

**Date:** September 23, 2020

**Subject:** Neighbourhood Watch Brampton Pilot Expansion Update

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**Recommendations:**

1. **THAT** the report titled: **Neighbourhood Watch Brampton Pilot Expansion Update – All Wards**, to the Committee of Council Meeting of September 23, 2020, be received;
2. **THAT** Council direct staff to implement one of the following options, as detailed in the report, to assist in addressing community safety and well-being, with a specific focus on neighbourhood engagement and resident participation, such as:
  - Option i: Continue the Neighbourhood Watch Brampton pilot as a City program, subject to significant adjustments or;
  - Option ii: Enhance City-led programs that are in place, with an added focus on community safety and well-being:
    - a. Enhancement of the City's Nurturing Neighbourhood Program with an increased focus on community safety and well-being; and
    - b. Include Community Safety and Well-Being programs as eligible initiatives under the Healthy and Safe Term of Council Priority in the 2021 Advance Brampton Fund Program.
  - Option iii: Maintain status quo of current City of Brampton community safety and well-being initiatives.
3. **THAT** staff be directed to submit the cost of the agreed upon option in Recommendation 2 through the 2021 budget process for Council approval.

**Overview:**

- A healthy and safe city has been identified as a 2018-2022 Term of Council Priority, which is facilitated by strong community partnerships in order to improve community safety and well-being.
- For neighbourhood watch programs to be successful, program members must be actively engaged and participating in order to create an impact on perceptions of crime at the community level.
- Through consultations with City staff, the decision was made to extend the Neighbourhood Watch Brampton pilot program through spring and summer of 2020.
- The success of the Neighbourhood Watch Brampton pilot expansion has been measured using the pre-determined metrics set out in the July 10, 2019 Council approved report.
- The inability to capture the pre-determined metrics set out before granting funds for the expansion of the pilot creates inconsistencies and challenges in analysing the overall program.
- Data management is critical for community safety and well-being programs to assess the long-term success of the actions being implemented.
- Aligning efforts to the Council adopted Provincial Community Safety and Well-Being framework will promote more proactive actions in addressing resident and community concerns.

**Background:**

Council passed resolution C285-2019 during the July 10, 2019 Council meeting to fund the six-month pilot expansion of the Neighbourhood Watch Brampton (NWB) Program managed by Brampton Focus (BF). The overall goal of this pilot project was to assist in building a healthy and safe city while working to engage residents throughout Brampton to increase community involvement and awareness with the intention to improve both actual and perceived community safety.

Staff have been working with the Program Manager and his team since the beginning of the pilot to provide support and guidance to help move the program forward. Specifically, staff helped in the development of the first advocates workshop by acquiring the space, providing speakers, and developing an overall strategy for it. Throughout the pilot, the Program Manager invited staff to attend several community meetings and NWB internal meetings. Attending these interactions allowed for input on further program development and growth.

In addition, staff across the Corporation have engaged with NWB to provide content and messaging, some of these efforts allowed for the creation of the following videos:

- Fire Prevention Week: Check your Smoke Detectors
- Downtown Brampton Town Hall

- Interview with David Barrick – Brampton's New CAO
- Automated Speed Enforcement Videos
- Brampton Emergency Management Office

The program initially began late summer 2019 which effectively meant the majority of the most active period for community engagement with residents was missed. Through the continuous consultations between NWB and City staff, the decision was made to extend the duration of the pilot through the spring and summer of 2020 to capitalize on a full season of active community engagement.

With the pilot expansion coming to an end in August 2020, the NWB Program Manager delegated at the September 9, 2020 Committee of Council meeting. A program update was provided with the request for Council's direction on the future of the program. The delegation was referred back to staff for a report. This staff report discusses an analysis of the pilot program outcome and provides possible recommendations to improve community safety and well-being in Brampton.

### **Staff Analysis:**

The NWB Program Manager provided a report, *2019-2020 City-Wide Pilot Expansion of Neighbourhood Watch Brampton*, outlining Brampton Focus' perspective on their NWB pilot project's challenges, successes, and initiatives for the duration of July 2019 to August 2020.

To measure the success of the pilot and to assess the feasibility of the request for additional funding, the outcomes were measured using the July 10, 2019 Council approved report, *Feasibility of: Partnerships to expand Neighbourhood Watch Brampton City-wide and Opportunities to Utilize Brampton Focus with the City's Strategic Communication to Advance City Messaging*.

