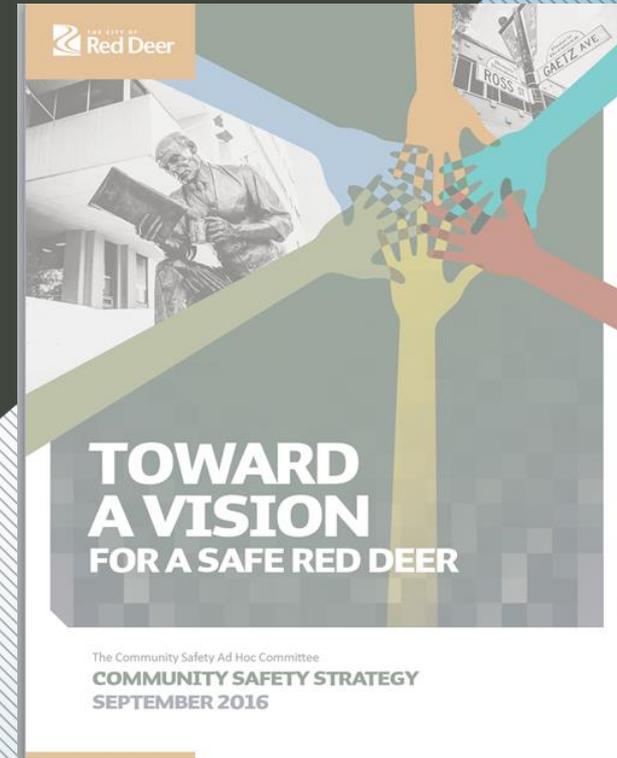


New Directions in Community Safety

Red Deer— A Year in Review



Darlene Wilson, The City of Red Deer



Overview of Red Deer's Journey

- Starting/Mobilizing
- Creating the Strategy
- Implementing the Strategy
- Sustaining the Work
- Key Learnings
- Change, Itself



WATCH: Let's Talk: Crime and policing on Red Deerians' minds

SEAN MCINTOSH / MAMTA LULLA / Apr. 8, 2018 1:30 p.m. / [LOCAL NEWS](#) / [NEWS](#)



Crime and policing, supervised injection sites and snow removal, were on the minds of residents at Let's Talk at Parkland Mall Saturday.

