

2008 Parks and Recreation Ontario
Educational Forum and Trade Show

***Community Mobilization through
Social Development Workshop***

facilitated by

Rajender Sud



Workshop Goals and Objectives

- At the end of this workshop, participants will be able:
 - ◆ Articulate what is meant by community mobilization
 - ◆ Take back to their communities a problem solving model that supports community mobilization



...Duties of a police officer include....

(a) Preserving the peace...

(b) Preventing crimes and other offences and providing assistance and encouragement to other persons in their prevention....

**Community
Mobilization**



Problem Solving & Mobilizing

- The sources for crime and other social issues are found in local communities
- Community involvement is necessary to address these problem



Community Mobilization

- Widely applied **strategy to prepare communities for action and change** in fields such as health promotion, social services, education, community development and the environment.
- Based on the belief that when a community is mobilized to address and solve its own problems, **more efficient and effective results** will materialize than could be achieved through other means.



Police and Community Mobilization

The actions and initiatives taken by police officers to motivate and support citizens to effectively deal with the root causes of crime and insecurity within their neighbourhoods

Problem solving & “results” driven
More than a community policing philosophy

Building community “capacity”
We get others to do the work in their own community

Stop the “bubble” effect
We don’t just chase crime around



Community Mobilization and Crime Prevention

- Community mobilization is one of a range of strategies believed to contribute to preventing crime and victimization.
- Based on the belief that crime and victimization problems are “owned” at the community level
 - ◆ That crime prevention is a task for the community as a whole, and
 - ◆ that efforts to prevent crime and victimization will be more successful when the “community” participates in some way (Schneider, 1998).



What's needed for Effective Problem Solving?

- Develop and sustain **effective partnerships**
- Utilize **a problem solving method** that facilitates the partnership so that community & police issues are addressed
- Develop **action plans** with your community & police to address the issues
- **Monitor and evaluate** your actions to determine where you go from here



Crime Prevention Strategies

Two broad categories

- Situational Crime Prevention (*focuses on reducing the availability and attractiveness for criminal activity*)
- Crime Prevention Through Social Development (*focuses on the root causes of crime and victimization*)



Helping people to help each other!

Hi-crime, fragmented communities have learned **dependence** and **powerlessness**.

Whatever we do there has to teach them that they have some **capacities** to help themselves, and each other.

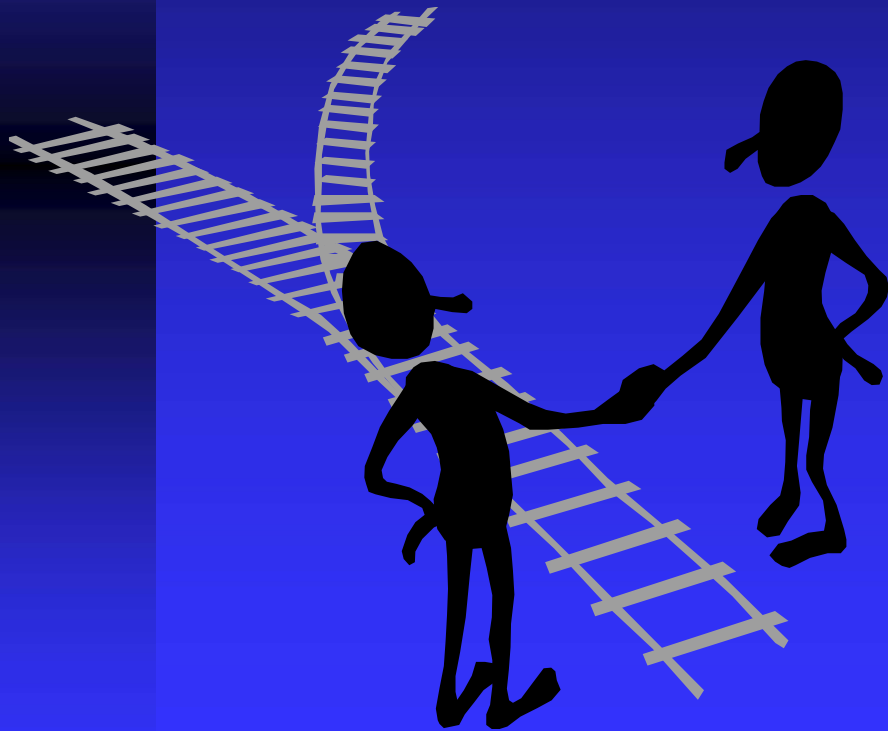
So we use **asset-based** community building strategies.





This work needs partnerships!

Policing and other social agencies
must **merge services and resources**
to the **best advantage of**
the community.



Especially when it comes
to helping them over-
come **systemic barriers**
positive life choices



Police-initiated...!

You can't re-connect people who are separated by **fear, anxiety and frustration!**

Police **remove** some sources of fear; and **give people the courage** to try harder

Clearing the way for other social service providers to have a more lasting, positive effect in the community





Teamwork!

Police, social services and citizens have to learn how to act like a well practiced relay team



Police and social services providing **special skills** and **resources**...

...Handing-off leadership to **community members!**



Where there's hi-crime...



Roots of Crime

- Poverty
- Single parenting
- Substance abuse
- Substandard housing

...there are few positive life choices!



