

WORKING TOGETHER FOR SAFE COMMUNITIES



Safe Communities Kit

**GETTING YOUR CRIME PREVENTION
STRATEGIES UNDERWAY:
Project Planning Guide**



Welcome to the **Safe Communities Kit**

This guide, ***Getting Your Crime Prevention Strategies Underway: Project Planning Guide***, forms part of a series of booklets published for inclusion in British Columbia's Safe Communities Kit. The Safe Communities Kit was developed to assist communities and individuals in preventing crime and enhancing safety across British Columbia.

Other Safe Communities Kit booklets include:

- ***An Overview of Crime Prevention and Community Safety Planning***
- ***Identifying Your Community's Crime Problem: A Guide to Needs Assessment***
- ***Splash and Ripple: Using Outcomes to Design and Guide Community Justice Work***
- ***Working With the Media***

All of these booklets are available on the Safe Communities Kit CD-ROM, and can be downloaded from the Community Programs Division Website at:
www.pssg.gov.bc.ca/community_programs.



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Table of Contents

Introduction	4
Getting Your Crime Prevention Strategies Underway	4
Setting Goals and Objectives	4
Strategies.....	4
Developing an Action Plan	5
Gaining Community Support	6
Working with Volunteers	7
Appropriate Risk Management	7
Volunteer Resources	7
Accessing Funding	8
B.C. Ministry of Public Safety and Solicitor General.....	8
National Crime Prevention Strategy	9
Proposal Writing Tips.....	9
Keeping the Momentum.....	11
Training.....	12
Achieving the Results.....	12
References Cited	13

Working Together For SAFE COMMUNITIES

B.C.’s Provincial Safe Communities Working Group provided the expertise and advice needed to prepare this kit. The working group includes representatives from:

- B.C. Block Parent Society
- B.C. Block Watch
- B.C. Coalition for Safer Communities
- B.C. Crime Prevention Association
- B.C. Association of Municipal Chiefs of Police
- B.C. Youth Police Network
- Children of the Street Society
- Community Programs Division, Ministry of Public Safety and Solicitor General
- B.C. Crime Stoppers
- B.C. Safe Schools and Communities Centre
- National Crime Prevention Centre
- RCMP “E” Division
- Union of B.C. Municipalities

Introduction

As noted in the previous booklet, *Identifying Your Community's Crime Problem: A Guide to Needs Assessment*, the next step after completing your needs assessment is to plan and implement strategies to address your target crime problem.

This booklet provides tips and suggestions to guide you in getting your crime prevention strategies underway, including:

- Setting Goals, Objectives and Strategies
- Developing an Action Plan
- Gaining Community Support
- Working with Volunteers
- Accessing Funding and Proposal Writing Tips
- Keeping the Momentum
- Training

Additional information about planning your crime prevention strategies in a way that allows you to measure and evaluate your project's impact in your community can be found in the next Safe Communities Kit booklet, *Splash and Ripple: Using Outcomes to Design and Guide Community Justice Work*. Although evaluation will be the final stage of your project, it is important to plan for it from the beginning. We encourage you to read through both of these booklets before you begin planning your project.

Getting Your Crime Prevention Strategies Underway

Developing an action plan will help ensure you identify and complete all the tasks associated with your crime prevention strategies. Your action plan will guide the implementation of your strategies and help create the desired change in your community.

Setting Goals and Objectives

Your first step to developing an action plan is to set your goals and objectives.

Definitions of these terms vary, but in this case goals refer to the final aim of your project or program (e.g. incidents of abuse and harassment amongst local youth are reduced) and objectives refer to more specific results to be achieved along the way to help fulfill your goals. You will often have more than one objective associated with a goal. Objectives often have a time frame or target attached to them (e.g. increase youth awareness of harassment prevention strategies and resources by 30%).

Both goals and objectives should be written in ways that describe the results to be achieved, rather than the

activities to be undertaken. Activities have their own place in your action plan.

Strategies

The next step is to identify the strategies or activities that will help achieve your objectives (e.g. deliver workshops on harassment and prevention strategies to staff and volunteers working in local youth recreational programs).

