assaults. He described the "Don't Be That Guy" campaign, which places posters in public places such as men's rooms and liquor stores. The posters aim to prevent sexual assault by educating men about not taking advantage of women in vulnerable situations.

### High Level Summary

One of the strongest themes was the need for public education. Groups expressed several comments about this:

- > Education and awareness is needed for all members of society – "family, coworkers, offenders, victims, service providers"
- > There were many comments about educating people about prevention at a young age and healthy relationships
- > There were also several comments about using targeted strategies to reach specific audiences, including different gender and age groups, and targeting education to victims, bystanders and offenders. Overall, there seemed to be consensus about the need to develop the right message and deliver it in the right medium to the right audience.

Another theme was the need for open and honest communication about the prevalence of sexual assault and abuse.

- > "We can't be afraid to be honest. We need to make stories people can relate to, ones they can see themselves in"
- > "Tell the truth. Don't hide behind political correctness"
- > "Scary that Joe Public doesn't know sexual assault is an offence"

There was a strong theme that a culture change is necessary and creating public condemnation against sexual violence would drive social change.

- > "Violence is not acceptable. It is a community problem [and] must be addressed by the community"
- > One group commented on the importance of moving from a "Me Society" to a "We Society"

There were several comments about taking personal responsibility. One group wrote "STEP UP." There were also comments about not contributing to the problem by labelling or stigmatizing victims. In conjunction with the messages about personal responsibility, it was recognized that people need assistance, particularly in relation to the role of bystanders and the need to give bystanders tools to help them "step up."

continued...

The groups suggested several strategies for addressing victimization and abuse. Some of the most commonly suggested strategies included:

- > Be positive, focus on resiliency, use humour, and identify and build on assets and existing resources in communities
- > Build trust and relationships with victims in a variety of ways
- > One group suggested the “PIE” acronym: “Promotion, Inclusion, Engagement”
- > There were a few comments about finding community champions, the need to focus on prevention and how that could prevent victims from becoming offenders and help reduce reoffending

### Other Voices

There was a theme that communities need to take ownership of the problem, be responsible for the solution and help create relationships between all partners. At the same time, some groups commented that many communities aren’t ready to recognize or deal with these issues.

There was a tension between wanting large scale responses or smaller incremental changes. Some concerns were expressed about the risk of push back if broad public education campaigns were used. On the other hand, one group commented that perhaps public education campaigns should be shocking.

The groups outlined a few challenges, but the two challenges most consistently mentioned were:

- > The need for accurate statistics about the extent of the problem
  - > “Hard to measure because . . . [people] don’t even see it as violence or it isn’t reported . . . Lack of accurate analysis allows leaders to believe there isn’t a problem”
  - > Hard to get buy in “because you need good stats to get funding but the stats aren’t available”
- > Difficulty getting victims and witnesses/bystanders to report
  - > “Denial that this could happen to them (me)”
  - > Apathy
  - > Desensitization
  - > People are afraid to intervene (“Why is it unacceptable to report victimization? too close, intimidation, labelling, not my problem”)

### Additional Detail from the Table Discussions

One of the strongest themes was the need for public education. Groups had several comments about this:

- > Education and awareness for all members of society – “family, coworkers, offenders, victims, service providers”
- > There were several comments about the importance of beginning to educate people about prevention at a young age and emphasizing healthy relationships, such as “Education about dating violence starting in grade 6”

continued...

One of the strongest themes was the need for public education. Groups had several comments about this (*continued*):

- > Use targeted strategies to reach specific audiences, including gender specific audiences. Also, education must be targeted at victims, bystanders and offenders:
  - > “Develop right message and deliver on right medium”: there were several suggestions about using social media, posters, regular media, and community TV
  - > Government needs to play a role in making PSAs [public service announcements] effective and reaching their intended audience
  - > Maybe DM and Ministerial committees could put some funding into PSAs
- > Use stories people can relate to and see themselves in
- > Use “plain and direct” advertising
- > Focus on healing for individuals and families
- > Bring in past offenders to speak to youth
- > Reframe the use of the word “prevention” into a focus on “investment”
- > Develop and sell the vision – need credible advocates and find champions

Another theme was the need for open and honest communication about the prevalence of sexual assault and abuse.

- > “We can’t be afraid to be honest. We need to make stories people can relate to, ones they can see themselves in”
- > “Tell the truth. Don’t hide behind political correctness”
- > “Scary that Joe Public doesn’t know sexual assault is an offence”

There was a strong theme that a culture change is necessary and creating public condemnation about sexual violence would drive social change.

- > Create a culture where violence is not normal
- > Shift the focus from a crime problem to a social problem
- > “Violence is not acceptable. It is a community problem [and] must be addressed by the community”

One group commented on the importance of moving from a “Me Society” to a “We Society.” Similar comments included:

- > “Communities need to look within to define issue and develop solutions”
- > “Strong families [and] communities that value their communities [and] take responsibility for what happens in their community... empower community members to solve their own problems”

There were several comments about taking personal responsibility. One group wrote “STEP UP:”

- > “Focus on those who are [doing the] victimizing – Don’t victim blame or pathologize”
- > Own the problem and the solution
- > Don’t contribute to further victimization by applying labels or furthering stigma

In conjunction with the messages about personal responsibility, it was recognized that people need assistance, particularly in relation to the role of bystanders and giving bystanders tools to help them “step up.”

continued...

The groups suggested several strategies for addressing victimization and abuse:

- > Be positive:
  - > Focus on resiliency
  - > Use humour
  - > Identify and build on assets and existing resources in communities
- > Build trust and relationships
  - > Use messages such as “not your fault” and “not alone”
  - > Follow through with providing other supports
  - > Be mindful of client needs
  - > Provide victims with realistic information on what happens when a crime is reported
  - > Taking better care of victims so they don’t become offenders
- > PIE: Promotion, Inclusion, Engagement
- > There were a few comments about the need to focus on prevention and how that could prevent victims from becoming offenders and help reduce reoffending
- > Wrap around approach: deal with all issues related to the incident
- > There were a few comments about finding community champions
- > Invest in appropriate resources
- > Address safety issues such as lighting
- > Look at programs and proven strategies in other countries, provinces and communities and adapt things that are already working
- > Find a way to support service providers
- > Develop partnerships with liquor establishments, health and social services
- > Involve youth voices – youth to youth
- > Provide resources for male victims

### Other Voices

There was tension between the need for communities to take responsibility for dealing with sexual assault and the recognition that many communities aren’t ready to acknowledge or deal with this issue.