Where there's no cohesion,



People do not help each other



Few co-operate w/ social services



Violence of all kinds increases



Calls for police service increase



But if we do it well...

- Then a community will develop

- Citizens will be more helpful to police in catching criminals

- More crimes will be prevented

- The police will benefit from more public legitimacy

Value-added
of community
mobilization

Standard
benefits of
traditional
community
policing



Phases of Community Mobilization

Readiness

READINESS –Determine whether conditions in the community are ready for effective action.

**Police
Initiate**

INITIATE (Police) –Action-enforcement. Police may convene neighbours to discuss how they can co-operate in resolving community problems.

**Connect
Others**

CONNECT –Help connect neighbours to community agencies, offices and other community resources. When communities have a sense of cohesiveness they feel better about working together on their mutual concerns. This could be as simple as a referral to a social agency.

Sustainability

SUSTAINABILITY –Police don't reduce efforts to any Community Mobilization initiative unless or until the community is able to sustain their efforts.

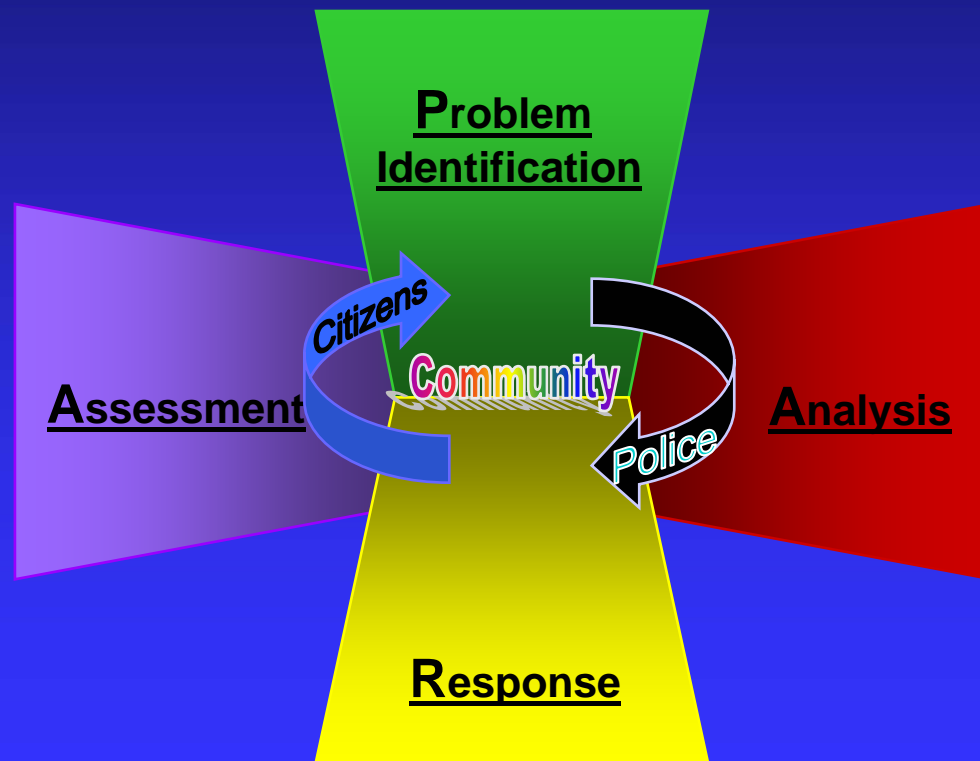


What makes an effective police and community partnership ?

- knowing each others roles and responsibilities
- recognizing our own and each others' limitations, strengths and weaknesses
- managing conflict and criticism positively
- developing a working partnership through problem solving and planning
 - ◆ focusing on results
 - ◆ building mutual trust



Community Mobilization





Why do we do problem solving ?

It ensures that problems are addressed in a systematic manner by finding the best solutions possible through:

- ◆ establishing sound strategies
- ◆ involving all stakeholders
- ◆ identifying all resource requirements
- ◆ prioritizing