It should be clear how these strategies or activities relate to or influence the achievement of your objectives.

Setting goals, objectives and strategies helps to provide a basis for allocating resources to your priority problems and provide clarity and focus to your work. Objectives can also provide a means of monitoring progress.

For more assistance in charting and monitoring your activities and intended results, please refer to the Safe Communities Kit booklet, *Splash and Ripple: Using Outcomes to Design and Guide Community Justice Work*.



Developing an Action Plan

Objectives and their related activities can be detailed in an action plan.

An action plan will help working group members

understand their roles in completing activities, assist them in completing responsibilities and in meeting timelines. A sample action plan follows:

Goal – Reduce incidents of abuse and harassment amongst local youth					
Objectives	Activities	Tasks	Start Date	Completion Date	Assigned To
1. Increase youth awareness of harassment prevention strategies and resources by 30%	1. Deliver harassment prevention workshops to staff and volunteers working in local youth recreational programs.	Hold meeting of working group members to decide on workshop trainers.	May 14 th	May 28 th	All working group members
		Recruit workshop trainers	May 28 th	June 18 th	M. Cane, K. Boudreau, J. Ramzan and Cst. R. Hall
		With trainers, develop lesson plan and workshop agenda	June 18 th	July 16 th	All working group members and selected trainers
		Identify staff and volunteers currently working in youth recreational programs at local community centre	June 18 th	July 2 nd	M. Cane, C. Lee and S. Dhillon
		Present lesson plan and agenda for feedback from working group	July 16 th	July 30 th	All working group members and selected trainers
		Finalize lesson plan	July 30 th	August 13 th	M. Cane and selected trainers
		Arrange times and locations for training sessions	August 13 th	August 27 th	M. Cane, C. Lee and K. Boudreau
		Schedule volunteers for training sessions	August 27 th	Sept. 10 th	M. Cane, L. Smith, and E. Schwartz
		Deliver training	Sept. 24 th	October 22 nd	Selected trainers; M. Cane to oversee training
2. Develop and distribute wallet card for youth listing prevention strategies and local resources.	2. Develop and distribute wallet card for youth listing prevention strategies and local resources.	Research information for inclusion on wallet card	May 14 th	May 28 th	S. Dhillon
		Develop draft and distribute to working group for feedback	May 28 th	June 15 th	S. Dhillon and all working group members
		Finalize card and arrange printing	June 15 th	June 30 th	S. Dhillon and select working group members
		Distribute copies of cards to youth access points such as local community centre, shopping mall, schools, etc.	June 30 th	October 22 nd	S. Dhillon and select working group members



Gaining Community Support

Receiving public support for your crime prevention strategy can be an important factor to ensuring success.

To gain community wide support your working group may want to develop a communications strategy. There are many tools that can help you get the word out including:

- Posters;
- Newsletters;
- Flyers;
- Banners;
- Radio and television interviews or advertisements;
- Newspaper article or advertisements;
- Community events;
- Web sites;
- E-mails;
- Word of Mouth/Networking.

You will also want to ensure you are reaching your target audience. For example, you've started offering evening activities and want to increase your participation rate. You may consider approaching local



schools and requesting permission to display promotional posters.

Another very effective way to reach your community members is through the media. The Safe Communities Kit booklet, *Working with the Media*, provides tips and ideas on working with local media.

Youth Week



In 1995, the City of Burnaby expressed an interest in celebrating the many contributions youth were making to the community. To address this need, the City organized a City-Wide Youth Committee which included both City staff and youth representatives. Youth from surrounding municipalities were also invited, including Vancouver, New Westminster, Coquitlam and Richmond.

Around the same time, the Federal 'Youth in Action' network started to promote the concept of 'Youth Week' across the country - a time for communities to recognize and celebrate youth.

While City of Burnaby staff presented the Youth Week idea to a group of Lower Mainland social planners, the City-Wide Youth Committee also engaged in its own promotion efforts, encouraging all Lower Mainland communities to get involved.

