Crime Prevention and Policing Study
Strategic Update
and
Policing Services Model Review

Part 1, 2, and 3
Appendix

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Part 1, 2, and 3

Appendices

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Appendix 1-1 RFP Deliverables

PART 1: Research and Statistical Analysis

Purpose

1.   To undertake detailed research that will provide an accurate picture and clearly articulate the reality of issues related to crime in Red Deer, with a comparison to what is happening in other communities of similar size and a comparison with the benchmark data identified in the first strategy document from 2003 - 2004. It will be further identified and articulated as to how crime is being responded to in the community by stakeholders including the police, Alberta and Federal Justice, crime prevention agencies and other community agencies (e.g. John Howard Society, Safe Harbour etc.).

2.   To provide a literature review of leading crime prevention and policing practices from other communities.

3.   To be used as benchmark data for comparative purposes.

Minimum Requirements

1.   Conduct a workshop with City Council members to provide a foundation for the development of guiding principles for crime prevention and policing in Red Deer for now and into the future, in keeping with The City of Red Deer Strategic Plan, Vision and Direction.

2.   Review previous work, related studies, publications and documents as attached in "Appendix A - Work, Related Studies, Publications and Documents for Review" in order to develop an understanding of the issues surrounding policing services.

3.   Review Red Deer and area demographic information and draw any correlations to Red Deer's crime statistics and approaches taken to address the issues.

Demographic information will include but not be limited to:

• Age (seniors, youth)
• Population (aboriginal, transient, immigrant, urban/rural etc.)
• Trade area/income relationships
• Location (proximity to resorts, reserves, significance of being situated between Edmonton and Calgary)

4.   Review and analyze existing crime data and policing services in Red Deer and other communities and relate this to other research:

a) Review and analyze crime and crime rates (for all kinds of offenses)

-    In Red Deer – current trends
-    In Red Deer in comparison to 2005 Crime Prevention and Policing Study
-    In other similar sized communities in Alberta
-    In other similar sized communities in Canada
-    In other similar sized communities outside of Canada
-    Consideration of criminal code offenses vs. other offenses including enforcement of local bylaws
-    Consideration of determinants of criminal behaviour such as bullying, education/literacy levels etc.
-    Consideration of characteristics of crime perpetrators (e.g. age, education, place of residence etc.).
-    Consideration of how demographic variables might affect how crime occurs and how it is reported, compared and viewed

b) Review and analyze the relationship between crime rates (i.e. drug activities) in Red Deer as it relates to gangs or organized criminal activity/perceived concerns.

c) Review and analyze the impact of social agencies and services on the community.

d) Review and analyze clearance rates (for all kinds of offenses) in Red Deer, compared to other similar sized communities in Alberta and Canada.

e) Review and analyze levels of policing:

(i) In Red Deer compared to other similar sized communities in Alberta and Canada. This might include such things as caseload/officer, the number of officers/capita etc.

(ii) Current policing capabilities (services, investigations, programs), and what needs might be into the future. This might include the resource ability of the Police to respond in a timely manner. Note: This information will also relate to Part 3.

(iii) Identify services provided by the RCMP as an organization, that are not provided by the local detachment but through other units. Note: This information will also relate to Part 3.

f)   Examine what research shows about crime rates in communities as they grow and determine if there is a difference between communities that have a strong economic growth and those that do not.

g)   Based on the statistics specific to Red Deer, identify the key crime areas that need attention. Suggest reasons why these problems seem to be occurring in Red Deer.

5.   Examine roles and responsibilities of various stakeholders in addressing crime prevention and policing:

a)   Review and analyze what research shows about the role of

 (i) The police and identify key issues related to the police's ability to respond to crime issues.

(ii) Citizens/effectiveness of citizens in preventing and reducing crime. This will include youth, adults, etc. Cite examples from other communities.

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(iii) Crime agencies, other community agencies, The City, etc. in preventing   and reducing crime. Cite examples from other communities (e.g.   community agency education programs)

(iv) Schools/School Boards/Teachers/Youth (including student bodies) within Schools, in crime prevention in both our and other communities.

b)   Evaluate other resources available to assist the police in the community (e.g. Citizens on Patrol, Neighbourhood Watch, etc.) Analyze the need for and impacts of levels of Police involvement in community initiatives.

6. Review and analyze leading practices in other communities:

a) Review and analyze how other communities are addressing similar situations, looking at things such as:

(i) What are their community approaches related to education, prevention etc.?

(ii) What are their crime prevention agency/initiative approaches related to education, prevention etc.?

(iii) What are their other community agency approaches related to education, prevention and programming etc.?

(iv) What has been the role of citizens, including youth, based on what has happened in their respective communities?

b) Identify and explain leading practices for the above, including those that are innovative and successful.

7. Review and analyze changes that have happened to provincial, federal and municipal legislation that impact on the provision of police services? (e.g. Community Standards Bylaw, Sitting Justice of the Peace decentralization, Youth Tobacco Act, Youth Justice Act, Common Law legislation) What are the impacts?

 Deliverables

1.   Prepare a report that clearly articulates the current situation and trends for Red Deer through the analysis of the current data and comparison with the data collected in 2003 - 2004.

2.   Develop a review of leading practices from other communities.

3.   Develop guiding principles for crime prevention and policing in Red Deer, in keeping with the City of Red Deer Strategic Plan, Vision and Direction.

4.   Develop an inclusive, creative and thorough communication plan that outlines a process for public education in conjunction with The City's Communications and Strategic Planning Department.

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5.   Present the report to the Steering Committee, Corporate Leadership Team and Crime Prevention Advisory Committee within the identified timelines.

6.   Present the report to City Council.

PART 2: Community Perceptions and Strategy Development

Purpose

1.   To identify clearly, how the community and other stakeholders view the issues as identified in the research from Part 1 and to seek ideas on solutions for addressing those issues and crimes and how a response should be taken, including consideration of how citizens, the community agencies, The City, provincial and federal justice and police should respond.

2.   To draw conclusions from Part 1 and the stakeholder feedback in Part 2 and subsequently recommend how the issues should be addressed and by whom, based on the research and leading practices.

Minimum Requirements

1.   Gather public data that replicates the benchmark data collected in 2003 – 2004 through a public survey. (e.g. telephone survey)

2.   Undertake significant dialogue with citizens in the community, presenting the facts as found in the research and requesting comments on the research and to seek a reading of community perceptions related to crime and policing and to seek community suggestion and feedback on proposed solution/collaborations that address the issues. In consultation with the Steering Committee indentify citizens and groups to be involved in the process that is reflective of a cross section of the community.

a)   the successful consultant will execute effective facilitated processes that ensure discussion is fact/solution focused

b)   some of the questions to be addressed through public consultation may include, but are not limited to:

 (i) What role, if any, does/can the community have in crime prevention?

 (ii) What are the community's perceptions regarding policing priorities and appropriate police response? Other proposed solutions?

(iii) to what extent would the public support proposed/possible solutions or recommendations?

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3.   Undertake dialogue with the RCMP, at all levels, to request comment on the research and analysis conducted in Part 1 and to seek suggestions and feedback on proposed solutions

4.   Undertake dialogue with Alberta and Federal Justice, crime prevention agencies and other agencies in the community to request comments on the research and to seek feedback on proposed solutions. The successful consultant will follow the same processes as those followed for the community feedback (above).

5.   Conduct research/visit other communities in Alberta who have municipal police forces and request their feedback on proposed solutions and approaches.

a) collect and draw understanding from "leading practices" in other communities

b) seek information on approaches that have not been successful

6.   Identify and complete any further areas of research that need to be undertaken, as identified through the consultation process.

7.   Based on data and analysis undertaken in Part 1, analyze and compare the data with the perceptions and understanding the community has of the crime prevention and policing situation.

8.   Document all consultation responses, draw conclusions and make recommendations on at least the following:

a) all dialogue conducted with the previously identified individuals, groups, agencies and municipalities, specifically in the areas of:

(i) perceived prioritization of current crime and policing issues

(ii) expectations/realities regarding service levels with support strategies recommendation and resource requirement (human and financial)

 (iii) leading practices and related feedback and research (e.g. education, prevention, enforcement policies and approaches)

(iv) roles of individuals, groups, agencies, The City, the police and any other stakeholders identified in research for Part 2. This will include a plan for the provision of policing in the short term and longer term.

9.   Review and analyze the strategies from the 2005 Red Deer Crime Prevention and Policing Strategy Report and identify what have been the successes and what needs to improve.

 Deliverables

1.   Develop a significant community consultation process, including a survey that identifies the perceptions of citizens and stakeholders of crime prevention and policing in Red Deer.

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2.   Develop an inclusive, creative and thorough communication plan that outlines a process for public consultation, engagement and education in conjunction with The City's Communications and Strategic Planning Department.

3.   Provide a comparison with the benchmark data identified in the 2003 – 2004 study.

4.   Prepare a report that draws conclusions from Part 1 and the citizen and stakeholder feedback in Part 2 and subsequently recommends clear strategies of how the issues should be addressed and by whom, based on the research and best practices including a community plan and a policing plan.

5.   Prepare a report that clearly articulates the current situation and trends for Red Deer through the analysis of the current data and comparison with the data collected in 2003- 2004.

6.   Present the report to the Steering Committee, Corporate Leadership Team and Crime Prevention Advisory Committee within the identified timelines.

7.   Present the report to City Council.

PART 3: Policing Model Review

Purpose

1.   To provide a comparative costing of policing services of the RCMP with other policing models.

2.   To identify the pros, cons and effectiveness of various policing models in municipal environments (e.g. RCMP, other models)

3.   To recommend service levels and performance measures.

Minimum Requirements

1.   Identify the current policing issues, from the perspective of The City (including Council, the

community and the police.

2.   Identify and explain leading municipal police service practices, including those that are innovative and successful.

3.   Assess the current service levels in comparison to other policing services and models.

4.   Review the spectrum of services and the scope of responsibility and make recommendations on possible changes and alignment needed to best serve the citizens of Red Deer (e.g. ambassadors, commissionaires, bylaw/peace officers, community police officers, police members, sheriffs).

5.   Clarify the roles of the Federal, Provincial and municipal governments relative to the provision of policing services.

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6. Identify the Province of Alberta's future direction for policing and its implications for a Red Deer police service.

7. Identify the pros and cons of the various policing models (e.g. RCMP or other models). The areas to be addressed but not limited to include the following:

a) Human resource management (e.g. recruitment, training, uniforms, equipment, discipline, police association, etc.)

b) Handling of public complaints

c) Research and development (policy, policing practices, equipment)

d) Flexibility of allocation of resources

e) Commission, Advisory Committee, Police Committee, or other

f) Legal support

g) Organizational structure

h) Dispatch

i) Service delivery to meet community expectations including active bylaw enforcement

8. Compare the costs of providing a police service by the various policing service models available (e.g. RCMP or other models). The areas to be addressed but not limited to including the following:

a) Policing infrastructure (e.g. information systems, dispatch, vehicles, technology, specialized services/units, etc.)

b) Human resource management (e.g. recruitment, training, uniforms, equipment, discipline, union relations, payroll administration, etc.)

c) Insurance

d) Commission, Advisory Committee, Police Committee, or other

e) Financial administration

f) Legal support

g) Contractual obligations

9. Identify the costs associated with the following:

a) Costs to implement a police service model from the current policing delivery (RCMP) to a municipal service including the transition and ongoing costs both capital and operating costs.

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b) Projected annual operating costs of alternative police service models compared to the RCMP providing policing services

10. Explore local oversight and control and how this relates to each model.

11. Explore and recommend a complaint handling system that meets community need (e.g. differential call response etc.)

12. Identify the pros and cons of aligning of the policing service with the Community Services Division or the Protective Services Division.

13. This part of the project can be undertaken concurrently with Parts 1 and 2 but final recommendations should take into consideration the data and strategies recommended in Parts 1 and 2.

Deliverables

1.   Prepare a final report that clearly articulates options and recommends a policing service model based on the costs, benefits and comparisons of various policing service models.

2.   Develop an inclusive, creative and thorough communication plan that outlines a process for public consultation, engagement and education in conjunction with The City's Communications and Strategic Planning Department.

3.   Present the report to the Steering Committee, Corporate Leadership Team and Crime Prevention Advisory Committee within the identified timelines.

4.   Present the report to City Council.

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Appendix 1-2   Interview and Contact Listing

Contact	Organisation
Red Deer RCMP	
Brian Simpson Superintendent – Officer in Charge	RCMP, Red Deer Municipal
Karen Simon Inspector – Administration	RCMP, Red Deer Municipal
Cpl. Jerry R Dickman, NCO i/c, Organized Crime/Criminal Intelligence	RCMP, Red Deer Municipal
Cpl. Kathy Dehere, Crime Prevention/Victims Services	RCMP, Red Deer Municipal
Sgt. Greenwood	RCMP, Red Deer Municipal
Cpl. James McCarthy (PS)Dog Master	RCMP, Red Deer Municipal
Inspector Noble, Operations	RCMP, Red Deer Municipal
S/Sgt. Norum	RCMP, Red Deer Municipal
Gord Petrasuk Forensic Identification	RCMP, Red Deer Municipal
Sgt. Sanford	RCMP, Red Deer Municipal
S/Sgt. Peter Quilty	RCMP, Red Deer Municipal
Pat Simper Senior By-law Enforcement (Community Peace Officers) Coordinator	RCMP, Red Deer Municipal
S/Sergeant Gordon Glasgow i/c Rural Detachment	RCMP (Red Deer, Rural Detachment
RCMP K Division	
Chief Supt. Fred Camins	RCMP (K Division) Criminal Operations Officer (CROP)
RCMP HQ	
Craig Duffin Inspector	RCMP (HQ)
City of Red Deer	
Craig Curtis, City Manager	City of Red Deer
Michael Cox Communication Dept. Senior Communications Advisor, Communications and Strategic Planning	City of Red Deer
Paul Goranson Director of Development Services	City of Red Deer
Colleen Jensen Community Services Director	City of Red Deer (Project coordinator) (Steering Committee)
Carrie Keylock (RD Communications- Web)	City of Red Deer
Greg LeBlanc Team Leader Human Resources Programs and Systems.	City of Red Deer

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Christina Lust Divisional Strategist	City of Red Deer **Project Manager**
Dave Kingston Police Municipal Employee Superintendent	City of Red Deer
Paul Meyette, Director of Planning Services	City of Red Deer
Dan Newton Manager, IT	City of Red Deer
Leigh-Ann Butler GIS Solutions Coordinator Information Technology Services	City of Red Deer
Katy Balunda GIS Technician	City of Red Deer
Russ Pye Manager Inspections & Licensing Department	City of Red Deer
Dean Scott Crime Prevention Coordinator	City of Red Deer
Angus Schaffenburg, RPP, MCIP Major Projects Planner, Planning Services	City of Red Deer
Jannie B. Ypma Executive Assistant Red Deer Public Library	Red Deer Public Library
Nancy Bergstrom Chapman Riebeek LLP Barristers and Solicitors	City of Red Deer (Contracted City Solicitor)
Donald (Don) Simpson	City of Red Deer (Contracted City Solicitor)
Scot Cameron Manager Social Planning	City of Red Deer
Tara Lodewyk (Social Planner)	City of Red Deer
Lorianne Marshall CMA Corporate Controller – Budget & Investments	City of Red Deer
Marge Wray Manager, Human Resources	City of Red Deer
Ron Soehn Production Systems Supervisor I.T. Services	City of Red Deer
Linda Healing, BA Community Development Supervisor Social Planning Dept	City of Red Deer
Greg Scott – Recreation Parks and Culture Manager Kay Kenny – Recreation Superintendent Barb McKee – Collicutt Supervisor June Larson – Recreation Facility Supervisor Deb Comfort – Neighbourhood Facilities and Community Development Supervisor	City of Red Deer
Kevin Joll Transit Manager	City of Red Deer
Trevor Poth Parks Superintendent	City of Red Deer
Brian Einerson Social Development	City of Red Deer
Mayor Morris Flewwelling	City Council
Councillor Tara Veer	City Council
Councillor Lynne Mulder	City Council (Steering Committee)

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Councillor Lorna Watkinson-Zimmer	City Council
Councillor Larry Pimm	City Council
Councillor Gail Parks	City Council
Councillor Frank Wong	City Council
Councillor Cindy Jefferies	City Council
Councillor Buck Buchanan	City Council (previous Steering Committee)
Councillor Diane Wyntjes	City Council (new 2010) (Steering Committee)
Councillor Paul Harris	City Council (new 2010)
Councillor Chris Stephan	City Council (new 2010)
Jason Taylor	Red Deer Crime Prevention Advisory Committee
May Johnson	Red Deer Crime Prevention Advisory Committee
Lois Hansen (Crisis Centre)	Red Deer Crime Prevention and Policing Study/Strategy and Policing Model Review Ad Hoc Steering Committee
Ian Wheeler(CAWES)	Red Deer Crime Prevention and Policing Study/Strategy and Policing Model Review Ad Hoc Steering Committee
Michael Maracle (Neighbourhood Watch)	Red Deer Crime Prevention and Policing Study/Strategy and Policing Model Review Ad Hoc Steering Committee
Lorraine Pitts	Red Deer Crime Prevention and Policing Study/Strategy and Policing Model Review Ad Hoc Steering Committee
Ernest Vokes	Red Deer Crime Prevention and Policing Study/Strategy and Policing Model Review Ad Hoc Steering Committee
David Radcliffe	
Bill Meade Assistant Deputy Minister	Solicitor General and Public Security
Joe Rodgers Executive Director, Policy and Program Development Branch	Solicitor General and Public Security
Matt Barker Manager, Peace Officers Program, Traffic safety Enforcement, Regulatory Services	Solicitor General and Public Security
Donna Fong Population Research Laboratory, Research Administrator. University of Alberta	Population Research Laboratory. Univ. of AB.
Red Deer Community Agencies/ Businesses	
Halima	Central Alberta Women's Immigrant Association
Dawna Morey Executive Director	Community Information Resource Service (CIRS).
Bruce Buruma Director of Community Relations	Red Deer Public Schools
Danielle Klooster Manager, Policy, Advocacy and Communications and Phil Hyde	Red Deer Chamber of Commerce
Sharon Watson	RD Children's Service Centre
Geoff Tagg	Red Deer Youth Justice Committee
Janice Wing	Red Deer District Community Association.

Buck Wells Consumer Support Worker	
Jennifer Vanderschaeghe, Executive Director	Central Alberta AIDS Network Society
Heather Gilbertson Videojournalist	SHAW TV
Laura Turner Executive Director	Downtown Red Deer
J. Paul Stewart, EdD Associate Superintendent of Student Services	Red Deer Catholic Regional Schools
Carl Prediger Clinical Manager - Assertive Outreach/Diversion Services	Red Deer - Community Addiction and Mental Health
Steve Woolrich	SeCure Consulting Solutions Inc. CEPTED consultant.
Gillian Wallace, coordinator	Street Ties
Red Deer Community Associations	
Jim Todd	Morrisroe East
Bruce Stonell	Mountview Sunnybrook
Dallas Jones	Bower Place
David Radcliffe	Oriole Park
Tracy Spencer	Anders on the Lake
Terry Johannson	Eastview Estates
Bob Coffey	Parkvale
Derek Nelson	Waskasoo
Ad hoc Community Members (self selected)	
Dwayne Gouw	Centratech
Comparator Sites	
Calgary	
Rick Haddow Community Relations City of Calgary Animal and Bylaw Services	
S/Sgt. Patty McCallum Calgary Police Service Domestic Conflict Unit	
Grand Prairie	
Eldon Wyant. Municipal Administrator Grande Prairie RCMP	
Regional Municipality of Wood Buffalo	
Brian Makey. Public Security Divisional Manager	
Cherie Cormier, Sr. Manager Contracts and Integration for Public Safety	
Taber Police Service	
Alf Rudd Chief of Police Taber Police Service	
Lethbridge Regional Police Service	
Inspector Bill Kaye Lethbridge Regional Police Service (Chief Tom McKenzie)	
Camrose Police Service	
Chief Darrell Kambeitz	
Edmonton Police Service	

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Ronda Baxter Strategic Analyst, Research and Evaluation Unit Office of Strategy Management	
Lacombe Police Service	
T.S.(Steve)MURRAY, Cst.#115 Professional Standards	
Federal Way WA	
Fae Brooks, former Lieutenant	King County Sheriff's Office WA
Stephen Neal, Commander	Federal Way Police Department WA
Kyle Sumpter, Commander	Federal Way Police Department WA
Brian Wilson, Chief of Police	Federal Way Police Department WA
Gregory Wilson, Chief of Police	Mountlake Police Department WA
Others	
Dr Peter Bell (Ed D, MBA, M Ed, B Bus) Senior Lecturer	Faculty of Law, School of Justice QUT Gardens Point Campus
Paul Boden Finance Advisor CIPFA Business	UK contact re Finance
Sara Dunn Data Quality Manager	Canadian Centre for Justice Statistics. Canada
Chris Houle Information Officer / Agent d'information	Canadian Centre for Justice Statistics. Canada
David Jones, Director, Crime Prevention	Vancouver Downtown Business Improvement Association

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Appendix 1-3 Cities Included in the NORM Analysis

Abbotsford	Ottawa
Barrie	Peel
Burnaby	Quebec
Calgary	Red Deer
Cape Breton	Regina
Chatham-Kent	Richmond
Coquitlam	Saanich
Delta	Saskatoon
Durham	Sherbrooke
Edmonton	St. John's
Gatineau	Sudbury
Guelph	Surrey
Halifax	Terrebonne
Halton	Thunder Bay
Hamilton	Toronto
Kelowna	Trois-Rivieres
Kingston	Vancouver
Laval	Victoria
Levis	Waterloo
London	Windsor
Longueuil	Winnipeg
Moncton	York
Montreal	

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Appendix 1-3A NORM Analysis

In order to minimize the possibility of biased results due to problems associated with degrees of freedom (which speaks to the ratio of number of cases to number of independent variables), separate models were run for each of the above seven categories of variables. From these seven models the variables within each category/model that significantly impact the dependent variables (cost per capita and crime rate) were determined. The significant variables from these models were then included in a final model which allows for an assessment of how these categories of variables perform once placed together in an overall model.

Table 3-1 below, summarises the impact of the variables examined, in particular, variables that significantly impact what is being predicted, in this case, (1) per capita costs and (2) crime rate. The R^2 (or Adjusted R^2) reflects the proportion of variance (amount of change) in the dependent variable that is explained by the dependent variables. More simply, the percent of the change in the dependent variable, (for example, crime rate), that is explained by using information from the independent variables. The higher the adjusted R^2, the greater the fit of the model is to the data.

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Table 3-1: Predicting Cost Per Capita and Crime Rate [a, b]

PREDICTOR	COST PER CAPITA	CRIME RATE
Model #1: Age		
Percent of the population age 15 – 44 years	-.018	.592**
Median age of males	-.03	-.448*
Adjusted R^2	**0%**	**16.9%**
Model # 2: Immigration		
Proportion of the total population who are immigrants	-.034	.030
Adjusted R^2	**0%**	**0%**
Model # 3: Marital Status		
Percent of the population (Age 15+) never married	.418	.573*
Percent of the population (Age 15+) married	-.426	-.467
Percent of the population (Age 15+) separated	.325	.229
Percent of the pop. (Age 15+) common-law	-.699	-1.021**
Adjusted R^2	**5.3%**	**12.3%**
Model # 4: Education		
% of the population with less than high school.	-.032	-.021
Adjusted R^2	**0%**	**0%**
Model # 5: Earnings and Employment		
Participation rate[c]	.322	-.150
Unemployment rate[c]	.259	-.218
Adjusted R^2	**0%**	**0%**
Model # 6: Population Density		
2001 to 2006 population change (%)	-.019	-.176
Population density persons/km^2	-.324*	.043
Adjusted R^2	**9.0%**	**0%**
Model # 7: Policing		
2006 crime rate	-.067	
2006 Costs per capita		-.133
Police officers per 100 000 population (2006)	.778**	.739**
Total operating expenditures 2006 $	.144	-.373*
Clearance rate % (2006)	.188*	-.170
Adjusted R^2	**67.4%**	**35.4%**
*p<0.05 **p<0.01		

[a] Standardized coefficients are presented in the table, which allow conclusions to be drawn regarding the relative contributions of each variable to particular models. Positive values indicate that the variable's effect on the dependent variable (either cost per capita or crime rate) is positive: as the independent variable increases, so too does the dependent variable. On the other hand, a minus sign (-) means that as the predictor increases the dependent variable decreases.

[b] In most cases, "Adjusted R^2" is reported as a measure of variance explained to take into account the relatively low number of cases included in this analysis.

[c] There were missing cases with the unemployment rates and participation rates for 2006, so this portion of the analysis includes fewer locations – 26 out of 45. The participation rate is defined as the proportion of individuals aged 15 and over who are employed.

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Predicting Cost per Capita and Crime Rate

Table 3-1 details the variables included in each of the seven initial models and provides information about the categories of factors that impact on cost per capita and crime rate. Four of the seven models in this table contained at least one significant predictor of cost per capita or crime rate.

- Model #1, 'age', indicates that the percent of the population aged 15-44 years and the median age of males in the population significantly do not predict to cost per capita, but instead predict crime rate: As the percent of the population between 15-44 increases, so does the crime rate. Similarly, as the median age of the male population decreases, the crime rate increases. This makes sense as males contribute most to crime – the higher their proportion in the population the higher the crime rate. Since younger males commit more crime than older males, the younger the median age, the higher the crime rate.
- Model #2, 'immigration', indicates that the proportion of the total population who are immigrants has no significant impact on either cost per capita or crime rate.
- Model #3, 'marital status', shows the proportion of the population aged 15 and older who have never been married or are common-law is significant predictor of crime rate:
  - As the proportions of those who have never been married increases, crime rate increases. Further; as the proportion of those who are common-law decreases, crime rate increases.
  - It may be that as the proportion of those who are never married increases, there are fewer guardians (in terms of partners) to act as deterrents to crime. The greater the 'never married' population, therefore, the higher the crime rate. The negative relationship between proportion of those who are common-law and the crime rate may suggest something similar: those who are partnered may be more deterred from committing crime, which would lead the crime rate to go down as the proportion of those in common-law relationships increases. These models are comparatively successful, predicting over 5% of the variance for marital status and over 12% of the variance for crime rate.
- Model #4, 'education'. The education variable does not significantly predict either cost per capita or crime rate.
- Model #5, 'earnings and employment'. Neither participation nor unemployment rate significantly impacts on costs of policing or crime rate.
- Model #6, population density. Population density significantly predicts costs per capita: as population density increases, costs per capita decrease. This finding is somewhat counterintuitive.
- Model #7, policing. These models are much better able to predict costs and crime rates than any of the previous models. Increases in police officers per 100,000 population significantly and positively impact costs per capita and crime rate. This makes sense as the more police there are, the more expenses a police agency has and the more officers potentially available to 'create crime' by laying charges. For crime rate, the data indicate that expenditures are negatively related to crime rate: the greater the expenditures, the lower the crime rate. This finding also makes sense – more police mean that more crime will be recorded, at the same time the finding regarding operating expenses suggests that there may be a floor effect – that expenditures cannot be too low or crime rates increase. The clearance rate also impacts on costs – as the clearance rate increases, costs similarly increase – processing cases uses resources.

The next step in the analysis builds models that can be used to predict both the costs per capita of policing in Red Deer, and Red Deer's crime rate based upon the above factors. Using only the variables that were significant in the models above (Table 3-1), the following table (Table 3-2**)** summarises the findings of the combined models that predict both costs per capita and crime rate. In terms of the overall variance explained (R^2), the model predicting cost per capita did extremely well, predicting over 67% of the variation in cost per capita. Notably, however, the majority of the variables are not significant suggesting that once other variables are controlled for, the explanatory impact of any particular variable is reduced with the exception of police officers per 100 000 population. For the model predicting crime rate, 39.4% of the change in crime rate is explained by the factors included in this model. Here we note that more of the variables are significant predictors of crime rate.

Table 3-2: Predicting Cost Per Capita and Crime Rate: Final (Combined) Models[a, b]

PREDICTOR	COST PER CAPITA	CRIME RATE
% of the population age 15 – 44 years	--	.444*
Median age male population	--	-.505*
Percent of the population (Age 15+) never married	--	-.177
Percent of the population (Age 15+) common-law	--	.020
	-.117	.004
Population density persons/km²Costs	--	.016
Police officers per 100 000 population (2006)	.780**	.543*
Total operating expenditures 2006 $	--	-.379*
Clearance Rate	.154	-.162
Adjusted R²	**66.5%**	**39.4%**

[a] The variables marked with an asterisk were significant at the p=.05 level.
[b] "Adjusted R^2" is reported as a measure of variance explained to take into account the relatively low number of cases (N=45) included in this analysis.
[c] Participation rate was dropped from the analysis as it reduced the number of cases significantly.

From the final models generated above (Table 3 -2), cost per capita and crime rate for Red Deer is predicted. Table 3-3 below summarizes these results.

Red Deer has an observed (actual) policing cost per capita of $138. However, the equation derived from the above model (Table 3-2) indicates the predicted cost per capita, taking into account all the factors included in Table 3-2, $190: a 38% difference between what is observed and what is predicted by the model. The magnitude of the difference may indicate that a relatively blunt instrument is used to predict something that likely involves many more variables than have been included in this analysis. Similarly, the observed crime rate for Red Deer is 13,206 per 100,000 population. The formula generated from the model above, however, indicates that the crime rate is predicted to be 9849. The difference between the observed crime rate and the predicted crime rate is 25% when using the equation generated from Table 3-2.

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Table 3-3: Predicted Red Deer *per capita* Costs and Crime Rates

Per capita costs $ (Observed)	Per Capita Cost (Predicted)	Difference (%)
$138	$190	38%
Crime Rate per 100 000 (Observed)	Crime Rate per 100 000 (Predicted)	Difference (%)
13,206	9849	25%

The actual (observed) per capita costs of policing in Red Deer are less than predicted by the model. Importantly, however, the model does not explain all the differences – the model doesn't fit perfectly (explaining nearly 67% of the variance). Other factors clearly impact on costs per capita that are not taken into account by the model. The utility of this model is that there is some basis for comparison.

As noted above, the observed crime rate per 100,000 is higher than predicted by the model: the observed crime rate is 13,206, but the predicted value is 9849. Before concluding that Red Deer has a crime rate that is greater than could be expected, it is important to specify the limitations of this form of analysis in advance of drawing any firm conclusions.

While the variance explained (adjusted R2) in each of the above two models is relatively high, the models do not completely explain the variation in cost per capita or in crime rate: there is still a large portion of variance left unexplained by this analysis. The portions of variance left unexplained means that the models are not including all the relevant explanatory variables – other factors are influential in determining per capita costs and crime rates. This variance in crime rates may be influenced by factors such as the location of Red Deer between two major urban centres and the resulting transient or the apparent/reported migration to Red Deer of users of social support networks.

Despite these limitations, both the initial stages of the model and the more inclusive final model provide evidence that particular variables are relatively more important than others in the determination of costs per capita and crime rate. The above analysis may encourage thinking 'outside the box', as it is clearly evident that cost per capita and crime rates are impacted by some unidentified factors that are outside the control of the police. A broader approach to community safety and security would incorporate strategies that address risk factors that may be related to demographic factors and are outside the control of the police. The analysis provided above also facilitates decisions regarding the planning of communities.

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Appendix 1-4   UK National Perspective

According to the UK Audit Commission[1] a recession consists of three waves, namely the economic impact, the social impact and a period of unequal recovery.[2] Features of the social impact wave are said to include rising crime, alcoholism, addiction and homelessness brought about by job losses, rising unemployment and reduced household income during the economic wave of the recession. Consequently there is a view, albeit a simplistic one, at a national level within the UK that economic downturn leads to rising crime rates during the life cycle of a recession.[3]

UK Crime Rates

Between 2006 and 2009 overall crime rates within the UK decreased from 11.1 million to 9.6 million. This continues the decline with crime, as measured by the British Crime Survey, down 50% since 1995 with a 9% reduction during 2008-09.[4] Given these figures, it could be argued that the recent economic recession experienced by the UK has not resulted in rising crime rates.

Another assumption based on such figures could be that there has been a 'lag' in the economic downturn impacting on crime rates, in other words the social impact wave is still to follow. The argument that the recession has had little impact is further re-enforced by considering overall crime rates at a local (police force) level.

In July 2010, Greater Manchester Police reported in the local media that the force had achieved a 13% reduction in crime compared with the previous year's figures. The announcement came at a time when there was a view amongst some economists that the UK economy was actually improving, showing minimal signs of growth and coming out of recession.