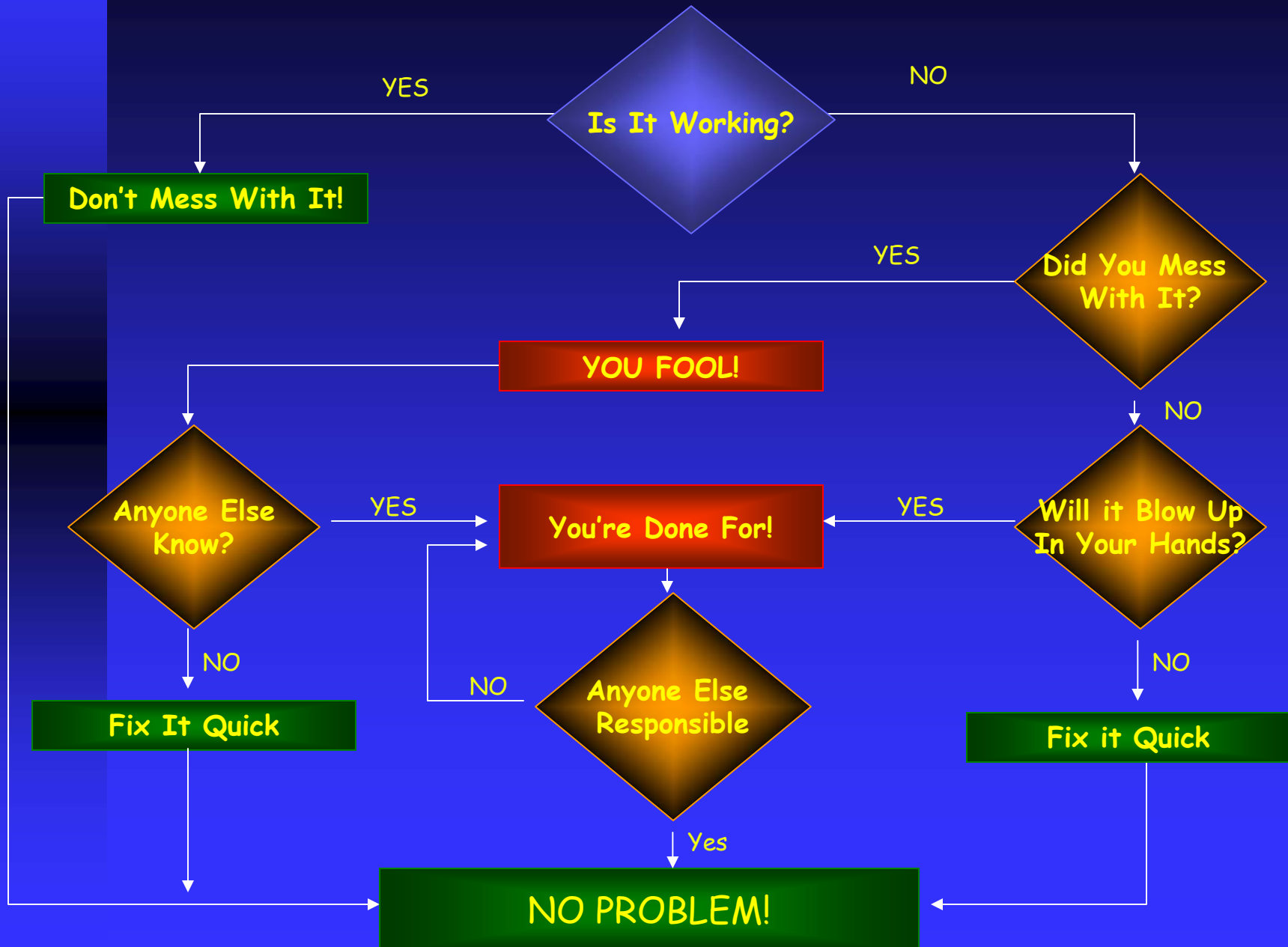


Problem Solving

- ◆ The “if it isn't broke don't fix it” model
- ◆ P.A.R.E



Ancient Flowchart For Problem Resolution



The Problem Solving Process

P. A. R. E.



Being Effective: Determining Your Partnership Needs

Core Needs

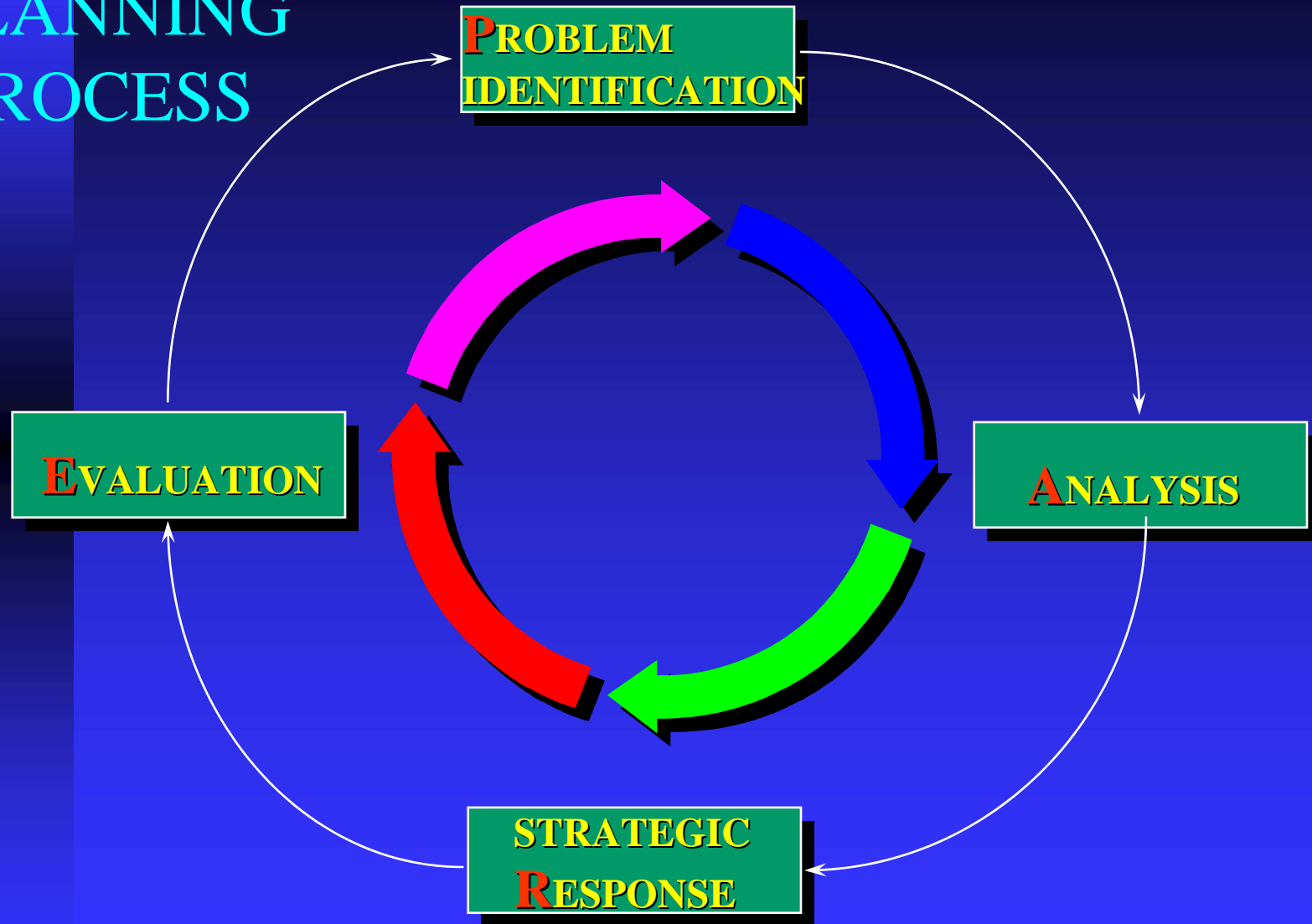
- Thinkers (organizers and planners)
- Team skills (resolving conflicts, addressing team needs)
- Innovators & Challengers
- Task Oriented skills
 - ◆ getting the job done