2017 Citizen Satisfaction Survey | Spring

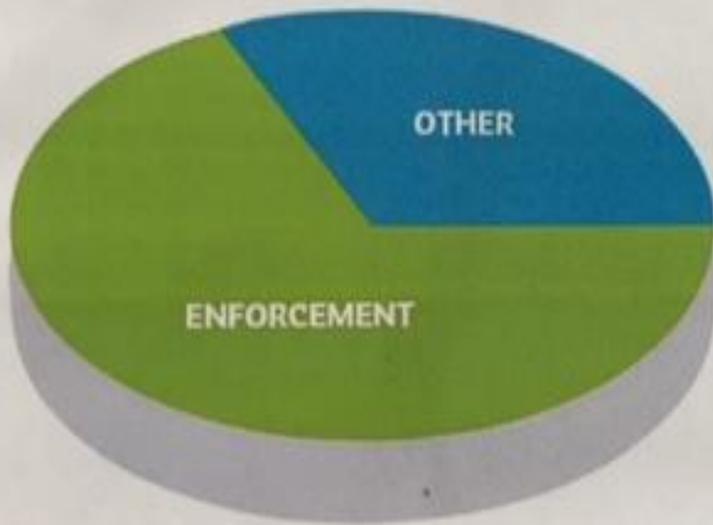
Most Important Priority



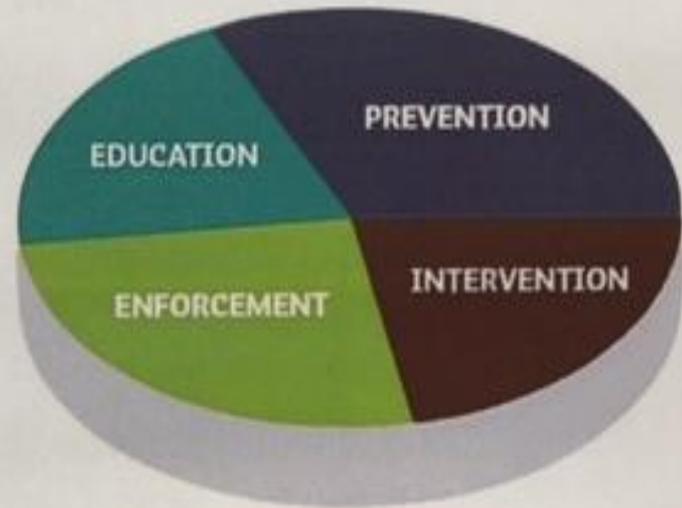


-community safety-

WHAT MAKES A COMMUNITY SAFE?

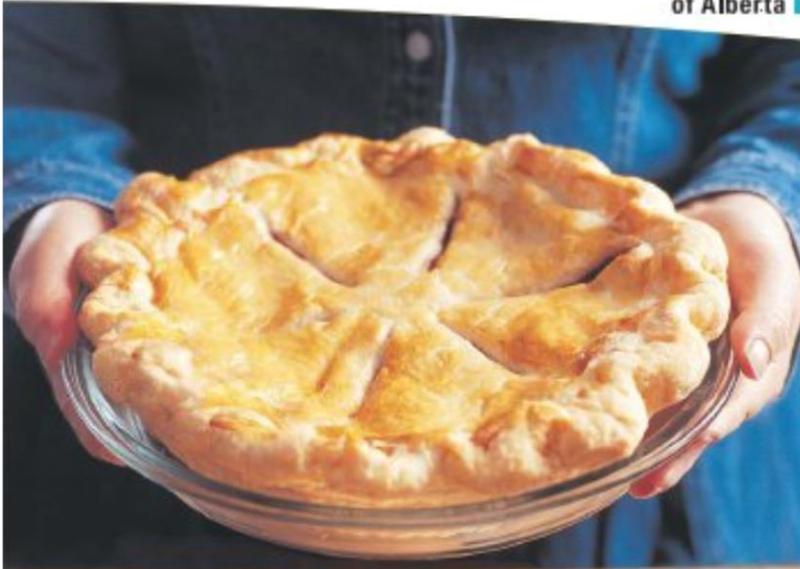


THEN



NOW

Government
of Alberta 

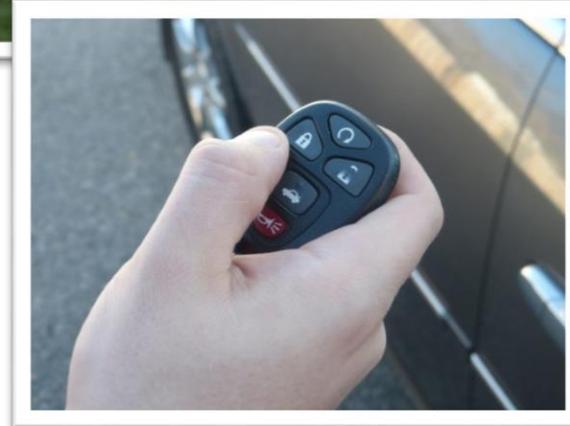


CRIME PREVENTION



WELCOME TO THE NEIGHBOURHOOD.

A big slice of public safety involves neighbours getting together to build safe communities. We all have a role to play and we all have something to offer — even if that offering is as basic as a fresh baked pie at your next community gathering. Sharing a piece could mean keeping the peace.