Consequently based on overall crime rates, at a UK and local level within Greater Manchester, it appears a significant UK economic downturn with considerable public spending cuts and job losses has not led to an increase in crime rates. However, when recent years' local crime rates are considered in more detail, particularly with regards to acquisitive crime (such as burglary of dwellings or thefts, where items or value are 'acquired' by the perpetrator) a different view can be offered.

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[1] The UK public body responsible for assessing the efficiency and effectiveness of public services.
[2] "When it comes to the Crunch" – Audit Commission report(s) looking at how local authorities responded to the 2008/09 recession.
[3] Need reference
[4] http://www.justice.gov.uk/criminal-statistics-annual-2009.pdf

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UK Local (Greater Manchester) Crime Rates

To gain a perspective on the impact of economic decline on crime rates at a local level the following geographical locations have been identified - Rochdale, Oldham and Manchester (emphasis on Harpurhey and the City Centre neighbourhoods). The criteria for selecting the locations was that the burglary dwelling crime rates have not followed overall crime trends and there are dynamics within the economic and social changes experienced by the locations which allow for comparisons being made within the Red Deer policing project.

With regards to the Harpurhey and City Centre neighbourhoods it is not possible to separate the data from the overall Manchester crime rates; however it is acknowledged that both neighbourhoods, particularly Harpurhey have been major contributors to the overall rate.

In addition, both neighbourhoods provide an interesting contrast with Harpurhey in 2004 being described as the '*worst place in the UK to reside*'[5] whilst Manchester City Centre has attracted huge investment and a significant rise in its residential population brought about by the re-development of empty commercial/manufacturing premises during the last ten years or so.

Whilst all three locations have experienced a reduction in overall crime rates, at times during the three year period there has been a significantly lower reduction in burglary and, relative to the overall crime rate, there has a been rise in burglary crimes. In addition, the reduction in burglary rates has not been consistent with overall crime reductions and in the case of Manchester burglary rates were higher in 2009 than 2006. The figures are illustrated in tables in Chapter 5.1.4.

To understand the potential correlation between the fluctuating burglary rates, the impact of economic downturn and the subsequent policing response it is useful to consider each of the localities in turn. However, initially it would be beneficial to provide some context to the overall approach of GMP during this period.

Burglary Rates within Greater Manchester

Between 2006 and 2009 burglary of dwellings in Greater Manchester reached their highest levels at the end of 2008.[6] In an effort to address this trend and also achieve other crime reduction targets the GMP

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[5] Oxford University Study (2004) based on deprivation indices.
[6] GMP performance data – GMP website 2010

force embarked upon implementing a revised approach to partnership working known as the 'Simple2Start'[7] methodology.

Considering this methodology provides an understanding of how GMP was able to maximize opportunities to reduce burglary rates and also how the economic impact on crime rates can manifest, be identified and measures put in place to tackle it.

Simple2Start

Systematic Innovative Method Promoting Local Evaluation 2 (to) Successfully Tackle All Reduction Targets (Simple2Start) is focused on problem solving analysis being undertaken on the streets suffering the greatest levels of repeat victimization over the last twelve month period.

The methodology is based on the principle that by tackling 6% of locations there is a potential reduction of nearly a quarter of all reported incidents. Tackling the targets is achieved by way of agreed partnership activities delivered at crime intervention points, which include victim care, location change, and offender management. Whilst seeking to reduce crime by focusing on such intervention points is widely recognized within problem solving policing, the emphasis of the Simple2Start methodology is focusing on the 'neediest places'.[8]

Applying such principles is significant with regards to considering the burglary rates in the location of Manchester (Harpurhey and the City Centre).

Manchester (Harpurhey) Burglary Rates

It has been identified that a third of the burglary dwellings, in and around Harpurhey, were committed on no more than 35 streets.[9] Examining the localities of those streets more closely provides an understanding of the relevance of the economic downturn.

Harpurhey Burglary Locations

Harpurhey has a placing on the Indices of Multiple Deprivation[10] which reveals the area is ranked poorly for health (fourth worst in the country) income (fifth worst), employment (seventh worst) and crime

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[7] www.crimepreventionassociates.co.uk
[8] Prioritising Partnership Action Through Simple2Start Pyramid Approach – Alan Edmunds
[9] www.makingmanchestersafer.com
[10] The *Index of Multiple Deprivation* pulls together data on different forms of deprivation into one overall deprivation score for an area and provides comparison across the UK

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(seventh worst). Harpurhey has a population of approximately 38,000.[11]

In addition, there are several large, low value 1960s estates in Harpurhey that are publicly owned and do not qualify for government funding, which in recent years has been mainly directed towards private finance initiatives. Similarly, there was in 2008 a high level of privately owned, poorly maintained rented housing stock.

It was in such areas that the burglaries were heavily concentrated and analysis identified a number of common features.

Harpurhey Burglary Offences – Common Features (Causes)

With regards to victims and locations, the following common features were identified:

- Unoccupied housing awaiting demolition being subject to theft of fixtures and fittings.
- Vulnerable isolated residents with empty adjoining properties.
- Poor levels of basic security and crime prevention measures being taken.
- A transient population which on occasion had little regard for the security of the rented accommodation.
- A potential for false reporting of burglaries brought about by:
    - Landlords not being prepared to pay for damages to or in properties unless the tenant was able to provide a police crime reference number.
    - A national retail (electrical/home furnishings) store with a local branch providing access to credit with high interest rates and low credit protection insurance. Consequently, it was established high value goods were being purchased, sold/pawned and then reported stolen with the hire purchase being settled by way of the credit protection.

It could be argued that the above features or causes of burglary offences are attributable to economic downturn primarily due to poor social housing and limited household income. Importantly, what is apparent is that such causes cannot be tackled by the police alone and requires partnership working with statutory partners[12] as well as forging partnerships with the private sector.

With this in mind interventions put in place included seeking to improve tenancy management by engagement with landlords and also agreements with the retail sector to share information in relation to burglary victims and customers.

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[11] 2008 Healthcare Census
[12] In the UK some public sector partners (e.g. police, local authorities, healthcare) have a legislative requirement to work together to improve community safety

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A contrasting location to Harpurhey is Manchester City Centre where the housing stock and residents could be viewed as being at the other end of the spectrum, namely high earning professionals occupying modern apartments.

Manchester City Centre Burglary Offences

Manchester city centre has a residential population of approximately 20,000 with a housing stock made up of relatively new apartment-style complexes. It is interesting to note that the city centre was also found to be a significant contributor to the rise in burglary offences and analysis of those offences revealed a feature attributable to economic downturn.

Manchester City Centre Burglary Offences – Common Features (Causes)

- Vulnerable apartments within complexes where there was a high propensity of 'buy to rent' accommodation with landlords struggling to find tenants.
- Offenders using subterfuge to gain access to complexes (e.g. purporting to be maintenance personnel and then breaking into a high number of residential units within the complex). A high gain for little effort.
- Poor design features allowing premises to be entered by way of low level balconies and unsuitable apartment doors and locks.

The first of the above common features has similarities with the burglary offences being committed at unoccupied premises in Harpurhey, namely being brought about by economic downturn. To expand on this point, prior to the UK recession mortgage lenders were keen to provide funds to landlords to purchase property with a view to rental income meeting the mortgage payments. However, the recession resulted in falling property prices and falling rents subsequently leading to empty premises.

Consequently, effective analysis of the burglary crime trends, particularly with regards to locations, was able to establish that the economic downturn was a significant factor. Measures put in place to combat the offences included raising crime prevention awareness amongst residents and landlords, as well as securing design modifications to access points.

When the other localities of Rochdale and Oldham are considered, similar findings can be arrived at particularly the response to the trends some of which were reflected across GMP.

Rochdale

Rochdale has a moderately weak economy that is overly dependent on distributive, hotel and catering, public administration and health, and manufacturing industries. Unemployment rates are slightly higher than the national average, with some localities within the town experiencing between 6 and 7% of the

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working population being unemployed.[13] A major threat to employment is the manufacturing sector which is forecast to lose around 5,000 jobs by 2015. Of further significance, jobs in the locality pay approximately £35 (CAN$55) less per week compared to the average for England & Wales.

Rochdale – Burglary Rates

Between 2007 and 2008 Rochdale experienced an 8.5% increase in burglary rates, but during the next year was able to reduce levels to the 2007 rates. The response to the burglary problem by the Crime and Disorder Reduction Partnership[14] (CDRP) provides an insight as to what were perceived to be the primary causes of Rochdale's burglary problem.

CDRP Response

In an effort to combat the burglary problem Rochdale's community safety plan included:
- Rolling out a program of 'weeks of action' in which all partners were to provide dedicated support and action in neighbourhoods.
- Designing out crime through the planning requirements process.
- Alley gating[15] and closed circuit television to more neighbourhoods.
- Security measures provided to vulnerable home owners.
- The Trading Standards Service reducing door step crime (e.g. distraction burglaries of elderly victims) by implementing more 'No Cold Calling Zones'.
- Sharing timescales and geographical locations with partners of proposed regeneration plans.

A number of the measures contained within the Rochdale CDRP plan are instantly recognizable but it is interesting to note that sharing regeneration plans is seen as being necessary. The rationale for that approach was that a feature of housing in the locality was low-value, old stock which was being subject to renovation and, in some cases, demolition and new build. Consequently, a cause of burglary offences again could be attributed to either unoccupied premises or residents who were isolated as a result of vacant premises in their locality.

Oldham

Oldham contains a mixture of open countryside and urban communities of which over 10% of the population are from black and minority ethnic communities.

In the summer of 2001, Oldham experienced a wave of civil disorder which attracted worldwide media

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[13] Rochdale Local Authority website - 2010

[14] CDRP – partnership body, including the police, required by UK legislation to be responsible for community safety.

[15] Alley-gating is a crime reduction measure that involves the installation of a lockable gate across an alley, preventing access for anyone who does not have a key. See also, Rachel Armitage and Hannah Smithson's, "Alley-Gating Revised: The Sustainability of Resident's Satisfaction," (Internet Journal of Criminology 2007), where it was concluded from the research that alley-gates can increase perceptions of safety and satisfaction with area of residence. At the same time, the feared negative consequences of gating, such as increased fear of crime, failed to materialise.

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attention, following which a range of reports were commissioned. Of the areas studied in this *Review*, the deprived areas of Oldham have the highest representation of black and minority ethnic communities, although one of the three most deprived areas has a predominantly white population. The health of the Oldham population is worse than the national average.[16] A high proportion of the housing stock in Oldham is terraced properties and socially rented.

Oldham Burglary Rates and the CDRP response

Whilst between 2006 and 2009 Oldham achieved the highest reduction in burglary rates, of the three localities, the town experienced an increase of 20.6% in 2007. Again many of the features referred to previously in the Harpurhey and Rochdale examples were found to be common, particularly with regards to poor housing stock.

Similarly measures put in place centred on the vulnerable repeat locations and included:
- over 10,000 residents being included in an alley gate project.
- over 500 houses receiving target hardening by way of a 'secure homes project'.
- 'weeks of action' in which all partners were to provide dedicated support and action in neighbourhoods.

Again the Oldham plan to tackle burglary offences contains an element of the need to target harden housing stock by way of a 'secure homes project', which provides funding where it is needed. In isolation, this may not be readily identifiable as addressing a cause linked to economic downturn.

However, it needs to be considered alongside the 'weeks of action' element which featured in the Rochdale plan and has gathered some momentum across Greater Manchester.

Weeks of Action

The primary aim of a 'week of action' is to maximise the effectiveness of the CDRP at a neighbourhood level in tackling local issues including reducing crime and disorder. The criteria identifying localities is decided on, amongst other things, by using the area's vulnerable localities (VLI) score.[17] The VLI measures indicators at a local level including income levels, employment levels and burglary rates.

Over 30 agencies can be involved in a 'week of action', both from the private and public sector, for example retailers and employers providing tools and skills to improve security measures of households.[18] Parallels can be drawn between 'weeks of action' and the Simple2Start methodology in that a high

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[16] Oldham Local Authority website 2010
[17] The Vulnerable Localities Index (VLI) is a method for measuring community cohesion, by highlighting areas where social and economic conditions exist which could lead to a breakdown in the community.
[18] http://www.manchester.gov.uk/egov_downloads/respect_action_weeks.pdf

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volume of resources are concentrated on the 'neediest places'.

Essentially, the purpose of highlighting the 'week of action' tactic is to emphasise again that often burglary reduction plans in the Greater Manchester area utilise the tactic, which due to the labour, planning and financial costs involved can only be justified in localities with a high VLI score a contributory factor of which is economic downturn.

General Observations

It is accepted that many of the forthcoming conclusions have been based on examining a particularly type of crime, namely burglary of dwellings; however it is proposed that the same principles referred to in this report are transferrable to other crimes, often referred to as acquisitive crimes, such as shoplifting, fraud, theft or drug trafficking, which are committed to gain money or possessions.

For example, as more individuals find themselves unemployed[19] they may turn to opportunist crime (theft of unattended items) and in previous recessions (1992) rises in domestic violence were experienced due to increases in family tensions. Similarly, hate crime rises were attributed to hostility towards migrants.

Consequently, the following conclusions should be read with that context in mind:
- Based on the UK Audit Commission's 'three waves of a recession' model, see above, rising crime is recognized as a feature of economic downturn in the UK.
- In line with the UK Audit Commission's model the latter wave of a recession does include unequal growth with long term problems in some areas, as highlighted by Harpurhey an area that has suffered as a result of economic downturn for over a decade.
- UK level crime rates do not always reflect the impact of economic downturn; a greater understanding can be achieved by examining local crime rates particularly with regards to acquisitive crime.
- Economic downturn can impact on crime rates in localities where it is least expected, as highlighted in the Manchester City Centre burglary crime rates.
- Effective partnership working both with the public sector and private sector (e.g. tenancy management improvements) is critical to achieving reductions in crime rates influenced by economic downturn.
- Partnership working and resources need to be focused in the 'neediest places' in line with the Simple2Start methodology.
- 'Neediest places' should be identified by analysis of repeat crime locations and correlation with deprivation data (e.g. Vulnerable Localities Index (VLI) scores).

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[19] UK Unemployment rates are expected to reach 2+ million in 2011

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Appendix 1-5 Red Deer Crime Rate Trends 2004 to 2009

The following is an overview of Red Deer crime trends over the period 2004 to 2009 inclusive.[20] The Tables below summarize the total violations and serious crimes and provide data for specific crimes and violations.

Summary

Based on the UCR figures the decrease in overall crime, comparing 2004 to 2009, is just under 20%, with property crime decreasing more than 20% and violent crime with a smaller decrease of just under 5%.

The overall rate of violent crime in 2009 is lower than 2004; however there are some notable exceptions. For example, the number of offences in 2009 which were not present in 2004, though numerically small, involving child pornography, prostitution, and the Internet are concerning. Both the actual reported number of *uttering threats* and *threatening or harassing phone calls* and the rate of these crimes have risen significantly. Additionally, while the rate of *Criminal harassment* has declined, the actual number of reported incidents increased approximately 16 % over the 2004 level. These 3 crime categories are often associated with family/spousal violence. It is also significant to note that the actual incidents of *assault peace officer* and the rate for this offence have trended upward since 2004. The crime category of *Arson* has also increased both in rate (28%) and in reported incidents (58%) since 2004. Overall, the small numbers and rates of firearms-related offences have decreased from 2004 to 2009.

The overall property crime rate is lower in 2009 than is 2004 with two exceptions: theft over $5000 non-motor vehicle which has an increase of 16% but is represented by an increase of only 18 incidents; and mischief, which has an increase of over 700 incidents representing a rate increase of 15.8%.

The rate of offences relating to the *administration of justice* increased by just over 20%. This increase is attributed to greater enforcement of court orders – the increased rate of *failure to comply with order* is over 140%.

The number of *impaired driving* cases has more than doubled (110%) from 2004 (248) to 2009 (520).

The increase in the number of *failure to stop or remain* accounts for almost one third of the total increase in numbers.

The crime rate for federal offences fell slightly from 2004 to 2009 by just over 1%.

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[20] Source: UCR2 Aggregate Survey, Canadian Centre for Justice Statistics

As indicated below (Table A5-7a) the total reported violation trend has remained relatively constant when compared between 2004 and 2009. However, there have been fluctuations within this time, for example an 8% rise in 2005, followed by an almost 19% drop in 2006 (from the previous year) and then a gradual increase during 2007 and 2008 to a level in 2009 just under 1% higher than that of 2004.

Correspondingly, during this same period, there has been an almost 20% decrease in the overall crime rate, associated with all reported violations. The number of reported total property crime violations in 2004 (8177) decreased almost 11% during this period to 7278 violations in 2009. When viewed as a rate per 100,000 population, property crime decreased by almost 19% during this period.   However, it should be noted that total reported violent crime has been trending upward since 2004, with number of reported crimes increasing by almost 19% from 2004 (1825) to 2009 (2171), although the rate per 100,000 population has decreased by just under 5% during this same time period.   As a percentage of all criminal code violations excepting traffic, violent crime has increased by 3.2% from 2004 to 2009. Conversely, property crime, as a percentage of all criminal code violations, excepting traffic, has decreased by 5.5% during this same period.

Table A5-7a   **Red Deer Crime Rate Trends 2004 to 2009 – Totals and Homicide**

Red Deer	2004	2005	2006	2007	2008	2009	Crime rate % 2004-2009 change
Population [21]	75,923					89,891	Pop +18%
Total All Violations	13,199	14,275	11,609	11,946	12,064	13,317	
Rate per 100,000 pop	17,827	18,684	13,452	11,593	11,491	14,410	-19.17%
All Criminal Code Violations including. traffic	12,846	13,727	11,240	11,532	11,661	12,881	
Rate per 100,000 pop	17,350	17,967	13,024	11,191	11,107	13,938	-19.67%
All Criminal Code Violations excluding. traffic	12,541	13,013	10,749	10,986	11,000	12,185	
Rate per 100,000 pop	16,938	17,032	12,455	10,661	10,477	13,185	-22.16%
Total Violent Criminal Code	1825	1972	1975	1861	1913	2171	
Rate per 100,000 pop	2465	2581	2289	1806	1822	2349	-4.71%
Homicide	2	4	0	0	3	2	
Rate per 100,000 pop	2	5	0	0	3	2	
Attempted Murder	1	2	0	2	1	1	
Rate per 100,000 pop	1	3	0	2	1	1	

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[21] Red Deer City Census

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In the following tables, some violation categories with no incidents have been omitted, as have a number of obscure/minor violation categories containing small numbers of incidents. However, some categories with no violations have been included as there may be questions concerning those particular types of incidents.

Crime rate percent changes for the years 2004 and 2009 have been included for crime figures greater than 50. Percentage changes for number less than 50 (an average of less than one occurrence per week) may produce dramatic increases or decreases which speak to the small numbers rather than a meaningful change. However, in some cases where new trends or crimes are identified, they are included in comments below the tables.

Table A5-7b   **Red Deer Crime Rate Trends 2004 to 2009 – Firearms**

Red Deer	2004	2005	2006	2007	2008	2009	Crime rate % 2004-2009 change
Population	75,923					89,891	Pop +18%
Firearms documentation	2	7	0	0	0	0	
Rate per 100,000 pop	3	9	0	0	0	0	
Weapons possession contrary to order	2	3	2	0	0	0	
Rate per 100,000 pop	3	4	2	0	0	0	
Possession of weapons	44	61	49	45	62	38	
Rate per 100,000 pop	59	80	57	44	59	41	
Other offensive weapons	4	2	0	0	0	0	
Rate per 100,000 pop	5	3	0	0	0	0	
Unsafe storage of firearms	2	10	8	3	4	4	
Rate per 100,000 pop	3	13	9	3	4	4	
Offensive weapons - explosives	1	4	0	0	0	2	
Rate per 100,000 pop	1	5	0	0	0	2	
Offensive weapons – prohibited	2	0	0	0	0	0	
Rate per 100,000 pop	3	0	0	0	0	0	

Overall, the small numbers and rates of firearms-related offences have decreased from 2004 to 2009.

Table A5-7c   **Red Deer Crime Rate Trends 2004 to 2009 – Sexual Crimes**

Red Deer	2004	2005	2006	2007	2008	2009	Crime rate %
Population	75,923					89,891	Pop +18%
Sexual Assault - Level 3	0	1	2	0	0	2	
Rate per 100,000 pop	0	1	2	0	0	2	
Sexual Assault - Level 2	0	1	2	1	4	0	
Rate per 100,000 pop	0	1	2	1	4	0	
Sexual Assault - Level 1	84	54	46	49	68	60	
Rate per 100,000 pop	113	71	53	48	65	65	-42.5
Total sexual violations against children	0	0	1	1	1	8	
Rate per 100,000 pop	0	0	1	1	1	9	
Sexual Interference	0	0	0	0	0	6	
Rate per 100,000 pop	0	0	0	0	0	6	
Invitation to sexual touching	0	0	0	0	1	1	
Rate per 100,000 pop	0	0	0	0	1	1	
Luring a child via computer	0	0	1	1	0	1	
Rate per 100,000 pop	0	0	1	1	0	1	
Corrupting morals of a child	0	0	0	0	0	1	
Rate per 100,000 pop	0	0	0	0	0	1	
Other sexual violations	4	11	14	8	8	4	
Rate per 100,000 pop	5	14	16	8	8	4	
Voyeurism	0	0	0	2	2	4	
Rate per 100,000 pop	0	0	0	2	2	4	
Child pornography	0	5	6	5	5	6	
Rate per 100,000 pop	0	7	7	5	5	6	
Total prostitution	0	15	5	2	2	6	
Rate per 100,000 pop	0	20	6	2	2	6	
Indecent acts	40	38	43	24	26	32	
Rate per 100,000 pop	54	50	50	23	25	35	-35%
Corrupting morals	0	1	1	0	0	2	
Rate per 100,000 pop	0	1	1	0	0	2	

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Table A5-7c above, shows the total numbers of sexual-related crimes has increased by just under 4% overall from 2004 to 2009. However, there are a number of offences not present in 2004 involving child pornography, prostitution, and the Internet which are cause for concern. This is likely to have occurred due to the changes in technology, the propensity for offenders to commit these crimes and changes in law enforcement capacity and focus.

Table A5-7d   Red Deer Crime Rate Trends 2004 to 2009 – Violence

Red Deer	2004	2005	2006	2007	2008	2009	Crime rate %
Population	75,923					89,891	Pop +18%
Assault - Level 3 - aggravated	13	14	19	13	16	13	
Rate per 100,000 pop	18	18	22	13	15	14	
Assault - Level 2 - Bodily harm (BH) or weapon	145	210	154	168	160	164	
Rate per 100,000 pop	196	275	178	163	152	177	-9.7%
Assault - Level 1	988	992	1041	975	930	1,038	
Rate per 100,000 pop	1,334	1298	1206	946	886	1,123	-15.82%
Assault Police Officer	14	16	20	22	24	25	
Rate per 100,000 pop	19	21	23	21	23	27	+42.11%
Total other assaults	9	6	4	1	4	5	
Rate per 100,000 pop	12	8	5	1	4	5	
Unlawfully causing bodily harm	4	2	0	0	1	2	
Rate per 100,000 pop	5	3	0	0	1	2	
Criminal negligence causing BH	1	1	0	0	1	0	
Rate per 100,000 pop	1	1	0	0	1	0	-
Arson disregard for life	1	1	1	1	0	1	
Rate per 100,000 pop	1	1	1	1	0	1	
Arson	24	20	32	40	28	38	
Rate per 100,000 pop	32	26	37	39	27	41	+28.13%
Other violent violations	3	16	18	13	11	4	
Rate per 100,000 pop	4	21	21	13	10	4	
Disturb the peace	1932	2514	1581	1426	1485	1935	
Rate per 100,000 pop	2609	3291	1832	1384	1414	2094	-19.74%

Continued in Table A5-7e

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Table A5-7e   Red Deer Crime Rate Trends 2004 to 2009 – Violence – continued

Red Deer	2004	2005	2006	2007	2008	2009	Crime rate %
Population	75,923					89,891	Pop +18%
Total firearms: use of, discharge, pointing	7	5	2	5	14	6	
Rate per 100,000 pop	9	7	2	5	13	6	
Discharge firearm with intent	0	3	1	3	8	5	
Rate per 100,000 pop	0	4	1	3	8	5	
Using firearm in commission of an offence	3	1	0	0	0	1	
Rate per 100,000 pop	4	1	0	0	0	1	
Pointing a firearm	4	1	1	2	6	0	
Rate per 100,000 pop	5	1	1	2	6	0	
Total robbery	79	95	84	90	112	97	
Rate per 100,000 pop	107	124	97	87	107	105	-1.87%
Forcible confinement	10	9	18	12	13	10	
Rate per 100,000 pop	14	12	21	12	12	11	
Abduction	0	5	5	1	1	1	
Rate per 100,000 pop	0	7	6	1	1	1	
Extortion	6	7	1	1	3	5	
Rate per 100,000 pop	8	9	1	1	3	5	
Criminal harassment	82	94	42	40	68	95	
Rate per 100,000 pop	111	123	49	39	65	103	-7.21%
Uttering threats	279	332	306	308	341	424	
Rate per 100,000 pop	377	435	355	299	325	459	+21.75
Threatening or harassing phone calls	97	109	210	159	139	201	
Rate per 100,000 pop	131	143	243	154	132	217	+65.64
Total other violent incidents	9	16	18	13	11	14	
Rate per 100,000 pop	12	21	21	13	10	15	

Overall violent crime in 2009 is just under 5% lower than the 2004 rate; however, there are a number of significant exceptions. Both the actual reported number of *uttering threats* and *threatening or harassing phone calls* and the rate of these crimes have risen significantly. Additionally, while the rate of *criminal harassment* has declined, the actual number of reported incidents has increased approximately 16 %

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over the 2004 level. These 3 crime categories are often associated with family/spousal violence. It is also significant to note that the actual incidents of assault peace officer and the rate of this offence have trended upward since 2004. The crime category of *arson* has also increased both in rate (28%) and in reported incidents (58%) since 2004.

Table A5-7f   Red Deer Crime Rate Trends 2004 to 2009 – Property

Red Deer	2004	2005	2006	2007	2008	2009	Crime rate %
Population	75,923					89,891	Pop +18%
Total property violations	8177	7748	6445	6846	6740	7278	
Rate per 100,000 pop	11,044	10,141	7468	6644	6420	7875	-18.7%
Total breaking & entering	1221	968	771	866	718	711	
Rate per 100,000 pop	1514	1267	893	840	684	769	-49.21%
Possess stolen property	177	186	193	229	205	167	
Rate per 100,000 pop	239	243	224	222	195	181	-24.27%
Total theft of motor vehicle MV	710	553	615	605	565	544	
Rate per 100,000 pop	959	724	713	587	538	589	-38.59%
Total theft over $5000 non-MV	40	101	68	75	52	58	
Rate per 100,000 pop	54	132	79	73	50	63	+16.66
Shoplifting over $5000	0	1	7	3	3	8	
Rate per 100,000 pop	0	1	8	3	3	9	
Shoplifting under $5000	637	416	448	489	641	659	
Rate per 100,000 pop	860	544	519	475	611	713	-17.1%
Total theft under $5000 non-MV	4112	3143	2418	2601	2720	2947	
Rate per 100,000 pop	5554	4114	2802	2524	2591	3189	-42.59%
Fraud	343	353	344	376	488	428	
Rate per 100,000 pop	463	462	399	365	465	463	0
Total mischief	1650	2424	2004	2054	1964	2385	
Rate per 100,000 pop	2229	3173	2322	1993	1871	2581	+15.79
Counterfeiting	6	6	3	2	3	0	
Rate per 100,000 pop	8	8	3	2	3	0	
Trespass by night	37	53	11	13	15	22	
Rate per 100,000 pop	50	69	13	13	14	24	

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The overall property crime rate is lower in 2009 than is 2004 with two exceptions: theft over $5000 non-MV which has an increase of 16% but is represented by an increase of only 18 incidents; and mischief, which has an increase of over 700 incidents representing a rate increase of 15.8%.

Table A5-7g   Red Deer Crime Rate Trends 2004 to 2009 – Administration of Justice

Red Deer	2004	2005	2006	2007	2008	2009	Crime rate %
Population	75,923					89,891	Pop +18%
Total admin of justice violations	372	451	506	662	638	560	
Rate per 100,000 pop	502	590	586	642	608	606	+20.71%
Fail to comply with order	121	166	214	313	394	366	
Rate per 100,000 pop	163	217	248	304	375	396	+142.94%
Escape lawful custody	0	6	2	3	2	4	
Rate per 100,000 pop	0	8	2	3	2	4	
Unlawfully at large	31	11	2	0	2	1	
Rate per 100,000 pop	42	14	2	0	2	1	
Fail to appear	46	57	163	173	47	24	
Rate per 100,000 pop	62	75	189	168	45	26	
Breach of probation	151	177	87	120	124	107	
Rate per 100,000 pop	204	232	101	116	118	116	-43.14%
Other violations against admin of justice	23	34	38	53	69	58	
Rate per 100,000 pop	31	45	44	51	66	63	+103.22%
Obstruct public or peace officer	40	50	64	60	68	62	
Rate per 100,000 pop	54	65	74	58	65	67	+24.07%

The rate of offences relating to the *administration of justice* increased by just over 20%. This increase attributed to greater enforcement of orders – the increased rate of *failure to comply with order* is over 140%. RCMP Red Deer advised the *Review* that officers are assigned to deal with prolific offenders who are charged when found in breach of conditions.

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Table A5-7h   Red Deer Crime Rate Trends 2004 to 2009 – Traffic

Red Deer	2004	2005	2006	2007	2008	2009	Crime rate % 2004-2009 change
Population	75,923					89,891	Pop +18%
Total criminal Code traffic violations	305	714	491	546	661	696	
Rate per 100,000 pop	412	935	569	530	630	753	+82.76%
Total impaired driving	248	565	380	373	419	520	
Rate per 100,000 pop	335	740	440	362	399	563	+68.05%
Impaired driving causing death	0	0	0	2	0	0	
Rate per 100,000 pop	0	0	0	2	0	0	
Impaired driving causing BH	0	0	2	1	0	1	
Rate per 100,000 pop	0	0	2	1	0	1	
Impaired failure to provide breath sample	24	16	15	15	18	12	
Rate per 100,000 pop	32	21	17	15	17	13	
Total other Criminal Code traffic	57	149	111	173	242	77	
Rate per 100,000 pop	176	195	129	168	230	190	+7.95%
Dangerous driving causing death	1	0	0	0	0	0	
Rate per 100,000 pop	1	0	0	0	0	0	
Dangerous driving causing BH	1	3	2	3	0	0	
Rate per 100,000 pop	1	4	2	3	0	0	-
Dangerous operation of motor vehicle, vessel, or aircraft	27	29	10	26	20	14	
Rate per 100,000 pop	36	38	12	25	19	15	
Dangerous operation evading police	7	7	8	10	11	7	
Rate per 100,000 pop	9	9	9	10	10	8	
Dangerous operation evading police causing BH	0	0	0	0	0	1	
Rate per 100,000 pop	0	0	0	0	0	1	
Failure to stop or remain	10	96	70	105	173	127	
Rate per 100,000 pop	14	126	81	102	165	137	+9785%
Drive while prohibited	10	13	21	29	38	27	
Rate per 100,000 pop	14	17	24	28	36	29	

Table A5-7h above illustrates the number of *impaired driving* cases has more than doubled (110%) from 2004 (248) to 2009 (520). This is believed to be a function of the strategic focus placed by the RCMP on this behaviour in Red Deer and environs. Additionally, RCMP are working in conjunction with other law enforcement agencies, including Alberta Sheriffs, in such programs as Alberta Check Stop to address alcohol related driving offences. The increase in the number of *failure to stop or remain* and the increase in *drive while prohibited* may also be a function of the prevalence of alcohol use and driving.