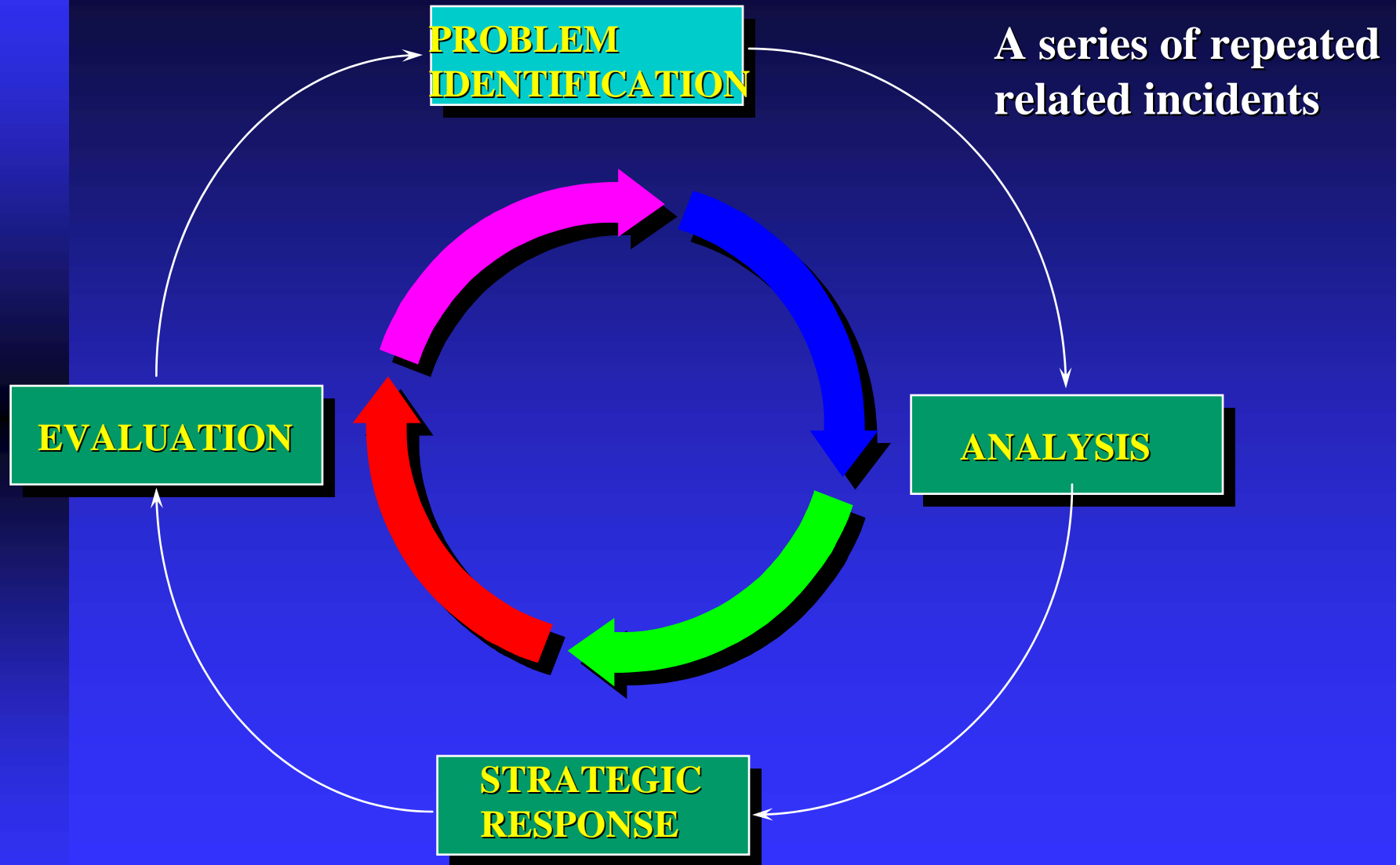
Specialized Needs

- Computer skills
- Financial skills
- Marketing skills
- Community connections, e.g. media, political, resource