Starting/Mobilizing

The ASK:

Strategic Plan

Funding Model

Governance Structure

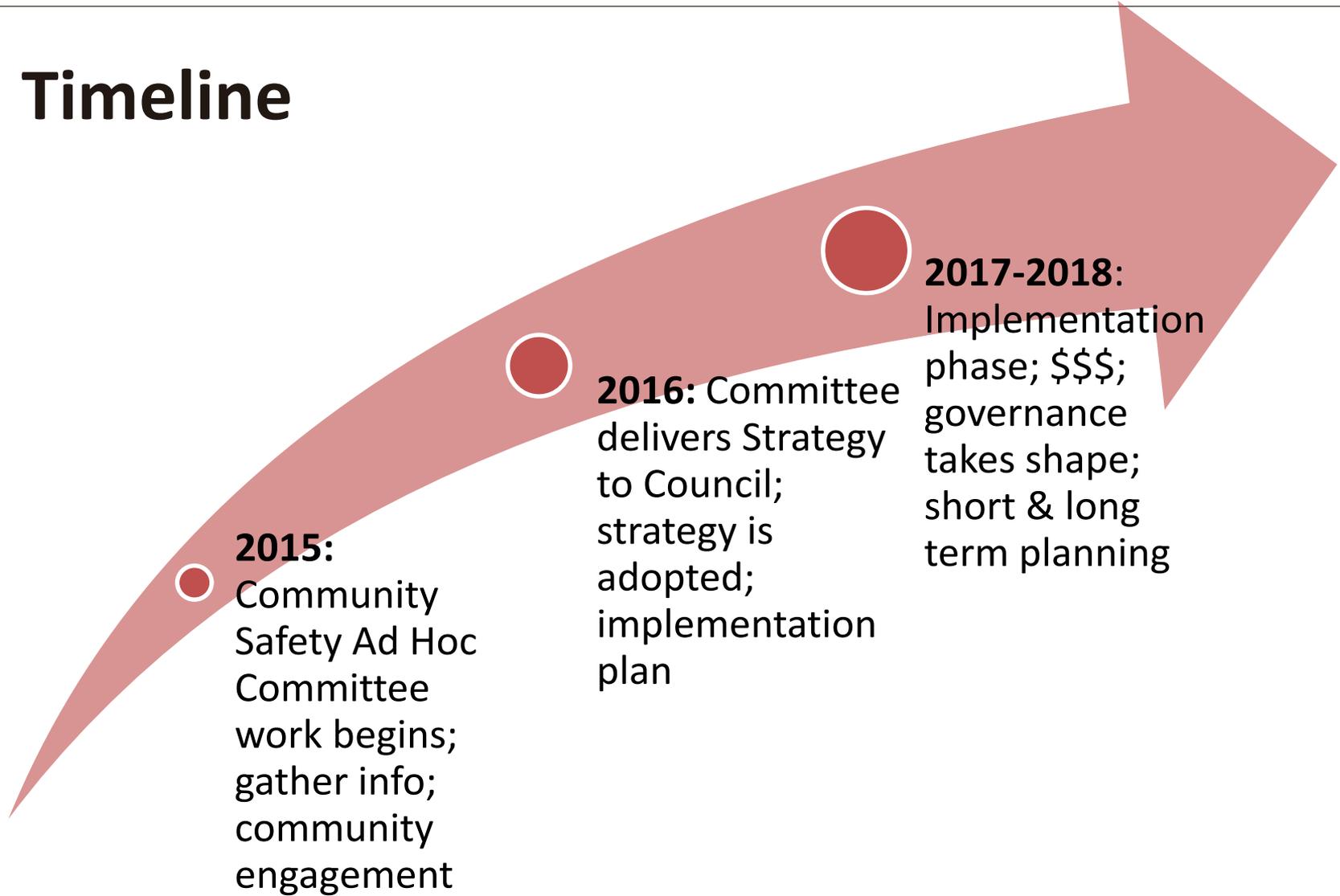
Coordination

Engage Citizens

The RESULT:

The
Community
Safety
Strategy

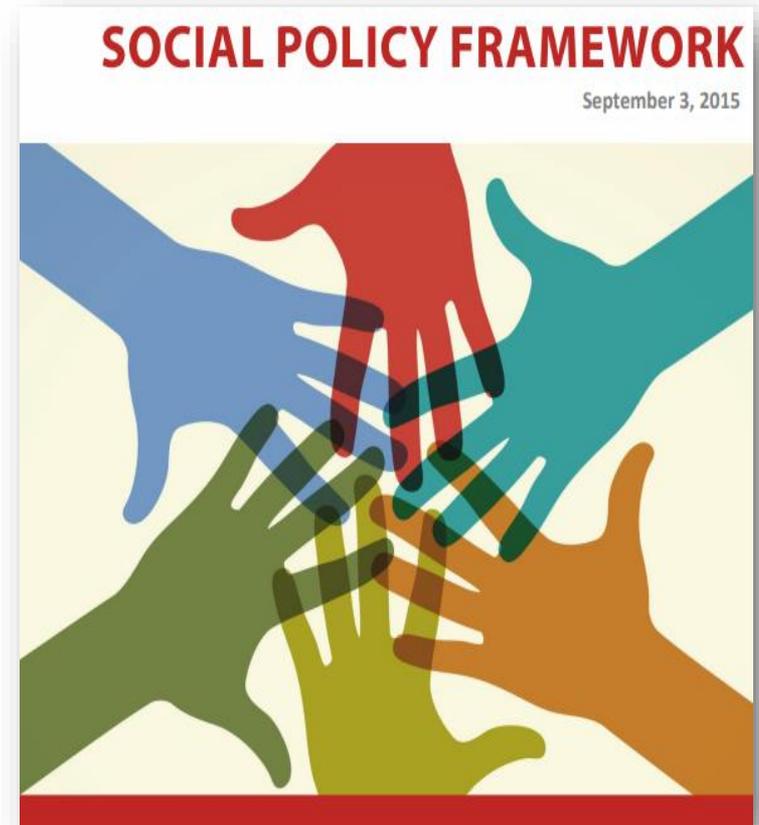
Timeline

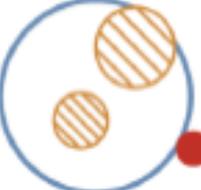


What does success look like?

Safety Vision—

We live, work, learn and play in a safe and secure community and contribute to the actual and perceived safety and security of ourselves and others.



City Roles:	Advocate	Educator	Capacity Builder	Convener	Coordinator	Funder	Planner/Regulator	Service Delivery
Primary 	✓	✓	✓	✓	✓	✓	✓	✓
Shared 	✓	✓	✓	✓	✓	✓	✓	
Complementary 	✓	✓	✓	✓				

LEGEND:

-  Goal (e.g., Housing)
-  City of Red Deer
-  Other stakeholders

Figure 3: City Roles & Responsibilities



Creating the Strategy

Gather information

- Understand our scope and context

Analyze information

- Identify key strategic issues, patterns, themes

Develop strategic direction and actions

Creating a Strategy: Considerations

- What do we have “right” that is working?
- What can we borrow/replicate from elsewhere that has shown good results?
- What needs tweaking/adapting to suit our needs?
- What new or innovative idea/initiative do we need?
- Who will be responsible for this strategy?

Useful attitudes, tools, & processes

- Adaptable
- Appreciative/Strength Based
- Surveys
- Focus Groups
- Agreement ladder
- Check in
- Consensus Workshop



Community Engagement



Characteristics + Components

- transparency
- critical, objective analysis
- non-status quo thinking
- clear and measurable outcomes
- collaborative process
- accountability
- common goals - short and long term
- long term funding
- adequate, sustainable, sufficient funding
- data driven
- autonomy
- ~~best~~ broad representation



The Community Safety Strategy



THE CITY OF Red Deer

TOWARD A VISION FOR A SAFE RED DEER

QUICK REFERENCE

SAFETY VISION

We live, work, learn and play in a safe and secure community and contribute to the actual and perceived safety and security of ourselves and others.

STRATEGY MISSION

To inspire citizen engagement and coordinated action to strengthen and sustain community safety in Red Deer through education, prevention, intervention, and enforcement.

FOCUS AREAS

Education: Initiatives designed to increase awareness, understanding, accountability, and action.

Prevention: Proactive initiatives designed to encourage safety and reduce harmful behaviors.

Intervention: Initiatives designed to respond to existing harmful behaviors.