Table A5-7i   Red Deer Crime Rate Trends 2004 to 2009 – Federal Offences

Red Deer	2004	2005	2006	2007	2008	2009	Crime rate % 2004-2009 change
Population	75,923					89,891	Pop +18%
Total Federal Statute Offences	353	548	369	414	403	436	
Rate per 100,000 pop	477	717	428	402	384	472	-1.1%
Possession cannabis	127	193	166	176	190	172	
Rate per 100,000 pop	210	253	192	171	181	227	+8.09%
Possession cocaine	58	72	89	82	72	59	
Rate per 100,000 pop	78	94	103	80	69	64	-17.95%
Total possession – other	23	42	24	46	35	16	
Rate per 100,000 pop	31	55	28	45	33	17	
Possession heroin	1	1	0	1	1	1	
Rate per 100,000 pop	1	1	0	1	1	1	
Other controlled drugs	22	41	24	45	33	13	
Rate per 100,000 pop	30	54	28	44	31	14	
Possession ecstasy	0	0	0	0	1	2	
Rate per 100,000 pop	0	0	0	0	1	2	-
Total cannabis trafficking, production, or distribution	43	112	21	26	14	41	
Rate per 100,000 pop	58	147	24	25	13	44	
Total cocaine trafficking, production, or distribution	65	82	38	48	53	47	
Rate per 100,000 pop	88	107	44	47	50	51	-42.05%
Total other controlled drugs trafficking, production, or distribution	14	19	15	15	9	23	
Rate per 100,000 pop	19	25	17	15	9	25	+31.6%

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Table A5-7j   **Red Deer Crime Rate Trends 2004 to 2009 – Federal Offences**

Red Deer	2004	2005	2006	2007	2008	2009	Crime rate %
Population	75,923					89,891	Pop +18%
Heroin trafficking	0	1	0	0	0	0	
Rate per 100,000 pop	0	1	0	0	0	0	
Other controlled drugs & substances trafficking	14	17	15	15	8	18	
Rate per 100,000 pop	19	22	17	15	8	19	
Crystal meth trafficking	0	0	0	0	0	4	
Rate per 100,000 pop	0	0	0	0	0	4	
Ecstasy trafficking	0	0	0	0	0	1	
Rate per 100,000 pop	0	0	0	0	0	1	
Youth Criminal Justice Act	20	13	6	13	17	11	
Rate per 100,000 pop	27	17	7	13	16	12	
Other Federal Statutes	3	15	10	8	13	29	
Rate per 100,000 pop	4	20	12	8	12	31	

The crime rate for federal offences fell slightly from 2004 to 2009 by just over 1%.

Similar sized communities outside of Canada

The *Review* mandate requires comparison of Red Deer with international jurisdictions. The following tables compare Red Deer with nine communities of reasonably similar populations in the United States, United Kingdom, and Australia. [22]

United States

The three US communities with comparable populations show a consistent trend: all have modest population increases accompanied by crime reductions of between 10 and 16% where Red Deer experienced a slight increase in crime rate.

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[22] Caveat: the comparator figures are an approximate guide; the classification of offences and reporting policies may vary from country to country – however, the statistics within each table are from the same source and consequently the trend rate over the years is valid

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International Comparators – United States

Community	Prov/ State	Police	Pop 2006 [23]	Pop 2009	Pop % change	Crime Rate[24] 2006	Crime Rate 2009	Crime Rate % change
Red Deer	AB	RCMP	82,971	89,891	+8.34	13,206	13,317	+0.84
Federal Way [25]	WA	FWPD	86,530	88,850	+2.68	6400	5550	-13.3
Bellingham	WA	BPD	73,460	76,130	+3.63	7560	6020	-10.4
Everett	WA	EPD	101,000	103,500	+2.47	9570	7960	-16.8

United Kingdom

Between 2006 and 2009 overall crime rates within the UK fell from 11,109 (thousands) to 9587 (thousands) with a 9% reduction during 2008-2009.[26]

Greater Manchester Crime Rates.[27] To gain a perspective on the impact of economic decline on crime rates at a local level the following geographical locations have been identified: Rochdale, Oldham, and Manchester (emphasis on Harpurhey and the Manchester City Centre neighbourhoods). All three are municipalities within the metropolitan area of Greater Manchester and receive policing services from the Greater Manchester Police.

The criteria for selecting the locations was the general availability of data and the notable changes in economic fortunes given one factor to be examined as part of this Review is the impact of population change on crime. The data is interesting also as the 'burglary dwelling' crime rates have not followed overall crime trends in the UK and there are dynamics within the economic and social changes experienced by the locations which allow for comparisons being made within the Red Deer Review. With regards to the Harpurhey and City Centre neighbourhoods it is not possible to separate the data from the overall Manchester crime rates; however it is acknowledged that both neighbourhoods, particularly Harpurhey have been major contributors to the overall rate.

In addition, both neighbourhoods provide an interesting contrast with Harpurhey in 2004 being described as the 'worst place in the UK to reside'[28] whilst Manchester City Centre has attracted huge investment

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[23] Red Deer populations – Census Canada
[24] Washington State Uniform Crime Reporting Program, Crime in Washington State 2009 & 2006, Crime Rate: total crimes per 100,000 population
[25] Federal Way, Washington State, contracted policing services from the King County Sheriff until 1996 when the Federal Way Police Department was established. This example is included in Part 3 of the Report in examining the opportunity to establish a Red Deer municipal police service
[26] http://www.justice.gov.uk/criminal-statistics-annual-2009.pdf
[27] A portion of the discussion regarding UK, Greater Manchester is included in two places within the report to provide comprehensive background on two aspects of the debate
[28] Oxford University Study (2004) based on deprivation indices

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and a significant rise in its residential population brought about by the re-development of empty commercial/ manufacturing premises during the last ten years.

The table below provides a comparison of the crime rates, between 2006 and 2009, based on Greater Manchester Police annual reports.

International Comparators – United Kingdom

Community	Pop 2001[29]	Crime Rate & Burglary Rate				Rate Change % Crime & Burglary
		2006	2007	2008	2009	
Rochdale	95,796	26,478 1736	25,189 1686	24,373 1829	21,623 1685	-18.3% -2.9%
Oldham	103,544	25,952 1741	23,291 2101	22,566 1980	18,712 1568	-27.9% -9.9%
Manchester	394,269	39,378 1802	36,676 1641	35,566 2090	32,909 1981	-16.4% +9.9%

Australia

The three comparators all have contract policing provided by the Queensland Police Service.

International Comparators – Australia [30]

Community	State	Police	Pop 2006	Pop 2009	Pop % change	Crime Rate 2006	Crime Rate 2009	Crime % change
Red Deer	AB	RCMP	82,971	89,891	+8.34	17,827	14,410	-19.17
Cairns	QL	QPS	164.441	188,660	+14.72	15,860	18,956	+19.52
Mackay	QL	QPS	138,369	157,689	+13.96	9731	8037	-17.41
Toowoomba	QL	QPS	174,115	182,726	+4.95	7923	7707	-2.73

The Australian comparators show different changes in the crime rates compared to increases in populations: two have significant increases in population (approx. 14%) but one has a crime rate decrease of 17% while the other has an increase of 19 percent. The third comparator has a modest increase in population (approx. 5%) and a slight decrease in the crime rate.

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[29] Based on 2001 UK Census – no accurate data available until 2011 – but estimates available indicate no significant changes
[30] Queensland Police Service Annual Statistical Review 2005/2006 & 2008/2009

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Appendix 1-6   Interpretation of Clearance Status

General Definition:[31] This data element will describe the status of an incident – unfounded or actual - and if it is an actual violation, its clearance status – not cleared, cleared by charge or cleared otherwise. The following coding options show "unfounded" as a separate category, with the remaining options indicating that an actual violation has occurred. The "cleared otherwise" status is further refined to indicate the reason for which the incident was cleared in this manner. To this end, and to ensure uniformity and data comparability, the Centre for Canadian Justice Studies (CCJS) is recommending that **all** police services adopt strict criteria for clearing offences.

- In order to clear an incident "otherwise", an accused must be identified and there must be evidence to link the accused to the crime.
- The evidence must pass the reasonable person test, meaning: confirmation from a reliable source, police information, admission of guilt, physical evidence or other substantiation which would allow for the police service to proceed with a charge.
- Police may believe an individual is responsible for other incidents, but must have reasonable grounds to proceed and not simply a belief that the accused is responsible.

Coding Options:

A. Unfounded: After a police investigation it is concluded that no violation of the law took place nor was attempted.

B. Not cleared: A CSC (Charged/Suspect – Chargeable) has not been identified in connection with this incident.

C. Cleared by Charge: At least one CSC has been identified and there is a charge laid against or recommended to be laid against this individual in connection with this incident.

Cleared Otherwise: Coding options "D" to "T". The following is a listing of the reasons for which a department may clear an incident "otherwise". This means the department has met two criteria:

1. At least one CSC has been identified, and
2. There is sufficient evidence to lay a charge in connection with the incident, but for one of the reasons listed below, the CSC is processed by other means.

D. Suicide of CSC: The CSC takes their own life prior to the department laying charges.

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[31] (Canadian Centre for Justice Statistics – Statistics Canada. "Uniform Crime Reporting Incident –based Survey." July 2010. p. 114-116.

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E. Death of CSC: The CSC loses life by circumstances other than suicide, prior to the department laying charges.

F. Death of complainant/witness: The complainant in the case or an essential witness to the incident loses their life through any circumstance prior to the department laying charges.

G. Reason beyond control of department (policy): By directive either for policy or stated procedure, the department cannot lay charges.

H. Diplomatic immunity: CSC is a diplomat of a Member State of the United Nations and is therefore covered under the Privileges and Immunities Act, 1977 and U.N. Conventions contained therein which exempts the CSC from charges for specific offences committed by them in Canada.

I. CSC is less than 12 years old: Children under 12 years of age cannot be prosecuted for criminal activities.

J. Committal of the CSC to a mental hospital: The CSC is not available for prosecution because: a) they are committed to a mental institution without the hope of early release or
b) as per conditions set by the court or Review Board under C.C.672.54(b).

K. CSC is in a foreign country, cannot be returned: CSC is not present in Canada and cannot be returned to Canada to face charges because Canada does not have an extradition treaty with the country in question or the government decides not to proceed with extradition; therefore no charges are laid.

L. Complainant declines to lay charges: The accused person is known and sufficient evidence has been obtained to support the laying of an information, but the complainant refuses to proceed with charges against the CSC.

M. CSC involved in other incidents: CSC is involved in other incidents in which charges have been laid, and it is decided not to lay charges against him for this particular incident.

N. CSC already sentenced: CSC is already serving a sentence in a correctional facility and no useful purpose would be served by laying charges in connection with this particular incident.

O. Departmental discretion: For reasons not already outlined in any of the other categories listed

above and is not a diversionary program, the department's administration decides not to lay a charge against the CSC. For example, if a CSC is given a warning, caution or a referral to a Canadian Centre for Justice Statistics – Statistics Canada Page 116 community-based program.

R. Diversionary Program: The CSC is diverted away from the court process into a formal diversionary program. Commonly referred to as "Alternative Measures or Extrajudicial Sanctions."

S. Incident Cleared by a Lesser Statute: Applies to less serious violations that can be cleared by a municipal bylaw or lesser statute. Note: A CSC must be identified in connection with the incident.

T. Incident Cleared by Other Municipal/Provincial/Federal agency: A CSC has been identified in connection with an incident in your jurisdiction; however, charges will be laid by another Municipal/Provincial or Federal agency.

Scoring Rule(s): The reasons for cleared otherwise (coding options D-T listed above) are ordered in terms of seriousness. They have been grouped in the following hierarchical manner: D-F; death of a prime "actor" in the incident; G-K: department cannot proceed with a charge for reasons beyond their control, and L-T; departmental discretion - they could proceed to lay a charge but choose not to.

Example: If two CSC in an incident are identified and there is sufficient evidence to lay charges against both of them but one of them dies before the charges can be laid (not suicide) and it is decided not to charge the other CSC as he is already serving a sentence, then this incident would be cleared otherwise and the reason would be code "E -Death of CSC" as it precedes code "N - CSC already sentenced".

Appendix 1-7   Calls for Service

	Type of Call	Frequency	Percent of Total Calls	Cumulative Percent
1	Traffic Collision(s) – Prop. Damage	4489	7.4	7.4
2	Disturbing the peace [175(1) CC]	3984	6.5	13.9
3	False Alarms	3477	5.7	19.6
4	Theft under or equal to $5000	3360	5.5	25.1
5	Municipal Bylaws - Other	3027	5.0	30.0
6	Mischief - Damage to, or Obstruct	2290	3.8	33.8
7	Assault (266 CC)	2166	3.5	37.4
8	Other theft under $5000 [334(b) CC]	2039	3.3	40.7
9	Mischief equal to or under $5000	1998	3.3	44.0
10	Impaired Operation (by Alcohol)	1801	3.0	46.9
11	Assistance to General Public	1750	2.9	49.8
12	Person Reported Missing	1591	2.6	52.4
13	Fail to Stop or Remain at Accident	1528	2.5	54.9
14	Other Moving Traffic Violation	1528	2.5	57.4
15	Suspicious Person/ Vehicle/ Prop.	1461	2.4	59.8
16	Items Lost/Found	1395	2.3	62.1
17	Assistance to Canadian Provincial/Territorial Police	1179	1.9	64.0
18	Uttering threats against a person	1176	1.9	65.9
19	Mental Health Act - Other	1102	1.8	67.7
20	Moving Traffic - Speeding Violation	978	1.6	69.3
21	Break and Enter - Residence	846	1.4	70.7
22	Assistance to Canadian Police	748	1.2	72.0
23	911 Act - Other Activities	713	1.2	73.1
24	Fraud (money/property/security	587	1.0	74.1
25	Liquor Act (Provincial/Territory)	535	.9	75.0
26	Municipal Bylaws - Traffic	519	.9	75.8
27	Other Non-Moving Traffic – Provincial/Territorial	518	.8	76.7
28	Possession Schedule VIII Cannabis	518	.8	77.5
29	Abandoned Vehicles	506	.8	78.3
30	Harassing phone calls [372(3) C]	503	.8	79.2
31	Break and Enter - Business 348	388	.6	79.8
32	Traffic Collision(s)	373	.6	80.4
33	Possession of property obtained by theft	349	.6	81.0
34	Child Welfare Act - Other Activities	346	.6	81.6
35	Crime Prevention	339	.6	82.1
36	Other Provincial/Territorial Statues	311	.5	82.6
37	Request to locate individual	298	.5	83.1
38	Driving without Due Care or Attention	293	.5	83.6
39	Theft of bicycle under or equal to $5000	287	.5	84.1
40	Parking Offences	279	.5	84.5
41	Cocaine Trafficking [5(3)(a) CD]	273	.4	85.0
42	Theft of truck over $5000	269	.4	85.4

43	Motor Vehicle Insurance Coverage	266	.4	85.8
44	Criminal Harassment [264 CC]	260	.4	86.3
45	Breach of Peace	258	.4	86.7
46	Break and Enter - Other	252	.4	87.1
47	Assault With Weapon or Causing Harm	243	.4	87.5
48	Trespass Act - Provincial/Territorial	228	.4	87.9
49	Fail to Comply with an Undertaking	215	.4	88.2
50	Sexual Assault [271(1) CC]	204	.3	88.6
51	Fail to comply - probation order	197	.3	88.9
52	Family Relations Act - Other Act	197	.3	89.2
53	Disobeying order of court	189	.3	89.5
54	Failure to stop or remain - present	188	.3	89.8
55	Possession of Schedule I: Cocaine	184	.3	90.1
56	Theft of car under or equal to $5000	182	.3	90.4
57	Driving While Disqualified	166	.3	90.7
58	Schedule II Cannabis-Trafficking	166	.3	91.0
59	Off-Road Vehicle Act - Offence	159	.3	91.2
60	Impaired Care & Control (by Alcohol)	148	.2	91.5
61	Failure to comply with conditions	144	.2	91.7
62	Impaired Operation over 80 mg%	143	.2	91.9
63	Moving Traffic - Intersection	127	.2	92.2
64	Animal Calls	126	.2	92.4
65	Index Checks	120	.2	92.6
66	Coroner's Act - Sudden Death	118	.2	92.7
67	Schedule I other - Trafficking	104	.2	92.9
68	Theft of car over $5000 334(a)	102	.2	93.1
69	Uttering Threats Against Property	96	.2	93.2
70	Indecent act [173(1) CC]	91	.1	93.4
71	Information Files	88	.1	93.5
72	Resists/obstructs peace office	87	.1	93.7
73	Property Check	84	.1	93.8
74	Robbery - other	83	.1	94.0
75	Arson - damage to property	82	.1	94.1
76	Being unlawfully in a dwelling	82	.1	94.2
77	Trespass at night	79	.1	94.3
78	Items Lost/Found - passports	78	.1	94.5
79	Theft of other motor vehicle under	76	.1	94.6
80	Assistance to RCMP Agency/B.C	71	.1	94.7
81	Fraud, obtaining transportation	71	.1	94.8
82	Obtain food/lodging by fraud	71	.1	95.0
83	Robbery - with Other Offensive	67	.1	95.1
84	Non-Moving Traffic - Occupant	66	.1	95.2
85	Other Theft over $5000	66	.1	95.3
86	Possession of weapon for dangerous purpose	66	.1	95.4
87	Theft of sport utility vehicle	66	.1	95.5
88	Assistance to RCMP PIRS Agency	65	.1	95.6
89	J,K & M Div Only - False/Abandoned	65	.1	95.7

90	Theft of other motor vehicle over	64	.1	95.8
91	Theft of truck under or equal	62	.1	95.9
92	Family Orders & Agreements Enforcement	61	.1	96.0
93	Impaired Operation (by a Drug)	59	.1	96.1
94	Theft, forgery, misuse of credit card	58	.1	96.2
95	Schedule VII Cannabis - Trafficking	57	.1	96.3
96	Tobacco Act - Offences Only	57	.1	96.4
97	Dangerous Driving - Provincial	55	.1	96.5
98	Cocaine - Possession for the purposes	53	.1	96.6
99	Assistance to Canadian Federal	52	.1	96.7
100	Impaired Care & Control over	52	.1	96.7
101	Controlled Drugs & Substance	50	.1	96.8
102	Counterfeit money: buy/possess	45	.1	96.9
103	Possession Schedule I: Other	42	.1	97.0
104	Taking motor vehicle/vessel	42	.1	97.0
105	Firearms Act - Other Activities	41	.1	97.1
106	Theft of minivan under	41	.1	97.2
107	Provincial/Territorial Environmental Legislation	40	.1	97.2
108	Fire Prevention Act - Other Act	39	.1	97.3
109	Causing animals or birds unnecessary suffering	38	.1	97.4
110	Possession Schedule II: Cannabis	38	.1	97.4
111	Schedule II Cannabis - Possession	38	.1	97.5
112	Taking Motor Vehicle/Vessel	38	.1	97.5
113	Breach of recognizance - other	37	.1	97.6
114	Driving while disqualified/prohibited	37	.1	97.7
115	Sexual Interference	34	.1	97.7
116	Mental Health Act - Offences	33	.1	97.8
117	Mischief over $5,000 - Damage	33	.1	97.8
118	Discharge firearm with intent	32	.1	97.9
119	Assault on Police Officer	28	.0	97.9
120	Canadian Environmental Protection Act	28	.0	98.0
121	Schedule III- Trafficking	28	.0	98.0
122	Utter/export counterfeit money	26	.0	98.1
123	Litter Act - Offences Only	23	.0	98.1
124	Off-Road Vehicle Act - Other Act	22	.0	98.1
125	Public Mischief	21	.0	98.2
126	RCMP Act - Part VII	21	.0	98.2
127	Unauthorized possession of a firearm	21	.0	98.2
128	Failure/Refusal to Provide Breath Sample	20	.0	98.3
129	Prostitution - Stop/Impede Traffic	20	.0	98.3
130	Theft of motorcycle under	20	.0	98.3
131	Utter/traffick/possess a forged document	20	.0	98.4
132	Aggravated Assault	19	.0	98.4
133	Careless use of a firearm	19	.0	98.4
134	Child Welfare Act - Offences	19	.0	98.5
135	Forcible confinement	18	.0	98.5
136	Impaired Care & Control	18	.0	98.5

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137	Roadside Suspensions - alcohol	18	.0	98.6
138	Theft of minivan over $5000	18	.0	98.6
139	Theft over $5000 from a motor	18	.0	98.6
140	Personation with intent	17	.0	98.6
141	Checkstop	16	.0	98.7
142	Fail to comply/appear	16	.0	98.7
143	Kidnapping without firearm 279	16	.0	98.7
144	Laundering the proceeds of cri	16	.0	98.7
145	Assistance to US Police Agency	15	.0	98.8
146	Possession Schedule III: Drugs	15	.0	98.8
147	Robbery - with Firearm	15	.0	98.8
148	Schedule I other - Possession	15	.0	98.8
149	Schedule III- Possession	15	.0	98.9
150	Administering noxious thing 24	14	.0	98.9
151	Schedule II: Cannabis Marihuana	14	.0	98.9
152	Schedule VII Cannabis - Possession	14	.0	98.9
153	Forgery 367 CC	13	.0	99.0
154	Injure or endanger other animal	13	.0	99.0
155	Pointing a firearm	13	.0	99.0
156	Controlled Drugs and Substances Act	12	.0	99.0
157	Failure to stop or remain – person injured	12	.0	99.0
158	False Fire Alarm 437 CC	12	.0	99.1
159	Tobacco Tax Act - Provincial/Territorial	12	.0	99.1
160	Abduction of a person under 14	11	.0	99.1
161	Assistance to Non-Government Can. Agency	11	.0	99.1
162	Dangerous Operation of Motor Vehicle	11	.0	99.1
163	Theft from mail under $5000	11	.0	99.2
164	Child Pornography - possession	10	.0	99.2
165	Identity Fraud	10	.0	99.2
166	Personating a peace officer	10	.0	99.2
167	Theft of electric/gas/telecomm	10	.0	99.2
168	Breach of Recognizance to Keep Peace	9	.0	99.2
169	Break and Enter - Cottage or Seasonal	9	.0	99.2
170	Carrying concealed weapon	9	.0	99.3
171	Extortion without firearm	9	.0	99.3
172	Luring minors over internet fo	9	.0	99.3
173	Procure/solicit illicit sex/entice	9	.0	99.3
174	Unauthorized use of computer	9	.0	99.3
175	Invitation to sexual touching	8	.0	99.3
176	Operation of Motor Vehicle whi	8	.0	99.3
177	Possession - Schedule III: Met	8	.0	99.4
178	Possession for the Purpose of	8	.0	99.4
179	Theft of motorcycle over $5000	8	.0	99.4
180	Theft over $5000 - Shoplifting	8	.0	99.4
181	Voyeurism	8	.0	99.4
182	Fraud through mails	7	.0	99.4
183	Identity Theft	7	.0	99.4
184	Intimidation	7	.0	99.4
185	Possession of firearm/weapon/device	7	.0	99.5
186	Schedule IV- Trafficking	7	.0	99.5
187	Trafficking - Schedule I:	7	.0	99.5

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	Methamphetamine			
188	Corrections & Conditional Release Act	6	.0	99.5
189	Discharge air gun or air pistol	6	.0	99.5
190	Family Relations Act - Offences	6	.0	99.5
191	Fire Prevention Act - Offences	6	.0	99.5
192	Firearms Act - Offences only	6	.0	99.5
193	Possess break-in instruments	6	.0	99.5
194	Schedule II: Cannabis other	6	.0	99.5
195	Schedule IV- Possession	6	.0	99.6
196	Sexual exploitation of young person	6	.0	99.6
197	Trafficking - Schedule III	6	.0	99.6
198	Unsafe storage of firearms	6	.0	99.6
199	Cancellation of Occurrence	5	.0	99.6
200	Defamatory libel - publish	5	.0	99.6
201	Excise Act - Tobacco Products	5	.0	99.6
202	Family Orders and Agreements	5	.0	99.6
203	Mischief-causing danger to life	5	.0	99.6
204	STEP - Selective Traffic Enforcement	5	.0	99.6
205	Youth Criminal Justice Act	5	.0	99.6
206	Child Pornography - accessing	4	.0	99.7
207	Coroner's Act - Other Activities	4	.0	99.7
208	Fail to attend court	4	.0	99.7
209	False pretences less than	4	.0	99.7
210	Indecent phone calls	4	.0	99.7
211	Litter Act - Other Activities	4	.0	99.7
212	Nudity - public property / private property	4	.0	99.7
213	Obtain food/lodging by fraud	4	.0	99.7
214	Nudity - public property	4	.0	99.7
215	Possession Schedule II cannabis	4	.0	99.7
216	Provincial/Territorial Wildlife	4	.0	99.7
217	Suspicious Currency Transaction	4	.0	99.7
218	Theft of bicycle over $5000	4	.0	99.7
219	Abduction - under 14	3	.0	99.7
220	Corrupting morals	3	.0	99.7
221	Discharge Firearm while Being	3	.0	99.7
222	Dog Act - Offences Only	3	.0	99.8
223	Double Doctoring - Schedule I	3	.0	99.8
224	Escape and being at large	3	.0	99.8
225	Explosives Act - Other Activity	3	.0	99.8
226	False messages by radio/phone/letter	3	.0	99.8
227	Motor Vehicle Act - Other Activities	3	.0	99.8
228	National Sex Offender Registry	3	.0	99.8
229	Possession of Schedule I: Heroin	3	.0	99.8
230	Transportation of Dangerous Goods	3	.0	99.8
231	Willful promotion of hatred	3	.0	99.8
232	Other	125	.0	100.0
	TOTAL	61023		100.00

Appendix 1-7A Calls for Service, by Offence Type, by Zone

Zone 1

OFFENSE TYPE	Frequency	Percent	Cumulative Percent
False Alarms	671	7.1	7.1
Traffic Collision(s) - Property	621	6.6	13.7
Municipal Bylaws - Other	513	5.5	19.2
Theft under or equal to $5000	502	5.3	24.5
Disturbing the peace 175(1) CC	440	4.7	29.2
Mischief - Damage to, or Obstruction	392	4.2	33.4
Assault 266 CC (FIP)	376	4.0	37.4
Person Reported Missing	367	3.9	41.3
Assistance to General Public	322	3.4	44.7
Mischief equal to or under $5,	321	3.4	48.1
Other theft under $5000 334(b)	321	3.4	51.6
Impaired Operation (by Alcohol	281	3.0	54.5
Other Moving Traffic Violation	253	2.7	57.2
Uttering threats against a per	243	2.6	59.8
Suspicious Person/ Vehicle	218	2.3	62.1
Moving Traffic - Speeding Viol	196	2.1	64.2
Fail to Stop or Remain at Accident	183	1.9	66.2
Mental Health Act - Other Act	158	1.7	67.9
Items Lost/Found - except pass	148	1.6	69.4
Break and Enter - Residence 34	135	1.4	70.9
911 Act - Other Activities	116	1.2	72.1
Fraud (money/ property/security	105	1.1	73.2
Abandoned Vehicles	90	1.0	74.2
Harassing phone calls 372(3) C	90	1.0	75.1

Break and Enter - Business 348	88	.9	76.1
Municipal Bylaws - Traffic	75	.8	76.9
Crime Prevention	72	.8	77.6
Other Non-Moving Traffic - Pro	70	.7	78.4
Breach of Peace	67	.7	79.1
Traffic Collision(s) - Non - F	66	.7	79.8
Subtotal:	7500		
ZONE 1 Total:	9400		100.0

Zone 2

OFFENSE TYPE	Frequency	Percent	Cumulative Percent
Municipal Bylaws - Other	633	7.3	7.3
Disturbing the peace 175(1) CC	511	5.9	13.3
Person Reported Missing	396	4.6	17.9
Assault 266 CC (FIP)	393	4.6	22.4
Traffic Collision(s) - Property	388	4.5	26.9
Mischief - Damage to, or Obstruction	375	4.3	31.3
Mischief equal to or under $5,	361	4.2	35.4
False Alarms	349	4.0	39.5
Theft under or equal to $5000	339	3.9	43.4
Other theft under $5000 334(b)	304	3.5	46.9
Assistance to General Public	299	3.5	50.4
Impaired Operation (by Alcohol	287	3.3	53.7
Mental Health Act - Other Act	227	2.6	56.4
Other Moving Traffic Violation	214	2.5	58.8
Uttering threats against a per	214	2.5	61.3
Suspicious Person/ Vehicle/ Pr	212	2.5	63.8
Break and Enter - Residence 34	137	1.6	65.4
Items Lost/Found - except pass	127	1.5	66.8
Fail to Stop or Remain at Accident	126	1.5	68.3
Moving Traffic - Speeding Viol	111	1.3	69.6
Assistance to Canadian Province	110	1.3	70.9
Harassing phone calls 372(3) C	106	1.2	72.1
911 Act - Other Activities	104	1.2	73.3
Possession Schedule VIII Canna	103	1.2	74.5

Municipal Bylaws - Traffic	86	1.0	75.5
Abandoned Vehicles	74	.9	76.3
Crime Prevention	73	.8	77.2
Liquor Act (Provincial/Territory	72	.8	78.0
Other Non-Moving Traffic - Pro	66	.8	78.8
Child Welfare Act - Other Act	59	.7	79.5
Subtotal:	6856		
ZONE 2 Total:	8627		100

Zone 3

OFFENSE TYPE	Frequency	Percent	Cumulative Percent
Disturbing the peace 175(1) CC	1525	11.7	11.7
Assistance to Canadian Province	826	6.3	18.0
Traffic Collision(s) - Property	796	6.1	24.1
Theft under or equal to $5000	596	4.6	28.6
Assistance to Canadian Police	551	4.2	32.9
Assault 266 CC (FIP)	513	3.9	36.8
Items Lost/Found - except pass	450	3.4	40.2
Municipal Bylaws - Other	407	3.1	43.3
False Alarms	396	3.0	46.4
Other theft under $5000 334(b)	391	3.0	49.4
Mischief - Damage to, or Obstruction	328	2.5	51.9
Assistance to General Public	320	2.4	54.3
Impaired Operation (by Alcohol	318	2.4	56.8
Mischief equal to or under $5,	312	2.4	59.1
Suspicious Person/ Vehicle/	275	2.1	61.2
Fail to Stop or Remain at Accident	268	2.1	63.3
Other Moving Traffic Violation	209	1.6	64.9
Uttering threats against a per	208	1.6	66.5
Mental Health Act - Other Act	201	1.5	68.0
Liquor Act (Provincial/Territory	183	1.4	69.4
Possession Schedule VIII Canna	140	1.1	70.5
Fraud (money/ property/security	129	1.0	71.5
911 Act - Other Activities	123	.9	72.4
Index Checks	120	.9	73.3
Moving Traffic - Speeding Viol	113	.9	74.2

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Person Reported Missing	110	.8	75.1
Other Non-Moving Traffic - Pro	107	.8	75.9
Other Provincial/Territorial S	98	.7	76.6
Break and Enter - Business 348	95	.7	77.3
Cocaine Trafficking 5(3)(a) CD	92	.7	78.1
Possession of property obtained	88	.7	78.7
Break and Enter - Residence 34	84	.6	79.4
Subtotal:	10372		
ZONE 3 Total:	13068		100

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Zone 5

OFFENSE TYPE	Frequency	Percent	Cumulative Percent
Traffic Collision(s) - Property	811	11.4	11.4
Disturbing the peace 175(1) CC	518	7.3	18.6
Theft under or equal to $5000	387	5.4	24.0
False Alarms	333	4.7	28.7
Municipal Bylaws - Other	302	4.2	32.9
Fail to Stop or Remain at Accident	295	4.1	37.1
Other theft under $5000 334(b)	263	3.7	40.8
Mischief - Damage to, or Obstruction	261	3.7	44.4
Impaired Operation (by Alcohol	260	3.6	48.1
Assault 266 CC (FIP)	249	3.5	51.6
Mischief equal to or under $5,	208	2.9	54.5
Other Moving Traffic Violation	208	2.9	57.4
Items Lost/Found - except pass	202	2.8	60.2
Assistance to General Public	200	2.8	63.0
Suspicious Person/ Vehicle/	150	2.1	65.1
Person Reported Missing	124	1.7	66.9
Mental Health Act - Other Act	120	1.7	68.5
Uttering threats against a per	120	1.7	70.2
Break and Enter - Residence 34	82	1.1	71.4
Other Non-Moving Traffic - Pro	76	1.1	72.4
911 Act - Other Activities	73	1.0	73.5
Liquor Act (Provincial/Territory	69	1.0	74.4
Fraud (money/property/security	66	.9	75.4
Moving Traffic - Speeding Viol	61	.9	76.2
Abandoned Vehicles	59	.8	77.0

Child Welfare Act - Other Act	58	.8	77.8
Municipal Bylaws - Traffic	56	.8	78.6
Traffic Collision(s) - Non - F	56	.8	79.4
Subtotal:	5667		
ZONE 5 Total:	7136		100