There was also tension between wanting large scale responses and smaller incremental changes. Some concerns were expressed about the risk of push back if broad public education campaigns were used.

- > “There are fears that public education campaigns could be shocking, but maybe they should be shocking”
- > “The larger the change the greater the fear – make it into smaller chunks”
- > “Responses don’t need to be complicated – take small, manageable steps”
- > Create change through little successes while establishing programs

### Challenges

- > Need for accurate information about the prevalence of sexual assault and abuse:
  - > “Hard to measure because . . . [people] don’t even see it as violence or it isn’t reported . . . Lack of accurate analysis allows leaders to believe there isn’t a problem”
  - > Hard to get buy in because you need good stats to get funding but the stats aren’t available
  - > Violence is seen as a problem only in marginalized communities, rather than a problem across all society
  - > “Acknowledging that there’s a problem is not good for the community”

continued...

- > Difficulty getting people to report
  - > Denial
  - > Apathy
  - > Blame
  - > Stigma of reporting or asking for help
  - > Desensitization
  - > People are afraid to intervene (“why is it unacceptable to report victimization? [Because the issue is] too close, intimidation, labelling, not my problem”)
- > Attitudes and behaviours are multi-generational
- > Devaluation of women
- > Focus on responding after victimization has occurred, rather than prevention
- > Isolation in rural communities – need for resources in rural communities
- > Complications with responding in small towns due to close ties
- > Not enough shelters and resources
- > Numbness on behalf of service response
- > Change policies about reporting

#### **Other Comments**

There were a couple of comments about the cyclical nature of violence:

- > Addressing one type of violence may address other types as well
- > Victimization can also become a cycle

Sexual assault is a learned behaviour:

- > “Normalizing these wrong behaviours leads to people either being victims or perpetrators of sexual assault”
- > “Education is needed to change their perceptions”

There were comments about the challenges of immigration:

- > “Cultural beliefs in other communities that may be unlawful here”
- > How to identify and appreciate cultural differences while responding appropriately and finding appropriate solutions

Other comments included:

- > “Transient workers may be more likely to offend due to fewer ties to communities and prevalence of drugs and alcohol in boom economies”
- > “Establish working relationships between the RMCP and communities – the relationship must be built on trust and normalize the involvement of the police”

#### **Opportunities**

- > Victims now have more voice
- > Communities are responding and have more to say
- > More education in schools and with youth
- > Working from strengths of communities

## PANEL DISCUSSION 3: INTEGRATION AND COLLABORATION

### Topics and Panellists

Kurt Sandstrom, Q.C., Assistant Deputy Minister, Safe Communities, Alberta Ministry of Justice and Solicitor General, discussed the Safe Communities Initiative in Alberta. Alberta released its Crime Prevention Framework which sets out the Government of Alberta's long term strategy. He described the Safe Communities Innovation Fund, which provided funding to 88 innovative crime prevention projects, and the Integrated Justice Services Project, which launched its first pilot project in Calgary in February 2012.

Terry Myers, Former Executive Director, Regional and Integrated Services, Saskatchewan Education, provided an overview of her research on Saskatchewan's Regional Intersectoral Committees (RICs). She described the history and structure of the RICs and the Human Service Integration Forum, which includes senior government officials from provincial ministries, community-based organizations, regional health boards, school boards and police.

Presenters from the Ministry of Justice described the integrated/targeted crime reduction initiatives, particularly the Regina Auto Theft Strategy. Kim Gurnsey, Director, Community Youth Services, Ministry of Justice, explained how the Regina Auto Theft Strategy involves case management, intensive monitoring, supervision and risk reduction programming for chronic, high risk offenders. Dr. Brian Rector, Executive Director, Clinical and Rehabilitative Services, Ministry of Justice, described research which demonstrates that high quality case plans help reduce recidivism among serious violent young offenders.

### High Level Summary

There seemed to be consensus that integration and collaboration are difficult. They require leadership, resources, commitment and time from all partners.

- > "Put up or shut up – If we want people to accomplish something, support them"
- > There were a few comments about making the time for integration and collaboration to occur. Specific suggestions included scheduling regular time to meet, meeting face to face and meeting the needs of everyone involved so they'll want to be included in the initiative.

There was a strong theme related to case planning. Groups commented that effective case plans are resource intensive and there is a lack of resources to implement them in the north and some communities. They also described specific approaches to case planning such as engaging families, consistency, continuity, delivering services through schools, and providing follow up in every case.

There was a theme about the importance of prevention and early intervention.

- > It is "politically sexy" to talk about "big prisons" which "dominate public discourse and big money while we all know that prevention is orders of magnitude more efficient"
- > "Focus on long term and effective strategies (not fire fighting)"
- > All existing ministry budgets should be reallocated by 10% annually to prevention and early intervention
- > "Dollar for dollar funding of prevention/intervention vs enforcement/incarceration"
- > "Frustration with all the talk of prevention and integrative work when the 'heavy lifting' is going to building prisons and hiring police"

continued...



There were also several suggestions about using wrap around methods, community-based sentencing, “non-western” approaches, restorative justice, Elders and mentors.

### Other Voices

Many divergent views were expressed during this session.

There was a strong theme about focusing on outcomes and measuring effectiveness, coupled with concerns about how to do this appropriately. Some groups mentioned the risk of ignoring intangible benefits that can’t be easily measured and the importance of continuing to support risk taking and innovation. As one group commented, “Need balance between risk taking/innovation and evaluation/results orientation.”

There was also a tension about the role of policy in collaborative processes. There were varying comments such as “We need to make policy and practice match”, “separate policy development from service delivery”, and “need to have more action oriented relevant responses to problems instead of striking committees and writing reports.”