Enforcement: Actions designed to respond to criminal activity and minimize the effects of crime.

STRATEGIC DIRECTIONS & RECOMMENDED ACTIONS

LEAD THE WAY

1. Bring together multiple stakeholders in a collaborative environment to transform current thinking and practices regarding community safety, and articulate roles and responsibilities.
2. Continue to partner with the RCMP to maximize and leverage their information and expertise.
3. Educate on the shared responsibility for community safety across the spectrum, including prevention, intervention and enforcement efforts and initiatives. Promote a sense of renewed citizenship, and an opportunity for community leadership.
4. Use short, frequent, streamlined messages regarding safety and safety-related roles and responsibilities. Create awareness via common messaging focused on perceptions of crime, crime prevention initiatives, and policing efforts.
5. Provide local schools with community safety tools.

FORM A COLLABORATIVE

to effectively and efficiently deal with community safety issues.

6. Convene a collaborative risk-intervention process known as a Hub. Ongoing leadership will be situationally-determined.
7. Create and sustain a Centre of Responsibility (COR) to serve as the steward of community safety in Red Deer.
8. Continue membership in the Canadian Municipal Network on Crime Prevention. This network brings together municipal leaders nationwide in crime prevention to strengthen community safety potential.

PERSONAL INVESTMENT & SOCIAL CONNECTION

Focus on the components of community safety.

11. Foster a culture where Red Deerians are aware of their roles in a safe community and are encouraged to find ways they can implement the strategy in their daily lives.
12. Invest in initiatives with multiple reinforcing strategies to promote neighbourhood capacity building and connection.
13. Continue current initiatives that support and strengthen families and neighbourhoods.

ROOT CAUSES

Identify and address the of community safety concerns including identifying local risk factors.

9. Identify priority risk factors for Red Deer to address the root causes of crime and safety issues.
10. Commit funding for research and analysis of data related to community safety.

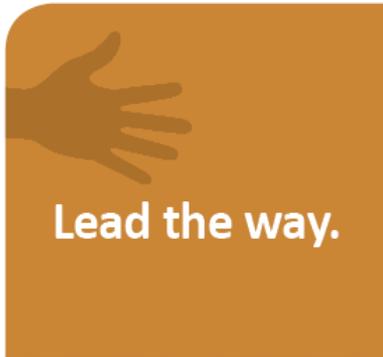
DOWNTOWN

Focus on

14. Dedicate resources to community safety in the Downtown, recognizing it is a space for all citizens to share.
15. Explore a more visible police presence in the Downtown across the spectrum of community safety, including education, prevention, intervention, and enforcement within the context of existing Downtown RCMP strategies and the Annual Policing Plan.

GOVERNANCE & FUNDING

16. Dedicate staff resources to provide coordination, facilitation, research and data analysis necessary for success.
17. Allow the COR to establish funding priorities, guidelines, and outcomes for the successful implementation of this strategy.
18. Transfer existing City resources for community safety to COR to be incorporated into the new funding guidelines and outcomes.