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Zone 6

OFFENSE TYPE	Frequency	Percent	Cumulative Percent
Traffic Collision(s) - Property	750	8.3	8.3
False Alarms	725	8.0	16.3
Theft under or equal to $5000	575	6.4	22.7
Municipal Bylaws - Other	506	5.6	28.3
Mischief - Damage to, or Obstruction	447	4.9	33.2
Disturbing the peace 175(1) CC	358	4.0	37.2
Mischief equal to or under $5,	330	3.6	40.8
Impaired Operation (by Alcohol	307	3.4	44.2
Other theft under $5000 334(b)	273	3.0	47.2
Other Moving Traffic Violation	254	2.8	50.0
Suspicious Person/ Vehicle/ Assistance to General Public	254 241	2.8 2.7	52.8 55.5
Assault 266 CC (FIP)	237	2.6	58.1
Fail to Stop or Remain at Accident	208	2.3	60.4
Items Lost/Found - except pass	190	2.1	62.5
Moving Traffic - Speeding Viol	181	2.0	64.5
Break and Enter - Residence 34	175	1.9	66.5
Mental Health Act - Other Act	160	1.8	68.2
Uttering threats against a per	148	1.6	69.9
911 Act - Other Activities	124	1.4	71.2
Person Reported Missing	123	1.4	72.6
Municipal Bylaws - Traffic	110	1.2	73.8
Harassing phone calls 372(3) C	91	1.0	74.8
Possession Schedule VIII Canna	85	.9	75.8
Other Non-Moving Traffic - Pro	84	.9	76.7

Fraud (money/property/security	83	.9	77.6
Abandoned Vehicles	81	.9	78.5
Traffic Collision(s) - Non - F	68	.8	79.2
Liquor Act (Provincial/Territory	63	.7	79.9
Subtotal:	7231		
ZONE 6 Total:	9045		100

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Zone 7

OFFENSE TYPE	Frequency	Percent	Cumulative Percent
Municipal Bylaws - Other	468	6.7	6.7
False Alarms	446	6.4	13.0
Theft under or equal to $5000	422	6.0	19.0
Traffic Collision(s) - Property	386	5.5	24.5
Person Reported Missing	348	5.0	29.5
Mischief - Damage to, or Obstruction	325	4.6	34.1
Mischief equal to or under $5,	278	4.0	38.1
Other theft under $5000 334(b)	260	3.7	41.8
Disturbing the peace 175(1) CC	257	3.7	45.4
Assault 266 CC (FIP)	244	3.5	48.9
Moving Traffic - Speeding Viol	222	3.2	52.1
Assistance to General Public	211	3.0	55.1
Suspicious Person/ Vehicle/	185	2.6	57.7
Other Moving Traffic Violation	175	2.5	60.2
Break and Enter - Residence 34	166	2.4	62.6
Mental Health Act - Other Act	152	2.2	64.7
Uttering threats against a per	139	2.0	66.7
Impaired Operation (by Alcohol	137	2.0	68.7
Items Lost/Found - except pass	108	1.5	70.2
Fail to Stop or Remain at Accident	104	1.5	71.7
Harassing phone calls 372(3) C	92	1.3	73.0
911 Act - Other Activities	85	1.2	74.2
Municipal Bylaws - Traffic	82	1.2	75.4
Abandoned Vehicles	74	1.1	76.4
Fraud (money/property/security	65	.9	77.4

Possession Schedule VIII Canna	56	.8	78.2
Assistance to Canadian Province	54	.8	78.9
Break and Enter - Other 348(1)	53	.8	79.7
Subtotal:	5594		
ZONE 7 Total:	7021		100

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Zone 8

OFFENSE TYPE	Frequency	Percent	Cumulative Percent
Traffic Collision(s) - Property	359	9.8	9.8
Theft under or equal to $5000	344	9.4	19.2
False Alarms	343	9.4	28.5
Disturbing the peace 175(1) CC	243	6.6	35.2
Fail to Stop or Remain at Accident	194	5.3	40.5
Other theft under $5000 334(b)	153	4.2	44.7
Impaired Operation (by Alcohol	128	3.5	48.1
Other Moving Traffic Violation	116	3.2	51.3
Items Lost/Found - except pass	99	2.7	54.0
Municipal Bylaws - Other	98	2.7	56.7
Mischief - Damage to, or Obstruction	91	2.5	59.2
Suspicious Person/ Vehicle/	91	2.5	61.7
Assault 266 CC (FIP)	89	2.4	64.1
Mischief equal to or under $5,	88	2.4	66.5
Break and Enter - Business 348	78	2.1	68.6
Assistance to General Public	75	2.0	70.7
Uttering threats against a per	61	1.7	72.3
Fraud (money/ property/security	44	1.2	73.5
Moving Traffic - Speeding Viol	42	1.1	74.7
Mental Health Act - Other Act	41	1.1	75.8
911 Act - Other Activities	39	1.1	76.9
Abandoned Vehicles	34	.9	77.8
Liquor Act (Provincial/Territory	31	.8	78.6
Break and Enter - Residence 34	30	.8	79.4

Subtotal:	2911		
ZONE 8 Total:	3664		100

Appendix 1-8   Synopsis of Crime Prevention Literature Review

Leading Crime Prevention and Policing Practices from International, National, Provincial, and Municipal Communities

International

The United Nations' Office on Drugs and Crime (UNODC) promotes strategies, plans and programs which are multi-sectoral, multi-disciplinary and which favour civil society participation. The United Nations' *Guidelines for the Prevention of Crime* (2002) ECOSOC Resolution 2002/13, Annex identified key principles, including;

- Government leadership at all levels to create and maintain an institutional framework for effective crime prevention.
- Socio-economic development and inclusion to integrate crime prevention into relevant social and economic policies, and focus on the social integration of at risk communities, children, families and youth.
- Cooperation and partnerships between government ministries and authorities, civil society organizations, business sector and private citizens given the wide-ranging nature of the causes of crime and the skills and responsibilities required to address them.
- Sustainability and accountability can only be achieved if adequate resources to establish and sustain programs and evaluation are made available, and clear accountability for funding, implementation, evaluation and achievement of planned results is established.
- Knowledge base: strategies, policies and programs based on a broad multidisciplinary foundation of knowledge and evidence about crime problems, their causes, and proven practices.
- Human rights/rule of law/culture of lawfulness: the rule of law and those human rights which are recognized in international instruments to which Member States are parties must be respected in all aspects of crime prevention, and a culture of lawfulness actively promoted.
- Interdependency refers to the need for national crime prevention diagnoses and strategies to take into account, where appropriate the links between local criminal problems and international organized crime.
- Differentiation calls for crime prevention strategies to pay due regard to the different needs of men and women and consider the special needs of vulnerable members of society. [32]

The UNODC offer programming in a wide range of areas, some of which include: corruption; drug prevention, treatment and care; human trafficking; and organized crime. The UNODC's field-based crime

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[32] United Nations, Economic and Social Council. (2002) Guidelines for the Prevention of Crime. New York: United Nations, Economic and Social Council, Office for Drug Control and Crime Prevention.

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prevention programs currently operate in Bolivia, Brazil, Honduras, Mexico and Panama, and other crime prevention and criminal justice projects are currently being developed for Brazil, Honduras, El Salvador and Kenya. In August 2010, the UNODC published the *Compilation of Evidence-Based Family Skills Training Programmes*. It provides policymakers, program managers, non-governmental organizations and others interested in implementing family skills training programs with a review of 150 existing evidence-based strategies.

The World Health Organization's public health approach to violent crime prevention targets the risk and protective factors that cause violence. A successful strategy in Bogata, Columbia used epidemiological analysis of health data to improve the knowledge-base of what works in violence prevention.

United States of America

Crime prevention policy in the United States is driven by policing models and thus has a strong law enforcement component, but not at the expense of community partnership collaboration. Numerous national organizations have actively promoted collaborative sustainable solutions to community safety problems:

- The National Crime Prevention Council (NCPC)
- US National League of Cities' Public Safety and Crime Prevention committee
- US Conference of Mayors (USCM).

The United States is the foundation from which evidence-based crime prevention knowledge began. The 1997, US Congress' *Preventing crime: what works, what doesn't, what's promising* provided a comprehensive evaluation of the effectiveness of crime prevention program grants which had totalled over $3 billion dollars a year. Both the DARE and Scared Straight programs showed no reduction in crime, despite their extensive adoption nationwide. Most importantly, however, was the finding that crime prevention was more cost-effective than adding officers, or incarcerating offenders.[33] Leading and promising crime prevention programming in the United States include the following programs which address the core potential sources of criminogenic behaviours:

- **Nurse-Family Partnership (NFP)** is a nurse home visitation program for low-income, and/or unmarried, expectant or new mothers. The nurses' visitations are designed to provide mothers instruction in pre and post-natal care of children, positive health related behaviours, and maternal personal development. "Effects found in two or more trials include (i) reductions in child abuse/neglect and injuries (20-50%); (ii) reduction in mothers' subsequent births (10-20%) during their late teens and early twenties; (iii) improvement in cognitive/educational outcomes for children of mothers with low mental health/confidence/intelligence (e.g., 6 percentile point increase in grade 1-6 reading/math achievement)."[34]

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[33] US Congress. (2007) Preventing crime: what works, what doesn't, what's promising
[34] Top Tier Evidence. Nurse-Family Partnership (NFP). Available at: http://toptierevidence.org/wordpress/?page_id=168

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- **Functional Family Therapy (FFT**) is a promising, family-based, clinical therapeutic prevention strategy to address antisocial or conduct disorders, delinquency, substance abuse and violence issues among youth at risk aged 11 to 18. The program focuses on increasing the protective factors through a number of phases - engagement, motivation, assessment, behaviour change and assessment. A number of studies have demonstrated the effectiveness of this approach and its good cost effectiveness ratios. This program has been reviewed by the Blueprints, the National Crime Prevention Centre, and Washington State's institute of Public Policy.
- **Leadership and Resiliency Program (LRP)** is a model multi-component program aimed at youth aged 14 to 19. LRP seeks to enhance internal strengths, such as leadership, and promote resiliency while preventing substance abuse and violence. Outcomes show a 75% reduction in school suspensions; 47% reduction in juvenile arrests; 60-70% increase in school attendance; and, a 100% high school graduation rate.
- **Life Skills Training (LST)** is a model drug education program aimed at students in grades 6 and 7, aged 12 to 15, which teaches personal self-management skills, social skills and drug resistant skills. This strategy has been tested for over twenty-five years and outcomes include: a 50-70% reductions in tobacco, alcohol and marijuana use; cuts in multiple drug use up to 66%; a reduction in pack-a-day smoking by 25%; and decreased use of inhalants, narcotics, and hallucinogens;[35] and in a grade 12 follow-up study, an almost 20% reduction in smoking initiation and 10-15% reduction in drunkenness.[36]
- **Project Towards No Drug Abuse (Project TND)** is another model drug education program aimed at high school students, aged 14 to 19, providing motivation-skills-decision-making instruction. Outcomes include: a 27% prevalence reduction in 30-day cigarette use; 22% prevalence reduction in 30-day marijuana use; a 26% prevalence reduction in 30-day hard drug use; a 9% prevalence reduction in 30-day alcohol use among baseline drinkers; a 6% prevalence reduction in victimization among males.[37]
- **Multidimensional Treatment Foster Care (MTFC)** is a model, cost effective, foster care program for youth which provides an alternative to group or residential treatment, incarceration, and hospitalization. Youth targeted in this strategy have problems with chronic antisocial behaviour, emotional disturbance, and delinquency. Community families are recruited, trained in behavioural management techniques, and closely supervised to provide MTFC-placed adolescents with treatment and intensive supervision at home, in school, and in the community.[38] Findings suggest "*for girls, more than 50% reduction in criminal referrals and days in locked settings, and roughly 40% reduction in pregnancy rates, two years after random assignment. For boys, evidence of reductions in criminal activity is promising".[39]*
- **Strengthening Families Program (SFP)** is a promising family-based intervention program targeting youth aged 10 to 14 years old and their parents. The program is designed to increase

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[35] Center for the Study and Prevention of Violence. 2007. Blueprints model programs: Life-Skills Training (LST). Blueprints for Violence Prevention Series. Boulder, Colorado: Center for the Study and Prevention of Violence, Institute of Behavior Science, University of Colorado. Available at: http://www.colorado.edu/cspv/blueprints/modelprograms/LST.html; National Crime Prevention Centre (Canada). 2008. Promising and model crime prevention programs. Ottawa: National Crime Prevention Centre. Available at http://www.publicsafety.gc.ca/res/cp/res/2008-pcpp-eng.aspx.

[36] Top Tier Evidence. LifeSkills Training. Available at: http://toptierevidence.org/wordpress/?page_id=318.

[37] Center for the Study and Prevention of Violence. 2007. Blueprints model programs: Life-Skills Training (LST). Blueprints for Violence Prevention Series. Boulder, Colorado: Center for the Study and Prevention of Violence, Institute of Behavior Science, University of Colorado. Available at: http://www.colorado.edu/cspv/blueprints/modelprograms/LST.html; National Crime Prevention Centre (Canada). 2008. Promising and model crime prevention programs. Ottawa: National Crime Prevention Centre. Available at http://www.publicsafety.gc.ca/res/cp/res/2008-pcpp-eng.aspx; SAMHSA's National Registry of Evidence-based Programs and Practices. Available at: http://nrepp.samhsa.gov/ViewIntervention.aspx?id=21.

[38] Center for the Study and Prevention of Violence. 2007. Blueprints model programs: Life-Skills Training (LST). Blueprints for Violence Prevention Series. Boulder, Colorado: Center for the Study and Prevention of Violence, Institute of Behavior Science, University of Colorado. Available at: http://www.colorado.edu/cspv/blueprints/modelprograms/LST.html

[39] Top Tier Evidence. Multidimensional Treatment Foster Care (MTFC). Available at: http://toptierevidence.org/wordpress/?page_id=313.

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family protective factors while decreasing potential risk factors that have the potential to impact youth negatively. After a 4-year follow-up, the "proportion of new substance users in the intervention group was significantly lower than that in the control group for all five measures of lifetime substance use".[40] In terms of school outcomes, found "positive effects on school engagement measured in the 8th grade ($p < .05$), which in turn was associated with positive effects in academic performance in the 12th grade ($p < .05$)."[41] Other findings include a reduction in aggression and hostile tendencies.

- **Police Athletic League (PAL)** is an innovative youth, aged 6 to 18, program administered by police agency members to build character among youth, help strengthen police-community relations and prevent drug use. Police service volunteers coach young people in sports, help with homework and other school-related activities. Youth victimization declined by 43.9%; and arrests by 16.1% in the target area.

- **Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model (or Spergel Model)** is a promising gang prevention, intervention, suppression and re-entry program. Key components of the model include community engagement; organizational change and development; social intervention; service and programming provision; and, suppression activities. Findings indicate a reduction in serious gang violence, and arrests for both drugs and serious gang crimes.[42]

- **Project Safe Neighbourhoods (PSN)**, is an innovative problem-oriented model designed as to reduce gun crime by providing locally-based programs with the tools and resources then need while maximizing the use of federal resources. The framework rested on five key components: partnerships, strategic planning, training, outreach and accountability. Practitioners engage youth and help them to develop life and leadership skills. Findings include: successful task forces developed "distributed leadership"; the most common were partnerships with other law enforcement agencies, yet, 75% reported partnerships with community leaders and organizations beyond the criminal justice sector; 70% to 80% of task forces and research partner reported some degree of integration of research and strategic planning; and, the most successful PSN youth engagement partnerships were between youth serving organizations and engaged communities.[43]

- **Multi-Systemic Therapy (MST)** is a model treatment program in juvenile offender management. It asserts that individuals are part of a network of inter-connected systems and targets anti-social behaviours and improving the family's ability to overcome the delinquency. After initial intensive therapy, interventions are designed specifically targeting risk factors of the offender and the system(s) within which the offender lives. Empirical support for this program found reductions of 25-70% in long-term rates of re-arrest, reductions of 47-64% in out-of-home placements, extensive improvements in family functioning, and decreased mental health problems for serious juvenile offenders. This program has been reviewed by Blueprints, the National Crime Prevention Centre, UNODC, and the Washington State's Institute of Public Policy.

- **Serious Habitual Offender Comprehensive Action Program (SHOCAP)**, established by the DOJ's Office of Juvenile Justice and Delinquency Prevention (OJJDP), is a tertiary crime prevention program for persistent youth offenders. This program is designed around a case management information system that lists serious, habitual juvenile offenders and integrates information gathered by agencies, maintained by a local or state agency and an extensive

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[40] SAMHSA's National Registry of Evidence-based Programs and Practices. Available at: http://nrepp.samhsa.gov/ViewIntervention.aspx?id=21.
[41] SAMHSA's National Registry of Evidence-based Programs and Practices. Available at: http://nrepp.samhsa.gov/ViewIntervention.aspx?id=21.
[42] National Crime Prevention Centre (Canada). 2008. Promising and model crime prevention programs. Ottawa: National Crime Prevention Centre. Available at http://www.publicsafety.gc.ca/res/cp/res/2008-pcpp-eng.aspx.
[43] Kovener, 2009

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information and resource sharing partnerships between criminal justice and community services. The SHOCAP system has been employed successfully in over 150 communities in the United States and Canada.[44] The most impressive empirical support for SHOCAP's effectiveness is from Oxnard, California, where despite having one of the lowest police-to-population ratios in the country, there was a 38% reduction in violent crime and a 60% drop in the murder rate.[45]

- **Communities that Care (CTC)** is a research-based conceptual framework that is used to guide communities in selecting the most appropriate policies, actions and programs to promote youth development. It combines inter-sector partnerships with analysis of risk and protective factors unique to each community and measures outcomes based on validated tools. Evaluation has proven promising for this framework in reducing crime and delinquency. Communities' that Care is currently being implemented in Ontario and BC.

- SafeCatch a security approach for the banking industry developed in response to an increase in robberies and a decrease in quality robber recognition and apprehension. Washington's Bank of America saw a 70% reduction in robberies after the educational training[46] and in Oregon the results were similar. North Shore Credit Union in Vancouver, BC took the strategy a step further with the implementation of architectural enhancements to combat this crime.

United Kingdom

Historically, the United Kingdom had focused heavily on situational crime prevention approaches, at the expense of understanding the causes of delinquency and criminality. The first recognition of the value of moving from a traditional criminal justice response to a community safety and crime prevention intervention came with the 1996 Audit Commission's paper entitled, *Misspent Youth.[47]* The paper concluded government resources and quality of life for youth would be maximized by investing in youth as a target population. Later, the Home Office's *Reduce Offending* identified the need for long-term social development programs to target risk factors for crime, as well as, short-term, situational initiatives to reduce opportunities for crime.

In 1997, the New Labour government unveiled its crime prevention approach creating a comprehensive crime reduction strategy. This "*tough on crime and the causes of crime*" approach lowered the age of responsibility, expanded the use of incarceration, enacted new legislation to address anti-social behaviour and introduced a comprehensive social strategy to tackle the root causes of crime. The central piece of legislation*, The Crime and Disorder Act*, made Community Safety Partnerships a statutory requirement for police and local authorities in every municipality across the United Kingdom. This statutory requirement to police through local partnerships demands collaboration with multi-sector entities in the identification of

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[44] Wootton, James, and Robert O. Heck, Robert. 1996. How State and Local Officials Can Combat Violent Juvenile Crime. The Heritage Foundation, Leadership U. Available at: http://www.leaderu.com/socialsciences/juvenile.html.

[45] Wootton, James, and Robert O. Heck, Robert. 1996. How State and Local Officials Can Combat Violent Juvenile Crime. The Heritage Foundation, Leadership U. Available at: http://www.leaderu.com/socialsciences/juvenile.html; Eugene H. Methvin, "An Anti-Crime Solution: Lock Up More Criminals," The Washington Post, October 27, 1991, pp. C1, C4.

[46] Seibert, Paul. 2009. SafeCatch: an educational partnership offering more customer development and less crime. Police Chief. March 2009. Volume 76:3, 26, 28-29, 31, 33.

[47] Home Office. *Misspent Youth,* Audit Commission. Available at: http://www.audit-commission.gov.uk/nationalstudies/communitysafety/Pages/misspentyouth.aspx

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crime and criminality, and the establishment of responses led by local authorities rather than police. The legislation also extended powers for information sharing previously restricted under the *Data Protection Act*. Funding for crime prevention strategies was not provided to local governments, but was available through other sources.

Despite this strong investment on building capacity for crime prevention and community safety, this comprehensive approach did not meet all of its objectives. There has been success in dealing with burglary, vehicle crime, and improving home security. Partnerships have focused resources and coordinated action to deal with these recurrent crimes. Failure to place prevention outside of the criminal justice system response and the strong enforcement approach has meant crime and victimization levels amongst young people remain high and the proportion of crimes dealt with remain low.[48] Independent evaluations by the National Audit Office have shown these combined efforts have contributed to a reduction in crime as recorded by the British Crime Survey, but evidence is not certain as the Survey has limited utility at the local level.

The Crime Reduction Program, replaced in 2002 with the Safer Communities Initiative, was the central organizing body of evidence based policy and practice. Evidence based practice has maintained a role in British policy. Widespread implementation of promising programs and crime reduction targets resulted from this comprehensive crime prevention policy.

Examples of leading crime prevention programming in the United Kingdom and Wales are as follows:

- **Youth Inclusion Program** was established in 2000 by the Youth Justice Board to deal with at-risk youth, ages 12 to 18, at the highest risk of criminal offending. The goal was to reduce offending by 30% in at least two-thirds of the 70 neighbourhoods with such a program by providing youth inclusion in literacy, mentoring, recreation, anger management, and strategies to deal with gangs and drugs. An independent national evaluation found some promising results: school expulsion was reduced by 27%; youth arrests by 65%; of those never having been previously arrested, 73% did not get arrested after program involvement; and, overall crime in neighbourhoods reduced by 16% to 27%.[49]
- **Drug Interventions Programme (DIP)** offers offenders whose crimes are drug-related the support they need to beat their addiction. The DIP targets the areas with the greatest need, or the areas of the country with the highest levels of drug-related crime. More than 1,900 drug-misusing offenders are entering treatment each month through the program. There is clear evidence that this treatment works: for every £1 spent on treatment, at least £9.50 is saved in criminal justice and health costs. (Source: NTORS at two year: changes in substance use, health and criminal behaviour two years after intake. Dept of Health).[50]

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[48] Solomon, Enver (2009) New Labour and Crime Prevention in England and Wales: What Worked?
[49] Johnson and Fraser. (2007) Making Cities Safer: International Strategies and Practices; National Crime Prevention Centre. (2008) Promising and Model Crime Prevention Programs.
[50] Drug Interventions Program "Key Messages"". Home Office. http://www.drugs.gov.uk/drug-interventions-programme/strategy/communications/key-messages/overarching_KM. Gossop, M., Marsden, J., Stewart, D., & Treacy, S. (January 01, 2002). Change and stability of change after treatment of drug misuse: 2-year outcomes from the National Treatment Outcome Research Study (UK). *Addictive Behaviors*, 27, 2.).

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Australia and New Zealand

Since 1996, the Australian Government has undertaken a range of crime prevention initiatives aimed at reducing the incidence of violence and other crime in Australia. Currently effort is underway in Australia to advance evidence-based practice using randomized controlled experiments.[51]   Federal and state, or territorial, governments in Australia have focused on community development models of crime prevention with an emphasis on multi-agency partnerships. As with many other jurisdictions, crime prevention policies that have been developed have relied upon resources and implementation at the local levels.[52]

Burglar Beware is a documented community-based strategy in Western Australia to identify and implement interventions to reduce burglary.

Norway

Olweus Bullying Prevention Program (BPP) is a school-based program that aims to prevent the development of bullying, reduce existing victimization and improve peer relationships among elementary, junior high and high school students. Intervention strategies exist at three levels:

- individual (e.g. discussions among students, teachers and parents),
- classroom (e.g. peer and parental meetings, classroom rules)
- and school (e.g. school rules, coordinating committee, student monitoring).

There were substantial reductions in self-reported bullying and bully victimization. Also there was decrease in self-reported vandalism, theft, violence and alcohol use. A second study found a 30% to 70% reduction in self-reported bullying and bully victimization. Also there were improvements in classroom order and discipline and more positive attitudes towards school work. The BPP has been implemented in the United Kingdom, the United States, and Germany.

After a comparative review of crime prevention strategies and programs in Britain, Wales, Australia, and to a lesser extent, New Zealand and United States, Homel (2009) found that there are eight characteristics shared by modern crime prevention programs:

1. collaborative multi-agency based action
2. problem-oriented analysis and intervention design
3. multiple interventions to address linked problems
4. evidence-based, or at the least, evidence informed policy and programs
5. outcome focused with performance and effectiveness measures

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[51] Welsh, Brandon. (2007) Evidence-based practice.
[52] Cherney, Adrian. 2006. *The role of local government in crime prevention: an overview*. Local Government Reporter, 5(3-4), pp.25-28.

6. centrally developed and driven, but locally delivered
7. partnership and shared outcomes
8. focused on principles of inclusiveness and participation.[53]

Canada and Provinces and Territories

Canadian crime prevention policy preceded the implementation of local programs and partnerships. The National Crime Prevention Strategy (NCPS) is the central crime prevention intervention policy framework of the federal government. Accountability lies with the Minister of Public Safety within the federal department, Public Safety Canada. Administrative practices of this strategy are delegated to the National Crime Prevention Centre (NCPC) in the Community Safety and Partnerships Branch of Public Safety Canada. NCPC is jointly managed with the provinces and territories. Funding programs include the Crime Prevention Action Fund (CPAF), the Research and Knowledge Development Fund (RKDF), and the Youth Gang Prevention Fund (YGPF). Originally conceptualized as a social developmental approach, it has evolved into a more comprehensive, focused, evidence-based crime prevention strategy for the strategic development, implementation, and dissemination of leading practice. NCPC adopts the position reflected in UN *Guidelines for the Prevention of Crime 2002* that social, situational, recidivism prevention measures are, together with effective partnerships at the community level, an effective way to contribute to crime reduction. Crime prevention and community safety in Canada should continue to advance based on the most reliable, systematically assembled knowledge of what works.

NCPC's guiding principles for optimal crime prevention initiatives recognize that crime prevention interventions should be integrated with the activities of other programs and services (integration), be evidence driven, focus on specific actionable priorities and be measurable. As with other federal governmental agencies and departments, partnership is instrumental in a successful, holistic approach to crime reduction and prevention. Partnerships of the NCPC include governmental agencies and departments at the federal, provincial, and municipal levels including, but not limited to the Correctional Service of Canada (CSC), Royal Canadian Mounted Police (RCMP), Department of Justice Canada, Health Canada, local police, the Canadian Association of Chiefs of Police (CACP), and the Federation of Canadian Municipalities (FCM).

Preconditions for effective and efficient Canadian crime prevention action were outlined by Homel (2009):

- A practical grasp of crime prevention theory
- Strong and consistent leadership and supportive governance
- A capacity to manage collaborative multi-agency action
- Outcome focused performance measurement systems
- An applied commitment to evidence-based practice and research evaluation
- Effective communication processes designed to promote engagement and sustainability.[54]

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[53] Homel, Peter. 2009. "Lessons for Canadian Crime Prevention from Recent International Experience."

Effective crime prevention strategies are seen to result from;

- Comprehensive approaches, which include situational, social causes of crime and underlying aspects
- Detailed diagnosis of the crime problem grounded in knowledge of the social and physical environment in the local neighbourhoods in which the problems occur
- Multi-agency community partnerships
- Local government level delivery. Municipalities are important because they are best able to identify local crime problems and local conditions that contribute to these problems. Also, they have responsibility for delivering services that can tackle these conditions: housing, recreation, health, police, social services.
- Resources – financial and human resources to respond
- Targeted to areas and specific needs
- Evidence-based
- Cooperation and coordination of a broad range of partners and participants (different government levels; private and public
- Partnerships
- Evaluation
- Translatable to other places
- Community engagement.[55]

It is the position of the National Working Group (NWG) of the Institute for the Prevention of Crime (IPC) that Canada is not doing enough to put evidence-led approaches to use for the benefit of Canadians and their communities. The *Building a Safer Canada*[56] document provided a comprehensive framework for the planning of effective crime prevention interventions. Effective planning was seen as the key element to successful prevention policy and practice design.

In the *Blueprint for Effective Crime Prevention*[57] document, it was noted that current evaluative knowledge on the effectiveness of crime prevention measures suggests strategies have multi-agency collaboration; be problem-oriented and have focused action based upon the crime problem; evidence-driven; and have measurable results.

IPV Framework for Crime Prevention Planning consists of:

- Understanding the problem and developing a vision, an action plan and responsibility centres.
- Concentrating resources where they are most needed
- Relying on evidence-based approaches
- Ensuring adequate and sustained supports

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[54] Homel, Peter. 2009. "Lessons for Canadian Crime Prevention from Recent International Experience." IPV Review.
[55] Linden, R, 2007.
[56] Hastings, Ross. 2007. *Building a safer Canada: Effective Planning for Crime Prevention*. Institute for the Prevention of Crime, University of Ottawa.
[57] 2008 Making Cities Safer: Canadian Strategies and Practices.

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- An informed and engaged public.[58]

Additionally the National Working Group recommendations to reduce crime victimization and fear of crime include:

- "Recommendation 1A:
  Articulate a vision on how crime prevention can contribute to the individual and collective safety and wellbeing of all Canadians. (shared vision)

- Recommendation 1B:
  Develop a national framework for inter-sectoral collaboration and a ten year action plan for crime prevention. (inter-sectoral collaboration and action planning)

- Recommendation 1C:
  Develop permanent and adequately funded responsibility centres at all orders of government. (responsibility centres)

- Recommendation 2:
  Concentrate resources where they are the most needed. Develop better diagnostic tools and data collection mechanisms for assessing our progress in this area. (evidence)

- Recommendation 3:
  Ensure a greater emphasis on what has worked in crime prevention and in problem-solving partnerships. Federal, provincial and territorial governments must invest more in research, development and training in these areas. (sustained resources)

- Recommendation 4:
  Governments must improve the levels of sustainable supports and resources available for prevention policies and activities. (sustainable supports)

- Recommendation 5:
  Governments and national partners must develop effective strategies for educating the public about prevention and for engaging Canadians in prevention programs and activities."[59]

In Canada, various parliamentary committees and national organizations have recognized the need for a coordinated multi-agency approach to addressing local crime problems and improving community safety. In 2006, International Centre for the Prevention of Crime (ICPC) in Montreal invited the mayors of 14 municipalities to delegate a representative to join the Municipal Network on Crime Prevention. Municipal Network exists to share knowledge and experience that will strengthen the capacity of Canadian municipalities to reduce crime and enhance community safety. Consultations indicated municipalities

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[58] Hastings, Ross. 2007. *Building a safer Canada: Effective Planning for Crime Prevention.* Institute for the Prevention of Crime, University of Ottawa.
[59] National Working Group on Crime Prevention, & Institute for the Prevention of Crime. (2007). *Building a safer Canada: First report of the National Working Group on Crime Prevention.* Ottawa, Ont: Institute for the Prevention of Crime.
Available at: http://www.socialsciences.uottawa.ca/ipc/eng/recomm_net_working_group.asp

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faced similar problems - violence, property crime, drug abuse - but to varying degrees, distribution and nature of the problems.[60]

Throughout Canada, the level to which police are involved in prevention in partnership with citizens and agencies varies. Some municipalities have a long history of supporting citizen initiatives to reduce crime while in others police have taken the lead. While some municipalities have a centre promoting inter-agency collaboration, others have multi-agency collaboration on a more *ad hoc* basis. IPC and the Municipal Network have identified four key components to successfully reducing crime and enhancing community safety:

- Strong commitment and leadership and alignment of community safety with other local priorities.
- Coordination among all orders of government and appropriate funding for municipal and other actions to develop, improve and sustain initiatives, strategies, and programs to target root causes of crime.
- Partnerships and public engagement which fosters priority setting at the local level.
- Effective use of data, knowledge and evaluation to guide decisions on what works and how to apply resources to tackle local problems.[61]

Based on comparative international strategies and their potential for success, Homel, argues that Canada's national strategy will succeed if there is:

- A committed national leadership operating within a coherent and flexible policy framework
- Evidence-based strategies and practices that are focused on results and efficiently monitored and openly reported
- Responsive partnership arrangements with governance mechanisms respectful of specific communities, priorities and existing experience.
- Long-term adequate resourcing informed by good data about problems and strategically appropriate responses.
- A commitment to undertaking workforce and organizational development and the active dissemination of good practice knowledge.
- A strategy for promoting an active and engaged community crime prevention agenda.[62]

In examining specific types of programs that have been undertaken, three classifications of program type consistent with the crime prevention focus of the National Crime Prevention Council are found, namely:

- *Model programs*: A prevention program that meets the highest scientific standard for effectiveness (scientifically proven prevention and intervention programs), as evidenced in published evaluations; has a significant, sustained preventive or deterrent effect or reduction of problem behaviour, the reduction of risk factors related to problem behaviour; or the enhancement of protective factors related to problem behaviour and has been replicated in different communities or settings

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[60] 2008 Making Cities Safer: Canadian Strategies and Practices.
[61] 2008 Making Cities Safer: Canadian Strategies and Practices.
[62] Homel, Peter. 2009. "Lessons for Canadian Crime Prevention from Recent International Experience." p.. 34

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- *Promising programs*: A prevention program that meet scientific standards for effectiveness; but they do not meet all of the rigorous standards of Model programs. They are recognized and encouraged with the caution that they be carefully evaluated. In general, when implemented with minimal fidelity these programs demonstrate promising (perhaps inconsistent) empirical findings using a reasonable conceptual framework and a limited evaluation design (single group pre- post-test), and

- *Innovative programs*: A prevention program that tests new approaches and theories to interventions with at-risk populations. They are based on a strong theoretical framework that links the proposed intervention to the risk factor(s), target population and desired outcomes. Innovative projects show demonstrated changes through limited research design and require causal confirmation using more appropriate experimental techniques. These programs are recognized and encouraged with the caution that they be carefully evaluated.