There were several comments about the need for collaboration between champions, subject matter experts, leaders, and service providers, but one group commented, “Leave the politicians and scientists out of it to a certain degree.”

One group expressed a concern about labelling children at a young age and how giving them a label may become “a self-fulfilling prophecy.”

### **Challenges**

The groups discussed several challenges. Some of the most commonly discussed challenges included:

- > How to get all the necessary groups together and be mindful of those who weren’t at the table
- > Engaging Aboriginal groups in the Regional Intersectoral Committees (RICs) and linking RICs to First Nations communities
- > Vertical and horizontal integration
- > Funding
- > There were a couple of comments about information sharing, such as the “need for strong parameters on what can be shared . . . but sometimes these defined parameters are used as excuses not to act”

### Additional Detail from the Table Discussions

There seemed to be consensus that integration and collaboration are difficult. They require leadership, resources, commitment and time from all partners.

- > “Put up or shut up – If we want people to accomplish something, support them”
- > There were a few comments about making the time for integration and collaboration to occur. Specific suggestions included scheduling regular time to meet, meeting face to face and meeting the needs of everyone involved so they’ll want to be included.
- > “Gov’t needs to continue to be creative, innovative, flexible, research various funding streams, be focused on outcomes”
- > Support capacity building rather than relying on government

continued...

There was a strong theme related to case planning. Groups commented that effective case plans are resource intensive and there is a lack of resources to implement them in the north and some communities.

- > Need agencies and communities to buy into the importance of case plans so they will focus on providing resources to implement the plans and addressing all of the client's risk factors
- > Need to invest in case plans and match risk and needs to services
- > Target services to high risk offenders
- > Match the intensity of the programming to the client – greater intensity needed with serious violent offenders
- > Engage families in case plans. If the family is not available, find other supports for the youth
- > Families need assistance and intervention too – “if you can't fix the family you won't fix the kids”
- > “Take services to youth not youth to services”
- > Work with schools and teachers to provide services for youth, since youth spend 60% of their time at school
- > Consistency and continuity are the keys to successful case plans
- > Follow up must be provided after every case plan is complete

There was a theme about the importance of prevention and early intervention.

- > It is “politically sexy” to talk about “big prisons” which “dominate public discourse and big money while we all know that prevention is orders of magnitude more efficient”
- > “Focus on long term and effective strategies (not fire fighting)”
- > “Frustration with all the talk of prevention and integrative work when the ‘heavy lifting’ is going to building prisons and hiring police”
- > All existing ministry budgets should be reallocated by 10% annually to prevention and early intervention
- > “Dollar for dollar funding of prevention/intervention vs enforcement/incarceration”
- > Need to incorporate social determinants of health
- > “Focus on factors that are criminogenic”
- > “More early child interventions i.e. first 4 years”

There were also several suggestions about using wrap around, community-based sentencing, “non-western” approaches, restorative justice, Elders and mentors.

Other suggestions included:

- > [There is a] lack of provincial strategy – develop a model for a provincial “hub”
- > Have an Innovation Fund to support collaboration and integration
- > Use the Alberta model
- > “Targeted, integrated community-driven programs that are evidence-based and measurable”
- > Consider the effectiveness of the amount spent on services in relation to the outcomes achieved
- > Have one integrated database to facilitate information sharing
- > Have more integrated targeted initiatives
- > “RICs can offer a lot of key connections and they need to be utilized to their best potential”
  - > RICs should be used more and linked to the Child and Youth Agenda
  - > “1 agency can't do it alone [so] let the RICs work for you”
  - > “Tweet the RIC model to make it ideal”

continued...

#### Other suggestions (*continued*):

- > Start with a strategic plan that has political support
- > “Boundaries must be aligned – coterminous” [possibly this means aligning the boundaries of the RICs with school systems and other systems]
- > Holistic approach – individual, family and community partnerships
- > “Ensure communities have access to funding particularly those that may not have the capacity and/or knowledge of programs or how to apply for funding”
- > Strong leadership linked to vertical and horizontal collaboration:
  - > Initiatives need to be put forward by leaders through a consultative process
  - > Second senior level leaders to community and vice versa
  - > Connect DMs to RICS
  - > Bring DMs into integration work in order to support vertical collaboration
  - > Eliminate silos based on titles, experts and agencies
- > Communication and clarification of roles is necessary
- > Expand interagency work to other departments and kinds of agencies and services
- > Education needs to promote awareness of existing services and models (including community safety plans and work placements)
- > The research and data should help inform the vision - provide statistics and information that is relevant to the community
- > Need to encourage communities to use existing resources
- > Need appropriate governance structures
- > Need for communication to happen at all levels and between agencies
- > Involve communities in planning, implementation and evaluating outcomes
- > “Feedback, feedback, feedback”
- > Involve front line and community people in policy development, planning, program development and evaluation
- > “Hope – don’t give up on individuals or families as a comprehensive response can help”
- > Support multi-disciplinary initiatives and community courts

#### Other Voices

Many divergent views were expressed during this session.

There was a strong theme about focusing on outcomes and measuring effectiveness, coupled with concerns about how to do this appropriately.

- > “Programs MUST be evaluated”
- > Need shared understanding and enthusiasm for evidence-based, targeted interventions
- > Risk of ignoring intangible benefits that can’t be easily measured
- > Continuing to support risk taking and innovation
- > “Need balance between risk taking/innovation and evaluation/results orientation”
- > “Focus on outcomes in addition to process... shows success or not of programs, [this information is] valuable for others interested in program development”
- > There may be a need for programs to be measured by an independent group

continued...

There was a tension about the role of policy in collaborative processes.

- > “We need to make policy and practice match”
- > “Separate policy development from service delivery”
- > “Need to have more action oriented relevant responses to problems instead of striking committees and writing reports.”

There were several comments about the need for collaboration between champions, subject matter experts, leaders, and service providers, but one group commented, “Leave the politicians and scientists out of it to a certain degree.”

There was a tension between focusing on both outcomes and process, versus “focus on results not process.”

One group expressed a concern about labelling children at a young age and how giving them a label may become “a self-fulfilling prophecy.”