Through its promotion activities, the Committee was successful in securing both financial and in-kind support for Youth Week from the Premier's Youth Office, the Ministry of Attorney General, ICBC, BC Transit and HRDC. These resources helped spread the Youth Week idea not only throughout the Lower Mainland but across the entire province. The event became so popular among youth that within a short period of time it had evolved from an event coordinated by youth and adults working together to being entirely youth driven.

Today, Youth Week is widely recognized throughout B.C. and many corporate sponsors have joined the celebration. In 2002, more than 200 events were held across the province with more than 15,000 youth taking part.

This example demonstrates how effective promotion and communications strategies can help your project thrive and grow.



Working with Volunteers

Volunteers add so much to a project. They bring new ideas and perspectives, fresh energy and enthusiasm, a commitment to the cause, and the flavour of the community that you serve. When financial resources are limited, volunteers can be instrumental in getting a project off the ground. While volunteers help you to accomplish many things there is also a lot of work involved in the successful integration of volunteers into your programs and projects.

Effective volunteer management takes thought, planning, effort, and a basic understanding of the needs and interests that drive an individual to volunteer. You may understand why you choose to volunteer but don't assume that everyone has that same motivation. It is important to understand the motivation of each of your volunteers. The question is not, "why do they volunteer?", but "why do they volunteer for your particular organization or project?" The answers will be as varied as the number of volunteers that you have.

Remember that the tasks and responsibilities assigned to volunteers need to be meaningful and appropriate. Take the time to match skills and talents to

the tasks at hand. Provide your volunteers with the opportunity to learn new skills and to expand their knowledge. You want their experience to be value added for them. If the volunteer doesn't get something out of the work they are doing for you they will go elsewhere.

Be respectful of what they are giving, be careful that your needs are compatible with theirs, and recognize that you have at least as much to learn from them as they do from you.

Appropriate Risk Management

It is important to assess the work of your organization and identify potential safety risks to clients, volunteers, staff, and board. This means that you must clearly define your services and the roles of your paid and unpaid staff. You need to train people to the appropriate level of competency to carry out their duties, supervise effectively, evaluate performance, maintain baseline standards, and provide appropriate workspace and tools. If applicable, you must also assess clients for their appropriateness to the program or project.

Volunteer Screening: An Ongoing Process

Volunteer screening is not just about conducting interviews and reference checks, although these are certainly important parts of the process. To be effective, volunteer screening should involve recruiting, selecting and managing volunteers on an on-going basis. The process should be designed to create and maintain a safe environment for everyone, and ensure that you have the right person in the right job. It is so much more than a police record check.

Volunteer screening helps organizations do a better job of assigning volunteers to tasks and protecting volunteers, staff, clients, and the organization from risk. Screening is not only morally and ethically appropriate but it is also legally required under the concept of "Duty of Care". This is the legal principle that identifies the obligations of individuals and organizations to take reasonable measures to care for and protect their participants.

Visit Volunteer Canada's website at www.volunteer.ca for more information on volunteer screening. They produce an excellent resource entitled, *The Screening Handbook*, at a cost of \$20. This resource is a 'must have' for any organization.

Volunteer Resources

Find out if you have a Volunteer Centre in your community; they are an excellent resource. Both Volunteer Canada (www.volunteer.ca) and Volunteer Vancouver (www.volunteervancouver.ca) have terrific websites that can answer many of your questions or start you off in the right direction. Talk to other

organizations like yours to find out how they run their volunteer programs. Take courses and read articles. Find out from your volunteers what their favourite volunteer experiences have been and why. Use their feedback to guide and modify the volunteer opportunities available with your programs and projects.



Working with Volunteers

- Don't take on more volunteers than you have time to effectively supervise. They deserve better.
- Identify what motivates your volunteers and reward accordingly whenever possible.
- Open your mind to what your volunteers have to teach you.
- Sometimes, no matter how careful you are, you may end up with a volunteer who is not an appropriate fit for your program. Deal with the situation with kindness and compassion but deal with the situation.
- You can never say thank you often enough!