Priorities

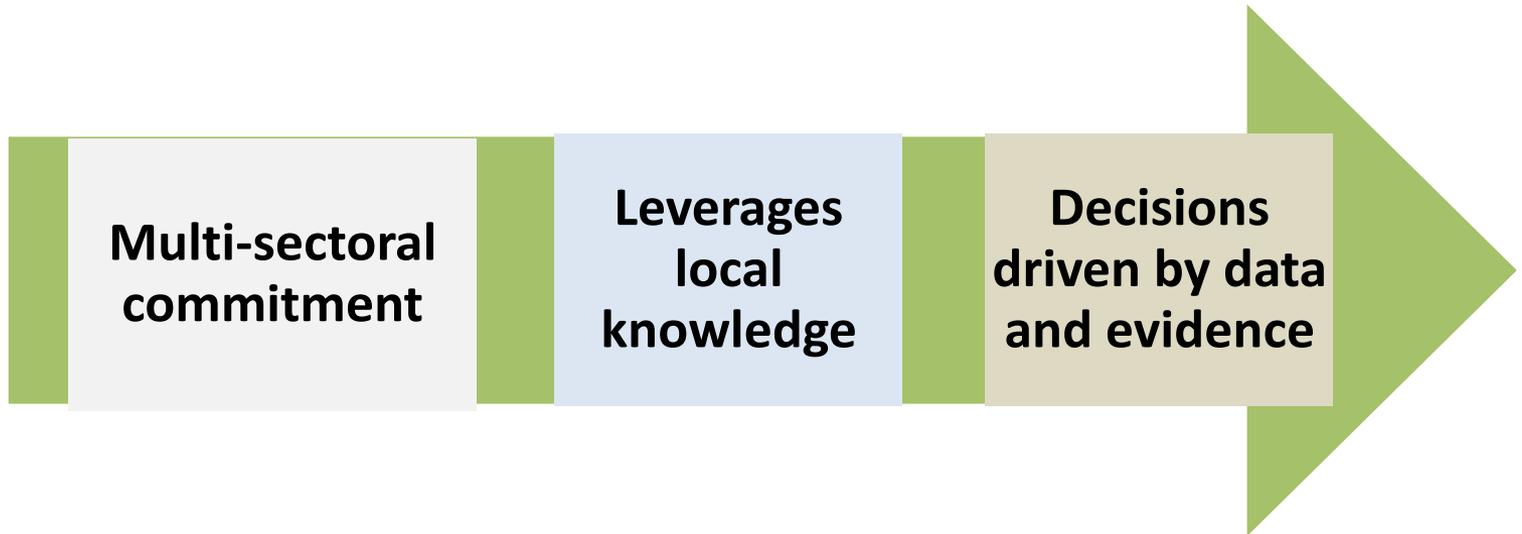
HUB

Individual
Focused

COR

Systems
Focused

Centre of Responsibility



Check In

Covered

- Starting/Mobilizing
- Creating the Strategy

Next

- Implementing the Strategy
- Sustaining the Work
- Key Learnings
- Change, itself



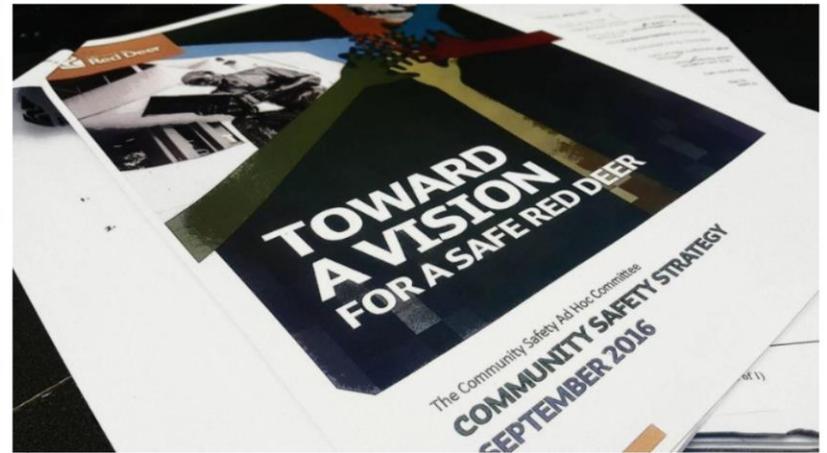
Implementing the Strategy

- Share the strategy
- Get feedback
- Acquire expertise
- Identify Champions
- Mobilize

City Council Adopts New Strategy For a Safer Red Deer

By Josh Hall (Twitter: @Vancan19)

September 27, 2016 - 6:02pm
Updated: September 28, 2016 - 10:28am



Red Deer City Council approved a new Community Safety Strategy as a planning tool during a special meeting Tuesday afternoon.

Built on the four pillars of education, prevention, intervention and enforcement, the strategy proposes the creation of what's called the Centre of Responsibility (COR). The idea is to focus not just on enforcement, which has historically been the main priority.