Some interventions guided by a social developmental theory include:

- **SNAP (Stop Now and Plan)** is a model, community-based program for children who display early signs of anti-social or conduct behaviour in conflict or at risk of coming into contact with the criminal justice system. The program contains programming for both children and parents, and also provides a homework club and school advocacy. Results indicate significant improvements in that children involved in this program are twice as likely not to have a criminal record by their 18th birthday. This program has been reviewed by Blueprints, the National Crime Prevention Centre and the UNODC, and is implemented in other countries such as Finland, Norway, Sweden, New Zealand, the United Kingdom and the United States.
- **Boys and Girls Club of Canada** (promising program) targets youth aged 5 to 18 and their families in high-need communities. Programming is offered in physical activity; health and safety; leadership, growth and empowerment; learning and career development; and, community services. Twenty-one evaluations of Club programs and activities over twenty years were examined to determine the impact of membership. 59% felt the Club had helped in their school life; 60% in family life; 74% felt the Club helped them to avoid conflict with the law.[63]
- **FastTrack** (promising program). Designed as a comprehensive, long-term strategy to prevent serious and persistent antisocial behaviours among children. FAST Track's main goals are to increase communication and bonds between individual, family and school environments, enhance children's social, cognitive, and problem-solving skills, improve peer relationships, and ultimately decrease disruptive behaviour in the home and school. This multi-dimensional program includes: parenting training; home visitations; social skills training; and classroom intervention. It has been adopted in the United Kingdom, Australia, United States and Canada.
- **Circles of Support and Accountability** (COSA) is an innovative, tertiary crime prevention program targeting young, adult, male sexual offenders at risk to re-offend upon release from custody. Circle members work with police, parole or probation officers, the courts, corrections, community agencies and treatment professionals to provide a supportive network of resources and services designed for the successful integration of the offender into the community. The empirical data obtained by Wilson (2005), as reported by the National Crime Prevention Centre,

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[63] National Crime Prevention Centre (Canada). 2008. Promising and model crime prevention programs. Ottawa: National Crime Prevention Centre.

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found a 70% reduction in sexual recidivism, 57% in all types of violent recidivism, and a 35% reduction overall as compared to non-COSA offenders.[64] COSA programming is found throughout Canada in the Fraser Valley, Vancouver, Calgary, Prince Albert, Regina, Saskatoon, Winnipeg, Kingston, Peterborough, Toronto, Ottawa, Montreal, Moncton and St. John's, among other locations.

Provincial and territorial jurisdictions have the ability to adopt their own crime prevention strategies, some of which may or may not support NCPS policy.

British Columbia

In 2007, the BC Government began to develop integrated and collaborative approaches to deal with crime involving the ministries of Public Safety and Solicitor General, Attorney General and Children and Family Development (Youth Justice). Evidence-based pilot projects have been designed and implemented that aim to reduce crime, manage prolific offenders and make the criminal justice process more timely and efficient. A pilot project currently being led or evaluated is Vancouver's Downtown Community Court. In May 2010 the Minister of Public Safety, announced federal support through the National Crime Prevention Strategy (NCPS), providing over $7 million in funding to four local projects in Abbotsford, Smithers, Kamloops and Agassiz, that will support youth-at-risk and their families with the tools and strategies needed to prevent crime and build safer communities.

Some leading and promising programs include:

- **Cowichan Valley Safer Futures** is a community development response and research program administered by the Cowichan Women Against Violence Society targeting violence against women and children, in aboriginal or other marginalized communities. In May 2004, this project received a Women's Safety Award to reward good practices and policies relating to women's safety and the improvement of women's sense of safety.
- **Crime-Free Multi-Housing Program (Vancouver)** is a community-based crime prevention program for rental properties, administered by the City of Vancouver and the Vancouver Police Department. It encourages apartment owners, managers, residents, police and other agencies to work together to reduce opportunities for crime and social disorder activity on rental property. The three phase certification process involves Landlord Management Training, CPTED Inspection, and a Resident Safety Meeting.
- **Prolific Offender Treatment.** In February 2008, the prolific offender management pilot project was launched in six BC communities: Kamloops, Nanaimo, Prince George, Surrey
- **Victoria (Capital Regional District), and Williams Lake.** The project uses increased supervision and targeted intervention with a small group of prolific offenders to address the issues that lead to criminal behaviour. This pilot project has recently ended and results will be evaluated

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[64] Wilson, R., J. Pichca, and M. Prinzo. 2005. Circles of Support and Accountability: an Evaluation of the Pilot Project in South-Central Ontario. Ottawa, Correctional Services Canada; Promising and Model Crime Prevention Programs.

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by the Centre for Applied Research in Mental Health and Addiction (CARMHA) and Simon Fraser University, to determine outcomes for each of the communities.[65]

Saskatchewan

- **The Serious Habitual Offender Comprehensive Action Program (SHOCAP)** is a promising tertiary crime prevention program for persistent youth offenders located in Prince Alberta, Regina and Saskatoon. It is designed around an offender case management system along with extensive information and resource sharing partnerships between criminal justice agencies and community services. Offenders are provided with corrective action plans designed to develop their individual competencies and increase accountabilities to the courts and community while monitoring and supervision provides increased community safety. SHOCAP has been found to improve resource allocation and interagency cooperation, focus and enhance criminal justice system response to patterns of delinquency, and improve the morale of justice system personnel.[66]
- **Regina Auto Theft Strategy** is a community partnership in a comprehensive auto theft strategy that educates and equips car owners with anti-theft devices, and addresses risk factors of auto theft offenders. Following its fourth year of operation, the Regina Auto Theft Strategy has shown an overall 44 per cent reduction in auto thefts. This translates into 1,697 fewer cars stolen in 2005 than in 2001, before the strategy was implemented.[67]
- **Regina Anti-Gang Services (RAGS)** project is administered by the North Central Community Association and works with gang-involved Aboriginal youth and young adults living in the North Central neighbourhood of Regina, Saskatchewan. The program provides intensive support services to reduce involvement in gang life and to facilitate leaving gangs. Activities were developed and designed based on combining available evidence from three existing crime prevention programs- Wraparound Milwaukee, Youth Engagement and Circle of Courage. The RAGS program is supported by Public Safety Canada, National Crime Prevention Centre's Youth Gang Prevention Fund (YGPF). This pilot project will be evaluated in March, 2011.[68]

Manitoba

- **Aboriginal Youth Strategy** is an initiative designed to increase the participation of Aboriginal youth in City of Winnipeg services including programming and employment; establish new partnerships and/or enhancing existing partnerships to ensure relevant Aboriginal youth services in Winnipeg and strengthen capacity in Aboriginal youth.
- By-law Enforcement Unit- created in the fall of 2008, this unit enforces the new **Neighbourhood Livability By-law**, and provides for an enhanced integration of work and consistency of enforcement for those by-laws that affect the day to day lives of Winnipeggers.

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[65] British Columbia. Criminal Justice Reform. Prolific Offender Management Project. Available at: http://www.criminaljusticereform.gov.bc.ca/en/justice_reform_projects/prolific_offender_management/index.html.

[66] National Crime Prevention Centre (Canada). 2008. Promising and model crime prevention programs. Ottawa: National Crime Prevention Centre.

[67] MT move transport. Auto Theft Strategy Achieving Great Success, Thursday, September 4, 2008, Available at: http://www.movetransport.com/auto-theft-news/2008/09/auto-theft-strategy.

[68] Public Safety Canada. Regina Anti-Gang Services.

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- **CHOICES Youth Program** is a partnership of the Winnipeg School Division, Manitoba Justice and the Winnipeg Police Service that is aimed at addressing the issues of at-risk youth.
- **Community Resource Coordination and Community Development Work (CRC Model)** where the Community Resource Coordinators and Community Development Workers are the City of Winnipeg Liaison for community issues/initiatives with many organizations/groups working on community strategies relating to crime reduction and improving neighbourhood safety.
- **Crime STAT** is an online resource that provides timely information relating to crime in Winnipeg and is one component of the City's Neighbourhood Safety and Crime Prevention Strategy.
- Creation of a new **Auxiliary Cadet Force for the Winnipeg Police Service** to supplement the duties performed by police officers and staff members. The cadet unit will have limited abilities to enforce certain by-laws, and will not be involved in the investigation of crimes or carry firearms. The members of the unit will also be instrumental in forming relationships with people on the street including the provision of referrals to jobs, shelters, spiritual healing, counselling and serve as a pool of trainees that will eventually become recruits for full-times officers.
- **Citizens for Crime Awareness** is a volunteer organization, recognized by the Winnipeg Police Service, dedicated to promoting crime awareness and crime prevention in the community. Their goal is to make the community a safer and better place in which to live.
- **Check It Out! Reading Zone** is a partnership between the Winnipeg Public Library and Frontier College designed to bring reading, learning, and books to people in their own community spaces while at the same time encouraging intergenerational and lifelong learning in an environment that promotes family based literacy.
- Grants to various social organizations that engage in crime prevention strategies:
  - Immigrant Refugee Community Organizations of Manitoba (IRCOM)
  - Boys & Girls Club
  - Graffiti Arts Program (GAP).
- *LiveSAFE,* **a Winnipeg Policy**, identifies guiding principles and a strategic action framework for the development of an interconnected Crime Prevention Strategy for Winnipeg, and which is premised upon a cross-sectoral partnership and network with citizens, neighbourhoods, community organizations, business and other levels of government.
- **Project Breakaway** – a partnership initiative whose program purpose is to assist individuals in breaking away from the streets and moving on to healthier lifestyles by connecting them to community support services. It has been effective in reducing the number of calls to the Winnipeg Police Service and the Winnipeg Fire and Paramedic Service by linking street involved individuals with the appropriate community support services.
- **SPIN 'Sports Programming for Inner City Neighbourhoods'** provides sport opportunities for children and youth living in poverty to experience the joy of participation, accomplishment and recognition in a safe and fun environment.
- **Safe Communities Winnipeg Designation** in 2008 signifies that the community has demonstrated its commitment to a culture of safety and injury prevention through established community-specific priorities to reduce the risk and burden of injury for children, seniors and friends through partnerships between the private, public and volunteer sectors.
- **Winnipeg Aboriginal Sport and Achievement Centre (WASAC)** is designed to provide opportunity for Aboriginal children, youth and adults to participate in sport and recreation activities within a culturally sensitive environment.
- **Winnipeg Committee for Safety** has a mandate to support community action on city-wide safety concerns working with citizens, local organizations and governments to help make Winnipeg a safe and healthy City.
- **Winnipeg Auto Theft Suppression Strategy (WATSS**) is a highly successful partnership between Manitoba Public Insurance, Manitoba Justice and the Winnipeg Police Service that is

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aimed at reducing auto theft in Winnipeg. In 2008, on average fewer than 10 vehicles were stolen per day, a decrease of almost 60% since 2004.[69]

Ontario

- **Waterloo Region Street Gang Prevention Program** is a based on the acclaimed Spergel Model and provides support for sixty youth (and their families) between the ages of 13-24, who are involved with gangs, or at risk of gang involvement. There is also a community education component that aims to reach 750 community members annually, many via current neighbourhood organizations and networks. The Street Gang Prevention Project is a 3 year project with collaboration amongst six unique organizations: The John Howard Society of Waterloo Wellington, Lutherwood, Reaching Our Outdoor Friends (ROOF), St. Mary's Counselling, Waterloo Regional Police, and The Waterloo Region Crime Prevention Council.[70] Astwood Criminal and Social Justice Strategists will be conducting the $190,000, 42-month impact evaluation of the Waterloo Region Crime Prevention Council's $3.4 million street gang prevention program.[71]
- **Crime-Free Multi-Housing Program (Ottawa)** is a community-based crime prevention program for rental properties, administered by the City of Ottawa and the Ottawa Police Service. It encourages apartment owners, managers, residents, police and other agencies to work together to reduce opportunities for crime and social disorder activity on rental property. The three phase certification process involves Landlord Management Training, CPTED Inspection, and a Resident Safety Meeting.

Quebec

- **Multi-sector Cocoon Neighbourhood Watch** is a neighbourhood crime prevention program which builds upon local partnerships between the police and community residents, businesses, social services, and the like. Community meetings, education in the implementation of basic CPTED principles and work with social service agencies to mitigate risk for crime, are all components of this program. An evaluation of the Multi-sector Cocoon Neighbourhood Watch in the high crime estate of Kirkholt (Rochdale, UK) showed a 58% reduction in burglary in first year, 75% reduction in burglary over 4 years, 80.5% drop in repeat burglaries over 4 years. A replication of the program in the high crime area of St-Henri in Montreal (QC) produced a 41% reduction in burglary after one year.[72]
- **Young Explorers** was a youth-oriented program focused on discovery, sports, outdoor pursuits and other after school activities. It's goal was to prevent violence and improved community and family relations.

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[69] See perivale+ taylor/PJC Consulting, Evaluation of WATSS, 2008
[70] Lutherwood. Mental Health Services. Waterloo Regional Street Gang Prevention Program. Available at: http://www.lutherwood.ca/mentalhealth/services/waterloo-region-street-gang-prevention-project.
[71] Lutherwood. Mental Health Services. Waterloo Regional Street Gang Prevention Program. Available at: http://www.lutherwood.ca/mentalhealth/services/waterloo-region-street-gang-prevention-project.
[72] Institute for the Prevention of Crime. University of Ottawa. Multi-sector Cocoon Neighbourhood Watch. Available at: http://www.socialsciences.uottawa.ca/ipc/eng/problem_property_and_car_crime.asp?topic=multisectorcocoon.

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Maritimes

- The Government of Canada recently funded the Atlantic Coordinating Committee on Crime Prevention and Community Safety's, *Building Knowledge of Model and Promising Crime Prevention Practices* (Nova Scotia, Newfoundland, New Brunswick, Prince Edward Island). The project will run from April 1, 2009 to March 31, 2012, and aims to harness and transfer knowledge of model and promising crime prevention practices amongst crime prevention professionals in the Atlantic Region.[73]

Nunavut and the Territories

- **Gwich'in Outdoor Classroom Project** is a promising Canadian crime prevention program targeting Aboriginal children, aged 6 to 12, living in the remote northern communities of Fort McPherson and Aklavik, Northwest Territories. Children and families within this community experienced multiple risk factors, such as high rates of violent crime, substance abuse, poverty, sexual and physical assault, and family violence. The intervention strategy adopted encompassed Gwich'in traditions, values and customs targeting the children's' lack of attachment to family, school and community. With the collaboration amongst children, teachers, families, Elders and other community members, the program was able to provide academic and traditional skills and cultural training, as well as, breakfast and after-school programming. The program was evaluated by the National Crime Prevention Centre and had been found to increase school attendance by 20% and achievement by 75%, in addition to developing positive social skills amongst the children.[74] The program demonstrates the importance of using culturally relevant interventions and collaborations amongst local, multi-agency stakeholders.
- **The Domestic Violence Treatment Option (DVTO)** is an innovative specialized court and treatment option targeting the First Nations population with high rates of domestic violence in Whitehorse, Yukon. This DVTO court program engages multi-agency partnerships by police, probation officers, a specialized Crown attorney, victim services, and women's groups in providing group therapy and aftercare to offenders addressing the underlying causes of their abusive behaviours and skills needed in managing them. The result is a comprehensive social intervention response directed away from a traditional criminal justice sentencing. Evaluations of the program found a decrease in recidivism by 28% to 20%, with 45% of re-assaults occurring within the first two months, and 9% after twelve months.[75]

Alberta

Alberta's government strategy, Safe Communities, brings together provincial and municipal governments, law enforcement agencies, community groups, the business sector, and social agencies to reduce crime and preserve the safety of residents of the province. Alberta has recognized the value of a balance of prevention, treatment and enforcement approaches to the development of safe communities. Under

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[73] Atlantic Coordinating Committee on Crime Prevention and Community Safety. Available at: http://acc-cca.org/en/index.php/en.
[74] Caledon. NCPC
[75] Promising and model crime prevention programs. 2008.

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Alberta's Safe Communities initiative, funding is made available for community-based crime prevention programs, more addiction treatment beds have opened, and more police, prosecutors and probation officers have been hired. Challenges of federal legislative reform were seen as opportunities to create provincial policy and legislation. For example, Alberta has passed legislation for the seizure of criminal profits of crime under the *Victims Restitution and Compensation Payment Act*. Most recently the government has introduced the Alberta Gang Reduction Strategy (AGRS).

The IPC has been working collaboratively with the provincial governments of British Columbia and Alberta to assist them in the development of integrated crime prevention and crime reduction strategies. *Preventive Solutions for Reducing Crime: From Evidence to Results*, IPC's report to the Province of Alberta, proposed approaches to move Alberta away from high rates of crime and violent crime within three to five years. In December 2010 the Solicitor General announced a provincial strategy to reduce gang violence and drugs. The campaign details will be released in early 2011.

The Alberta Recreation and Parks Association (ARPA) recently completed research on how parks and recreation relate to safe communities focusing on the development of after school recreation program for the province. Burton argues for a blended programming framework to best address the critical hours of 3Pm to 6PM, Monday to Friday.[76]

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[76] Clyne, Graham. 2010. Stone Soup: The Recipe for an After School Recreation Strategy for Alberta. Prepared for the Alberta Recreation and Parks Association.

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Appendix 1-9   Community Resource Inventory

The following inventory details agencies and organisations, in Red Deer, that provide services which impact public safety: i.e. protect the client directly or assist the client with behaviour which may affect the community.[77] The inventory is grouped by service sectors, for example health, social services, corrections, public police or by client base, such as youth and seniors. Additionally, the agency or organisation stated mandate, if provided to the review and a general description of client service is outlined in the inventory.

Health Sector

Agency/Organisation	Mandate	Services	Additional Information
Alberta Health Services (Community Health Centre)	Provide information to help people make healthy choices, to learn from and support each other and to improve their quality of life	All services are aimed at assisting and meeting the needs clients have identified from the numerous services offered. The goal is to improve their overall quality of life. Recent new services related to Justice (Diversion) as well as the changes in the Mental Health Act (Community Treatment Orders) have provided the ability to meet the needs of a diverse population that previously was minimally connected with Mental Health.	
Canadian Mental Health Association	Charity promoting the mental health of all and supporting the resilience and recovery of people experiencing mental illness	Outreach services assist individuals to find and maintain permanent housing in integrated settings across the city. Case management services for individuals with acquired brain injury are provided through- out central Alberta.	"Buffalo Hotel" is a *housing first program* that assists individuals with a disability and addiction to move directly off the street into permanent, affordable housing.
Central Alberta Aids Network Society	Community Action Goal: Community and partners develop appropriate and sustainable responses to HIV and related issues. Health Promotion for People Living With HIV/AIDS Goal: Enhance the health and well-being of PHAs. Prevention Goal: Prevent HIV in high-risk populations. Strengthening Community-Based Organizations Goal: Maintain the organizational strength and stability of CAANS. Harm Reduction Goal: Reduce the harm related to drug use	CAANS impacts a range of criminal activity: Social disorder - Involvement of individuals living with mental health/addictions issues and providing appropriate and timely interventions to minimize crisis risk factors for at-risk populations, their families and the community as a whole. •Alcohol and drug related crimes – ensuring additional treatment options, or other supports, in order to reduce instances of criminal activity, •Violent crimes – Timely intervention in crisis situations to prevent the occurrence of violent crimes.	NightReach workers augment the RCMP/mental health worker in reducing instances of alcohol and drug related crimes and thereby reducing social disorder.

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[77] This inventory is currently a work in progress and will be completed for inclusion in the *Final report of the Review*.

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Youth Sector

Red Deer Catholic Regional Schools	Providing an educational system modeled after the teachings of Jesus Christ	Programs are for the whole student population as well as individual and small group sessions depending on the need/situation. Community resources are used regularly and cover a large spectrum. Safety, bullying, drug/alcohol awareness, girl safety, self-control, self-harm, suicide awareness, gender issues, respect, hope, and multiculturalism are a main focus	
Red Deer Public School			
Boys and Girls Club.			

Commercial Sector

Red Deer Chamber of Commerce	Promoting business in the Red Deer Region through leadership & innovation	As part of support to business, explore issues related to crime and safety that may impact business, and work to create awareness of businesses' and employers' legal obligations. Furthermore, since business pays a higher percentage of municipal and provincial taxes, advocate to government as needed to have addressed crime and safety issues that represent a significant cost.	

Community Sector

Neighbourhood Watch			
Citizens on Patrol (COPS)			

Civic Sector

Graffiti Committee			

Public Police Sector

Red Deer Municipal RCMP		Specific programs: ▪ Crime Reduction Team, ▪ Community Response Unit ▪ School Resource officers, ▪ Organized Crime Team, ▪ Domestic Violence Team, Fraud Unit, ▪ Street Team	

Appendix 2-1   Council Workshop, August 2010

SWOT Analysis

STRENGTHS

1. Variety of services, professional response continuum.
   a. Police – ambassadors
2. Emphasis on social justice
   a. Roots of crime
3. Police open – working with community groups
4. All agencies networking
   a. Collaborative e.g. domestic violence, community coordination, community committees.
   b. Domestic relationship Violence Initiative committee (DRVIC)
   c. Safe Harbour
   d. Turning Point
5. 35 Committees
   a. Tradition – evolution
   b. FCSS Program
6. Crime Prevention Advisory Committee (CPAC) (advisory function to council)
7. Community Service Director forged alliance with RCMP –OIC.
   a. Role in city
   b. Integrated
8. Local bylaws
   a. Drinking Establishment Bylaw; Taxi Bylaw
   b. Community Standards Bylaw
      i. Provides ability to deal with 'drug houses'.
   c. Quick and easy; tickets
   d. Option: charge criminal or through bylaw
   e. Drug houses
      i. Community standards
      ii. Insp & licensing
9. Alternative sentencing/measures
   a. Mediation
   b. Youth justice
10. Community is essentially law abiding.
    a. Continuum of law enforcement PO's with differing level of authority.
    b. Transit
    c. Parks
11. Summer trail patrols
    a. Volunteers (e.g. Ski Patrol)
12. Coordination with Sheriff's Department – checkstop
13. Victim service volunteers
14. Community Crime Prevention
    a. Neighbourhood watch
    b. Crime stoppers
    c. Citizens on Patrol
15. Ability to drawdown specialized RCMP services
    a. K Division support

        b.   Special events

16. S.A.F.E.
17. Specialized/custom response
    a. Example, North gang
    b. B&E's
    c. Bar scene
18. Youth curfew bylaw, not often used, but available for use.
19. Willingness to try new approaches
    a. Ambassadors
20. Zone policing (2 yrs). Was initiated by the RCMP
21. Satellite office - 67th street office (should have police cars parked in front) opened 1 year ago. Has up to standard holding cells.
22. Downtown presence
23. Politicians at arm's length
24. Community Service Director – link to social services
25. Crime Prevention study and roadmap

WEAKNESSES

1. Crime Prevention through social development.
    a. Talk, look, don't do. Had previous workshops, got going on crime prevention, but then did poor job of using tools. Resources not allocated.
    b. 20% poor people
2. Social Development is not a police function. Too much on police – social development
3. Recreation for poor kids
4. How to prove prevention works
5. Public knowledge – who to contact
    a. Eg. Bylaw enforcement
        i. Continuum
        ii. Confusion as to who to call (e.g. 911 or someone else)
6. Public understanding of the difference between Sheriff? Police? PO's Bylaw?
7. Inequity of police funding
    a. Formulas
    b. Gasoline alley (RD does not charge for policing here)
    c. Taxes 20%
    d. Annexation – police costs
8. Urban & rural
    a. Different Service levels
    b. Bylaw – different needs
9. Not well connected to business community (Downtown Business area, Chamber of Commerce)
    a. Especially office, etc off street front
    b. Communication break down
    c. Loss of business due to street problems, business responds to perception of safety. Aggravated by issues, but not providing solutions.
    d. Buy in, not the same for residential and business
    e. Lack of association with hi-rise offices
    f. Banks
10. Principle of Crime Prevention Through Environmental Design (CPTED) for larger area

11. Downtown is a Ghetto of organizations
    a. De-centralize social housing
12. Mandate of RCMP
    a. Goals
    b. Federal vs municipal
    c. Paper/admin
13. Ration of COP-POP
    a. Staffing levels
        i. St. Albert comparison
        ii. Red Deer – real city, regional area
        iii. Influenced by demographics and site and situation.
14. Large urban centre
    a. Daytime ↑ pop
    b. Nightime ↑ pop
    c. Real pop vs residents
15. RCMP
    a. Complaint process – not transparent
    b. Fed manipulation
    c. Recent "black eyes"
    d. Requires clarity
16. No police committee
    a. Oversight
    b. Police act
    c. Not clear on what oversight entails.
17. "Saw crime, no response"
    a. Public perception
    b. Local nuisance vs strategic
    c. "cops don't care"
    d. Broken windows: crack house example
        i. "too busy" – important to caller
        ii. "delayed response"
        iii. Clear policy and expectations
            1. Public perception
18. Young force?   (level of experience)
    a. Rookies placed in RD
    b. Longevity in RD
19. Hard to tell police story
    a. "what do they do?"
    b. Public education
20. OIC not at Provincial table
    a. No voice or knowledge
    b. RCMP "K" Division; not RD OIC
21. Not stand-alone force and under Community Service Director
    a. Amalgamated service
    b. Limitations of municipality under contract
22. Taser use policies
    a. Cal... Ed... Board policies
    b. Not RCMP RD
23. Community perception...   is their reality

      a. E.g. downtown "unsafe"
24. Black eyes (Image of RCMP)
      a. Negative effect on RCMP
      b. "Halo" effect; especially youth
25. Previous "social pressure"
      a. General erosion of authority, more access to information by public
      b. Perceptions of unfair treatment is sometimes a reality.
26. Don't know contracted vs PD
27. Where to place RCMP – under a new Protective Services Director or remain under Community Services Director?

OPPORTUNITIES

1. Review study; examine contract 2012
2. Growth planned
      a. Avoid "big city" problems
3. New police bldg. (vigorous presence, upgraded capacity, image)
4. Send message/engage community e.g. ambassadors
5. Expansion – county (Gasoline Alley, possible cost recovery)
      a. Inter-municipal agreement e.g. transit
6. Relationship with rural det.
7. Emergency co-ordinator position
      a. Business continuity plan
8. Review – dialogue with community
      a. Better understanding
      b. Detailed knowledge
      c. Make decision
9. Evidence-based decision; informed
10. Market policing eg fire marketing
      a. Communication strategy
11. 211 – one # for community info
12. Diversity
13. Community support for initiatives
      a. Social safety net
      b. Build on slogan- Crime Prevention is everyone's business.

THREATS

1. Negotiations 2010 broke down
2. Attraction for undesirables
      a. Young community
      b. gangs
      c. Transience
3. Highway 2 corridor (future may include high speed rail)
4. Stats – caveat (how are they handled and purpose for use.)
5. Lack of data from long census form
6. Maintaining diversity; support?
7. Imported problems ("cultural baggage")

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8. Provincial ambiguity in planning (funding from province for policing - $4m.)
9. Low $ from rural areas

SAFE COMMUNITY

1. Public perception of personal safety and property
2. I can walk/bike anywhere without fear
3. Feel safe with police presence
    a. In areas with previous problems
    b. NYPD – talking on street
4. Proactive activities
5. Approachability
6. Police care
    a. "It matters"
    b. "Heard"
    c. "Honest"
7. Individual Community members accepting responsibility
    a. Whole village safety
    b. Beneficial activities
8. City processes support positive activities ie. block party
9. Treatment access
10. Education recreation
11. Urban design influence behaviour

SUMMARY

➢ Perception of safety
➢ Drop-in centre
➢ Activities and eyes on street
➢ Get to know people
➢ Active vibrant truly safe
➢ Activity on the street, perception of safety
➢ Stats check comparators
➢ "Those are us"
➢ Empathy, understanding, community ownership and responsibility
➢ We all own it
➢ Activity and integration mixture
➢ Caring and engaged community

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WHAT DO YOU WANT FROM YOUR POLICE?

1. Responsiveness and flexibility
2. Engagement with community
3. Solve serious crimes
4. Visibility – foot patrols
5. Call back
6. Local priorities - linked
7. Primarily responsible for enforcement
8. Appropriate staffing level
9. Accurate reporting –people call
10. Accountability and oversight
11. Proactive initiatives – take action

Other Variables
Population
Geography (site and situation)
Location on Hwy 2 corridor
Income levels
Transient population

Comparator sites for possible consideration
Kamloops
Kingston
Lethbridge
Grande Prairie $
Fort McMurray $
Saskatoon
Winnipeg
Brandon
Regina
Medicine Hat
Kelowna

PERFORMANCE

➤ Carefully worded survey
➤ Questions
  o Presence of people
  o Open businesses
  o "Legitimate" activity
➤ Lighting opted
➤ Social justice
➤ Resolve on street conflicts
➤ Perception of safety
➤ Business community on side

HOW DO YOU KNOW WHEN WE HAVE IT?

(Performance measures)

➢ Reporting
➢ Statistics
➢ Vital signs
➢ Accurate surveys
➢ Community feedback
➢ Sensitive, contextual information to media

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Appendix 2-2   Focus Groups, Community Agencies and Organizations

<u>**Summary of input**</u>

Q1   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Bullying

Gangs

Drug houses CA Health uses POs

Lack of police response for problems at the hospital
- e.g. found drugs patients/visitors

Mental health

Substance abuse – drugs/liquor
- theft
- violence
- drunkenness
- domestic violence

personal safety
- bullied
- feeling safe, not abused

elder abuse

vandalism
- Fairhill
- North End
- Inglewood

B&Es

Late night bar closing

Downtown reality vs. Perception – unfounded fear

Violence against women
- Stranger
- Domestic

Lack of police foot patrol downtown

Youth – not enough services
- Homeless or street kids
- Family problems
- Fall through the gaps

Drug trade and effects
- Sex trade workers
- Drug users
- Victims of crime

- Victims unable to make complaints because they might have a warrant against them
- Dealers
- Street use

Loitering bylaw targets poor and homeless

By law enforcement drives people to sleep in outside areas

No consistent process for seized homeless property

Naming of person with HIV further marginalizes

Safety for new immigrants and need equal treatment

Q2: **Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …**

Police "too busy"

Lack of police response creates "lack of faith" in the system when staff threaten to call police when they have run out of options

Hospitals use peace officers as dedicated security and safety measures

Compare to Community Wardens in UK (Hull)
- Goodwin Development Trust

Are we using the right tools?
- Need better understanding and ID the best strategy

Downtown – foot patrols effective
- but temporary assignment or OT not effective

Need relationships
　　e.g. RCMP officers attending out of uniform to hang out, no message

Proactive

New communities
- Sense of community not there yet
- Need to form associations
- Need $ for programs

Youth

Need widespread advertising and exposure of RD programs
- Use new media – Twitter etc
- Languages

Need call back / feedback when person deals with person-in-need so as to be better prepared when they deal with the person again

Housing

Addiction treatment

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Youth shelter

Awareness and education
- Within the system (agencies and RCMP)
- The public

Q3   As a community member, I see an effective police service as responding to demands for service in the following ways …

Power Youth Initiative

Parkland Youth Homes

Signed agreements MOUs/protocols

In-kind support of the program

Believe that the Edmonton and Calgary police services are "way ahead"

Need to be proactive

RD Youth Justice Committee

Restorative Justice – Diversion Process

RCMP using system

Need police understanding – work with us

Cooperation with RCMP
- Need introductory protocols
- Orientation to agencies and services
- Relationship buildings

Communication & follow-up delay
- "He's off for four days, call back then"
- Need file number & officers' names
- Feedback

Use Victim Services

Need more officers to bring RD to normal ratio

Hire to reach required level, not authorised and then back to actual

POs effective

Q4   As a community member, I see the policing and public safety services as cost effective when …

POs – expand role to relieve RCMP

CPTED

Measure programs – determine whether they are effective

Need data for all RD community programs – can then mine data to determine effectiveness

Resources to work on Social Justice Model

Try to understand people

Early intervention

Community policing

Build relationships
- Welcome to neighbourhood
- Build sense of community
- Awareness
- Citizens on Patrol

How do we use $

What works

Friday evenings downtown are better due to police presence over past three years

Define cost effectiveness social return on investment SRI
- Ineffective continuing use of non-evaluated programs, e.g. DARE

Prevention is cheaper than intervention

If we "can't arrest our way out of this problem" then the RCMP should be at the table planning other solutions

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Staffing levels, e.g. Olympics, G8

Turnover of staff

Privacy issues – intelligence sharing, case conferencing

FOIP, health policies, RCMP Act

Compete annually for funding

Under staffing in agencies

OIC philosophy
- current is excellent
- what about future

Educate decision makers

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- council
- senior staff

Social planning very positive

Organised Crime in Red Deer

Drug trafficking

Youth crime

Need drop-in centres

Women in custody through poverty crimes
- Especially bylaw enforcement

Language

Victimization of the poor
- Too quick to enforce
  - o e.g. Sex Trade Workers

Appendix 2-3   News Release

Red Deer City Study News Release

THE CITY OF Red Deer   **NEWS RELEASE**

April 2, 2011

Crime Prevention & Policing Review coming to a phone near you

(Red Deer, Alberta) – The City of Red Deer is starting the next phase of the Crime Prevention & Policing Review and wants to hear from Red Deerians.