The NWB report stated a number of challenges were encountered throughout the duration of the pilot project that were described to have a detrimental impact on the final outcomes. These included:

- Brampton Community Safety Advisory Committee;
- Integrity Commissioner complaint;
- Biased media campaign against NWB;
- Students not being utilized to the full extent in summer 2019 due to delay in funding;
- Teachers' union job action;
- COVID-19 pandemic and the declaration of emergency; and
- Uncertainty of the Canada summer jobs student-funding program.

The challenges mentioned above delayed NWB's progress throughout the duration of the pilot project because they either postponed an initiative or prevented initiatives from being

implemented as planned. As a result, alternative arrangements had to be coordinated and executed.

### ***Metrics Review***

Some relevant findings as reported by the Program Manager, the Board of Directors, and student interns in the NWB report are as follows:

- *2,062 fully registered households (included names, address, email, phone) representing over 4,500 residents*
- *424 fully registered households added during the pilot (26% increase)*
- *21 clusters of homes (neighbourhoods)*
- *996 were affiliated members (engaged in a NWB program, provided email)*
- *211 observing members (individuals who opted in with email only during pilot)*
- *38 paid interns were involved in community safety programming*
- *3,522 Facebook followers on Neighbourhood Watch Brampton Facebook page*
- *1,023 Twitter followers*
- *2,694 Facebook Group Members, 620 added since March 2020*
- *713 Instagram followers*
- *150 + community safety/crime preventions videos were produced and published*
- *50+ community centered articles were written and published on bneighbours.ca*
- *2 community consultation meetings were conducted*
- *12 new neighbourhood groups in development prior to the pandemic*
- *1 website re-developed*
- *2 new community platforms developed*
- *A regular morning update livestream show was developed, produced and tested with peak views for a single video hitting 6,300*

The above data is a representation of the level of engagement during the course of the pilot. The Program Manager and team used the promotion of virtual content as a means of engaging with residents.

The July 10, 2019 City report stated the primary goal of the pilot program was to increase perceptions of security and connectedness among neighbours and community members. The City report presented required metrics to be captured and had strongly advised specific measures to evaluate the success of the program were essential. An excerpt of the July 10, 2019 City report outlining specific metrics required is stated below:

- a) Number of new participants*
- b) Number of new advocates*
- c) Number and date of neighbourhood launches*

- d) *Location of active neighbourhood watch groups*
- e) *Number of Crime Prevention Through Environmental Design (CPTED) presentations administered*
- f) *Participant survey results*

Staff have requested metrics from the beginning of the pilot to be able to analyze the impact of the expansion. Staff discovered inconsistencies in the reporting and pursued clarification and more information with limited success. The analysis for the required metrics are as follows.

*a) Number of new participants*

The final NWB report under the Executive Summary states a 26% increase; however, staff cannot verify this change. As a result, staff refer back to a proposal provided by BF on May 30, 2019 after Council passed resolution C150-2019 asking staff to assess the feasibility of the Neighbourhood Watch Program expansion. BF outlined that there are 3,500 existing registered NWB households. In the program outcomes provided at the end of the pilot, it was stated that there are 2,062 registered households. Given this data, the pilot has resulted in a 41% decrease. The Program Manager stated the 2,062 households are verifiable entries in their database and showed activity over the pilot period. He further stated that the 3,500 was an approximation of cumulative registrations in the NWB database since January 2017.

The Program Manager provided a progress update on April 22, 2020, in the section stated “deliverables”, it was stated that there were 2,950 affiliated members. The final progress report states that the pilot ended with 996 affiliated members, showing a decrease of 66.24%. The exact reason for the decrease could not be confirmed; however, it is believed to be a result of data management capabilities.

*b) Number of new advocates*

Over the course of the pilot, the Program Manager and team had decided against the idea of continuing with the advocate concept (commonly known as Neighbourhood Watch Captains) as it was deemed unsuccessful with residents. Empowering residents to take leadership roles presents challenges and can be difficult to maintain long term.

- c) *Number and date of neighbourhood launches; and*
- d) *Location of active neighbourhood watch groups*

Twelve neighbourhood groups were in development to be launched prior to the pandemic, but did not occur due to the inherent challenges presented by COVID-19. The NWB report displays a map of neighbourhood clusters and does not specifically define ‘neighbourhood groups’. NWB stated there were 21 neighbourhood clusters. Staff do not have information outlining how many clusters were in existence prior to the start of the pilot program.

- e) *Number of Crime Prevention Through Environmental Design (CPTED) presentations administered; and*
- f) *Participant survey results*

These metrics were unmet and/or incomplete for various reasons. Information on the concept of CPTED was disseminated to residents in the beginning of the pilot to provide tangible action items; however, the NWB team focused their efforts on other aspects of the pilot. They indicated the CPTED program was already delivered by Peel Regional Police, and was outside of the scope of NWB and their insurance coverage.