Accessing Funding

In British Columbia, there are a number of sources of funding for crime prevention activities, including:

- B.C. Ministry of Public Safety and Solicitor General
- B.C. Ministry of Community, Aboriginal and Women's Services
- National Crime Prevention Strategy
- Municipal Governments
- Community Foundations and Service Clubs
- Corporate Sponsors

This section provides information about 2 of these sources - the B.C. Ministry of Public Safety and Solicitor General and the National Crime Prevention Strategy - as well as proposal writing tips to assist in accessing any funding source.

Note: Information about some of the other funding sources listed above is available on the Ministry of Public Safety and Solicitor General, Community Programs Division website at www.pssg.gov.bc.ca/community_programs.

B.C. Ministry of Public Safety and Solicitor General

In 2002, the B.C. Ministry of Public Safety and Solicitor General established the **Safe Streets and Safe Schools Fund**, to support schools and community-based strategies that enhance public safety and local crime prevention efforts. The program encourages the development of best practices and innovative strategies that expand or increase problem solving approaches to crime and build capacity for community safety at the local level.

One time grants are available for projects. Qualifying groups include community and youth organizations, local governments, school districts and police

departments. Applications are accepted on an on-going basis and reviewed by the Provincial Safe Communities Working Group.

Proposals are reviewed based on following priorities:

Community Safety: The impact of the project on problems relating to community safety and local crime issues.

Innovation: Projects that propose "new" strategies to address community safety and crime prevention and that have a high likelihood to serve as a model for other communities.

Community Support: Stakeholders must show a demonstrated commitment on behalf of the project through a contribution of human or financial resources

Collaboration: Projects must demonstrate interagency cooperation with community stakeholders.

Barrier Reduction: The level to which the project addresses traditional barriers to participation in community safety initiatives often experienced by youth and other disenfranchised members of the community

Evaluation: The proposal must outline a clear evaluation plan for the project.

This funding program is for direct project related expenses only - including supplies, resource development, operational support and staff/volunteer training. The funding can not be allocated to support capital expenses.

For more information about the Safe Streets & Safe Schools Fund or other Ministry of Public Safety and Solicitor General initiatives, visit the Community Programs Division website at: www.pssg.gov.bc.ca/community_programs or contact:

Community Coordinator, Safe Streets & Safe Schools Fund

e-mail: SGCPD@gems2.gov.bc.ca

Phone: 604-660-2605 or Toll-Free 1-866-668-2137



National Crime Prevention Strategy

The federal government's National Crime Prevention Strategy includes 4 funding programs to support projects that address the root causes of crime. This approach is often referred to as 'crime prevention through social development'.

Funding is available to non-profit groups, and emphasis is placed on projects that address the risk factors facing children and youth, women, and Aboriginal communities.

The Strategy's funding programs include:

1. Business Action Program on Crime Prevention

(BAPCP) - The Business Action Program on Crime Prevention supports corporate and community partnerships in efforts to prevent crime.

2. Community Mobilization Program (CMP)

- The Community Mobilization Program supports communities in developing and implementing local strategies to prevent crime and victimization. Projects must address the root causes of crime (e.g. poor or inadequate parenting, substance abuse, inappropriate peer association, poor academic achievement, lack of training or employment, etc.).

3. Crime Prevention Investment Fund (CPIF)

- The Crime Prevention Investment Fund supports selected Canada-wide demonstration projects. The Fund promotes information sharing about these projects, helping improve our understanding of "what works". The Fund also supports research and evaluation projects.

4. Crime Prevention Partnership Program

(CPPP) - The Crime Prevention Partnership Program supports the development of information, tools, and resources that can be applied across the country. Funded projects should facilitate community participation in crime prevention activities.

For more information about the National Crime Prevention Strategy, visit their website at www.prevention.gc.ca or contact the B.C. office at:

#900-840 Howe Street

Vancouver, BC V6Z 2S9

Phone: 604-666-5750

Toll-Free: 1-877-302-NCPC

Fax: 604-666-9955

Proposal Writing Tips

The following information has been compiled from a number of proposal writing resources (see References Cited at the end of this booklet), and is meant to provide general assistance with the proposal writing process. When preparing a proposal, you should also refer to any requirements or criteria established by the funding organization to which you are submitting the proposal.