A few groups commented on the need to identify and reduce overlaps in services, but one group suggested “Champion multiple service providers.”

“Technology can help and hinder our communication – choose wisely... for example, texting can be used to make contact with clients and set up meetings but technology can also create problems.”

Other comments included:

- > “Different models for different communities are okay”
- > “Jurisdictional issues should not be an issue with public safety”

## Challenges

The groups discussed several challenges. Some of the most commonly discussed challenges included:

- > How to get all the necessary groups together and be mindful of those who are not at the table
  - > Not all of the relevant stakeholders are ready to become involved
  - > Engaging Aboriginal groups in the RICs and linking RICs to First Nations communities
  - > “Obtain feedback from all those that are served by the program, i.e. front line workers and those that benefit or not from the service”
- > Boundaries – need to cooperate, share ideas and reduce overlap
- > Funding
- > Lack of knowledge about what resources and services are available
- > Appropriate training for staff
- > There were a few comments about information sharing
  - > Need a “clear understanding of the use of information”
  - > There is a “need for strong parameters on what can be shared... but sometimes these defined parameters are used as excuses not to act”
  - > “Spend time teaching us what/when we can share not just what we can’t”
  - > “Be clear about what you can [and] can not share”

## Other Comments

- > “Stats on the auto theft presentation were interesting because they showed savings to society from reductions in other crimes and violent offences”

## PANEL DISCUSSION 4: REINTEGRATION

### Topics and Panellists

Corinne Carvill, Community Justice Coordinator, Yukon Justice, described work in the Yukon to reintegrate offenders who have Fetal Alcohol Spectrum Disorder (FASD). Yukon Justice is building the capacity of local communities to participate in reintegration and supporting caregivers and service providers who often feel burned out and suffer from vicarious trauma or compassion fatigue.

Shawna Bear, Service Integration Manager, Young Offenders Programs, Ministry of Justice, introduced Saskatoon Tribal Council's youth reintegration program. Youth workers with the Ministry carry out validated risk assessments and develop community safety plans which are used in making referrals to the Saskatoon Tribal Council's Reintegration/Community Connections Program.

Mark Mokihcihtaw, Youth Reintegration Worker with the Saskatoon Tribal Council outlined the youth reintegration program's target group and objectives. The program aims to facilitate and support the youth's reintegration, build a trusting relationship with the youth, support the youth to identify their own risk factors, engage community members, and encourage the youth to be involved in problem solving and be accountable.

Otto Driedger, Chair, Circles of Support and Accountability (COSA) South Saskatchewan, explained how COSA engages community members in the reintegration of medium and high risk sex offenders. Some Canadian research shows that offenders who participate in COSA are about 80 per cent less likely to reoffend than those who do not have a circle.

### High Level Summary

There was a strong sense that "reintegration happens at the community level – it is important that supports are put in place to make the integration happen at that level."

- > Reintegration work takes effort and requires many resources that may not be available in smaller communities
- > There is a high risk of failure and if the reintegration process fails the community may not want to try again
- > "In order for reintegration to be attainable, effective and continuous, resources and supports/education must be in place for offenders and workers/service providers (to avoid compassion fatigue) and communities. Programs must be effective, community-based and measurable"

There was a strong theme that most offenders will return to the community, so it is important to reintegrate them effectively. The groups felt that community interest, involvement, education and acceptance are critical, but difficult to achieve.

- > "Indifference and outrage [is] not a strategy"
- > There is a need to put the "unity back in community" but how can we mobilize people and get them to rally behind it?
- > Need to overcome attitudes of individuals, communities, agencies and professionals that are barriers to reintegration
- > Need for buy in from community members and elected officials

continued...

There was also a theme about government's role in assisting with building community capacity to support reintegration.

- > Government needs to support communities in doing reintegration by identifying existing supports, providing knowledge, supports, funding, and training opportunities.
- > There were some comments about government needing to work more with the community to assist with reintegration and make it more effective, and to support community justice committees and community justice initiatives, especially in small communities.

The overall theme of capacity building included a strong subtheme about volunteers: difficulties in recruiting and retaining volunteers; working with volunteers to prevent and address burnout; and the risk that volunteers might be labelled and targeted for their involvement in reintegration programs.

Some groups commented that collaboration and team work are vital, but they were not sure how to get started or who would champion it.

- > "All good information and ideas but how do we go about implementing them?"
- > "Unable to know who is to start the changes, [but] police will support the changes"
- > "Community building requires guts (strength, courage, moral courage) and conflict resolution skill" – need to take risks

There were comments that COSA is a good model and groups provided some ideas about how to expand it, and a few comments suggesting the approach needs evaluation.

Several comments were supportive of restorative justice and Aboriginal justice.

Additionally, there were comments about other approaches to reintegration, such as:

- > Creating personal connections and relationships with the offender are crucial but this requires healthy volunteers and staff
- > Develop options for children ages 5-11
- > Provide mentorship and role modelling for youth

### Other Voices

There was a tension between support for reintegration and community safety, or perhaps for finding the right balance between accepting the offender and maintaining boundaries. There were several comments about the offender needing to accept personal responsibility for their actions and the community's desire to denounce the act while recognizing the offender's humanity. For example, one group wrote, "Once [the] crime and consequences are done still need to work to give the individual a second chance. . . must work to have [the] individual who offended feel accepted back into the community." However, four groups had different views, with comments such as "Public Safety #1" or "recognize [the] limits of reintegration. . . not everybody can be saved or wants to be."

continued...

## Challenges

There were more challenges listed for this panel discussion than the other panels. The challenges included:

- > Overcoming personal, community and professional/agency barriers to using approaches such as reintegration and COSA
- > A number of challenges were listed in regards to volunteers: finding, training and retaining them, and supporting caregivers, volunteers and front line workers to avoid and address burnout and volunteer fatigue
  - > “Some front line workers do not even know what compassion fatigue/vicarious trauma is. Step one would be to acknowledge it exists and teach people to recognize it in themselves”
- > Long term supports are needed for clients with FASD and other disabilities

## Additional Detail from the Table Discussions

There was a strong sense that “reintegration happens at the community level – it is important that supports are put in place to make the integration happen at that level.”