PROBLEM SOLVING PLANNING PROCESS







Problem Identification

- Symptoms vs Causes
- Don't rush to solution
- List everyone's perception
- Agree on a problem statement
- You may have more than one problem
- Analysis stage will help further

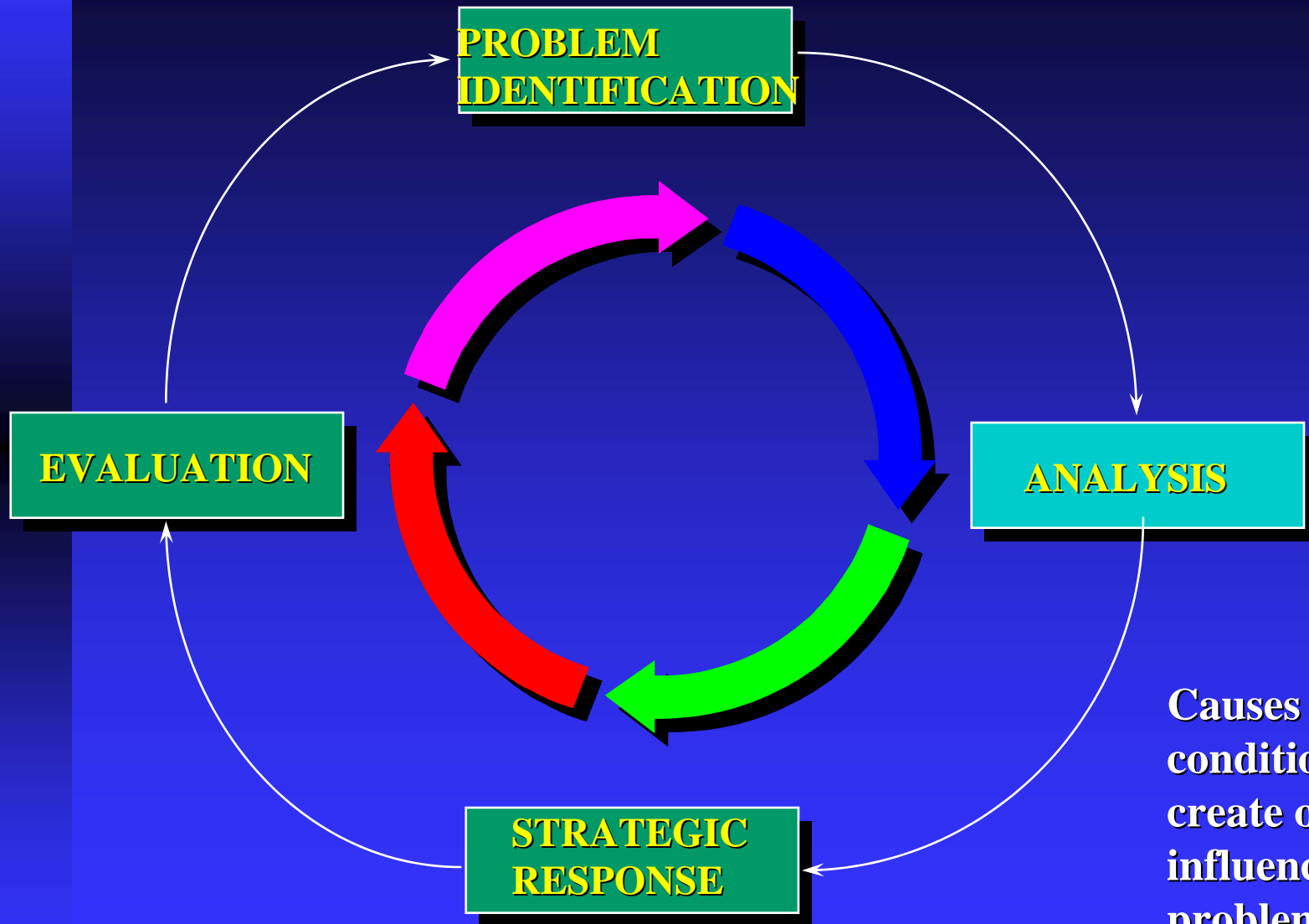




Being Effective: Brainstorming issues

- Agree on purpose, topic, & rules
- Set a time limit (ex. 10-15 minutes)
- Record ALL ideas in 1-3 word points with no discussions or editing
- Begin clarifying & discussing ideas by linking common ideas together
- Prioritize all linked ideas