"We want to hear from the community what their perceptions and opinions are on crime and policing in the city," said Colleen Jensen, Director of Community Services. "This phone survey is important because it will be reflective of the community and I urge anyone who is called to participate."

Starting in early April, Population Research Laboratory from the University of Alberta will be conducting a random sample telephone survey to get the ideas and opinions of Red Deerians on crime prevention and policing in the community. The survey will take approximately 15 minutes to complete.

Once the phone survey is complete, The City will be holding community meetings to discuss strategies and solutions for crime prevention in Red Deer.

-end -

For more information, please contact:

Colleen Jensen

Director of Community Services

The City of Red Deer

403-342-8323

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Appendix 2-4   Main Telephone Survey

The survey questionnaire used in the process was developed by the Consultants, with input from the *Review* Steering Committee. It was subsequently refined by the Population Research Laboratory (PRL) working collaboratively with the Consultants. Assurance was provided to the participants that the information was voluntary, confidential and anonymous, and protected under the Freedom of Information and Protection of Privacy Act (FOIPP).

Data collection commenced April 4, 2011 and was completed April 11, 2011. The total sample size was 402 participants. The average length of a completed interview was 14.0 minutes. The data collection procedures included refusal interviewing[78].

The following questions comprised the telephone survey:

Q:A1

 To begin, these questions are about your perceptions of crime and safety in Red Deer.

I am going to read you some statements about how safe you feel living in Red Deer. I would like you to indicate how strongly you disagree or agree with each of these statements. Please use a scale where 1=strongly disagree, 2=somewhat disagree, 3=neither disagree nor agree, 4=somewhat agree and 5=strongly agree.

A1.   Red Deer is a safe city in which to live.

    1 Strongly disagree
    2 Somewhat disagree
    3 Neither disagree nor agree
    4 Somewhat agree
    5 Strongly agree

    8 Don't know
    0 No response

Q:A2

 A2. I feel safe in my neighbourhood during the day.

    1 Strongly disagree
    2 Somewhat disagree
    3 Neither disagree nor agree
    4 Somewhat agree
    5 Strongly agree

    8 Don't know

---

[78] Interviewers call respondents back in an attempt to convert an initial refusal to participate into a completed interview.

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0 No response

Q:A3

A3. I feel safe in my neighbourhood during the night.

1 Strongly disagree
2 Somewhat disagree
3 Neither disagree nor agree
4 Somewhat agree
5 Strongly agree

8 Don't know
0 No response

Q:A4

A4. I feel safe when I am in the downtown area during the day.

1 Strongly disagree
2 Somewhat disagree
3 Neither disagree nor agree
4 Somewhat agree
5 Strongly agree

8 Don't know
0 No response

Q:A5

A5. I feel safe when I am in the downtown area during the night.

1 Strongly disagree
2 Somewhat disagree
3 Neither disagree nor agree
4 Somewhat agree
5 Strongly agree

8 Don't know
0 No response

Q:A6

A6. What is the most important crime concern for you in Red Deer?
   (One response only.)

Q:A7

A7. What other crimes are of concern to you?
(Multiple response.)

Q:A8

A8 Thinking now of the downtown area of Red Deer, what crimes in this area are of the most concern to you?
  (Multiple response)

Q:A9

A9. When it comes to the neighbourhood in which you live, what crimes are of concern to you?
 (Multiple response)

Q:A10

A10. What are the ROOT CAUSES of crime in Red Deer? (OPTIONAL READ: "What factors contribute to crime?")
(Multiple response.)

Q:A11

A11. When you think of violent crime, such as physical assault, how safe do you feel in your neighbourhood? Please respond using a five point scale where 1 = not at all safe, 2 =not very safe, 3 =somewhat safe, 4 = very safe and 5 = extremely safe.

    1 Not at all safe
    2 Not very safe
    3 Somewhat safe
    4 Very safe
    5 Extremely safe

    8 Don't know
    0 No response

Q:A12

A12. When you think about property crime, how safe do you feel in your neighbourhood? Please respond using a five point scale where 1 = not at all safe, 2 =not very safe, 3 =somewhat safe, 4 = very safe and 5 = extremely safe.

(Interviewer Note: "Property Crime" can include any crime against your home, vehicle, etc. Essentially, anything other than a crime against one's own body.)

    1 Not at all safe
    2 Not very safe
    3 Somewhat safe
    4 Very safe
    5 Extremely safe

    8 Don't know
    0 No response

Q:A13

A13. During the past five years, do you think that crime in your NEIGHBOURHOOD has... (Read list)

(Interviewer Note: If respondent volunteers having lived in his/her neighbourhood for LESS than five years, select 9, 'Not applicable'. Continue to A14)

    1 Increased
    2 Decreased
    3 Stayed about the same

    8 Don't know
    0 No response
    9 Not applicable, have not lived in neighbourhood or Red Deer
      for past five years

Q:A14

A14. During the past five years, do you think that crime in the CITY OF RED DEER has...(Read list)

(Interviewer Note: If respondent volunteers having lived in his/her neighbourhood for LESS than five years, select 9, 'Not applicable'.)

    1 Increased
    2 Decreased
    3 Stayed about the same

    8 Don't know
    0 No response
    9 Not applicable, have not lived in neighbourhood or Red Deer
      for past five years

Q:A15

A15. What could be done to make you feel safer in your neighbourhood?
(Multiple response.)

Q:A16

A16. How do you get the majority of your information about crime in Red Deer?
(Multiple response.)

Q:B1

 B1. Have you been a victim of a crime in the City of Red Deer
     in the past 12 months?

    1 Yes (continue)
    2 No (Go to B29)

    0 No response (go to B29)

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Q:B2

B2. Were you the victim of a crime on your person, such
as a physical assault? (Also includes perceived or actual threat of harm to the person)

   1 Yes (Continue)
   2 No (Go to B11)

   0 No response (go to B11)

[INTERVIEWER NOTE: IF RESPONDENT HAS BEEN A VICTIM OF ASSUALT MORE THAN ONCE IN
THE PAST 12 MONTHS, ONLY ASK THEM ABOUT THE MOST SERIOUS CRIME. PROVIDE
SUPPORT CONTACT INFORMATION IF NECESSARY]

Q:B3

B3. In summary, what type of crime was it?
   (Open-ended.)

Q:B4

B4. Did you report this incident to the police?

   1 Yes (Continue)
   2 No (Go to B10)

   0 No response (go to B11)

Q:B5

B5. If 'Yes', how did you report the incident to police?

Q:B6

B6. How satisfied were you with the police response?
   Please use a scale where 1 = very dissatisfied,
   2 = somewhat dissatisfied, 3 = neither dissatisfied
   nor satisfied, 4 = somewhat satisfied and 5 = very satisfied.

   1 Very dissatisfied (go to B9)
   2 Somewhat dissatisfied (go to B9)
   3 Neither dissatisfied or satisfied (go to B9)
   4 Somewhat satisfied (skip to B8)
   5 Very satisfied (skip to B7)

   8 Don't know (skip to B11)
   0 No response (skip to B11)

Q:B7
(Ask B7 if B6=5)

 B7. What actions did the police take that made you feel very satisfied?
(Multiple response.)

Q:B8
(Ask B8 if B6=4)

 B8. What actions could the police have taken to make you feel very satisfied?
(Multiple response.)

Q:B9
(Ask B9 if B6=1,2,3)

 B9. What problems were there with how the police responded?
    (READ. Multiple response)

    1 They did not attend
    2 Slow response
    3 They attended but did not seem to care
    4 There was no follow-up re: status
    5 Other specify _____
    6 Don't know
    7 No response
    8 No other/exit

Q:B10
(Ask B10 if B4=2)

 B10. Why did you NOT report it to the police?
(Multiple response.)

Q:B11

B11.(During the Past 12 months) Were you the victim of a
    property crime, such as the theft of your vehicle (in Red Deer)?

    1 Yes
    2 No (go to B20)

    0 No response (go to B20)

[INTERVIEWER NOTE: If respondent has been a victim of more than one PROPERTY CRIME in the past
12 months, only ask them about the MOST SERIOUS crime.]

Q:B12

B12. In summary, what type of crime was it?
(Open-ended.

Q:B13

B13. Did you report this incident to the police?

       1 Yes
       2 No (go to B19)

       0 No response (go to B20)

Q:B14

B14. If 'Yes', how did you report the incident to police?

Q:B15

B15. How satisfied were you with the police response? Please use a scale where 1 = Very dissatisfied, 2 = somewhat dissatisfied, 3 = neither dissatisfied nor satisfied, 4 = somewhat satisfied and 5 = Very satisfied.

       1 Very dissatisfied (go to B18)
       2 Somewhat dissatisfied (go to B18)
       3 Neither dissatisfied or satisfied (go to B18)
       4 Somewhat satisfied (go to B17)
       5 Very satisfied (go to B16)

       8 Don't know (go to B20)
       0 No response (go to B20)

Q:B16

B16. If you were 'very satisfied', what action on the part of the police resulted in this opinion?
(Multiple response.)

Q:B17

B17. If you were 'somewhat satisfied' what action on the part of the police would have made you 'very satisfied'?
(Multiple response.)

Q:B18
 (Ask B18 if B15=1,2,3)

B18.   What problems were there with how the police responded?
     (READ. Multiple response)

     1 They did not attend
     2 Slow response
     3 They attended but did not seem to care
     4 There was no follow-up re: status
     5 Other specify _____
     6 Don't know
     7 No response
     8 No other/exit

Q:B19

 (Ask B19 if B13=2)

B19. Why did you NOT report it to the police?
(Multiple response)

Q:B20

B20. (During the past 12 months) Were you the victim of another
      type of crime? (In Red Deer)

     1 Yes
     2 No (go to B29)

     0 No response (go to B29)

[INTERVIEWER NOTE: IF RESPONDENT HAS BEEN A VICTIM OF ANOTHER CRIME MORE THAN
ONCE IN THE PAST 12 MONTHS, ONLY ASK THEM ABOUT THE MOST SERIOUS CRIME.]

Q:B21

B21. In summary what type of crime was it?
     (Open-ended.

Q:B22

B22. Did you report this incident to the police?

     1 Yes
     2 No (go to B28)

     0 No response (go to B29)

Q:B23

B23. If 'Yes', how did you report the incident to police?

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Q:B24

B24. How satisfied were you with the police response? Please use a scale where 1 = Very dissatisfied, 2 = somewhat dissatisfied, 3 = neither dissatisfied nor satisfied, 4 = somewhat satisfied and 5 = Very satisfied.

    1 Very dissatisfied (go to B27)
    2 Somewhat dissatisfied (go to B27)
    3 Neither dissatisfied or satisfied (go to B27)
    4 Somewhat satisfied (skip to B26)
    5 Very satisfied (go to B25)

    8 Don't know (skip to B29)
    0 No response (skip to B29)

Q:B25

B25. What actions did the police take to make you feel very satisfied?
(Multiple response.)

Q:B26

B26. What actions could the police have taken to make you feel very satisfied?
(Multiple response.)

Q:B27
(Ask B27 if B24 =1,2,3)
B27. What problems were there with how the police responded?
    (READ. Multiple response)

    1 They did not attend
    2 Slow response
    3 They attended but did not seem to care
    4 There was no follow-up re: status
    5 Other specify _____
    6 Don't know
    7 No response
    8 no other/exit

Q:B28
(Ask B28 if B22 = 2)
B28. Why did you NOT report it to the police?
(Multiple response.)

Q:B29

B29. If there was another secure method of reporting non-emergency
    incidents, rather than having police attend the
    crime/incident scene, which of the following would you
    use to make a report?
  (READ EACH ITEM. Multiple response)

1 Telephone police and make the report by phone
2 Make the report to police by Email
3 Use police website to make a report
4 Go to the police station
5 Make an appointment with police for later follow up
6 A person authorized by the City and/or police who is not a police officer to attend your home (e.g. Peace
   Officer, Sheriff)
7 None of the above - want police to respond to all calls
8 Other specify _____
9 No other/exit

Q: C1

Now I would like to ask you some questions about your awareness of
crime prevention initiatives in Red Deer.

C1. Are you aware of the City's "Crime Prevention Report Card"
    (insert in the local paper)?

   1 Yes
   2 No (go to C3)

   8 Don't know (go to C3)
   0 No response (go to C3)

Q: C2

C2. Do you find the information in the Crime Prevention Report Card useful?

   1 Yes
   2 No

   8 Don't know
   0 No response

Q: C3

C3. Are you aware of any other crime prevention initiatives that currently operate in the City of Red Deer?

   1 Yes
   2 No (go to C5)

   8 Don't know (go to C5)
   0 No response (go to C5)

Q: C4

C4. Which programs are you aware of? Please describe.
   (Open-ended..)
(INTERVIEWER NOTE: If respondent cannot describe, or name any initiative programs, write "Cannot name any programs".)

Q: C5

C5. Are there any programs or initiatives that you would like to see used in Red Deer? Please describe.
   (Open-ended.)

Q: D1

I am now going to read some statements regarding crime and policing in Red Deer. Please indicate how much you disagree or agree using a five- point scale, where 1=strongly disagree, 2=somewhat disagree, 3=neither disagree nor agree, 4=somewhat agree and 5=strongly agree.

D1. I feel it is my personal responsibility to help address crime.

   1 Strongly disagree
   2 Somewhat disagree
   3 Neither disagree nor agree
   4 Somewhat agree
   5 Strongly agree

   0 No response

Q: D2

D2. The police in Red Deer provide an adequate level of service to the public.

   1 Strongly disagree
   2 Somewhat disagree
   3 Neither disagree nor agree
   4 Somewhat agree
   5 Strongly agree

   0 No response

Q: D3

D3. The police in Red Deer use authority and force appropriately.

   1 Strongly disagree
   2 Somewhat disagree
   3 Neither disagree nor agree
   4 Somewhat agree
   5 Strongly agree

   0 No response

Q: D4

D4. The police in Red Deer respond fairly when dealing with all segments of the Red Deer community.

1 Strongly disagree
2 Somewhat disagree
3 Neither disagree nor agree
4 Somewhat agree
5 Strongly agree

0 No response

Q: D5

D5. The police in Red Deer maintain appropriate visibility in the community.

1 Strongly disagree
2 Somewhat disagree
3 Neither disagree nor agree
4 Somewhat agree
5 Strongly agree

0 No response

Q: D6

D6. The police in Red Deer adequately communicate crime issues and trends to the community.

1 Strongly disagree
2 Somewhat disagree
3 Neither disagree nor agree
4 Somewhat agree
5 Strongly agree

0 No response

Q: D7

D7. We are almost done, thank you for your patience. Before we go to the last few questions, do you have any final, brief comments about possible solutions to improve community safety in Red Deer?

_____

Q: E1

These last few questions are about you and will give us a better picture of the people who participated in this study.

I want to assure you that your responses are voluntary and confidential and will only be used in grouped information.

E1. How many years have you lived in Red Deer?

_____ number of years

0 Less than 1 Year

-1 Don't know
-2 No response

Q: E2

E2. Do you own or rent your current place of residence?

1 Rent
2 Own
3 Neither rent nor own

8 Don't know
0 No response

Q: E3

[Record gender of Respondent. Please ask if needed.]

1 Male
2 Female

Q: E4

E4.   What is your age?

_____ (Enter age in years)

Q: E5

E5. What is your current employment status?

Q: E6

E6. What is your highest level of education?

Q: E7

E7. What is your current marital status?

Q: E8

E8. In which neighbourhood do you live?

1 Anders	24 Normandeau
2 Bower	25 Northlands
3 Clearview	26 Oriole Park
4 Clearview North	27 Parkvale
5 College Park	28 Pines
6 Deer Park	29 Riverside Meadows
7 Downtown	30 Riverside (Light Industrial)
8 Eastview	31 Riverside (Heavy Industrial)
9 Eastview Estates	32 Riverlands
10 Edgar Industrial Park	33 Rosedale
11 Fairview	34 Rosedale Estates
12 Glendale	35 South Hill

13 Grandview	36 Southbrook
14 Golden West	37 Sunnybrook
15 Highland Green	38 Timberlands
16 Inglewood	39 Timberstone
17 Johnstone	40 Vanier Woods
18 Kentwood	41 Waskasoo
19 Lancaster	42 West Park
20 Lonsdale	43 Woodlea
21 Michener Hill	44 Don't know (Go to E9)
22 Morrisroe	45 No response (Go to E9)
23 Mountview	

Q: E9

To help us determine which neighbourhood you live in, would you be willing to provide us with your 6-digit postal code? We want to assure you that ONLY neighbourhood names will be used and no individuals will be identified.

We have reached the end of the interview. On behalf of the City of Red Deer, thank you so much for participating. Your opinions and information are very important to the City's review of its crime prevention and policing strategies and policies.

We want to reassure you that all your answers are confidential and anonymous. If you have any questions about this study, I can provide you with the study contact names and numbers again.

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Appendix 2-5 Final Call Dispositions

Disposition #	Final Outcome of Call Attempts[79]	Total	%
4	Completed Interviews	402	13.4
1	No answer	378	12.6
2, 15	Busy/ Third Busy on Shift	35	1.2
3	Answering Machine	847	28.2
5	Line Trouble	33	1.1
6	Quota Full	42	1.4
7	Call Back	109	3.6
9	Incomplete	4	0.1
10	Language Problem	7	0.2
11	Not in Service	83	2.8
12	Business/Fax	513	17.1
14	Permanent No Contact/Away for Duration	96	3.2
16	National Do Not Call List (DNCL)	1	0.0
18	Ineligible – No 18+ or Resident in Household	50	1.7
20	Ineligible – Cell Phone, Too Costly	65	2.2
25	Will Call Lab	0	0.0
89	Different Time (no message)	0	0.0
Refusals			
8	Initial Refusal	210	7.0
13	Final Refusal	122	4.1
40	Refuse to Answer 18+ or Resident Question	3	0.1
Total Telephone Numbers		3,000	100.0

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[79] Population Research Laboratory, University of Alberta. "Telephone Survey of Red Deer Residents on Crime Prevention and Policing Review Summary of Data Collection Statistics." April 29, 2011.

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Appendix 2-6   The Red Deer public input webpage

http://www.perivaleandtaylor.com/reddeer_publicinput/reddeer.html

If you live or work in the City of Red Deer your opinion is important

The City of Red Deer has engaged *perivale + taylor* Consulting Inc. to conduct a review of crime prevention and policing services. This study will include an extensive review of statistics, community perceptions, crime prevention initiatives, and police services in the city.

There is an increasing complexity in the social environment of our community and this directly impacts the type of crime in the community, perceptions of safety and security and the ability and need for all stakeholders to respond to crime.

Your views and opinions on how policing and crime prevention services are delivered in the city do matter – please take the time to submit your ideas and complete this short survey. All responses are strictly confidential.

If you have questions on this survey or want to find out more information about perivale + taylor please contact us at www.perivaleandtaylor.com.

Postal code [   ] Neighbourhood within Red Deer [   ]

Are you speaking as a ...?

○   Resident

○   Business

Q1: As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Q2: Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following

Q3: As a community member, I see an effective police service as responding to demands for service in the following ways …

Q4: As a community member, I see the policing and public safety services as cost effective when …

Q5:Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

<div align="center">Submit   Reset</div>

Thank you for your participation. If you wish to be contacted to discuss these issues with *perivale + taylor* please use the 'contact us' option at the website noted above.

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Appendix 2-7   Print Survey

City of Red Deer
Crime Prevention & Policing Review

If you live or work in the City of Red Deer your opinion is important

The City of Red Deer has engaged perivale + taylor Consulting Inc. to conduct a review of crime prevention and policing services. This study will include an extensive review of statistics, community perceptions, crime prevention initiatives and police services in the city.

There is an increasing complexity in the social environment of our community and this directly impacts the type of crime in the community, perceptions of safety and security and the ability and need for all stakeholders to respond to crime.

Your views and opinions on how policing and crime prevention services are delivered in the city do matter – please take the time to submit your ideas and complete this short survey. All responses are strictly confidential.

If you have questions on this survey or want to find out more information about perivale + taylor please contact us at www.perivaleandtaylor

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Postal code [   ]   Neighbourhood within Red Deer [   ]

Are you speaking as a ...?

○ Resident

○ Business

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Q3: As a community member, I see an effective police service as responding to demands for service in the following ways …

Q4: As a community member, I see the policing and public safety services as cost effective when …

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Q5:Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

 If you wish to add more comments, please attach additional pages.

Please submit your completed form in the box provided at Red Deer Community Services, 4817 – 48 Street , or mail to *perivale + taylor consulting Inc*. Calgary Office, 45 Wood Valley Rd. SW, Calgary AB. T2W5Y6, or by fax to 1-403-238-4961

Alternatively, go to the City of Red Deer website (www.reddeer.ca) and link to the Crime Prevention and Policing Review and submit electronically.

Thank you for your participation. If you wish to be contacted to discuss these issues with *perivale + taylor* please use the *contact us* option at the website noted above.

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Appendix 2-8   Public Input Summary

The key issues and phrases have been gleaned from the respondents' comments for clarity and ease of reading

Downtown – combination of businesses and residents
Note: comments concerning the downtown from respondents living in other areas have been copied into this section.

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Downtown
Crime prevention
Safety of parked cars at night near downtown
More concern about what matters to Red Deer residents rather than developers
Sidewalks - more police, street cleaning
Crime prevention and crime reduction
Homeless and treatment centers - crime
"Problem people" downtown
Access to the services they need
Relationships with downtown residents who need the compassion and protection of the police.

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Downtown
Coordination of effort , comprehensive approach
Police presence at night
Keeping up with national averages for police services & a judicial system that protects victim rights
Police presence and action
Reduce the number of agencies catering to the homeless
"Problem people" downtown – close the shelters

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Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Downtown
Street based (e.g. beat cops, bicycle officers, horse patrol)
Police presence at night
More visibility
More officers
More support from the judicial system
Rapid response and prosecution

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Downtown
Rapid response to emergencies
Police involved in community based prevention activities
Volunteers are involved
They have the proper tools
Transparent police activities
"Problem people" downtown – police deal with them

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Downtown
Too much focus on homeless population which is over serviced & too concentrated in downtown core
Misdirected resources to traffic issues
Lack of prevention services related to alcohol & drugs

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Neighbourhood – Anders – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood - Anders
Visible patrol
Build relationships - youth
Crime prevention and crime reduction. Homeless
Neighbourhood development,
"Problem people" downtown
Visible patrol

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood - Anders
Rapid response Linking community with appropriate resources
Community associations, neighbourhood watch etc.
Reduce the number of agencies catering to the homeless.
CPTED – collaborative effort by all stakeholders
"Problem people" downtown – close the shelters

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood - Anders
Rapid response
Crime reduction and crime prevention
Enforce crack houses
Rapid professional response Police in social media

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Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood - Anders
Crime reduced Rapid professional response
Criminals are leaving the city
Increase funding for all of the RCMP
Transparent reporting of outcomes
"Problem people" downtown – police deal with them
Costs are on par with the national average.

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood - Anders
Too much focus on traffic enforcement.
RCMP not open and transparent services
City council is not in touch with the realities of policing in the 2st century
Funding Also, the police force is somewhat detached from its community members, other than those actually committing the crimes.

Neighbourhood – Aspen Ridge – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Aspen Ridge
Increased Community Policing
Lack of Police presence

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Aspen Ridge
CPTED
A graffiti program
More Community Policing programs
Police Liaison Officers with business partners and youth groups
Police regarding noise complaints, underage drinking

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Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Aspen Ridge
Using Bylaw and Peace Officers for response to community bylaw issues/traffic enforcement
Additional training in Mental Health issues, young offenders and building positive relationships with youth
Policing being part of the community, proactive
Positive relationships grow within the community
Showing up when called, leading by example

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Aspen Ridge
Using Bylaw and Peace Officers for response to community bylaw issues/traffic enforcement

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Aspen Ridge Public Input
Funding
Transitory nature of RCMP
A lack of determination and desire to improve the quality of policing
Transitory nature of RCMP

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Neighbourhood – Bower – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Bower
Speeding
Safety on forest trails.

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Bower
Reporting issues when they are taking place and watching out for suspicious activities
Building community ties and relations, and by taking appropriate responsibility as a community

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Bower
Rapid response and apprehension
Listening, sharing, available
Visibility of police

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Bower
Respond in a timely manner when a legitimate concern is expressed
Transparent financial disclosure as to the breakdown of the costs and the outcome of these financial costs.
Transparent strategic assessments to ensure that the policing and public safety services are cost efficient

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Bower
Funding
The level of trust we place and supportive view on the policing Do not feel connected

Neighbourhood – Clearview – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Clearview
Community policing

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Clearview
Knowing our neighbors, communication. Working relationship with Police.

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Clearview
Not ignoring the little things. Responding in a timely manner. Acting when something is reported

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Clearview
Things are accomplished

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Clearview
Get back to grass roots of Serve and Protect

perivale + taylor

Neighbourhood – Davenport Place – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Davenport Place
Relationships with downtown residents who need the compassion and protection of the police.

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Davenport Place
Noise bylaw and enforce it vigorously

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Davenport Place
Police need better training,
Admin support
More beat walking. Fewer officers in cars, more of them interacting with citizens

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Davenport Place
Crime reduction
When an officer's presence commands respect

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Davenport Place
Too much on management Back into front line police work and get them away from computers and pencils.

perivale + taylor

Neighbourhood – Deer Park – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Deer Park
Crime prevention. Greater Traffic Enforcement
Increase of crime - especially youth
Gangs, drugs, vandalism, traffic violations, noise
Police resources more serious incidents as opposed to minor infractions/tickets
Engagement with other agencies such as public health - health and socio-economic conditions.
Prevention / elimination of gang activity
Community education and awareness
Young disorder & vandalism
We do not feel safe in our own neighborhood
30 km zone on my street enforced

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Deer Park
Police visibility
Timely prosecution by the courts - especially for youth
Enforcement of our existing laws.
Public education – youth
Necessities of life for vulnerable people
Increase funding
Police concentrating on the most serious crimes while other issues put addressed
Seamless access to services to enable people to be self sufficient
Having better accessibility to the public
Prevention first - community members must not tolerate / ignore trouble.
Deal with things before they get violent

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Deer Park
Being more proactive in patrols & traffic enforcement
Keeping victims of crime informed - updating them as to the status
Enough officers to deal with quality of life concerns - not just the more serious crimes
Current response to urgent demands for service is good
More resources to preventive programs within the community
Address issues sooner than later
Foot patrols have been very positive - more would be great if possible
Enforce against grow-ops
Less traffic enforcement & more crime prevention

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Deer Park
One-officer patrol not two
Reduction of crime
Sufficient resources
If people can feel safe Engage youth early
Focus on prevention and education resources
Sufficient staffing
When crime has been reduced and I feel safe in my neighborhood

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Deer Park
Better service provided
The only visible presence is the Traffic Enforcement Unit
Court system - especially youth
Concentrate on the issues that are priorities for the average citizen
Uninformed citizens that are not engaged
I believe that the RCMP offer a great number of advantages to Red Deer, strong national networking
At skating rinks and other facilities rules are not posted
Lack of funding Traffic enforcement instead of preventing crime

perivale + taylor

Neighbourhood – Eastview – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Eastview
Rapid response
Drugs, packs of teen and gang groups
Police presence and quantity of Police
Traffic enforcement, violent crimes, property crimes
Youth drug prevention. Property crimes

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Eastview
Effective bylaw response
Police in schools
Community involvement

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Eastview
Rapid and effective response to enforce or laws and bylaws.
Rapid and effective response
Evolving as the community changes its demographics and crime stats
Police presence and visibility Keeping the public informed of offenders in the community

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Eastview
Bylaw enforcement to complete their job
Revenue generated from traffic enforcement becomes a significant percentage of the policing budget
They are utilized correctly and efficiently. Using volunteers whenever possible, i.e. Citizens on Patrol

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Eastview
RCMP do not return your telephone calls, ignore your requests and ask that you do their job for them.
Not enough police, we need a lot more well-trained and seasoned RCMP
The Young Offenders Act, The Privacy Act, the lenient court system
Photo radar & Red light cameras. It would be far more effective if there was actually police policing

perivale + taylor

Neighbourhood – Fairview[80] – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Fairview
Public safety on street
Traffic: speeding & red lights
Rapid response

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Fairview
Police presence
Enforce bylaws

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Fairview
More police
Rapid response

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Fairview
Appropriate police response

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood - Fairview
Funding
Speeding

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[80] Formerly, 'Upper Fairview'

Neighbourhood – Glendale all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Glendale
Personal and property safety
Youth out late
Young teen age kids and older teens hanging out
Bullying in schools
Prevention and social agencies
RCMP better communicate to the community
Better education about the downtown
Pedestrian safety and protection.