Collaborative Governance

<p>Children & Youth Education Indigenous Mental Health & Addictions Justice Municipality RCMP</p>	<p><i>Collaborative effort to come together and provide consistent, visible, systems-wide leadership as part of a broad spectrum approach to community safety and well-being in Red Deer.</i></p>
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Collaborative Governance Team



Overall mandate, vision, purpose, and framework for CSWB in RD



Prioritizing the allocation of CSWB resources based on data, research, and evidence



Thinking about ways in which systems can be improved to better enable service delivery

Systems Thinking

In order to properly understand the big picture, everyone should fear becoming mentally clouded and obsessed with one small section of truth.

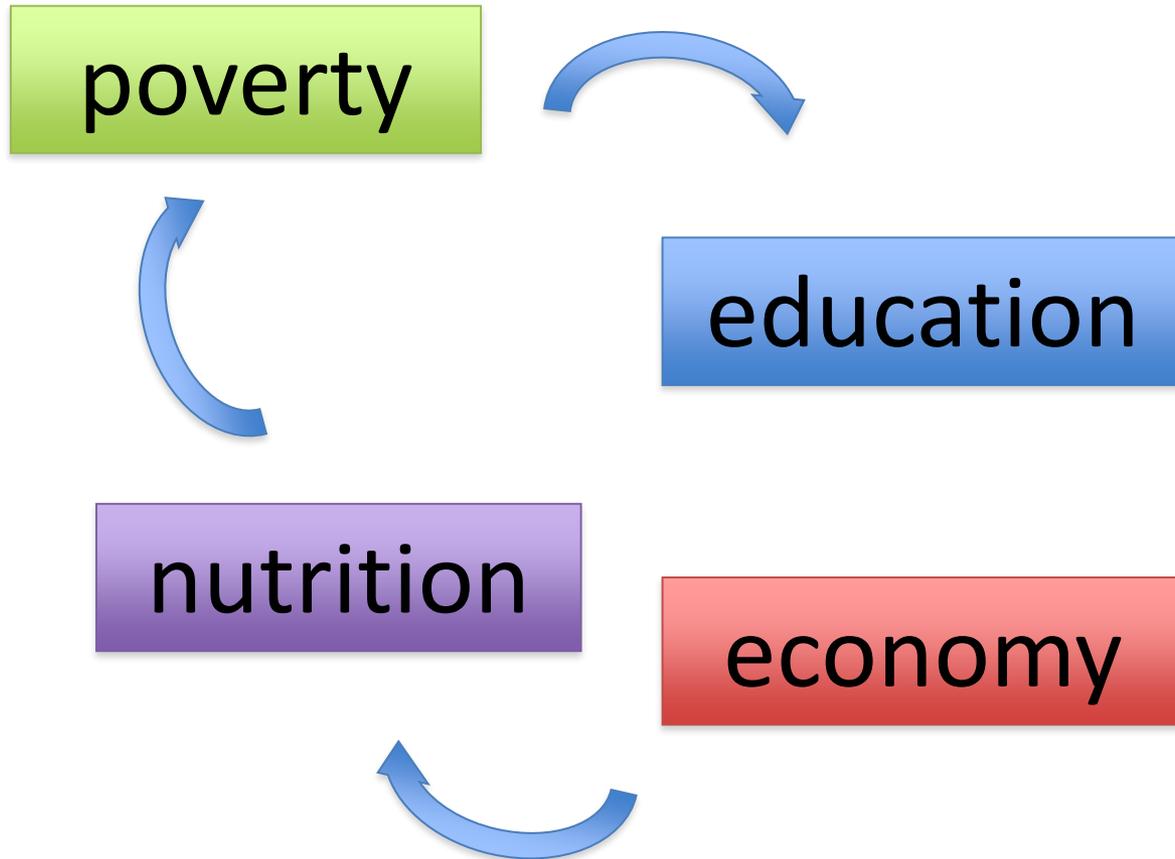
Xunzi (c.312 BC – c.230 BC

Chinese Confucian philosopher)

Systems Thinking

A *systems approach* is a new way for leaders and the community to do business together on complex planning processes and **wicked problems**.(Horst Rittel)

- Incomplete or contradictory knowledge
- The number of people and opinions involved
- The large economic burden
- The interconnected nature of these problems with other problems







Sustain...and Evolve

Stay connected to, and value, your community.