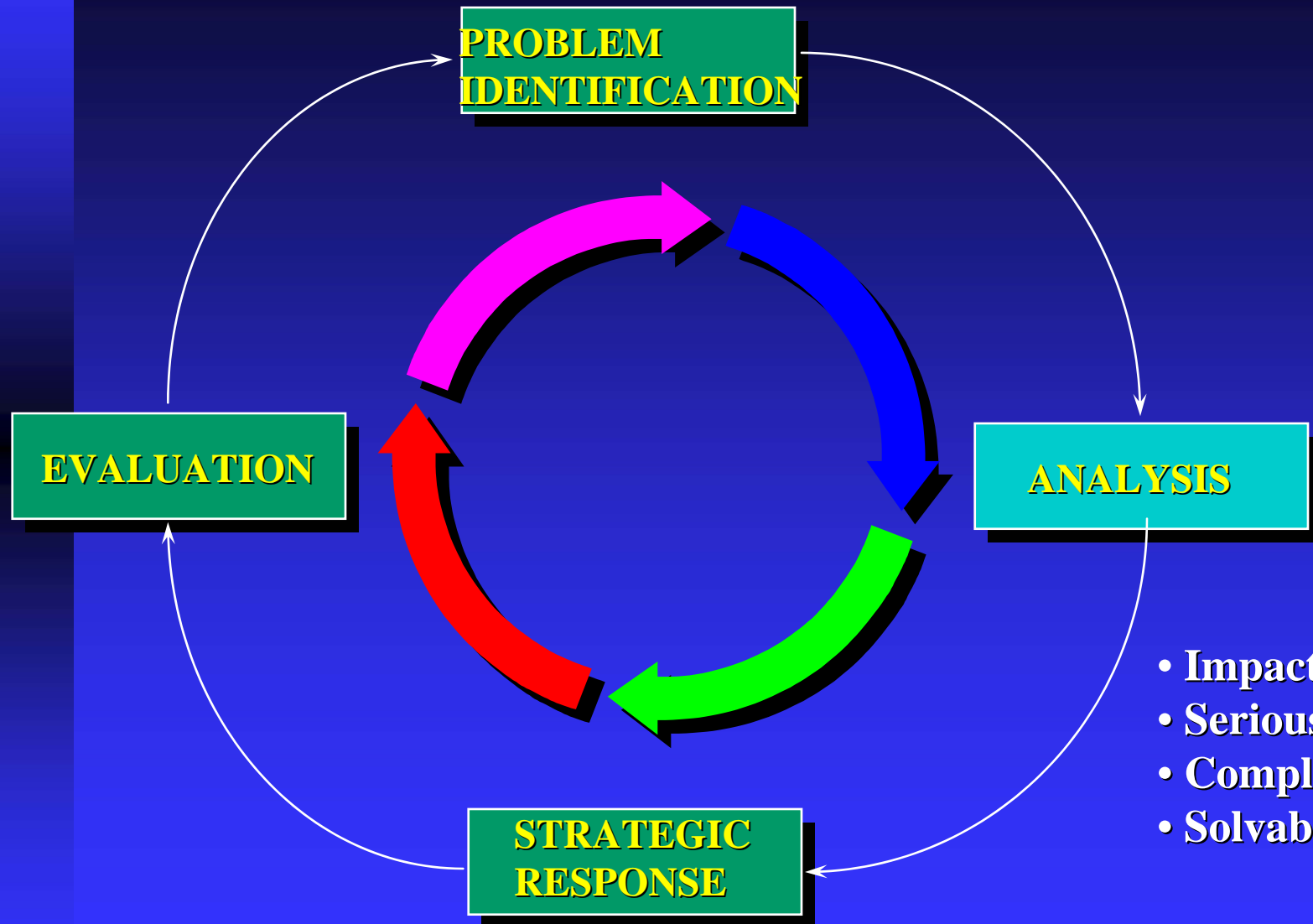


Analysis

The 5

W's

- WHO
- WHAT
- WHEN
- WHERE
and.....
- WHY ??





Prioritizing the Issues

“Identifying all the pieces to the problem”

Impact (1 least to 5 most)

How big is the problem ?

Who is affected ?

What other problems are impacted by the situation ?

Who are the stakeholders ?

Seriousness (1 least to 5 most)

What is the impact if left unchecked ?

What is the public concern or perception?

What is the police priority/status of this case?



Prioritizing the Issues

Complexity (1 very to 5 little)

How complex or deep rooted is the problem?

Are resources available to handle it effectively?

Who has ownership?

Solvability (1 difficult to 5 easy)