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Glendale
More severe penalties for criminal acts Enforce parking laws in residential areas
Good knowledge/be involved
School bullying
"Soft" aspects of crime prevention - such as culture and recreation, supportive communities, etc
Build on community campaigns that are already successful
Traffic enforcement

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Glendale
Rapid response, and prevention of harassment
Early intervention in small problems
Prevent bullying and harassment
Better public communication
Impartial & fair enforcement

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Glendale
Things change
Crime is prevented
More presence & communication in neighbourhoods
Maintaining prevention and enforcement
Traffic enforcement proceeds

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Glendale
Not enough police presence downtown
Homelessness & distrust of police
Communicate about current issues and concerns through a blog for example
Lack of pedestrian protection

perivale + taylor

Neighbourhood – Grandview – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Grandview
Youth – more youth workers
Community engagement & youth development
People's safety

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Grandview
Don't use block parties, etc
Community development, empowered neighbourhood
Bad date program

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Grandview
Community policing- know the names of officers
Community policing- know the names of beat officers

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Grandview
More community workers
They do the job right

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Grandview
Lack of personal contact with police
Police used to address youth problems instead of using youth workers
Police use of force

perivale + taylor

Neighbourhood – Highland Green – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Highland Green
Gang activity, drugs, and illegal activity downtown.
Traffic – dangerous driving
Youth gangs
Speeding

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Highland Green
Communicate effectively with public
Youth centre and drop in
Local crime prevention programs

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Highland Green
Traffic enforcement
Traffic enforcement
Local police visibility – beat cops
Local police visibility

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Highland Green
Youth prevention, e.g. social bond
Proactive in the community – e.g. traffic enforcement
Officers not doing reports Reduce downtown loitering
Transparent reporting

perivale + taylor

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Highland Green
Not enough RCMP and social programs
Speeding
Red light camera enft for safety & revenue

perivale + taylor

Neighbourhood – Inglewood – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Inglewood
Safe neighbourhoods
Traffic safety

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Inglewood
CMP and other agencies
Prevention

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Inglewood
Prevention – drugs & youth

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Inglewood
Include social agencies
Crime decreasing & safety increasing

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Inglewood
Funding
Ancient young work force

perivale + taylor

Neighbourhood – Johnstone – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Johnstone
Violent crime & youth crime
Local drug dealers
Safety on streets & neighbourhoods

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Johnstone
Bylaw enforcement
Downtown liquor-fuelled disorder
Neighbourhood Watch etc

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Johnstone
Parking
Rapid response & police visibility
Park trails, crime prevention

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Johnstone
No crime
Being "there when we need you", compassionate, friendly

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Johnstone
Not enough bylaw enforcement
Funding
Court system

perivale + taylor

Neighbourhood – Kentwood – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Kentwood
Speeding

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Kentwood
COP is a great way to meet neighbours

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Kentwood
Police visibility

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Kentwood
Police presence

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Kentwood
Safety – downtown & park trails

perivale + taylor

Neighbourhood – Lancaster – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Lancaster
Drug prevention & awareness
Police presence
Neighbourhood crime – Theft of Auto, B&E
Speeding & Impaired driving
Traffic – cell phone use
Traffic, property crime, bylaw 24/7
Traffic
Theft & B&E
Neighbourhood education & awareness
Downtown aggressive panhandling & harassment

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Lancaster
Target drug houses
Police presence & prevention
Police presence & target drug houses
Neighbourhood awareness & involvement
Neighbourhood participation
Crime prevention – one-stop-shop for information & referral
Police presence
Police response to (seemingly) minor crimes

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Lancaster
Available, presence, CP advice
Rapid response
Crime not traffic
More PO traffic enforcement, and more ways to enforce traffic
Rapid response
Follow up & call back
Effective two-way communication with victims
Investigate property crime seriously – "Broken windows theory"
More traffic enforcement – PO or RCMP

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Lancaster
Enforce impaired driving
Intervene effectively against crime, esp on buses & downtown drunks
Less paperwork
Drug safety for children
Target drug houses
Address major issues quickly
Funding for CP programs
Bylaw enforcement

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Lancaster
Funding
Limited number of police
Parenting
Limits of effectiveness of community service for offenders
Funding
Visibility
Downtown attracts problems from outside

Neighbourhood – Lonsdale – all residents' responses

Q1: As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Lonsdale
Traffic: Impaired driving, red lights
Drugs
B&E
Car theft
Drugs

Q2: Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Lonsdale
Report immediately
Courts
Neighbourhood vigilance

Q3: As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Lonsdale
More police – checks for drugs & impaired
Rapid response

Q4: As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Lonsdale
Deal effectively with repeat offenders
Funds used as intended

Q5: Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Lonsdale
Increase police budget
Traffic: Increase enforcement red lights & impaired
Park safety
Too few police

Neighbourhood – Michener Hill – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Michener Hill
Downtown drugs & panhandling
Neighbourhood petty theft crimes

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Michener Hill
Involve community
Neighbourhood Watch and police back up

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Michener Hill
Rapid response
Downtown foot patrol
Target repeat offenders

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Michener Hill
Routine matters by PO, police for higher level
Cooperation: police, community, city

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Michener Hill
Bureaucracy
Abolition of policing committee sent negative message

perivale + taylor

Neighbourhood – Mountview – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Mountview
Crime prevention and education

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Mountview
More police for smaller issues

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Mountview
Shorter time waits
Effective collaboration between city and county

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Mountview
Fewer people in jail

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Mountview
Education for disadvantaged
School resource officers

Neighbourhood – Morrisroe – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Morrisroe
Drug trafficking
Residential safety
Drugs
Traffic: impaired & red lights
Drugs

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Morrisroe
Vigilance in reporting
Community-based organizations
Proactive

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Morrisroe
Rapid response
Visibility

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Morrisroe
Community policing
Target hot spots
Enough police for specific tasks
Incarceration

perivale + taylor

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Morrisroe
Criminals not getting caught
Funding – not enough police
Too much time in the office

perivale + taylor

Neighbourhood – Oriole Park – all residents' responses

Q1:	As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Oriole Park
Downtown safe at night
Well-lit business streets
Pedestrian safety
Playground zone speed limits
Crime prevention

Q2:	Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Oriole Park
Well-lit safe environment
Enforce petty crime
Treat callers with respect

Q3:	As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Oriole Park
Considerate for needs – eg. seniors

Q4:	As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Oriole Park
Transparency of reporting
When no pimps/prostitutes/drug dealers using downtown

Q5:	Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Oriole Park
Funding

perivale + taylor

Neighbourhood – Riverside Meadows[81] – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Riverside Meadows
Drug houses
Drugs
Gangs
Gangs
Feel safe to walk

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Riverside Meadows
No needle exchange
More bylaw enforcement officers
Youth drop in
Police & bylaw enft separate

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Riverside Meadows
Police neighbourhood presence
Rapid response
Phone in reporting
Already adequate
Know where to call

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Riverside Meadows
Accountability
Reduce homeless shelters

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[81] Formerly, 'Lower Fairview'

perivale + taylor

Q5: Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Riverside Meadows
Lack of bylaw officers
Drug use in parks
Lack of trust because of use of Taser
Lack of community communication

perivale + taylor

Neighbourhood – Rosedale – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Rosedale
Drugs neighbourhood
Drugs downtown
Panhandling downtown

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Rosedale
Focus on crimes not traffic

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Rosedale
Rapid response - emergency
Reasonable response – routine
Drugs
Visibility downtown

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Rosedale
OT is managed reasonably
Reasonable response to incidents
Balance between response and prevention
Reasonable turnover of staff

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Rosedale
Lack of public responsibility

perivale + taylor

Neighbourhood – South Hill – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – South Hill
Assist vulnerable people
Bullying
Drug dealing
Policing

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – South Hill
Homeless
Bullying

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – South Hill
Diversion programs
Bike patrol in the canyon
More bylaw officers
Police follow up & contact

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – South Hill
Citizens help
Downtown clean up

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – South Hill
Funding

perivale + taylor

Neighbourhood – Sunnybrook – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Sunnybrook
School safety
Drugs
Drugs
Mental illness
Safe sidewalks and parks
Downtown safety

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Sunnybrook
Reporting to the police
Communication
Public awareness
Safety not bylaw enft
Police presence downtown

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Sunnybrook
Traffic safety – schools
Public information
Focus on priorities
Visible & approachable

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Sunnybrook
School safety
Effective apprehensions
Crime rate down
Presence I community

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Sunnybrook
Effective police public communication – to make up for lack of local media
Lack of police

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Neighbourhood – Vanier Woods– all residents' responses

Q1: As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Vanier Woods
Youth crime around schools
Traffic
Drugs alcohol
Graffiti

Q2: Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Vanier Woods
Disorder youth – downtown
Police & bylaw contacts for each neighbourhood

Q3: As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Vanier Woods

Q4: As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Vanier Woods

Q5: Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Vanier Woods

Neighbourhood – Waskasoo – business & residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Waskasoo
Downtown drug debris
B&Es & break-ins to cars
Drug trafficking in clubs
Property crime in residential
Domestic violence
Safety: streets, parks, bike paths
Drugs
Safety on the streets

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Waskasoo
Police neighbourhood presence
Neighbourhood patrols COPS
Downtown development – more regular people
Local beat cop for business area – known to people
Engagement with community
More reporting
Police visibility
Bar enforcement
Bylaw enforcement

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Waskasoo
Police presence – trails
Police presence – downtown
Call back information from police
Quick, thorough, accountable
Foot & bike patrols
More police
More bylaw enforcement
Police presence in schools

Q4: As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Waskasoo
Increased positive contact
Prioritization of issues
Employment

Q5: Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Waskasoo
Funding
Lack of public involvement
Police transience
Using police for bylaws
Funding
Distrust of police

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Neighbourhood – West Park – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – West Park
Downtown safety
Bylaw enforcement
Public safety
Bylaw enforcement
Petty crime
Vulnerable people
Prevention: CPTED, social
Police presence

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – West Park
City to work with community partners
Downtown police presence
Early intervention for social problems
Prevention: CPTED, social
Police presence

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – West Park
Community partnerships
Better RCMP info sharing and communication
Police being respectful
Long-tem assignments – relationship building

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – West Park
Lack of effective RCMP communication
Better RCMP info sharing and communication
Bylaws enforced by bylaw officers

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – West Park
Mistrust of RCMP
Lack of effective RCMP communication

Neighbourhood – West Lake – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – West Lake
Block Watch
Police presence
Children safety
Constant fear of theft
Vandalism
Park squatters

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – West Lake
Reclaim downtown
Enforcement
Problem businesses: cheque cashing, massage parlors, tattoo parlors
Support RCMP
Rapid response

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – West Lake
Enough personnel
When called
Rapid response

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – West Lake
Police get people into positive lifestyle
No wastage

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – West Lake
Residents' disconnect
Need emergency plan

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Neighbourhood – West Waskasoo – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – West Waskasoo
Downtown clubs
Drugs downtown

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – West Waskasoo
Police bikes downtown & parks
Communicating with neighbours

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – West Waskasoo
Police bikes downtown & parks
RCMP welcoming reporting

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – West Waskasoo
Ambassadors
Visible police prevention

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – West Waskasoo
Need more police

Neighbourhood – Woodlea – all residents' responses

Q1:   As a community member, I want a variety of community safety and security issues addressed in the City of Red Deer, however, to me, the most important are…

Neighbourhood – Woodlea
Downtown safety

Q2:   Considering factors such as the types of crime and public disorder, bylaw-related matters, and quality of life issues and the range of agencies and approaches available to address these matters, as a community member, I see an effective community response to crime prevention as the following …

Neighbourhood – Woodlea
Keep neighbourhoods clean & tidy

Q3:   As a community member, I see an effective police service as responding to demands for service in the following ways …

Neighbourhood – Woodlea

Q4:   As a community member, I see the policing and public safety services as cost effective when …

Neighbourhood – Woodlea
Timely response
Keep neighbourhood informed

Q5:   Are there any barriers or challenges that presently limit effective community safety and policing and law enforcement services in the City of Red Deer?

Neighbourhood – Woodlea
Funding
Parks difficult to police

Appendix 2-9   Neighbourhoods Participating in the Telephone Survey

Respondents from the following neighbourhoods participated in the telephone survey.

1	Anders	24	Normandeau
2	Bower	25	Northlands
3	Clearview	26	Oriole Park
4	Clearview North	27	Parkvale
5	College Park	28	Pines
6	Deer Park	29	Riverside Meadows
7	Downtown	30	Riverside (Light Industrial)
8	Eastview	31	Riverside (Heavy Industrial)
9	Eastview Estates	32	Riverlands
10	Edgar Industrial Park	33	Rosedale
11	Fairview	34	Rosedale Estates
12	Glendale	35	South Hill
13	Grandview	36	Southbrook
14	Golden West	37	Sunnybrook
15	Highland Green	38	Timberlands
16	Inglewood	39	Timberstone
17	Johnstone	40	Vanier Woods
18	Kentwood	41	Waskasoo
19	Lancaster	42	West Park
20	Lonsdale	43	Woodlea
21	Michener Hill		
22	Morrisroe		
23	Mountview		

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Appendix 2-10 Community Input for Programs/Initiatives

1) I think there should be more free counselling for children.

2) I would like to see more community based programs in Red Deer for youth. Two issues are one with homelessness and one with youth issues.

3) I would like to see some security cameras near bus stops and maybe installing some street security cameras in troubled spots. A better focus on rehabilitation.

4) Probably more housing for people that can't afford it; more work - more places to volunteer at.

5) Having more police presence in the downtown area, especially during evening hours.

6) Programs in school systems.

7) I would like to see some social service program for low-income families, especially for those who are working so that their young are not left unattended.

8) I would like to see a program for drunk drivers. I myself used to be a drinker, and at where I previously live there is a program where you pay $5 and have someone pick you up drive your vehicle home.
They used to have the neighbourhood block parents program where people put block parent signs on their window, I would like to see that again. I feel there is no safety net for my kids in the community, especially after they get off school.

9) I would like police to stop more people for traffic violations and check their vehicles.

10)The store keeps record of serial numbers of items bought.

11) They should get back to having more RCMP auxiliaries.

12) Vigilante Justice.

13) I'm not sure what they're doing or anything, but back to the drugs - if there's something to help people get over the addictions that are causing the crimes in the first place. Some sort of rehabilitation program.

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14)I would like to see solar lighting in all city parks.

15) A program that registers all products because there is a very big underground market where people sell stolen goods.

16)Cut down on speeding and erratic drivers.

17)Education programs for seniors in senior homes for safety purposes.

18) To make the teenagers engage in something productive for their future.

19) More teaching by police and health educators to watch out for drugs and predators.

20) Now that it's warmer, I'm grateful that the RCMP are on the green belt paths with their bikes. We have a lot of trails here, and it's a lot better when they're around.

21) Police go to schools.

22) Improvement in the Justice System.

23) Need more programs for youth to go to rather than hanging around corners.

24) More accountability in the courts. I've been the victim of theft in the past and those issues have never been resolved. I hear from others that those who are caught just basically get a slap on the wrist and then they're back on the street doing it again.

25) More awareness to children who are on drugs and bullying when they are still young. Setting up of a boot camp for the children who are repeat offenders.

26) Maybe boys and girls clubs so kids can get guidance there rather than their peers.

27)More patrolling.

28) I think that it would be good to have RCMP to come speak to us in the community hall about safety and crime prevention.

29) I think more awareness in terms of crimes such as sending a newsletter to homes to create more awareness of crimes and ways to prevent them.

30) I like to see them have a volunteering program such as neighbourhood watch.

31) I guess something to improve is drug awareness for families.

32) More patrolling.

33) I think having the ambassadors walking around downtown was a great idea. Just the idea of having police walking around and their awareness is a very positive thing.

34) I'd like to see more of an effort put into the drug response team. I'd also like to see more effort combating drunk driving.

35) DARE Program or something similar for the younger children.

36) More police officers on bicycles, and trails patrolled by police officers.

37) I think they should do an open forum once a year and invite the public to come and go through different things like: what types of drugs there are out there and some prevention on how to be safe. That kind of thing.

38) More education on crime prevention and domestic violence. Provide larger shelter for women and children and more of the presence of police.

39) I guess maybe home safety for children like what to do when something happens.

40) Advertise more so people know about the consequences of a crime act.

41) Buddying up with police. Have some sort of training with the police. Give special classes, or drive around with the police through neighbourhoods.

42) More education of the public and support and input of the public as well. People taking responsibility to report things more and more responsibility for individuals in their own neighbourhoods.
43) Useful if they would teach how to protect yourself against violence.

44) Police focus too much on Checkstops. There is too much emphasis on giving people speeding tickets and

tickets for being on your cell phone while driving. Instead, they should have photo radar placed around the city. They aren't out very late. They should be out during bar closures so they can put a stop to the majority of the drinking and driving that happens in the city. The police should really be concentrating on the people after midnight. Most crimes happen after midnight.

45) I'd like to see more visible police, like on bicycles that they can interact with kids hanging out in groups so they can stop and give them some advice.

46) More programs for youth.

47) Not more neighbourhood watch because now there are many more people that you would no way go to their houses. There are pot houses everywhere. You wouldn't try going to their houses. Have more ways of reporting to the police without having your name on it, like the website for the police. They could get back to you without the neighbourhood knowing about it. I am afraid of reprisals, but there are certain issues that I would report anyway. Improve parenting because there are parents who don't help support the police even when they are trying.

48) More training of kids in schools regarding moral issues.

49)Residential patrols.

50) Maybe this is far-fetched, but if they could let people know when a crime occurs, giving residents a kind of heads up when crimes occur.

51) I don't know what is going on. Something to deal with the drug problem here and the problem with drug houses. Have more officers and more resources for the cops.

52) We don't have the population base to support a lot of big city type things like Guardian Angels.

53) Neighbourhood Watch was good, but it doesn't work in today's society. Biggest thing that should be done is to have people look around, look after your neighbours and be involved in the community.

54)Have community police stations in each community, have neighbourhood watch in communities where it doesn't exist now.

55) More car patrols and in the downtown area they should have more foot patrols.

56) I feel that our Young Offenders Act needs to be changed, if young kids do mischief, they should pay. There definitely needs to be some retribution. When they do get community hours, I feel they have to actually do it. I have heard some lady report that her daughter went down to do her community hours and they said there was nothing for her to do. I think these things need to be followed through, sometimes it is, but many times it's not.

57) I think through the schooling systems. Definitely, I would like to see more patrolling. Maybe more awareness like neighbourhood watches. It's a good thing to know your neighbour.

58) I would like to see more programs for drug users spread out around the city.

59) I'd like to see foot patrols or bike patrols downtown. And I would like to see police driving around subdivisions in the evening. Yes, more police presence is necessary.

60) There's no community awareness. They should have programs to keep us more aware about what's going on. More involvement with residents.

61) Community sessions where people can come in and talk about concerns.

62) There was a Citizens on Patrol in Edmonton and Calgary. I would like to see if it works here in Red Deer.

63) Police have to go to the street and deal with the "bad" people. Going to schools is going to the converted. Those in need are on the street. Talk with compassion and respect about drugs etc. to the street people. Have police get out of their cars.

64) Putting teeth in the law. Police need more power. More community work for offenders instead of putting them in jail.

65) Anything to do with drug prevention.

66) Remove people off the street that are homeless. More programs to assist people who need help. They've got to take care of things downtown. Nobody wants to go downtown, the people who work downtown don't even like getting from their car to their work place because they get harassed, so that needs to get addressed.

67) Have another number instead of 911 for non-emergency calls just like in states.

68) Promoting more police presence and participation in the community.

69) I would like to have a line to call in for crimes you know have happened, like crime stoppers.

70) Citizens on Patrol as long as they are kept to the point where they are supervised well and go to the police.

71) I know some places do a curfew, for people under the age of 16.

72) I would like to see more support for the ones that already are in Red Deer.

73) Sports team players visit the schools and talk to the children about their experiences. But they need to discuss more about how they personally felt about it instead of just "what happened, what they saw." Tell how did you really feel, were you confronted, those kind of things. When you have the experience it makes a big difference to how you deal with it. Programs need to be more realistic about how you deal with that, including the emotions, to convey this to the children. We need programs for younger children, in schools; tell them what to do, how to protect themselves, what to do in different circumstances, who they can go to when the school counsellor is not available.

74) More neighbourhood watch meetings, guardian angels was a very good idea but it has gone by the wayside with the city now.

75) Information on where the crime areas are.

76) More policing in the downtown area.

77) I would like to suggest that maybe the city should hire more police officers.

78) I think we could have more photo radar and stop radical drivers, don't see enough of that, never seen a cop pull someone over.

79) If they don't go into the schools, I think they should.

80) Youth programs, kind of like a prevention thing to stop them from using drugs and alcohol.
Maybe more programs for alcoholics and drug users, to be more aware, help get rid of, rehabilitate and get involved.

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81)I'd like to see something dealing with juveniles; better control, which comes down to the parents. Stronger penalties for juveniles.

82) Proper enforcement of existing bylaws.
.

83) Do things, have initiatives to control the drug problem. Have family involvement, family intervention. This is where the family corners the person who has the drug problem in a meeting and all of them tell them we want you to clean up your act, not destroy your life, and kill yourself. They write down feelings on paper and everyone gets to say their spiel, and then they send the person away to a really good drug facility. It is used for older people as well as younger people.

84) Help seniors to be more aware of the possibility of crime. Because some seniors use walkers, they are not aware that where they hang their purses, they can very easily be stolen because we walk so slowly and can very easily be pushed over. More education of crime prevention for seniors. Police should visit and advise seniors.

85) More that are adjusted towards kids. Maybe a volunteer service, for schoolyard monitors around the school zones. More stuff to make it safer for kids.

86)They can use bait cars to prevent car theft.

87) Going to schools and provide education to everyone.

88) Something to do with drinking and driving and use of cell phones while operating a vehicle.
Youth programs, more things for the youth. I know in some elementary schools there's an empathy program where they bring in babies. They make them hold them and interpret their movements and actions to know what they need. This program made kids develop empathy and reduced bullying. Maybe implement it throughout the rest of school up 'til high school.

89) More presence at construction sites in evenings or nights in order to prevent theft and damage.

90) I think maybe have something that would not attract the street people or transients here.

91) People should be armed with licensed guns and use them when needed !!!!!

92) Have more programs for older kids and into the teens to be with people their own age. Keep them busy

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so they are not as tempted to get into the gangs.

93) Maybe just more sheriffs or security people or night-watchmen.

94) More advertised initiatives I guess. Well, in the newspaper or public radio. Publicised news is not the greatest in Red Deer.

95) I haven't thought about it, but I would like to see policemen on foot.

96)Does that include drunk driving? I'd like to see more of that. Because there's way too many people who get away with that.

97) They need to start teaching younger children society discipline, in schools and at home. It's usually the younger generations causing the problems.

98) I think giving people awareness of what is happening out there and what they can do. Some people really feel freaked out. The increase of crime is because of the increase of population. The police are trying their best to go out giving awareness to the people and how to keep them safe.

99) I think neighbourhood awareness. Getting together with your community and having meetings about your specific area in Red Deer.

100) I would love to see more work done with teenagers.

101) I guess a community hall meeting to keep people informed and aware by coming together as a community.

102) Educate the adults in everything. Like better parenting.
.
103) Police need to teach awareness to kids. Like go to the schools and teach it to them.

104) More anti-discrimination training.

105) That's a huge question. I would like to see the drug use dealt with. I work with street kids and the impact I have on them is so limited because they are on drugs and alcohol.

106) I look for RCMP presence in our parks and trails, but I want to ensure that that does occur -- The RCMP on bikes. I would also love to see a 311 number in our future. That might be unrelated, but I don't want to be

lost in communication. The 311 would be affiliated with the bylaws and city policing.

107) More community policing, and more police presence in the downtown area. But it can also be peace officers or commissioners in the downtown area, or just a walking kind of patrol.
One where there is citizen patrol and a faster response from the RCMP/sheriff.

108) I would like to see the city support non-profit organizations that are helping the homeless and stuff. From what I can gather, they are only funded by Alberta and not Red Deer.

109) More actual programs and more involvement with the homeless.

110) Neighbourhood watch that is tied with the community involvement and awareness. They have the DARE program in school that teach the children to say No to drugs and alcohol. Educational awareness that would educate the next generation.

111) A lot of it I think, in my view, is the lack of courts to deal with drug users, especially younger ones. They used to have boot camps, which they don't have anymore. An ounce of prevention is worth an ounce of cure.

112) Involve young people policing themselves to show what crime does to people. Some kind of program in schools.

113) I would like to see a lot more beat cops downtown, on foot. The police need to build relationships with the street people downtown, not just view them as a blight or a problem. They need to do some serious relationship building.

114) Something that gives you information as to what happened and where and what to look for. For example, break-ins happening here and what sort of things to look for. There must be ways to prevent some of the stuff that happens. The City of Red Deer website has a link for information but it only gives out general information so it's not very useful. We need more eyes in the community than there are police and if the public did watch and report, then maybe it would be safer.

115) I would like to see the Guardian Angels in force as well as a municipal police force (city police) in Red Deer.

116) I want to see more policing.

117) More looking for speeders.

118) Better planning of low income housing or addiction housing. The methadone clinic should be a crime prevention place of some sort.

119) If they could enforce and deal with the drug house issue quicker, and clean it up straight away as other countries do that would be a lot better.

120) Local branches, of some provincial and national groups we belong to, provide speakers that cover these issues, crime and fraud prevention, that sort of thing. I rely on this sort of thing. Have these sorts of programs for the public to make them aware and protect themselves.

121) One thing I'd like to see is more abused women going to the abused women shelter and receiving help.

122) Maybe the local government can impose regulation that everyone in the community must be aware of all malicious acts and crimes to increase community awareness.

123) Probably more foot patrol in the higher density areas.

124) I know there are some Neighbourhood Watch Programs in different areas but I found it very difficult to locate a local chapter that is close to my neighbourhood. So provide better information to the community.

125) I think you need to educate people and teach them how to defend themselves, teach them some strategies.

126) I like the idea if there could be a website that will have a list of questions and information that could help me.

127) Bait car and a larger drug unit.

128) Anything to do with drug prevention.

129) Members of the community to patrol, people in the community who volunteer their time to drive around or walk around and ensure that nobody is getting into trouble. Downtown it would be nice if someone was (patrolling by) walking around. Downtown can be kind of scary after hours.

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130) Address the drugs. They're just letting the drugs get out of hand, not only marijuana but the hard ones. I know they are creating housing for those with low income, that is helpful, because some of the crime are a result of those people. There could be more housing, those people should be taken care of better and given more access. I think that will help things.

131) It's really tough to prevent crime. Have police walking the streets looking for people loitering.

132) I would like to see more Checkstops used around the city.

133) Have more people policing on the streets instead of doing studies.

134) Community-based crime watch programs, education and programs to build crime watch in small communities in the city; to get neighbours to know their neighbours again.

135) They need to increase patrols in residential areas.

136) I would like to see them hire about 40 more police officers and get them more on the streets. If they are not there, it gives a good note that there are no cops around so crime rates starts to increase. If cops are visible, then people are less inclined to commit crime. Also, they should get rid of the photo radars.
I think maybe if they got one of those ghost cars / trap cars.

137) Maybe have some community group that can help with policing, like a neighbourhood watch.

138) Hire a biker security, someone who can get out there amongst the people and do something. Bikers are better for patrolling neighbourhoods. There will be less break ins and robberies.

139) I know there are programs to do with drugs and such, but to me the programs are not tough enough, they are too slack.

Appendix 2-11 Crime Prevention and Policing Review Public Forum

Crime Prevention & Policing Review 2011
Tuesday, May 24, 2011
Golden Circle
Summary

System Changes

We have done the data analysis and heard from the community – now we want to make sure we heard you correctly. Have a discussion at your table then put your ideas, thoughts or comments here.

These recommendations focus on an effective governance model for crime prevention and policing.

- Need to engage new immigrants to be on CPAC

- 2.1 C and add the City and the Division

- Municipal Department would likely have locally grown officers and gain experience accordingly. RCMP gets new crop of rookies every couple of years.

- Maintain close "link" between the Police and Community Services

- CPAC has to be community driven

- • 	What model of policing has greater accountability to Mayor and Council? Municipal force or RCMP

- 2.2 Not chaired by the Director only resourced.

- 2.6 Method is unnecessary to include in point

- Are there problems with RCMP dispatching Bylaw Officers?

- Affirm the idea of having an internal "CPTED expert on the City Staff

- Create one committee Crime Prevention Coordinator

- Dedicated full time Crime Prevention Coordinator to remain City Position

- Have an understanding of the role and responsibility of a Police Commission before making a decision of RCMP/Municipal

- • 	When do we have the discussion on Police under Community Services or Proactive Services? -No Silo's-
- Speaks of "citizens and business" – some places community agencies – needs to be consistent thru organization
- Again define what goes under each

- Criminological factors – plain language

Police Service Model

We have done the data analysis and heard from the community – we want to make sure we heard you correctly. Have a discussion at your table and then put your ideas, thoughts or comments here.

- Municipal involves more home grown officers. 3 year transition to fill full complement

- The Big? Remains Municipal Police or RCMP & When

- • Must select the model that allows us to adapt; be most flexible "likely municipal" says Rob Taylor   But adapt to what, can we have some functions not part of the police force perhaps the flexible items can be part of other departments in community services

- Perhaps look at transitioning into municipal detached plan over 10 years – it's an option

- Bylaw Officers are good

- RCMP officers not living in north Red Deer

- • I like the idea of using Bylaw Officers and or Occurrence Officers to hope take info for RCMP   could be set up at a Mall as well as downtown.

- Don't want taxes to go up to get a new police force

- • IF – When, the City gets larger, when do we become a City with our own Municipal Police Force?   At a population of 300,000   RCMP get cheaper

- RCMP still giving good value like their work to include community input

- Increase all Peace Officers

- Advantages of a Municipal Police Force

- Advantages of a RCMP Police Force and disadvantages of Municipal and RCMP Force

- So if we change to municipal Force, can we ever go back to the RCMP? We just built a new RCMP station – What does that mean, cost? IT, insurance?

- • Meet needs of Clients/City Agencies interest? Citizens??   Stable police force

- The advantage of having local police is that they can build long term relationships with the community.

- Need to prepare now for building local police as in the future the City and cost will only get bigger

Police Service Model (cont'd)

- Transience is tricky and should be addressed

- Spell at the challenges with a split force

    - Some kind of "education – program" working with the province or Police, Sheriffs,
    - Peace officers, Bylaw Officer, roles and responsibilities

    - Flexibility/responsiveness prepared for Red Deer

    - A municipal force has stronger connections to the Community

    - Building relationships more effective in long-term

    - Transition from RCMP to municipal force over period of time Allow for training and recruitment

    - Split RCMP municipal force is ideal "tipping points" of responsibilities are clearly defined

        - Lead by example is important Police not doing this because
    - lack of awareness – b/c RCMP not here long (2-5 yrs)
    - R.D. training depot for RCMP and then they leave
    - Need to have police that want to be here. They know the community better.

        - People don't call back no response RCMP don't even make an effort to go back they just are transient police officers

Strategic Framework

The strategic framework is the foundation of the community's crime prevention and policing activities and will guide how we will work together to make Red Deer a great place to live. Have a discussion at your table and then put your ideas, thoughts or comments here.

Guiding Principles

- Desire to be the safest City in Alberta/Canada

- Needs to Collate Police model to be effective

- Appropriate to policing model that includes Municipal, Provincial, and Federal

Governance

- CEPTED 2.0 Recommendation should include: body of some kind to deal with physical development – (things in the environment that add to crime)   and use attracting residential dealing with abandon buildings ET.

- Crime prevention through social development and built environment, need to go further in the recommendation

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Strategic Framework (cont'd)

Crime Prevention Strategy

- SROs – Super important Need to have SRO's as Priorities

- Crime Prevention Committee vs. Crime Prevention Council

- Crime Prevention Centre

- New Crime Prevention Framework reviewed

- Working with Schools

- A central place to gather information on Crime and then the desperation of duties to RCMP, By-Laws Peace Officers according to the seriousness of the crime, sounds like a great idea

- There should be communication with all groups including community assoc.

- • Elementary school RCMP Officer   Connection not just School Resource Officer's

- *How does the Red Deer Crime Prevention Strategy relate to the new "Alberta's Crime Prevention Framework"*

- There needs to be balance – crime prevention needs to involve more than policing. The continuum idea is nice but only if it actually follows the balanced model it presents as

Community Crime Prevention Continuum

- Probation Officers play a part in continuum

- Schools role in education about crime – missing

- Which will come first strategic framework or "the model"
  - Need reinforced by policing model
  - Be clear with guidelines

- Should have immigrant representative on governance body

Our Police

- More education/awareness/what/how to report
- Is there a better way to staff for "getting back" to residents about their complaints?
- RCMP response, need to get back to residents every time
- Online reports
- RCMP needs to communicate work with new immigrants better
- Need more connection engagement with youth projects/events
- More counselling in schools at a younger age
- Kids on the streets (couch surfing (homeless) are a big concern, have to connect more
- Need RCMP to do more youth justice committee referral for 1st and small crimes to try to get intervention at beginning stages

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Our Police (cont'd)

- Have dedicated people to answer "callbacks" to give updates on each file # or complaint
- Need Dare program or similar to teach respect to youth
- SRO's important in all schools not just high schools Need more Not less
- New immigrant Youth/Parent relationship is different than western culture
- High risk youth initiative working good
- More free real counseling
- Extra judicial measures – more of them from RCMP
- How to "articles/stories - deal with panhandling, engage your neighbors to deal with crack house break-ins
- Support continuum of policing: Cost Effective Use appropriate (aka/non uniform) for pieces of work uniform needed
- Apply Dr. Vic – Model to Mental Health issues.
- Inter communication between forces in Alberta and resolve community crime
- New immigrant community wants rep on CPAC
- Is there a Gap between Bylaw officer authority and RCMP functions? Could split municipal force fill this Gap?
- More Bylaw officers increase presence without high costs, for less serious offences
- Implement Project KARE with female staff
- Apply a 'Dr Vic' – Model to the mental health and addictions offenders
- Appreciate the focus on criminology factors in the community the larger community needs more education on these issues within Red Deer.
- Satellite station on the corners (portable?) Japan has a good example of this
- Accountability of RCMP to municipality may be a concern
- Focus on root cause of Crime and Crime Prevention
- Recognize the "Broken window:" Principle in being quick to address an issue
- Would the local police department be able to allocate officers to meet the needs in the community? Compare to having RCMP department
- Someway to address the hot spots –not just a drive by i.e.: 7-11 near the casino
- More involvement in schools and educational programs for teens – create long term involvement with youth
- Continued interaction at schools for develops relationships with kids at schools; Resave this and forward this adjusting to establish relationships
- Police and other appropriate resources should reflect a social justice approach
- Clear designation between Police, Peace Officers and Bylaw
- Training for Peace Officers, Bylaw Officers in order to take load off RCMP
- Have resources available in different languages to assist a diverse population
- Officers on hot patrol downtown
- Continue to support the 'Dr Vic' approach of Police and Social worker
- School resource officer allocated 1 officer to each High School and feeder schools (ideally 2-4 years)
- Consistent downtown foot patrol
- Awareness among police about cultural difference of new Canadians
- Awareness among new Canadians about law and crime
- RCMP officers need to refer to Riverside Meadows as Riverside Meadows not Lower Fairview
- Explain the accountability of Municipal Force vs. RCMP Force to the City Is Municipal better?