The participant survey results were not included in the report reviewed by staff, but the Program Manager stated the findings were statistically insignificant and they provided high-level guidance only.

### ***Other Outcomes***

In addition to granting Brampton Focus up to \$150,000 to expand the Neighbourhood Watch Program through a six-month pilot, Council resolution C285-2019 also encouraged Brampton Focus to:

- Continue to collaborate with Peel Regional Police; and
- Actively search and attain alternative sources of funding to reduce the reliance on City funds in future years to ensure a sustainable Neighbourhood Watch Program.

In consultation with Peel Regional Police, staff was notified that letters endorsing partnerships is a possible option available for non-profit organizations. The City is not aware of a formal partnership or letter of endorsement from Peel Regional Police. NWB did participate in resident, youth and seniors town halls alongside Peel Regional Police. NWB's relationship with Peel Regional Police extended to the creation of a number of informative videos. In addition, NWB participated as a presenter at the Peel Police Crime Prevention Academy.

In regards to seeking alternative funding sources, no other funds were secured in order to reduce the reliance on City funds. The Program Manager and CEO of Brampton Focus stated people did not want to invest in a program that is not financially supported by the City of Brampton. NWB advised staff that a longer term funding agreement with the City of Brampton would encourage local partners and businesses to establish partnerships with the program.

It is important to note that there was a significant amount of video production during the pilot to spread information to residents. Two webpages were also created to engage with residents virtually, which aligned well with the precautions set out because of the global pandemic. The Program Manager stated that interactions were well received by the community they engaged with. Below is a direct statement from the NWB report:

*Resident interactions with NWB during the pilot evaluation have been positive, professional and constructive. Formal and informal community groups including non-profits and charities appreciated the value of partnering with NWB for community engagement, community safety guidance, content development and increased resident awareness and community vibrancy.*

The following paragraph in the NWB report discusses the use of their newly developed webpage, rather than the traditional means of connecting with residents directly:

*NWB made no commitments to residents regarding the continuation of the program, including not actively encouraging neighbours in the last months of the project that have been in contact for street signage, door stickers, and starting formal Neighbourhood Watch groups. Residents were offered support on the BNeighbours.ca platform to assist them in getting organized.*

The above statement indicates there was a reduction in engagement towards the end of the pilot. The following statement from NWB was presented in reference to assessing the overall effectiveness of the pilot program:

*A core question considered for evaluation for the pilot is the effectiveness of NWB in improving community safety, reducing crime and improving public perceptions of these areas. It was decided that a thorough and statistically meaningful assessment of this question would require significant time and resources which are outside the scope of this project. An independent third-party assessment would be required to ensure results of such a study across multiple neighbours would be impartial.*

## **Financial Analysis:**

NWB provided staff with a statement of operations from August 2019-August 2020 that identified the allocation of the \$150,000 received from the City. A high-level overview of the financial statement can be found in the appendix. The majority of the expenditures were used for contract staff. Approximately \$93,750 was allocated to the Program Manager and \$360 was allocated to students. A total of \$32,536 was allocated to marketing and communications expenses for a marketing tent, NWB stickers, social media boost, and equipment leasing/online production. Software licenses and subscriptions such as Adobe, Autopilot, Hubspot, and others cost a total of \$14,342. The remaining funds were used for insurance and office expenses. The total pilot program expenses totalled \$152,024 resulting in a deficit of \$2,024.

## **Overall findings:**

The final report provided to staff by NWB did share some quantifiable information on the metrics achieved by the pilot program. However, not all of the pre-determined metrics set

out in the July 2019 Council report were presented in the final report. The inability to capture all the pre-determined metrics makes it challenging for City staff to assess the overall outcomes and feasibility of the pilot project for a future long-term commitment. The final report provided by NWB did highlight a number of challenges encountered that affected the operation of the pilot. In addition, the lack of alternative funding sources would necessitate a reliance on City funds if the program were to continue in the immediate future.

### **Staff Proposals:**

Given the Term of Council Priority for Brampton to be a healthy and safe city and the importance Council has placed on community safety and well being, staff recommend the following options for Council consideration.

- i. Council consider the continuation of a NWB pilot program subject to significant adjustments.