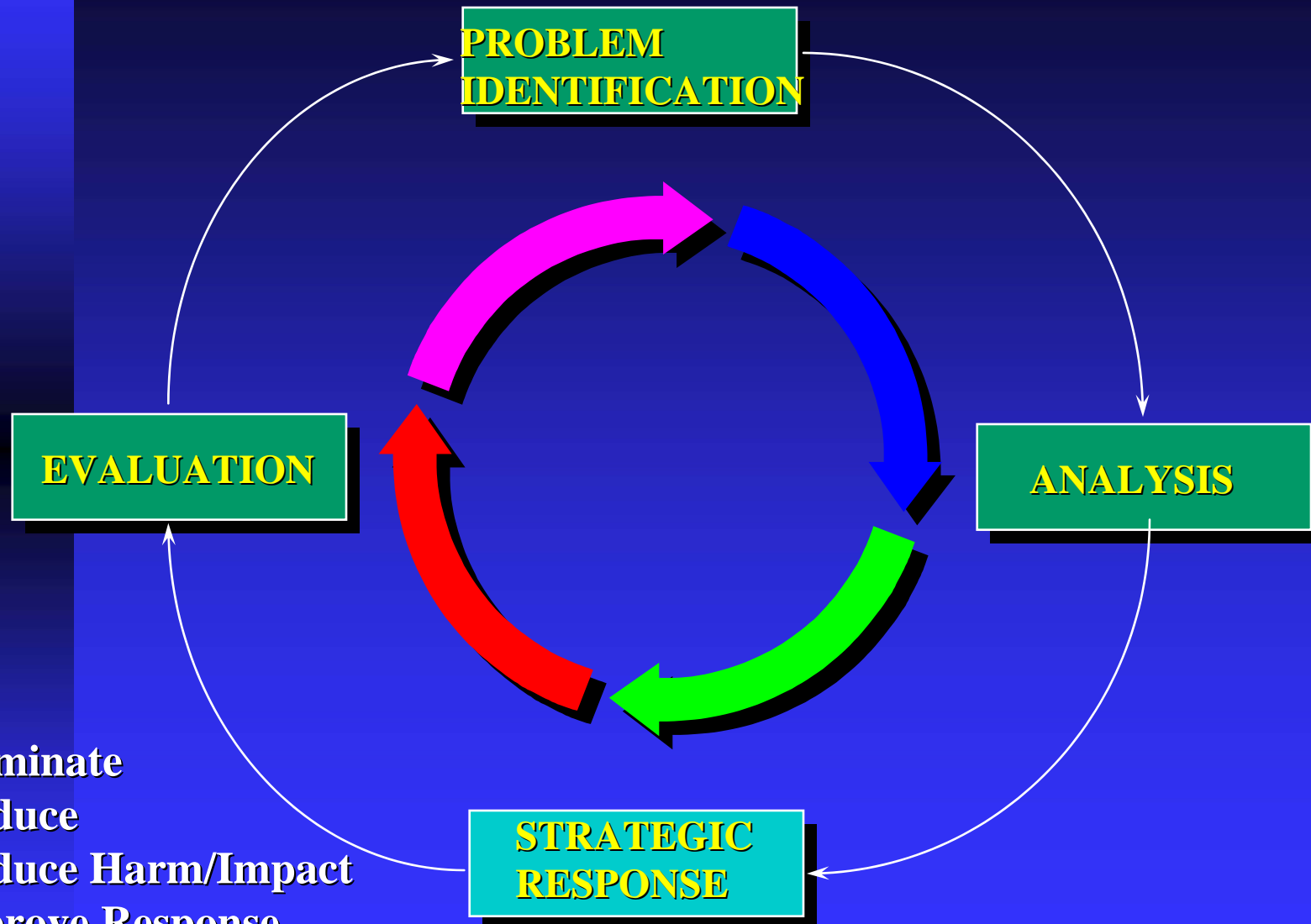
To what extent can individuals, teams

and / or the community impact the problem ?

If not, what is required ?

What is the cost ?

TOTAL SCORES AND SELECT





Strategic Response

Traditional & Contemporary Approaches

Enforcement/Investigation

Policy/Law/Reg.'s

Visibility

Information/Education

Interagency/Stakeholders

Crime Prevention

Mediation

Environmental Design

Social Development



What's My Strategy ?

- The community is very concerned with the widespread vandalism in town. Graffiti on the buildings and damage to cars and street lights has upset many of the elderly who are afraid to walk in the town streets after dark. The violators are young offenders who disappear when the police arrive in town.



What's My Strategy ?