Our Police (cont'd)

- Satellite units at the malls
- Importance of reporting crime
  - no matter how small
  - encourage people to do so
- Having flexibility to call public meetings when an issue arises is important (e.g. Inglewood meeting)
- Community Association – don't know what crimes are taking place in their community. Those stats are not given out (We ask what crime is in your neighbourhood how can people respond?
  - lack of communication
  - if there were more police that has a vested interest these would be better communication
- * Attitude of dispatch is poor and you don't want to call again
  - yet still want us to call
- Immigrant community will not call back they are not articulate etc.
  - no cultural sensitivity at dispatch
- In Calgary 1st thing municipal force did was deal with immigrant issues No problem now
  - When issue in downtown, Rick Hansen (Cal Police Chief) created a beat to address issues in downtown   (other comment – just displaces the crime – need community involved
- Using by-law officers as part of continuum is important
  - be proactive, not just reactive
  - could go visit agencies (and be prepared)
  - more flexibility because they are municipal component
  - Could be used to do education. Could they be in schools?
  - most people don't know what bylaws say or what is where
  - like curfew bylaw is in
- Bylaw officers on bikes is good – catch people for things like smoking pot
- Needs to be high priority on SRO's

Our Community and City Department

- Involve the various cultures in helping to understand crime and prevention – need police of diversity
- Community Crime prevention groups go through many police liaisons – a lot of change over
- More RCMP responsibly on social agency committees and meetings etc
- Very excited to see four pillars mentioned but each pillar needs to be equally represented   need a longer term treatment centre
- One stop shop Crime Prevention
- Do citizens understand the role and differences between Neighbourhood watch, crime stoppers and citizens on patrol?
- Graffiti removal can't penalize the victim. Building owners need to call for help – not pay for removal themselves etc.
- Eyes and ears program
- Treatment centre for addiction
- Crime prevention committee needs to offer good ideas and good stories show example of people that lead
- Public awareness "Car Hopping" trends that are happening
- Drug treatment "farm" for youth to help them long term relationships and skills based

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Our Community and City Department (cont'd)

- New immigrants need to build relationships their rights how to engage them
- Crimes Prevention Centre One stop shop
- We should have intensive CPTED people in terms of planning and our focus as a City
- Must do a Red Deer based drug strategy
- A broader based/more than just 3.7 more like Vienna Declaration
- More diversion programming inclusive of addictions
- On 3.7 interventions should read Treatment?
- Like the MOU with the social agencies
- Need core funding (provincial) to aid in having resources to work in effective partnerships
- Favour "Local" Crime Prevention Centre
- Need to get young people in schools on board with Crime Prevention "Youth Action Groups in each High School"
- What is our drug strategy for Red Deer? Communicate IF
- Neighbourhood Watch need dedicated City Staff (to include all neighbourhoods of the City.
- Expand Crime free multi-housing
- Continuing to use local media radio/print and social media to communicate key messages
- Having the Crime Prevention Coordinator position as permanent is vial, if the city wants to achieve its long term goals.
- Get schools more involved in Crime Prevention education target Drugs/alcohol
- As well as having a drug strategy we need the resources as well, especially "Residential Treatment (Long Term) for Youth and Adults. Appropriate provincial lobbying
- Evaluate housing first model as it relates to Crime Treatment and enforcement of illegal drug use and trafficking
- Crime Prevention Centre – share resources/focused efficiency of operating
- Crime Prevention Coordinator position should look more like a Divisional Strategist
- CORD should examine best practices for engaging citizens, neighbourhoods and businesses and specific cultures
- Crime prevention thru social development – we buy it but don't walk it
  - doesn't get off the ground
    - no money put into it
    - needs to be done one on one and this is more expensive and more complex
    VERY IMPORTANT
- Crime prevention clubs in schools
  - involves young people equip kids with knowledge
  - strong engage
- Define where schools fall in continuum, also where do ambassadors/libraries
- The old way of operating at library was better (kids said this)
  - issues a lot kids/drugs
- What is the difference between CPAC – City and a Crime Prevention Council (stand-alone) – Board of Directors who hires staff – Calgary Model
- Everything centralized downtown – dumping ground – move things away
  - Disseminate
  - ½ way houses
  - mental health

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Our Community and City Department (cont'd)

- Immigrant clients do not want to be downtown because of safety concerns Harassment and even knifing issue
- Perception of safety in downtown
  - need to communicate better
  - improving people's understanding
  - neighbourhood watch
  - Community Association
  - City website
  - feature stories
  - fear of unknown
  - there are real stories
- Need people in the downtown housing and also customers at stores and restaurants
  - negatively affect the perceptions and what people come down to do
  - what people come down to do
- Streets are barren
  - residents needed
- Take pride in "neighbourhood" see downtown as a neighbourhood
  - more people
- Tell "other stories" – good things
  - Market veteran's park, Centre fest, Art galleries
- Define downtown – Currently it is very broad
- Crime prevention thru social development needs to be identified as just as important as CPTED
  - Much of what we talk to as crime issue results from health issues – e.g. mental health this is provincial responsibility but municipalities deal with it we need to lobby
- Community Standards
  - need summary of bylaws mailed out
  - need an ability to click on it and it takes you to it
- Bylaws need to be easily read – e.g. language issues (immigrants) and just plain language for everyone
  - Property is secure – people need to be educated about locking cars etc.
  - car hopping – issue with "can't afford glass so don't lock"
  - Seniors scams – also needs public awareness
  - not just at G.C., need to go to seniors buildings (e.g. legacy estates, median)
- Like idea of clearly defined operational things – MOU's
  - role responsibility, what is volunteer role

Additional Comments received during the Round table discussions, included:

- Group One
  - So many City departments have a role; making that more clear and look at programming, i.e. reviving Eyes and Ears
  - Enhancing department involvement
  - More awareness for people/youth on approachability (Eyes & Ears) of those groups/department employees

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Our Community and City Department (cont'd)

- Education and awareness is very important for immigrant populations; don't often report because not aware they should, don't know ho, afraid of police, etc.
- Education of rights and responsibilities; how to be a good citizen in this community
- Education and awareness for people on Theft form auto (car hopping)
- Seniors fraud education

- Group Two
    - Support 3.7 on a broader based approach, more related to Vienna declaration (resources toward serious issues)
    - 3.8 also singled out as important
    - more diversion programming
    - Liked MOU's
    - Got people and programs, but lacking core funding at provincial levels; need funding to better work with police.

- Group Three
    - Inquires about community crime prevention groups. (Strength and memberships)
    - CPTED position is internal in many communities
    - Would like to see funding for CP programs

- Group Four
    - like to see liaisons for at least one year
    - would like to see more training for community issues (cultural etc.) in initial training.

- Group Five
    - Find ways of not penalizing graffiti victims with current bylaws
    - work with businesses
        - Businesses often operate on their own (hire Commissioners Etc); find ways to pool resources and or work together etc.
    - Neighbourhood watch is under-utilized. Find ways of promoting and building program
        - change message maybe
        - assistance from city (i.e. standard messaging for block captains in recruiting etc. – what they do and what's in it for participants)
    - Need drug treatment centre for youth; long term, out of city, etc.
    - In policing, involve people that can relate more effectively in particular cultural communities. Making a more conscious effort in that direction.

Table 1
- is it required that an officer is always needed to be deployed
- are there others trained to handle specified tasks
- example bike theft – investigation doesn't require a regular member
- applaud the response of the police
- officers are available
- need to bring back project KARE – in place at one time, no longer in place
- need to have an elegant response/system to get back to every call

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Our Community and City Department (cont'd)

- like: there is an underlying theme within the recommendations regarding addressing mental health issues (4.13 & 4.5)

Table 2:
- why can't council direct the police assignments

Table 3:
- have our own police force*
- with RCMP there is rotating staff – officers need to understand people and issues in the community
- connection to the community
- for our size need to have an analyst
- appropriate criminogenic factors don't lend a lot of support with mental illness – the community doesn't support the need for this type of work in the community
- so many agencies, people have difficulty knowing where to go
- need for an umbrella agency system – one stop shopping
- we need a treatment centre – long term support, more comprehensive approach
- community policing

Table 4:
- very impressed with complaints line – within 45 minutes someone phoned back
- would like bike patrols all over the community
- like ambassadors – eyes and ears on the street
- would like to see more consistent downtown foot patrol
- drinking and driving at boat launches – need more patrols/enforcement
- in the parks it is difficult to identify where you are if you phone in for assistance or if there is someone on the river that needs assistance – have the park designated in zones/colour coded to provide a location
- in the immigrant community need to increase the awareness of what is a crime; an awareness program with the police; difference acceptable practices in different cultures
- One phone # - too many entry points to the system
- localized crime pockets – identification of
- drug deals occurring again at the Coop pay phone; wasn't the phone supposed to be removed
- satellite police stations in neighbourhoods

Table 5:
- police are actively involved with the youth – to a greater extent
- Power project good
- young women are more at risk in the summer
- Street Ties a good program

Our Community and City Department (cont'd)

- new immigrant youth are having to deal with adult issues – the cultural differences, assisting their parents, missing school and the connections at school to help parents; police need to be more knowledgeable of the immigrant cultural differences, practices, beliefs
- have greater police presence in the schools starting at grade 1; attend assemblies, talk about job and what he/she does; high school too late
- majority of youth going through youth justice are from middle school
- bring volunteers into the schools
- RCMP encouraged to make referrals to youth justice before problems get bad – still have consequences whether there are sanctions ??; also requires less paper work for officers
- counselors in schools at no cost
- 4.ll: two way communications – doesn't need to be a member that responds to the public on a complaint/incident – continuity needed
- specific community need assessment relative to the immigrant population with funding to address their different needs.

Appendix 3-1   Leading Police Practices

From the *Review* Report Part 1 Chapter 7.1

In 1972, in examining a more scientific, rational and analytical approach to policing, the *Kansas City Patrol Experiment*[82] showed that untargeted, random police patrols are not effective in preventing crime. In contrast, targeted police tactics based on problem analysis have been shown to reduce crime. In summary, and as suggested by Bayley, the following are the ideas that have generated significant changes in policing.[83] These are the ideas that are considered to be important as well as controversial changes from past practice. These principles explain the foundation for determining the best approach to policing in Red Deer.

Community-oriented policing, referring to the recognition that the police must act to encourage the public to share responsibility for public safety, specifically by consulting with them, adapting their operations to local conditions, mobilizing volunteer resources, and problem-solving. (Bayley 1994, Goldstein 1990, Skolnick and Bayley 1986, 1988, Trojanowicz and Bucqueroux 1990). Community-oriented policing can mobilize and coordinate the community resources and assist the police to identify community priorities. Through ongoing meaningful community liaison, the use of volunteers, and effective communication, the public police can ensure the whole is greater than the sum of the parts. (also *community policing* and *community-based policing*)

Problem-oriented policing. (POP) Developed by Herman Goldstein, POP involves developing police programs that ameliorate or eliminate conditions that generate problems of insecurity and disorder that police are repeatedly called upon to prevent. (Goldstein 1979, 1990). POP can be built on the foundation of community-orientated policing. The community, community agencies, and municipal / provincial service providers can often identify underlying issues where crime and disorder are effects, allowing a coordinated response to address both causes and effects.

Signs-of-crime policing, where police, drawing on the logic of "broken windows" (Wilson and Kelling 1982), prosecute minor offences that contribute to the creation of milieu of incivility. Signs-of-crime policing is an early intervention strategy to prevent conditions from deteriorating to the point where crime flourishes.

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[82] 146 The results indicated that police deployment strategies could be based on targeted crime prevention and service goals rather than on routine preventive patrol
[83] 147 Bayley, David H. Distinguished Professor, State University of New York at Albany, 2006

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Hot-spots policing, meaning the short-lived or episodic concentration of police resources on areas or situations of repeated criminal activity (Sherman et al. 1989) and requires a flexible organization able to respond quickly to identified crime patterns to disrupt and suppress criminal or disorderly activity

Compstat, for computer-driven crime statistics, is the signature innovation in the development of evidence-based policing (McDonald 2002). Evidence-based policing means evaluating police activity by systematically collecting information about police operations and their effects. It is also a process that holds police managers accountable to action appropriate interventions. This process facilitates the intervention of the police in a timely and coordinated manner can make a significant impact on crime and public disorder levels. It is also a process that holds police managers accountable to action-appropriate interventions. (also *Strategic policing* and *Intelligence-led policing*)

In addition, commonly-used approaches in Canada include:[84]

Crime Control or ***Professional Response*** – also referred to as the *Traditional approach*
> Reduced crime through rapid response and follow-up investigation.

Order Maintenance
> Limiting signs of public disorder and urban decay to allow community ownership often combined with CPTED and other infrastructure initiatives.

Social Justice
> Extra vigilance in protecting those most vulnerable in society and understanding root causes.

The philosophical approaches are not discrete and organizations usually comprise elements of all philosophies but tend to be weighted in a certain culture of approach to their mandate which influences the manner in which practitioners view their activities.

For the first time, technology and computerization have enabled timely analyses of crime and policing activities. Many police forces have daily, weekly, and monthly reviews of events and trends and adapt deployment and priorities as required. The process allows for operationally effective and cost effective use of resources.

Intelligence-led policing (ILP) is a policing model that employs an analysis-driven approach to crime control. As a business model and managerial philosophy, crime intelligence and data analysis are pivotal to an objective, decision-making framework for crime reduction and prevention through strategic

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[84] 148 Hovbrender, A. Evaluating the New Paradigm of Policing, Master"s Thesis, Royal Roads University, 2003

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management and effective strategies that target prolific and serious offenders.[85]   Although there is no universally accepted definition of ILP,

> *"it is a model of policing in which [criminal] intelligence serves as a guide to operations, rather than the reverse."*[86]

The model applies crime analysis and other criminal intelligence to help the police to work more effectively. ILP was seen as a policing framework that built on earlier paradigms, including community policing and problem-oriented policing. ILP represents a

> *"rejection of the reactive, crime focus of community policing with calls for police to spend more time employing informants and surveillance to combat recidivist offenders"*.[87]

The *Strategic* or *Intelligence-led* model incorporates the other models strategically and tactically as required. Based on *Crime and Incident Analyses*, decisions on deployment, response, and intervention strategies can be determined, for example

- *Social Justice* working with social agencies
- *Community-based* combined with *Order maintenance* in the downtown area
- *Professional response* for largely crime free areas
- *Geographic and temporal deployment* for uniform primary investigation

Tactically, timely *Crime and Incident Analysis* allows the most suitable response to be applied immediately. Supporting this, an intelligence gathering process is required to augment the more objective data-based analyses.

Many police agencies now view intelligence-led policing as a core business practice incorporating a structured analysis and response comprising:[88]

- Scanning: problem identification
- Analysis: nature and causes of problems
- Response: formulation of tailor-made strategies
- Assessment: evaluation of effectiveness.

In addition to the Intelligence-led model, it is necessary to deliver services in the most appropriate manner. The *Review* examined options which include service delivery through: police officers; peace officers; by-law enforcement; non-sworn specialists such as scenes-of-crime staff; private security personnel under contract to police agencies or municipalities; police community service officers; special constables; citizens‟ crime patrol; victim services; police partnerships with business improvement associations and street security patrols; partnerships with private security in stores, hotels, malls, and a variety of public spaces; partnerships with loss prevention officers (private security) working undercover in public places; and volunteers working in a number of support functions.

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[85] Ratcliffe, JH. "Intelligence-Led Policing." Willan Publishing: Cullompton, Devon. 2008
[86] Royal Canadian Mounted Police, "Intelligence-led policing: A Definition," RCMP Criminal Intelligence Program, June 2007
[87] Page 4, Ratcliff, Jerry H. (2008). *Intelligence Led Policing.* Portland: Willan Publishing. ISBN: 978-1-84392-340-4
[88] SARA and a variety of similar acronyms. Police Chief Magazine, December 2010

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Effective communication with and from the community is essential for any service to be successful. Traditionally, police forces have relied on personal contact and reporting directly to a police officer. While this is often the highest form of service to the public it is resource intense and often unnecessary. The *Review* identified a number of options which may be successful in the Red Deer context including: police officer telephone investigation; telephone report taking; internet reporting; initial telephone report and appointments for officer follow up; non-sworn staff initial report taking and investigation; and walk-in reporting at a police office.

An example of a broad communication approach is found with the West Vancouver Police Department [89]

> *West Vancouver is the first community in Canada to bring ePolicing technology to its citizens. This powerful web technology puts current and relevant information on current crime trends directly into the hands of the police department's most important stakeholders, its citizens. This tool has been used successfully by large US police departments, such as the Los Angeles Police Department, and now has been adapted and prepared to meet the needs of West Vancouver.*
>
> *From the West Vancouver Police Department website, you can sign up to receive up to date bulletins in the areas that interest you. Our interactive crime maps will provide you with current information on what is happening in your community, letting you see both what is happening in your area as well as what we're doing to proactively reduce crime based on current trends.*

The Calgary Police Service also uses the Internet to communicate with the community.[90]

> *Citizen Online Police Report System*
> *Welcome to the Calgary Police Service Citizen Online Police Report System.*
> *FOR EMERGENCIES OR CRIMES IN PROGRESS – CALL 9-1-1*
>
> *This system allows you to submit and print a police report if one of the following has happened to you within the City of Calgary and you do not know who did it:*
> *☐ You have lost or have had stolen something that is worth less than $5,000 (not including firearms, licence plates or government-issued funds or identification). (Lost Property or Theft under $5,000)*
> *☐ Your property or vehicle has been vandalized. (Damage/Mischief to Property or Vehicle under $5,000)*
> *☐ Your vehicle has been broken into. (Theft from Vehicle under $5,000)*

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[89] West Vancouver Police Department website December 8th 2010
[90] Calgary Police Service website December 8th 2010

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The London Police Service, Ontario, also uses Internet reporting:[91]

> *Online Reporting*
> *Welcome to the London Police Service Citizens Online Police Reporting System. If this is an Emergency please call 911.*
> - *It is the policy of London Police Service to only accept reports that occurred within the London city limits.*
> - *Click here for City of London map.*
> - *If you were involved in a motor vehicle collision, please call Police. Click here for more information.*
> - *If someone has broken into your house or business, please call Police. Click here for more information.*
> *If you have lost your wallet, click here for more information on how to protect yourself.*
> - *If you believe that you are a victim of identity theft, click here for more information on how to deal with this situation.*
> - *If you wish to report a theft or attempted theft of a vehicle, please call Police.*
> - *If this is a theft or loss of a Canadian or foreign passport and /or Federal Canadian documents, please call Police.*
> - *If you have a suspect, please call Police.*
> - *If you have questions about the Citizen Online Reporting System please refer to our Frequently Asked Questions page.*

The Vancouver Police Department offers Internet and telephone reporting

> *Report a Crime*
> *Online Crime Reporting*
> *Some crimes can be reported online via the web, particularly if there is no suspect. See Online Citizen Reporting to view reporting guidelines.*
> *Non-Emergency? Call (604) 717-3321*
> *Many reports to police do not require a police officer to attend in person. If there is no suspect or there is no potential evidence for officers to collect, your call can usually be handled over the telephone. Examples of crimes that should be reported via the non-emergency line:*
> - *thefts under $5,000*
> - *stolen vehicles*
> - *lost property*
> - *stolen or lost licence plates and validation tags*
>
> *In addition there are a variety of other services:*
> *A-Z List of Services*
> *The Vancouver Police Department's A-Z List of Services is currently being built as the redeveloped website is indexed by search engines. Please try a Search for the information you are looking for, consult the Site Map, or see Contact the VPD for a list of contacts.*
> *Some commonly requested services:*
> - *Compliments & Complaints*
> - *Crime Maps*
> - *Crime Statistics*
> - *Destruction of Fingerprints*
> - *Fingerprinting Service*

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[91] London Police Service website December 8th 2010

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- *Freedom of Information Requests*
- *Police Records Check*
- *Report a Crime*
- *Request a Copy of a Police Report*
- *Start a Block Watch*
- *Victim Services*
- *Volunteer Opportunities*

Appendix 3-3   Changes in Service Provider

The following examples of changes in police service provider provide a background from which a number of conclusions can be drawn.

1995 RCMP to Municipal

Abbotsford-Matsqui, British Columbia

The two municipalities amalgamated in 1995 and it was decided to provide police services through the existing Matsui municipal police department which was larger than the RCMP detachment. The number of officers required was quite modest and was facilitated through a plan to pre-hire and train one third of the required number, hire experienced officers from other forces, and retain a number of the Abbotsford RCMP personnel. In this case, the transfer of policing responsibility from the provincial force (the RCMP) to the municipal police appears to have been made seamlessly. Only four RCMP staff applied to the new APD, two very junior members and two senior members who could retire from the RCMP.

1997 Federal to Municipal

Saint John NB & Vancouver BC

The Saint John Police Force, New Brunswick, assumed responsibility for the policing of the Port of Saint John in 1997 when the *Ports Canada Police* was discontinued. Most of the service responsibilities were incorporated into the municipal services.

Also in 1997, the Vancouver Police Department assumed policing responsibilities for the Vancouver Port. The new Waterfront Team of the VPD was comprised of 16 existing VPD personnel and one previous member of the Ports Canada Police who individually joined the VPD.

1998 Municipal to RCMP

Moncton and Dieppe NB

The Codiac Regional RCMP was formed, including all but three of the 164 incumbent sworn officers, from the former Moncton and Dieppe municipal police forces. In this case, the RCMP assumed responsibility for policing municipalities that previously had their own police departments.[92]

2000 RCMP to Municipal

Cape Breton NS

In Cape Breton, policing was originally split across Cape Breton Regional Municipality (CBRM) with the RCMP providing police services in the former county areas and municipal police forces provided services in the incorporated towns and the City of Sydney. In 2000, following a debate relating to the

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[92] perivale + taylor 2009

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consolidation of policing, it was determined to amalgamate the municipal forces into the Cape Breton Regional Police which would also assume policing responsibility for the county areas. The current force comprises 202[93] sworn officers; the expanded responsibility required the hiring of 26 additional officers.

2003 Municipal to Municipal Regional

Victoria and Esquimalt BC

In 2003, the Esquimalt Police Department (BC) was disbanded and amalgamated into the Victoria Police Department, a municipal amalgamated police department. There were no layoffs and all EPD sworn officers moved seamlessly to the VPD.

Ontario

There have been numerous Ontario amalgamation examples; however, again they are not truly helpful for comparison as the organizations were all under the umbrella of the province, both in terms of the *Police Act* and the pension scheme. Each proposed amalgamation is reviewed by the Ontario Civilian Commission on Police Services. These amalgamations occur, primarily, for two reasons: first, brought about by a precipitous event, or, secondly, a combined decision by police boards of contiguous jurisdictions to effect change to improve costing of services.

United Kingdom

In 1969 and 1974, over 140 police forces and over 100,000 police officers were reorganized into 43 regional police forces in England and Wales. The transition was seamless as existing smaller forces became, intact, divisions of the new regional forces, and divisions were assigned as appropriate to neigbouring forces, with personnel and sections remaining in place.

United States

In 1996 the City of Federal Way WA withdrew from a contracted police service with the King County Sheriff's Office and established a municipal police department.

Findings

When RCMP-policed jurisdictions have changed to a municipal service (Cape Breton NS and Abbotsford BC) the numbers of new officers required has been modest and manageable. It is significant that few RCMP members joined the new agency: lack of pension transferability is a major disincentive, in addition the fact that the members can be transferred to a nearby contractor's detachment without disruption to their career. In the Washington State example, only five officers of the contracted service (Sheriff's

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[93] Police Resources in Canada 2010

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Office) joined the new municipal force of 112 officers and in Abbotsford only four of the RCMP officers, from a total of 33, joined the new Abbotsford PD.[94]

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When municipal jurisdictions change to RCMP service the process is more straightforward. The RCMP Act, Section 20 provides for the process

> *Taking over other police forces*
> *(4) There may be included in any arrangement made under subsection (1) or (2) provision for the taking over by the Force of officers and other members of any provincial or municipal police force.*

This occurred in 1998 in Metro Moncton NB where two municipal police forces (Moncton and Dieppe) were disbanded by the province which created the Codiac Regional Police Service, an RCMP Detachment formed from the officers of the municipal forces[95] and the contiguous RCMP Detachment of Riverview.

There are no financial analyses which are helpful, other than Federal Way and Codiac, as the circumstances of the changes usually coincided with other municipal changes and the federal statistics report the new jurisdictions. Federal Way reported no significant changes in the policing costs.[96]
In Greater Moncton, in 1997 the combined policing costs of the three jurisdictions of Moncton, Dieppe, and Riverview were $14,694,000[97] and in 1998 the costs of the newly established regional police serving the same service area of the three municipalities were $11,196,000

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[94] Two retired from the RCMP and two were very junior officers
[95] All but three of the 148 municipal officers joined the RCMP
[96] City of Federal Way
[97] perivale + taylor 2008. Moncton Police Department, Dieppe Police Department, and RCMP Riverview

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Appendix 3-4   The Establishment of the Federal Way Police Department (FWPD)

City Council and Civil Service Commission minutes

The process started in May 16, 1995

Federal Way City Council - Regular Meeting
VII   CITY COUNCIL BUSINESS
a.   Future Police Services
Councilmember moved to direct the City Manager to notify King County that the city is terminating that certain interlocal agreement providing for Police Services entered into between the City of Federal Way and King County, and, further, to direct the City Manager to take all necessary actions, including the expenditure of all necessary funds, in order to form a City of Federal Way Police Department on or about November 15, 1996. The motion passed.

June 20, 1995

Federal Way City Council - Regular Meeting
City Manager Report
City Manager Ken Nyberg introduced James Murphy, who will serve as the City's new Interim Police Services Director during the transition phase of establishing the city's future police department.

September 20, 1995

Federal Way City Council - Regular Meeting
… asked Council for a motion authorizing him to inform King County of changes in the agreement regarding Police Services for 1996. The following motion was made
> *A motion authorizing the City Manager to notify King County that the City of Federal Way expects to reduce the number of King County Police Officers during the 1996 fiscal year, for the purpose of phasing in, or adding, Federal Way Police Officers to accomplish the effective and efficient transfer of police responsibilities to the City*

The motion passed

December 5, 1995

Federal Way City Council - Special/Study Session
Council Chambers – City Hall

II.   PUBLIC SAFETY DEPARTMENT
a.   Status Report
… addressed Council regarding the future police department. He reviewed the Police Services Vision & Values Statement as well as the organizational chart for the Police Services Department. The model proposes 112 full time employees. This number may change once a director is hired and after data is collected post-employment. The Police Services Director should be hired by the end of the year. The city has purchased some police vehicles at this point. Additionally, the initial police force shall be on the street on November 16, 1996.
b.   Review of Communication and Dispatch Options

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… reports on the key components necessary to have a successful communication and dispatch centre such as staffing, equipment for enhanced 911, computer aided dispatch, consoles, access to records and radio frequencies. The City, at this point, has four (4) options for a dispatch centre. They are:

1)   The City of Federal Way Dispatch Centre (our own)

2)   City and Fire District – Fire District 39 owns and operates a center for several fire districts and has recently been awarded dispatch for the City of Normandy Park Police. Staffing would need to be increase; existing equipment needs upgrading and ongoing maintenance costs would exist. The center would handle all police calls for the City of Federal Way. This is a plus due to the fact that the dispatchers are already familiar with the Federal Way area.

3)   Valley Communication Center

4)   King County Dispatch Center

Council member Elder moved to accept the status report on Public Safety Services and direct the City Manager to proceed into the implementation phase and prepare an interlocal agreement with Fire District 39 regarding 911 dispatching/communications for the City Council approval; the motion carried.

March 5, 1996

Federal Way City Council - Regular Session
City Manager Report
City Manager thanked the Council for attending the swearing in ceremony for Chief Ron Wood held earlier this afternoon.

April 17, 1996

City of Federal Way – Civil Service Commission
Commission members reviewed the revisions to the draft rules and regulations which were done by City Attorney, City Manager, Public Safety Director and Consultant. Commission members decided to change rule 5.5 to read,

> *Upon certification by a bargaining unit in the Department and subsequent labor contract being entered into between the City and such bargaining unit; in the event of a conflict between these rules and the terms and conditions of the labor contract, the labor contract shall control the employment relationship and these Rules shall have no effect.*

September 3, 1996

Federal Way City Council - Regular Session
City Manager Report
City Manager conveyed Chief Wood has begun training the new police officers and informed Council there are now 45 sworn-staff persons on board the Police Department.

September 17, 1996
Federal Way City Council - Regular Session
City Manager Report
City Manager reported the Police Department began their first phase of operation, street patrol, yesterday.

November 6, 1996
City of Federal Way – Civil Service Commission
Chief Ron Wood gave the Commission an update on the traffic division staffing and training. The Department is almost all moved into the new offices and will have an open house as soon as the moving is complete.

February 5, 1997
City of Federal Way – Civil Service Commission
Commission members discussed inviting Chief Wood to talk about the department policies. This will be a future topic as the department is working on policies now

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Appendix 3-5   Governance Models

The following provides examples of different approaches for contracted RCMP services

Burnaby BC
Community Policing Committee
- Councillors and community representatives

Halifax Regional Municipality NS
Halifax Regional Police and Halifax RCMP Detachment
Police Commission
- Councillors and community representatives

City and District of North Vancouver BC
Joint Police Liaison Committee
- 2 mayors
- 2 CAOs
- 2 Councillors

City of Port Coquitlam BC
Protective Services Committee
- Councillors and staff
Responsible for matters related to animal control, bear awareness, bylaw enforcement, crime prevention, emergency preparedness, fire services, RCMP operations, and vector control.

City of Richmond BC
Community Safety Committee
Police Services, Fire-Rescue, Emergency and Environmental Programs, Law, and Community Bylaws
- Chair and Vice Chair Councillors
- Three councillors

Town of View Royal BC
Committee of the Whole
- Mayor and Council
- West Shore RCMP Detachment
- Serving five municipalities and two First Nations

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Appendix 3-6   Community Safety Committee

City of Richmond BC

Law and Public Safety

The Law and Community Safety Department brings together the City's public safety providers, along with sections responsible for legal and regulatory matters.

The Law Section is responsible for providing advice to City Council and staff regarding the City's legal rights and obligations; ensuring bylaws adopted by City Council are legally correct; preparing reviewing and implementing legal documents and contracts; and ensuring the City is represented in any court proceedings in which it is involved.

The role of the Community Bylaws Division is to either lead, assist or partner with others to ensure that the City's various bylaws are compiled with regard for the overall benefit of the community.

The City's primary community safety providers are Police (RCMP), Fire-Rescue, Emergency Programs and Community Bylaws. Community Safety Services are delivered using a partnership and team-based-model. This integrated team approach to service delivery improves direct communications and maximizes opportunities to work closely together through joint programs and services.

The Community Safety Committee of City Council is the venue where safety is able to respond directly to Council on community safety issues.

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Glossary of Terms and Definitions

Atoms	Small geographic areas used to electronically record exact locations of police incidents and crimes contained within zones
AUMA	Alberta Urban Municipalities Association
Detachment	The Red Deer RCMP City Detachment engaged as the Municipal Police Service
CAD	Computer Aided Dispatch
Calls for Service	Calls received from the public for a police response and police-initiated incidents
CIIDS	Computerized Integrated Information Dispatch System
CPIC	Canadian Police Information System
MPSA	Municipal Police Service Agreement
NORM	National Operational Resource Model
OCC	Operational Communication Centre
Police Department	Potential Red Deer Municipal Police Service
PPSA	Provincial Policing Service Agreement
PRC	Police Resources in Canada - Canadian Centre for Justice Stats., StatsCanada
PROS	Police Reporting and Occurrence System
RCMP	Royal Canadian Mounted Police, detachment or Alberta "K" Division, or national HQ
TALON	The Alberta Law Officer Network
UCR	Uniform Crime Reporting – Federal government based system of reporting crimes used by all accredited police/law enforcement agencies in Canada. .
Zones	Geographic areas, containing a number of atoms, determined by the Detachment for patrol deployment

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