Before You Start Writing Your Proposal...

- Take time to learn about the funding organization, such as their funding guidelines, priorities, or interests. Contact them in advance of preparing your proposal, either by phone, in person or in writing, to present your project idea. If sending a letter, it should be concise and include a description of the project and the amount of funding that the project will require. You may also want to ask if you would be able to forward a draft proposal for their review and feedback prior to submitting the final application.
- Request funding for specific projects or programs. Requests for operational funding are much less likely to be supported. In fact, many grant programs are restricted to project funding only.
- Request an amount of funding that is appropriate for the project and your history with the funding organization.
- Explore various funding opportunities rather than requesting 100% of your project's funding from one source. Reference any other requests being submitted and other funding commitments that have already been made to the project in your proposal. Include both in-kind and financial contributions. This will demonstrate that your project has community support. Ask the funding organization for suggestions and advice in accessing other funding sources, particularly if they deny your request.
- Do some background research. The need for the project in your community and the approach you are proposing to take are stronger when they are supported by background research. Your research could include demographic figures or crime



statistics, the results of community surveys or focus groups, case studies, usage statistics from community agencies, the experience of another community facing a similar issue, anecdotal information, etc.

- Letters of support are sometimes required and will always strengthen your proposal. Contact the funding organization in advance to find out who any letters of support should be from, and who they should be addressed to (e.g. to your organization or the funder). Request letters of support well in advance of the proposal deadline to allow adequate time to prepare the letters. Take time to discuss your project with the people you have requested letters of support from so that they can demonstrate accurate knowledge and understanding of your project and your organization in their support letter. Letters of support should be individualized rather than using a template letter signed by a number of organizations.

Preparing Your Proposal...

- Individualize your proposal; don't submit the same proposal to multiple funding organizations. If the funding organization has created a template or application form, be sure to use the form and complete all sections as required.
- Write using simple and straightforward language and, where appropriate, use terms used by the funding organization. Write in an 'active' voice. If using acronyms, be sure to explain them at the point they first appear in your proposal.
- Keep your proposal concise. Don't enclose or attach too many support materials; this can make your proposal overwhelming. Including a cover letter and an executive summary or fact sheet that explains your organization and summarizes your request in terms that speak directly to the funding organization's interests and priorities is recommended.
- Cover letters should be from a senior representative of your organization to show that your project has full support and commitment from your own organization.

- Where funding organizations request a formal, more detailed proposal, use headings and a table of contents so readers can easily navigate through the document.
- Don't assume that the funding organization already knows everything they need to know about your organization. Highlight the achievements of your organization.
- Include all of the information requested by the funding organization.
- Emphasize the benefits to your community and to the funding organization that will result from your project.



- Allow your passion and enthusiasm for your work to show in your proposal.
- Outline the credentials and expertise of the people who will be involved in carrying out your project. For example, a proposal to support a conference should include information on the background and qualifications of speakers and panellists, and how their participation will benefit those attending the conference.
- Outline the long-term goals or plans of the project, including how your organization plans to sustain the project after funding expires. Projects that have the potential to become self-sufficient are more attractive to funding organizations.
- Indicate how the results of your project will be shared with and inform others in the field. Many funding organizations prefer to fund projects that can be replicated as models in other jurisdictions.
- Be clear about what you are requesting from the funding organization and other sources, and how each contribution will be used. Include both in kind and financial contributions.



- Include plans for evaluating your project’s impact.
- Your proposal and your project should be carefully planned. The following questions developed by Gerald Fetner serve as a valuable checklist for your proposal:
 - ✓Is there a statement of why the project is necessary?
 - ✓Is there a plan for implementing it?
 - ✓Is there a specific timetable?
 - ✓Is there a statement of how the project is unique, or at least, pioneering in its field?
 - ✓Is there a statement about how the project will be administered?
 - ✓Is there a statement about how the project will be evaluated?
 - ✓Is there a budget that relates closely to the proposed activities?

Taken from: *A Guide to Approaching Foundations for Grant Support* (see References Cited).