Given the staff analysis and the NWB final report, a future program administered by NWB would require alterations to the existing program and funding model. Should Council decide to move forward with the endorsement of the extension of the NWB pilot program, staff recommend:

- a. Any future funding provided will be subject to the terms and conditions in an agreement developed and approved by the City in advance of the commencement of a pilot program expansion.
- b. Council direct the NWB Program Manager to outline and track quarterly key performance indicators as well as milestones (provided and approved by Council prior to the start of an expansion) to ensure the effectiveness of the program.
- c. Council direct Brampton Focus to conduct a third party financial audit of the NWB pilot program and provide the findings to Council before the expansion of the program.
- d. Any additional funding required would be submitted through the 2021 budget process, subject to Council approval.

Strong data governance processes are critical for community safety and well-being programs to assess the long-term success of the actions being implemented. Some of the key performance indicators to be considered could include, but not limited to:

- Safety and well-being statistics, in particular neighbourhood level activity;
- Results of various initiatives such as community consultations, and survey feedback;
- Resident involvement and engagement metrics
- Date of membership of all types of members (i.e. affiliated, unaffiliated, etc.) to gauge number of new participants per quarter;



- Total number of attendees at various initiatives (i.e.: community consultations, town-halls, total survey participants who completed the survey and total surveys distributed, etc.) to gauge interest of residents in the initiatives within the community; and
  - Outcomes of various initiatives to gauge the success level of each initiative.
- ii. Council endorse the enhancement of City-led community safety and well-being focused programs that are already in place.

Staff are proposing two alternate and complementary solutions incorporating the lessons learned from the expansion of the pilot program and past community safety and well-being efforts.

Staff would work to enhance the city's community safety and well-being efforts through the implementation of the following:

- a. Enhancement of the Nurturing Neighbourhood Program with an increased focus on community safety and well-being.

The Nurturing Neighbourhoods Program aims to connect residents with resources, improve civic engagement and empower residents to play an active role in improving their neighbourhood. This program was created in response to the Brampton 2040 Vision: Living the Mosaic's Action Item #3-1: A Complete Neighbourhood Audit. A complete neighbourhood audit is a way of systematically updating and revitalizing neighbourhoods to ensure full provisions for comfortable and sustainable living. With assistance and guidance along the way from staff, this process provides residents the opportunity to play an active role, and even take the lead, in shaping the future of their neighbourhood.

In response to the current Covid-19 pandemic, the program is being delivered online this year with fifteen virtual walks. Post Covid-19, it is expected that the program will reinstate many of the in-person activities.

Staff will work to realign and situate the program under the Community Safety Program to enhance the focus on neighbourhood level community safety concerns, such as break and enters, road safety, loitering and other issues brought forward by neighbourhood stakeholders. In July 2020, the Planning and Development Committee received a presentation and [staff report](#) on the Nurturing Neighbourhoods program.

The Nurturing Neighbourhoods program leverages collaborative efforts and partnerships between City of Brampton, Region of Peel, Toronto and Region Conservation Authority (TRCA) and Credit Valley Conservation (CVC) in neighbourhoods across Brampton. On page 8.1.2, the report states: "The program also explores multiple avenues to facilitate meaningful participation among residents, and how to best engage with community stakeholders. In building awareness for the program, engagement and outreach techniques evolve as they become available. Therefore, multiple engagement tactics are

included within the program and deployed across a variety of platforms”. Applying a community safety and well-being lens while aligning efforts to the Council adopted Provincial Community Safety and Well-Being framework, will allow staff to be more proactive in addressing neighbourhood level concerns. Building social capital within neighbourhoods through an audit will foster improved communication and team building.

In addition, the report (page 8.1.4) identified that corporate sponsors contributed to the program, with the help of the Brampton Sponsorship Team. As a result, they secured \$5,000 from Enbridge Gas and Alectra Utilities to help fund the program and are looking to expand our contributions and sponsorship opportunities. In addition to searching for additional funding support, an enhanced Nurturing Neighbourhoods program, staff would look to leverage social media to improve community safety communication to residents and explore the most effective options for residents to remain active in their neighbourhoods.

This enhanced program would require the current staff complement assigned plus additional community safety staff to support the enhanced program. It would focus on direct resident engagement in partnership with the City’s current Community Safety efforts. Moreover, program staff would ensure alignment with Term of Council Priorities and the Region’s Community Safety and Well Being Plan. Furthermore, staff would incorporate the direction from the September 16<sup>th</sup>, 2020 Council approved motion that stated:

1. Before the end of the year staff from the Community Safety Program meet with each individual Councillor to discuss, but not limited to, concerns, solutions and challenges in the wards they represent; and
2. That a Council workshop be arranged to discuss the findings of the one-on-one meetings and develop strategies for a clear and concise path to be outlined for the Community Safety Program; and
3. That the findings be sent to the Community Safety Advisory Committee for comment and to Council for adoption.