Prevention and upstream investments at the local level are crucial.

Measure what you do.

Leverage resources.

Build partnerships & learn from others.



RÉSEAU MUNICIPAL
CANADIEN EN PRÉVENTION
DE LA CRIMINALITÉ

CANADIAN MUNICIPAL
NETWORK ON CRIME
PREVENTION

Ensemble pour des villes canadiennes plus sécuritaires Together for Safer Canadian Cities

Communication



MOVING UPSTREAM

Rethinking crime prevention at the municipal level



By most standards, Canada is a pretty safe country. And, Canada is continuing to get safer, as the national crime rate has been decreasing since the 1990s, with a small increase in 2003 and 2015.¹ The level of safety in communities and cities becomes clear when compared to other countries. In Canada, we often compare ourselves to the U.S. Overall, the U.S. and Canada have very different crime rates. For example, the homicide rate in Canada is less than a third of that in the U.S. (1.5 versus five homicides per 100,000 people per year). By this comparison, Canada looks incredibly safe. Yet, when compared to European countries such as England, Germany, and Sweden, with homicide rates of one homicide per 100,000 people per year, it becomes clear that Canada could do better.

Setting the Stage with the Right Questions

The question then becomes: what is the most efficient and effective way to reduce crime?

We now have evidence that municipalities across the country can

lower their crime and victimization rates without increasing investment in law enforcement and the number of police on the streets. Rather, municipalities can reduce crime by investing in evidence-based prevention programs and initiatives; more specifically, by investing in young people through social development with municipal government. An example of investing in young people is Le Club de L'Espoir (featured in the April 2017 issue of *Municipal World*), which provides extracurricular programming for financially disadvantaged youth in a Montreal community. Increasing crime prevention locally will also help control the rising costs of enforcement, as it will decrease crime and victimization.

Why should municipalities care? Well, it has long been established that municipalities play a significant role in preventing crime. They are well positioned to coordinate and direct multi-sectoral services to areas where those services are most needed.

The Cost of Crime and Enforcement

Crime and victimization are costly. In Canada, harm from interpersonal crime costs approximately \$55 billion annually (this includes loss

of property and wages, health care costs, as well as pain, suffering, and trauma). In the municipal context, for every 100,000 people, the accumulated costs due to crime are estimated at \$150 million – for a municipality of one million people, crime costs are \$1.5 billion.

Due to increasing police costs, enforcement adds an additional layer of cost to municipalities, despite declining crime across Canada. In fact, across the country, approximately 60 percent of policing costs are paid by municipal property taxes. Furthermore, between 2002 and 2012, policing costs have increased at a rate of 43 percent above inflation. For many municipalities, this poses a challenge best described by the Federation of Canadian Municipalities in 2016 as “unsustainable growth in policing and public safety costs for municipalities,” which is “... crowding out other essential services such as early intervention and crime prevention programs.”

FELIX MUNGER is the Managing Consultant for the Canadian Municipal Network on Crime Prevention. A long-time advocate of cohesive, just, and inclusive communities, Felix and his team members at the Sustainable Societies Consulting Group focus their work on social and environmental sustainability. He can be reached at <felix@safecities.ca>.

¹ Mary Allen (2016), *Police-reported crime statistics in Canada, 2015*. Statistics Canada

Moving forward—CSWB:

- Not just another planning exercise or body
- For the whole community
- About identifying local priority risks; examining current strategies through a holistic lens to determine effectiveness, overlaps, or gaps



Learnings

Language is tricky.	Connect the work to CSWB.	There will be barriers.
Plan for short, medium, and long term “wins.”	Community Safety and Well-Being	Collaboration happens at the speed of trust.
Go slow to go fast.	Beware the old conversation.	Start where you are.



WHY do we need to change our approach to community safety and crime prevention?

WHAT needs to change?

HOW can/will we change?

“New Directions”

**The answer to
how, is yes.**
Peter Block