- Review your proposal carefully prior to submission. Make sure that all of the funding organization’s requirements and guidelines have been followed, as some funders will not have time to consider proposals that did not follow their specified process. Asking someone who is not familiar with your project to review your proposal will also help identify areas that are difficult for outsiders to understand and that should be revised.

After submitting your proposal...

- Follow up with the funding organization shortly after sending your proposal. Confirm that it was received and offer to answer any questions or arrange a meeting to discuss the proposal.
- Remember that organizations receive as many as 10 times the number of applications they are able to fund. If your application isn’t approved, contact the organization to find out why and how you can increase your chances in the future.
- Acknowledge organizations that have provided funding and maintain communication; let them know about key developments and be sure to forward any information they require such as a final report or a summary of how the funds were spent.

Keeping the Momentum

Preventing crime is not easy and it is important that you sustain your prevention activities.

Because it may be difficult to keep people concerned and involved in addressing community problems, some means must be found to reward volunteers. This can be done in a variety of ways. Effective training can help retain volunteers by educating them about the program goals and by giving them the expertise to make their work more productive and enjoyable. They should be given tasks that are meaningful and require a realistic level of commitment. Well-planned programs will retain their volunteers, since their efforts will be directed to achieving clearly defined goals and the progress will be more visible.

It is also very important to show your appreciation for all the hard work completed by your working group. Consider sending thank you notes or using awards, certificates, acknowledgements and even prizes to show everyone that their work is appreciated. You may consider nominating a volunteer, a local youth, or a corporate partner for one of the Ministry of Public Safety and Solicitor General’s Crime Prevention and Community Safety Awards. These awards are issued every September (nominations are called late in Spring) and offer a variety of nomination categories. Contact Community Programs Division for more information. Their telephone number and other contact information is listed on the inside cover of this booklet.



Volunteer Appreciation

Volunteers are freely giving of themselves and their time to your organization and to the community. It is essential that their efforts are appreciated and recognized.

In order to create meaningful volunteer appreciation activities, you must clearly understand why each of your volunteers is there. Why are they with your particular organization? What drives them? What are their personal interests? While public recognition is important for some, others may want nothing more than to have their contributions noticed by their team mates. Sue Vineyard's book, *Beyond Banquets, Plaques and Pins: Creative Ways to Recognize Volunteers and Staff*, is full of wonderful ideas. Visit the Marketplace section of the Volunteer Canada website for more information (www.volunteer.ca).

Training

As noted in the previous section, training workshops can be an effective way of maintaining the interest and commitment of volunteers, as well as ensuring your volunteers and staff have the skills and expertise needed for the project.

The Safe Communities Working Group offers regional training workshops throughout the province addressing a number of topics, including:

- Crime and violence issues such as bullying;
- Changes in legislation that affect crime prevention;
- Restorative justice and conferencing;
- Conducting needs assessments and safety audits;
- Proposal writing and program evaluation.

For more information, contact:

Community Programs Division

Ministry of Public Safety and Solicitor General
201-4180 Lougheed Hwy.
Burnaby, BC V5C 6A7
Phone: 604-660-2605 Toll-Free: 1-866-668-2137
website: www.pssg.gov.bc.ca/community_programs

National Crime Prevention Strategy

Justice Canada
#900-840 Howe Street
Vancouver, BC V6Z 2S9
Phone: 604-666-3686 Toll-Free: 1-877-302-NCPC
website: www.prevention.gc.ca

Achieving the Results

Although evaluation is the last phase in your project's life cycle, you should start thinking about it right from the start.

Your program's goals and objectives are the basis for evaluation, and evaluation results can help you revamp your program or plan a whole new one.

The time you spend evaluating your project would be wasted unless you use the information you gain from it. Evaluation results can be used to make important decisions, such as whether the project should continue as is, be revised in some way, or be terminated. Take time to review the results thoroughly.

The Safe Communities Kit includes more detailed information about how to evaluate a project, and why this is such an important step. Please refer to the booklet, *Splash and Ripple: Using Outcomes to Design and Guide Community Justice Work*.



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