TYPE: VISIBILITY

- INSTALLATION OF VIDEO CAMERAS TO MONITOR THE PROBLEM AREAS ON THE LOCAL CABLE CHANNEL



Strategic Response

Assess & Select Strategies

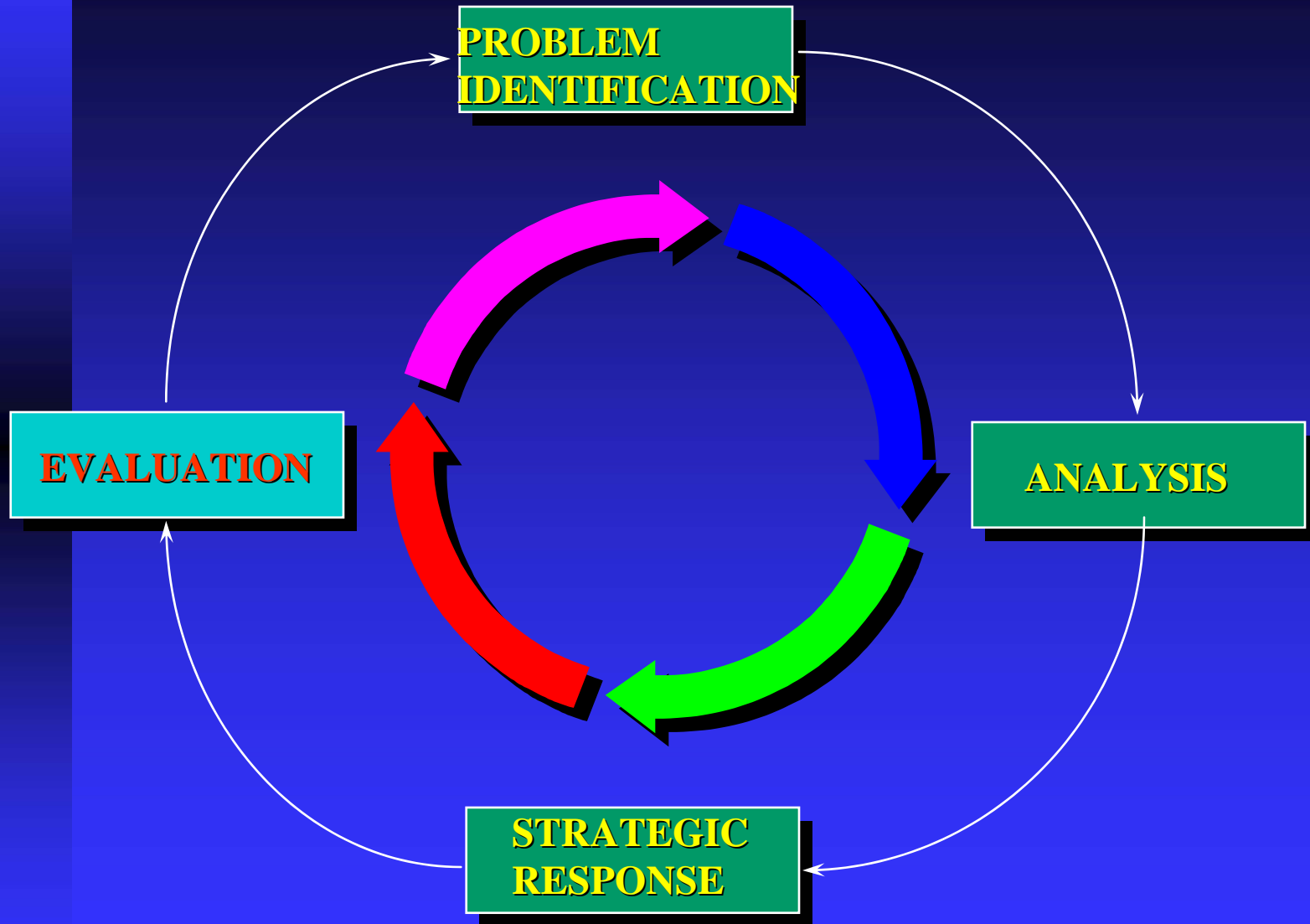
- List all the strategies
- Examine advantages & disadvantages
- Sort on ability to achieve the goal
- Select the strategies
- Incorporate evaluation actions needed
- Identify & assign tasks



Strategic Response

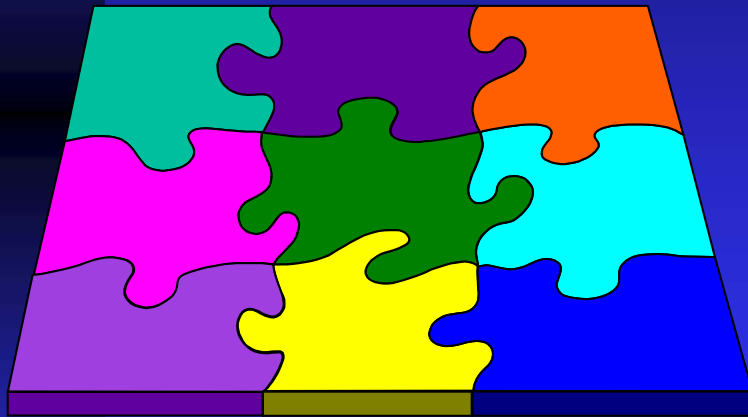
Develop Your Action Plan

- Problem/Issue defined
- Goal statement
- Strategies
- Strategy evaluation (per strategy)
- Tasks Assigned (per strategy)
- Activities notebook (per activity)
- Plan evaluation





Building Evaluation Into Plans



- What do we evaluate ?
- When do we plan for evaluation ?
- How do we evaluate ?
- What do we do with the results ?



The Police/Agency Perspective

- Did we eliminate/reduce the problem?
- Is the community satisfied?
- What did this cost us ?
- Are there any maintenance issues that will impact our resources/finances
- Where do we go from here?





The Community Perspective

- Is the problem gone and/or has the quality of life improved?
- What has this done to our community?
- What has it cost the community?
- Can we ensure that it will not happen again?
- Where do we go from here?





What Should You Evaluate ?

- Your plan
 - ◆ Did we reach our goal
 - ◆ If not, what next
 - ◆ How did we do it
- Your strategies
 - ◆ Did we complete them
 - ◆ Were they successful in reaching our plan goal (can we tell?)
- Your tasks
 - ◆ Did we complete them





When should you plan for evaluation ?



- Always think evaluation
- Identify the gap
- Determine measurement standards early
- Task evaluation to all plan strategies/objectives



Planning To Be Successful

- Ensure the right/appropriate resources and stakeholders are involved
- Have clear, realistic and measurable plans
- Assign responsibility for monitoring and evaluating the plan *before, during and after* the completion
- Share and celebrate your successes



How Can You Implement Problem Solving in Your Community

- Identify your issue(s) for a one day workshop
- Identify the partners & stakeholders
- Choose a central location and a suitable date and time
- Set reasonable size groups and facilitators that include all partners (police, agency, community)
- Deliver the information on the problem solving process with breakout areas for each stage of group work
- After each stage, discuss in the main group setting
- Have each group develop a plan with at least one strategy, one action task and one evaluation task
- Set a schedule for follow-up and next steps



Thank You

Questions?

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