- > Reintegration work takes a lot of effort and requires many resources that may not be available in smaller communities
- > There is a high risk of failure and if the reintegration process fails the community may not want to try again
- > “In order for reintegration to be attainable, effective and continuous, resources and supports/education must be in place for offenders and workers/service providers (to avoid compassion fatigue) and communities. Programs must be effective, community-based and measurable”

There was a strong theme that most offenders will return to the community, so it is important to reintegrate them effectively. The groups felt that community interest, involvement, education and acceptance are critical, but difficult to achieve.

- > “Indifference and outrage [is] not a strategy”
- > “Takes a whole village to raise the new person”
- > Put the “Unity back in community”, but we need to find this unity – how can we mobilize the community and get people to rally behind it? How do we get the community to accept reintegration work?
- > Need a change in community attitudes - hard to build strong community when we don’t know our neighbours
- > The importance of prevention and having healthy communities in the first place, [but] “what kind of communities are we putting offenders back into?”
- > “We need to overcome barriers to community involvement that manifests itself [through] confidentiality/privacy concerns”
- > The individual is the focus but the community is essential in providing supports, planning, mobilizing to support safety and change
- > Use social media to build community

There was a theme about government’s role in assisting with building community capacity to support reintegration.

- > Government needs to support communities in doing reintegration by identifying existing supports, providing knowledge, supports, funding, and training
- > “Gov’t [and] community need to [do] a better job [of] providing basic services to those recently released”
- > The role of government is to support innovations coming from the community
- > Reintegration work requires educating the community about working with offenders and how to manage risk
- > “We give people small amounts of information, communities fill in the blanks – we don’t give/tell them about tools [and] resources”

continued...



There was a theme about government's role in assisting with building community capacity to support reintegration (*continued*).

- > "Consultation [and] knowledge sharing with community members about reintegration programs, successes and what may happen if communities reject reintegration initiatives"
- > Engage local leaders to help address fears – need buy in from community members and elected officials
- > "Corrections needs to work more with community to assist with integration and make integration effective"
- > Community justice committees "need life breathed into them to make [them] effective"
- > "Better support for community justice initiatives (especially in small communities)"

Some groups commented that collaboration and team work are vital, but they were not sure how to get started or who would champion it.

- > "Working as a team (i.e. Justice Committee, Elders, etc.) to work with the individual to support them with resources, care, respect)"
- > Collaboration and teamwork support healing and accountability of offenders
- > "All good information and ideas but how do we go about implementing them?"
- > "Unable to know who is to start the changes, police will support the changes"
- > "Community building requires guts (strength, courage, moral courage) and conflict resolution skill" – need to take risks

There were several comments that COSA is a good model and groups provided some ideas about how to expand it, and a few comments suggesting the approach needs evaluation.

- > Champion COSA
- > Have COSA for all offenders
- > Create a database of people who are willing to support COSA
- > Matching volunteers to the core member

There were several comments that were supportive of restorative justice and Aboriginal justice approaches.

- > "...Being invited to participate in a process (i.e. sentencing circles) makes [the] individual feel human again"
- > "Gives them back their person – no longer a lost soul who everyone hates"
- > Use healing processes and the medicine wheel, adapting it to all clients
- > Use restorative justice approaches that repair the harm done
- > Use restorative justice principles
- > "Circles serve to help offenders understand how many people are in the community that will support them"
- > Consider asking the victim to be involved in reintegration
- > Mediation should be victim driven not offender driven

In addition to the comments about COSA and restorative justice/Aboriginal justice, there were several comments about other approaches to reintegration, such as:

- > Creating personal connections and relationships with the offender is crucial but requires healthy volunteers and staff
  - > Establishing personal connections with the client is important
  - > Shift from viewing the client as a professional to viewing the person as a friend
- > Programs have to be sensitive to community values and providers need to be credible to get buy in
- > Need to build trust and prepare communities and offenders for release – identify challenges, realistic expectations
- > Educate communities about accepting the offender back into the community - "Prepare, plan and educate"

continued...

In addition to the comments about COSA and restorative justice/Aboriginal justice, there were several comments about other approaches to reintegration, such as *(continued)*:

- > Need to screen and train volunteers
- > Use more informal approaches, settings and environment
- > Program stability is important
- > Ask the client what their needs are
- > Involve youth in planning their reintegration options
- > Develop options for children ages 5-11
- > Focus on the positive and the evidence about what's working
- > No one size fits all solutions – “Staff have flexibility to do what is needed for individual cases”
- > “Reintegration will depend on the offender, offence and recidivism, but needs to include wrap around programs”
- > Need enough healthy people, volunteers and mentors to do the work
- > Need financial resources to avoid escalation of risk and prevent reoffending – resources are only available to offenders who have been sentenced for a serious crime
- > Look at the resource pool including volunteers, NGOs [non-government organizations], church groups
- > Start with needs assessments
- > Start working with offenders long before they are released into community
- > Develop seamless case plans
- > Good services meet offenders where they're at
- > Involve decision makers, program recipients and program providers in making decisions and developing plans
- > Mentorship and role modelling for youth
- > Elders and seniors are important role models for youth

### Other Voices

There was a tension between support for reintegration and community safety, or perhaps for finding the right balance between accepting the offender and maintaining boundaries.

- > There was strong support for community involvement in reintegration, with comments such as, “Once crime and consequences are done still need to work to give the individual a second chance... must work to have [the] individual who offended feel accepted back into the community”
- > “Treat those that have offended with respect – give them back their dignity (outcome will be more positive... connect between an individual feeling good about themselves and leading a healthier lifestyle = less likely to reoffend).”
- > Need to overcome tendency to segregate and label offenders – build empathy for offenders
- > On the other hand, one group wrote “Public Safety #1”
- > “Need to manage risk to community while giving the offender the opportunity to change”
- > “Recognize [the] limits of reintegration... people are more than their worst sins... not everybody can be saved or wants to be”

### Challenges

- > Overcome personal, community and professional/agency barriers to reintegration such as NIMBY [“not in my back yard”] and fear
- > Community readiness – need to educate the community, take small steps
- > Consistency and continuity
- > Lack of resources to assist with cultural programming and opportunities for youth

continued...