The enhancement of this program would require additional staff resources that will be submitted for consideration by Council through the 2021 budget process.

To complement the enhancement of the Nurturing Neighbourhood program and further support strong community partnerships in order to improve community safety and well-being. Staff recommend:

- a. Including Community Safety and Well-Being projects and programs, led by Brampton-based nonprofit organizations, as eligible initiatives under the Healthy and Safe Term of Council Priority in the 2021 Advance Brampton Fund Program.

The City’s Advance Brampton Fund supports community-based activities that have a positive impact within Brampton. The Fund is designed to support Brampton-based organizations starting up, developing, and amplifying their projects, moving

grantees towards project sustainability and a strengthened ability to partner, collaborate, and lead well-managed and meaningful work within the non-profit sector and Brampton community. The program funds projects at varying scales that advance Brampton's Term of Council Priorities, including: Brampton is a Healthy and Safe City encouraging active and healthy lifestyles, focusing on community safety, improving social wellness and connectedness.

In addition, for 2020 the Micro Project Stream of the Advance Brampton Fund is open for applications on a monthly basis and is designed to support small projects in and around Brampton neighbourhoods. It is ideal for applicants who have never received a grant before or are new to granting. It is important to note that due to COVID-19 gathering restrictions, the Micro Project Stream will only provide grants for programs that are delivered virtually for the remainder of 2020. Community safety projects are eligible for funding and interested organizations are encouraged to review program guidelines and apply if their project meets program eligibility.

Community Safety staff will work with staff responsible for the Advance Brampton fund to outline how the inclusion of community safety initiatives would be administered and incorporated, subject to Council approval through the 2021 budget process. It is important to note that staff resources will be required to facilitate the additional workload of the additional community safety streams and overall Advance Brampton program. These requests along with any required alterations to the 2021 Advance Brampton Fund will be submitted to Council.

- iii. Maintain status quo of current City of Brampton community safety and well-being initiatives.

Should Council direct staff to proceed with this option, staff shall maintain current City of Brampton community safety and well-being initiatives as is.

### **Corporate Implications:**

#### Financial Implications:

There are no immediate financial implications associated with this report as the recommendations approved by Council that require funding will be submitted to Council for approval through the 2021 budget process. The financial implications of Recommendation 2 (a) are unknown at this time. Should Council direct staff to proceed with this option, the financial implication to the Corporation will be subject to the financial request from NWB.

Should Council direct staff to enhance the City's Nurturing Neighbourhood Program (Recommendation 2 ii(a)) and/or include a Community Safety and Well-Being Stream in the 2021 Advance Brampton Fund Program (Recommendation 2 ii(b)), additional staffing

resources and operating budget for the Advance Brampton Fund will be required. These new resources will supplement the current Nurturing Neighbourhood Program and the Advance Brampton Fund to build capacity and sustainability. Funding for these initiatives will be submitted through the 2021 budget process, subject to Council approval.

Legal Implications:

None

Other Implications:

None

Term of Council Priorities:

A healthy and safe city has been identified as a 2018-2022 Term of Council Priority, which is facilitated by strong community partnerships in order to improve community well-being and the inherent perceptions of community safety. Collaboration and input from community organizations and residents is essential to co-building a strong community in line with Vision 2040. This report also advances the strategic priority of a well-run City by enabling public participation.

**Conclusion:**

The importance of collaboration and building sustainable relationships with all levels of government, internal departments, service providers, and communities to address community safety needs is paramount. Moreover, Council has made the improvement of community safety and well-being a priority. Building strong connections with residents will help foster an environment of civic pride and enhance the perceptions of safety in our city. A healthy and safe community for all those that live, work, study and play in Brampton will guide the path forward.

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**APPENDIX**

**1. 2019-2020 Neighbourhood Watch Brampton Statement of Operations**

**Neighbourhood Watch Brampton Pilot**

**STATEMENT OF OPERATIONS**

**13 Month Period Aug 2019 - Aug 2020**

<b>Revenues</b>	Aug-2019 to Aug-2020
City of Brampton Grant	<u>\$ 150,000</u>
Total Revenues	<u>\$ 150,000</u>
 <b>Expenditures</b>	
Contract Staff	\$ 94,110
Marketing and Communications	\$ 32,536
Software License / Subscriptions	\$ 14,342
Office Expenses	\$ 7,672
Insurance	<u>\$ 3,364</u>
 Total Expenditures	<u>\$ 152,024</u>
 <b>Deficiency of Revenues Over Expenditures</b>	<u><u>\$ (2,024)</u></u>
<b>13 month period (Aug-2019 to Aug-2020)</b>	