### Challenges (continued)

- > Finding and retaining volunteers, and supporting caregivers, volunteers and front line workers to avoid and address burnout and volunteer fatigue
  - > “Some front line workers do not even know what compassion fatigue/vicarious trauma is. Step one would be to acknowledge it exists and teach people to recognize it in themselves”
  - > “Look after yourself helpers or you are no good to anyone else!”
  - > Volunteers in smaller communities also being labelled and targeted for the work they do
  - > Need to “Find innovative ways to keep good people longer (RCMP/social workers/educators) in small communities”)
- > Need for evaluation to build public support and get funding
- > Need for residential supports for offenders
- > Youth homes and transition homes need to be well run to avoid issues with the public and calm community fears
- > Breaking down the walls between groups that work in isolation
- > Long, drawn out court cases tend to enhance the “split” between the victim’s and the offender’s supporters
- > How can schools deal with victims and offenders who attend the same school in rural communities?
- > Sustainability – provide services over the long term to clients who will need them for long periods of time

## PANEL DISCUSSION 5: TOOLS FOR CHANGE

### Topics and Panellists

Norm Taylor and Lisa Taylor presented research by Saskatchewan police partners on what works in crime reduction. The presentation included a video that introduced the Building Partnerships to Reduce Crime initiative, which aims to improve integration and collaboration between the groups working toward crime reduction. The presentation also previewed the Building Partnerships to Reduce Crime website, which was not yet live.

Duane Mombourquette, Executive Director, Access and Privacy Branch, Ministry of Justice, spoke on the topic “Respecting Privacy While Overcoming Barriers to Information Sharing.” He discussed issues regarding the protection of personal privacy and information sharing and outlined the steps involved in deciding whether information can be shared.

Dorothy Banka and Frankie Jordan, both of whom are Senior Policy Analysts with the Ministry of Justice, gave a presentation entitled “Valuing Evaluation: Tools for Change.” They suggested that the planning and evaluation process should begin during program development and key stakeholders should be involved. They also discussed methods such as developing logic models.

### High Level Summary

The strongest theme was agreement about the importance of evaluation. At the same time, the groups identified issues related to undertaking evaluations. As one group wrote, “Program evaluation is key but replete with challenges such as: funders require it but don’t support [it]; capacity deficit; long term evaluation [is even] more difficult; program directors often forget [about evaluation].”

continued...

The second strongest theme was the need to address issues related to information sharing, access and privacy. The groups proposed several ideas about this.

There were a few comments about needing to share information about existing programs, resources and effective models. For example, one group commented that half of their members had not been aware about the Building Partnerships to Reduce Crime initiative or the RICs.

There seemed to be agreement about the importance of having communications plans, evaluation strategies, and methods of sharing information in place before beginning a program or project.

### Additional Detail from the Table Discussions

The strongest theme was agreement about the importance of evaluation. At the same time, the groups also identified several issues related to undertaking evaluations.

- > “Program evaluation is key but replete with challenges such as: funders require it but don’t support [it]; capacity deficit; long term evaluation [is even] more difficult; program directors often forget [about evaluation]”
- > “Evaluations are key to service delivery and results”
- > “Evaluations are more effective when they aren’t driven from the top. . . A lot of the talk about evaluation is rhetoric; we need to follow through...Evaluation is part of effective government”
- > Community-based agencies have limited capacity/resources to conduct evaluations. One group commented “we aren’t good at evaluation”
- > Include evaluation expertise and resources right from the beginning of project development - “Evaluation needs to [be built] in at the front end”
  - > “Know what outcomes we are seeking from the beginning so we have the right people at the table”
  - > Begin with an evaluation framework and use a logic model
  - > Need funding from the onset of a program to incorporate evaluation
  - > Need “commitment to longer term programming that will allow for outcome evaluation”
  - > “Evaluation is key but often not funded until the end of [the] program. . . requires a mind shift from funders to provide monies for evaluation from the beginning”
- > One group commented about the need to think about the purpose of the evaluation – or, as they put it, the evaluation needs to “have value”, which includes thinking about why you’re collecting the information and what will be done with it, rather than just collecting numbers
- > “Operational staff need to know an evaluation is coming (decrease fear) . . . encourage an atmosphere that change/growth is a good thing”
- > Measure progress as we go along – establish indicators
- > “Align indicators more with what is going on . . . identify indicators that are not relevant or being met, align and report so that time is not wasted”
- > Negative perceptions of evaluation – “Framing of evaluation feels more like a tax audit”
- > There is a potential perception of bias when evaluations are done internally

continued...

The second strongest theme was the need to address issues related to information sharing, access and privacy. The groups proposed several ideas about this:

- > Groups need to “get on the same page” regarding privacy and access issues
- > “Pass [it] on – get out information about privacy” – communities need clear, simple, written information about privacy and information sharing
- > Information on privacy and access should be included in training for boards and service providers, and the training should be provided in a simple, concise form
- > Need more information about privacy laws and more education about privacy and access, particularly for front line staff – “How to apply privacy legislation in [the] real world”
- > Review privacy barriers
- > Clarify information sharing at the beginning of a program or project; engage the Access [and] Privacy Branch early in the development phase to identify potential issues, and continue working with them throughout the project’s life
- > Information sharing protocols or MOUs are needed, but community-based groups need help in developing them
- > “How do we create congruence between government policy on information sharing and professional ethics in various fields (policing, social work, psychology?)”
- > Be up front about what information you can share; get consent from the client [to share information] (build rapport); give clients “the rules” about what we will share
- > There may be a need for legislative amendment to facilitate information sharing
- > Use technology such as social media to facilitate access to information

There were a few comments about the Building Partnerships to Reduce Crime initiative:

- > A few groups commented that the website would be useful when it’s developed
- > The initiative has a “narrow focus, make it more tangible”
- > The initiative should be evaluated from the start
- > Share information about the initiative – “[half] of us didn’t know it existed. Get frontline staff in the know”

### Other Comments

- > Have tools in place before you start a program – include a communications strategy, evaluation plan and ways to address privacy issues
- > There is a need to share information about existing programs and resources:
  - > “Have websites to collect information on programs and strategies that are effective that can be used in my community”
  - > “Promote better communication between agencies [and] organizations re: available programs”
  - > “Share RIC info – [half] of us didn’t know it existed”
- > “In spite of the challenges it’s time to take action. There is a need to individualize or tailor programs to each person, community, region . . . Doing nothing is not an option”
- > “Use social return on investments tool”
- > “[Provide] provincial funding support for integration of hub models ie \$40k (admin support, record keeping)”
- > Programs are easier to implement in larger communities, but perhaps larger communities could become a “training ground” that then be used as a model for changes in smaller communities.

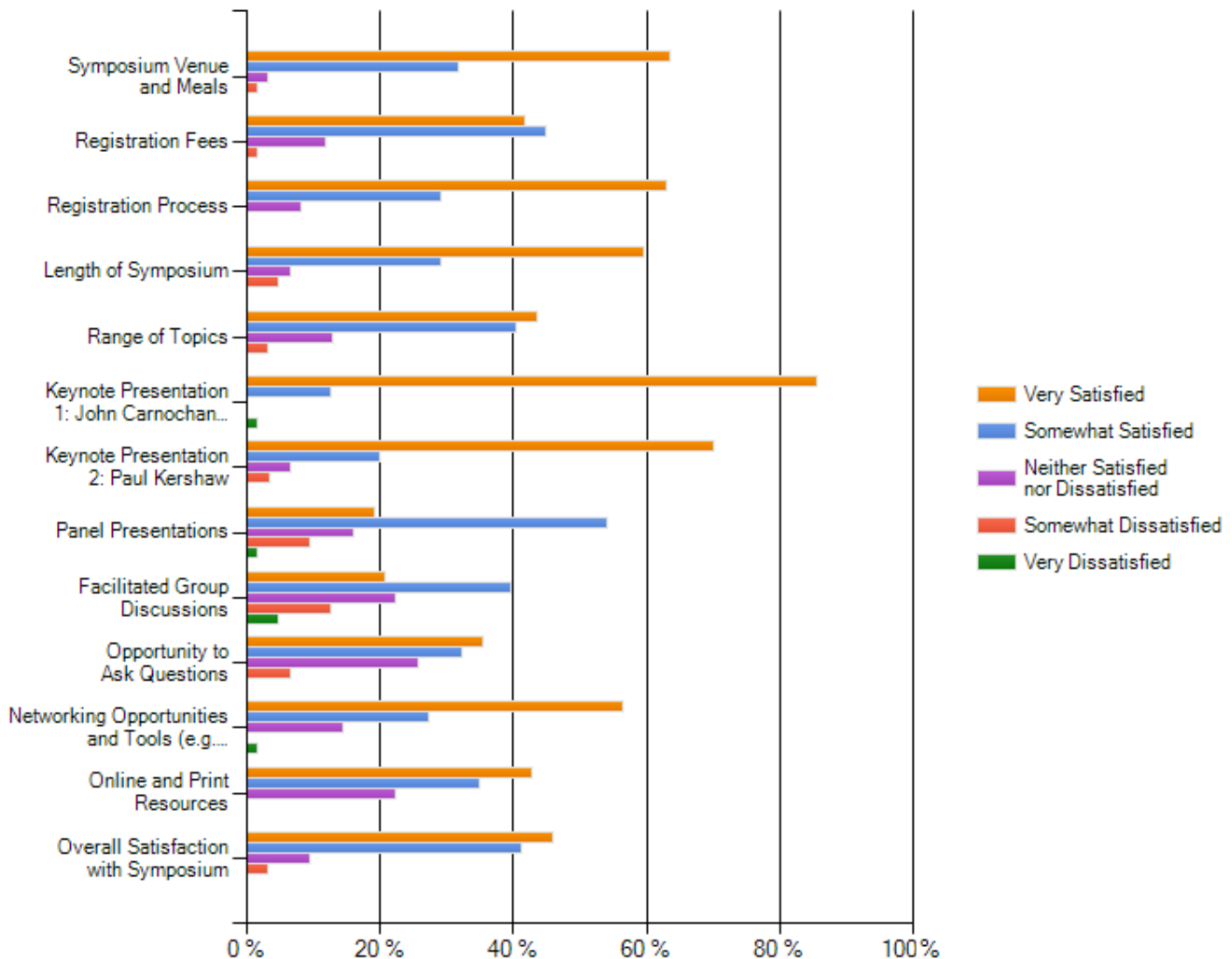
## APPENDIX B | RESULTS OF THE POST-SYMPOSIUM QUESTIONNAIRE

Participants were asked to complete an online questionnaire after the Symposium. Altogether, sixty-three (63) people completed the questionnaire. Their responses provided valuable feedback about the event. The Planning Committee reviewed the responses and would like to thank the attendees who took time to complete the questionnaire.

### Satisfaction with Symposium

Participants were asked to indicate whether they were satisfied or dissatisfied with various aspects of the Symposium. Their responses are summarized in Chart 1.

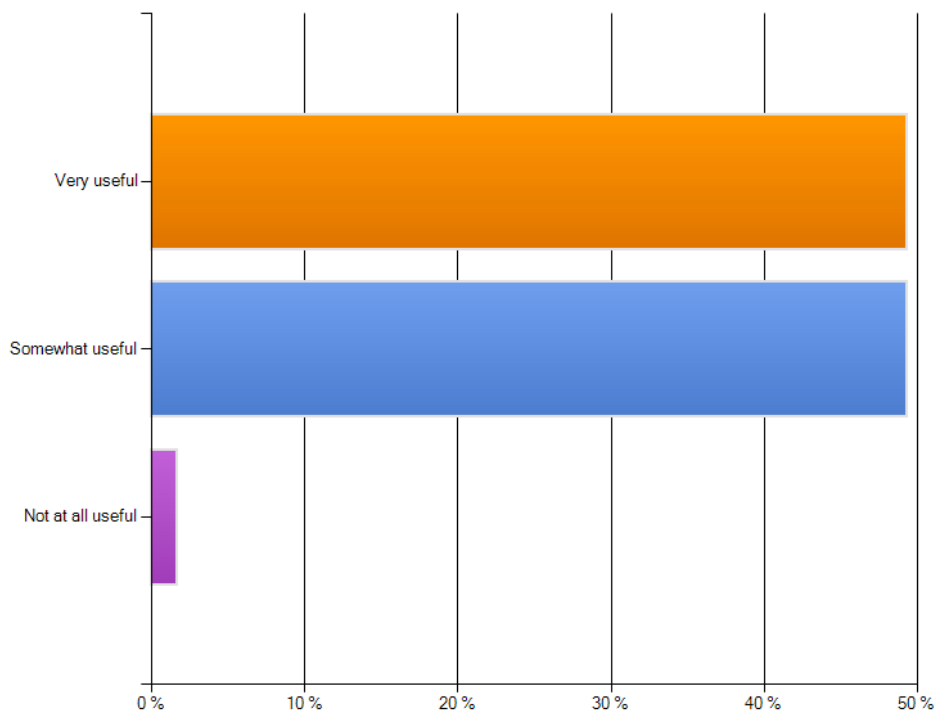
**CHART 1** | Based on your experience at the symposium, how satisfied or dissatisfied were you with the following?



### Usefulness of Symposium

Participants were also asked to indicate whether or not they found the Symposium to be useful. Their responses are summarized in Chart 2.

**CHART 2** | Overall, would you say that the symposium was useful or not useful to you?



### Achievement of Symposium Objectives

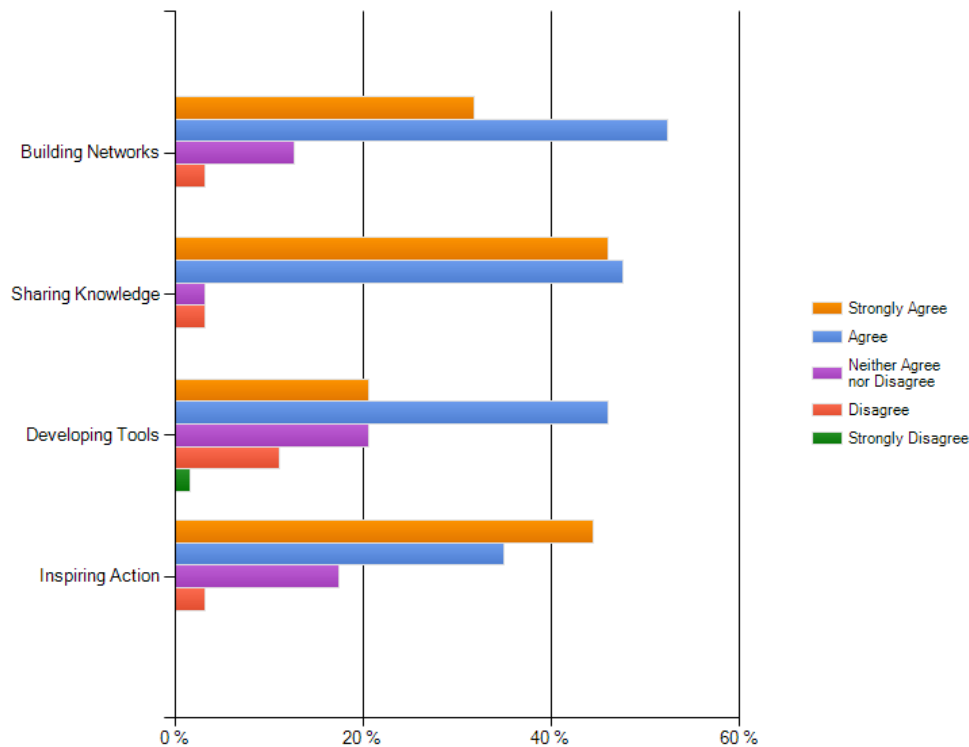
Finally, participants were asked to indicate whether the Symposium achieved its four objectives:

- 1) Building Networks
- 2) Sharing Knowledge
- 3) Developing Tools
- 4) Inspiring Action

Their responses are summarized in Chart 3.



**CHART 3 |** Based on your experience at the symposium, would you agree or disagree that the following objectives were achieved?



### Comments

Overall, 87 per cent of respondents were satisfied with their experience at the Symposium. Additionally, 98 per cent reported the event was useful to them. They found the keynote presentations to be the most satisfying and useful parts of the event. Respondents also expressed strong satisfaction in the extent to which the Symposium supported knowledge exchange and provided networking opportunities.

One respondent summarized his or her experience as follows:

*The symposium took away a measure of the paralysis and helplessness people often feel when facing such overwhelming “wicked” problems as domestic violence, poverty, [and] gangs. I realized that effective action can be taken through coordinated effort. I found hope. The next step is to build an effective network within the people already working in the field and then to raise public awareness of the possibilities to reduce crime, poverty, [and] marginalization in our community.*

The facilitated group discussions and panel presentations received somewhat lower ratings. Respondents provided thoughtful suggestions for improving the discussions and presentations, which have been considered by the Planning Committee in order to improve future events.

continued...

Respondents provided the following suggestions:

*The facilitated group discussions were interesting, but [I] believe there were far too many. Limiting group discussions to 2 or 3 would've been more appealing. I believe that group discussions should've followed the keynote speakers, I say this because they were very well done and spiked interest in the crowd, I believe this would've resulted in a far more [engaged] crowd.*

*I would have found the panel discussions more informational if there was one topic that each panelist provided a different perspective on. i.e: funding across Ministries - how do we encourage shared financial responsibility [sic]? The way it was set up reviewed current projects or initiatives which didn't give much for the audience to challenge or push our current work.*

*It would have been better to hear more specifics about what people are doing, how they began partnering, and what changes and struggles they faced in doing the work they are doing. I felt that many of the presenters were general. . . in their descriptions.*

Another respondent commented, *"Less range, more depth. So, it was a good primer for a varied audience."*



