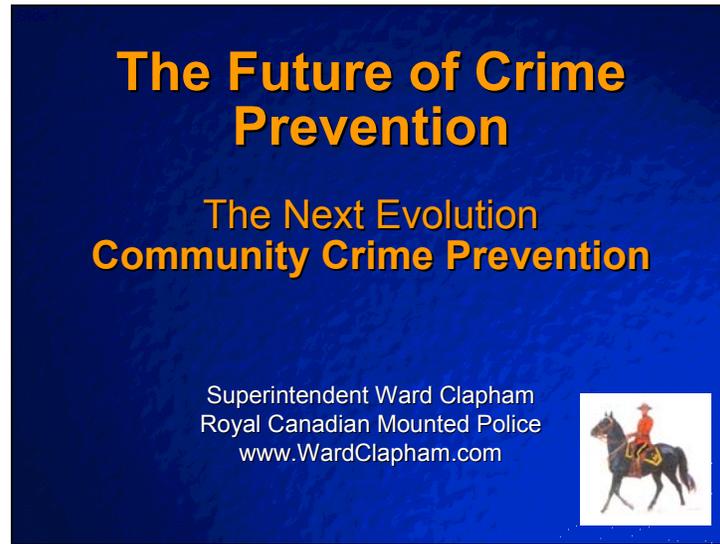


Slide 1



The Future of Crime Prevention

**The Next Evolution
Community Crime Prevention**

Superintendent Ward Clapham
Royal Canadian Mounted Police
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I would quickly like to take you on a journey...
Where the Police and Crime Prevention are at today.
And where we are going in the Future.

In other words the NEXT EVOLUTION of Community Policing and Crime Prevention.

I am not a futurist, but I have spent a considerable amount of time “chasing rule breakers”.

As you will hear my speak during this presentation a lot...IF you want to know where the Future is going, Watch the Rule Breakers of today...Watch the Shifts and the “Not so mainstream” ideas today, (I call them rule breakers), because that could be the mainstream of the future. Paradigm shifts...

Think about the Internet for example. Who would have ever thought when it was first out that it would fundamentally change our lives...

Who would have ever thought we would have Supervised Injection Sites 10 years ago?

The Future of Crime Prevention

- My Goal = Connecting the Dots
- Sharing in our Parallel Journeys
- CP1
- CP2
- CP3 – Future Shock...
The Coming Ideas in Crime Prevention

The Future of Crime Prevention

My main goal here is to Connect the Dots.

What do I mean by this?... well, I want to show you the links between Crime Prevention and the Police over the years up to now.

I want to connect the parallel journey that the Police and Prevention has taken.

I will quickly start with the move to Community Policing in 1989 I call it CP1.

I will show you how the Police have moved to CP2 Community Policing 2 over the past few years.

Crime Prevention has also moved along ... from CP1 to CP2 (Crime Prevention 1 to Crime Prevention 2). We really all moved together at the same time...working together and supporting each other as ONE.

I want to show you how we have complemented each other. How we have grown together.

I will share some examples...CELEBRATE our Successes and maybe even a Mistake. How else can we learn if we don't recognize and support those that had the COURAGE to try (even if it didn't work out perfectly)

As I connect the dots pay attention to our past (partnerships- CP1), currently we are enjoying CP2. The buzz in Policing right now (or CP2) is (integration) I want to spend a lot of time talking about the NEXT EVOLUTION for both Police and Crime Prevention...CP3

CP3 Crime Prevention 3 = Community Crime Prevention.

Where the key principle...INTERDEPENDENCE will come into play. Where everything is reliant on each other...

Here is an example of CP3... From Police DETACHments to Police ATTACHments. We will get into this big time in a few minutes.

In other words, where all Components of Preventing Crime... Preventing Problems are essential parts of an integral network.

Just like the ECOSYSTEM... It is like a engine firing on ALL CYLINDERS.

More on this as I speak...I just ask you to be thinking about this concept ... CP3 Interdependence.

Truly, the FUTURE of Crime Prevention will all be based around ALL OF US working together, supporting each other and taking ownership together. Lets call it FUTURE SHOCK... The coming ideas in Crime Prevention.

Starting With Police

- Core Police Duties Still Remain
 1. Prevention
 2. Enforcement
 3. Protection
 4. Service
- Prevention will always be a cornerstone of the RCMP's Vision...

“Safe Homes – Safe Communities”

I want to start with Police.

I will give you a very quick overview in the fundamental changes Police have made...or are planning to make.

Most importantly...

Prevention is still one of the Cornerstones of Policing.

It will always be...

For the RCMP...Our Vision is Safe Homes – Safe Communities.

Show me a town or city that does not value Community Safety...Community Safety will be a big concept in CP3 More on this later.

PREVENTION - obviously our goal is to stop the Problem before it ever occurs...In the RCMP we have a problem solving model to deal with this. The acronym is called CAPRA...Root Problem solving in partnership with the community...more on this later.

From Community Policing to Community Policing 2

- Roman Guard > Peel > Professional Model
- Community Policing (CP1) (Problem Orientated Policing)
- Basic Principles – Sharing and Partnership with our Communities
- 2001 - Intelligence Led – Targeted Community Policing...aka: “Smart Policing” (CP2)
- Look at the Definition of Community Policing 2... Note how Prevention is “entrenched” within a philosophy. You wont see the word “prevention”

The evolution of policing started with the Roman Guard, then Peels 9 Principles of Policing in 1822 (The Police are the Public and the Public are the Police) to the Professional Model of Policing. Where the enforcement was everything, we were centralized, command and control, strict on all policy, bunker mentality where the Police knew the community problems and did not enlist the community to help solve them.

The RCMP moved to Community Policing in 1989. All I need you to remember here is the cornerstones “partnerships” and “sharing”.

This is where the concept of Problem Orientated Policing was also introduced. The SARA (Scan Analyze Respond and Assess) model was widely used then. The RCMP has moved to CAPRA. We added more tools onto the tool belt of the community constable. Enforcement was just one of many tools. Still important and vital, but not the only tool like when I was trained. More on this later with examples

There have been HUGE changes in the way Police think and operate over the past 15 years...

We moved from the “We Know Best” “Bunker Mentality” to an Open, Transparent, and Customer Focused, De-centralized PROACTIVE model of Policing. Where sharing the responsibility of policing in partnership with the community became a foundational pillar.

And this is where the Police and the Public (BC Crime Prevention Association) began to rally to the call...

As we moved to Community Policing, we began to entrench and operationalize Prevention.

Around 2001 (after 911) we moved to Intelligence Led – Targeted Community Policing (Community Policing 2).

Using the best methods of gathering, analyzing and prioritizing intelligence, we targeted on the root of problems. Many times using enforcement as our only tool. But also using other tools...Prevention being one of them. Prevention is now ENTRENCHED into our service delivery style...Much of this recognition must go to you...In BC it has been the vision, support and dedication of the BC Crime Prevention Association members, volunteers and communities that have taken PREVENTION to that next level.



Here are the elements of Intelligence Led – Targeted Policing “Smart Policing”

Client Centered Service - Custom Designed - Team Approach - Public Accountability

Decentralized Neighbourhood Model with Centralized Support

Integrated Service Teams - Individual Case Management Approach

Proactive (anticipating & forecasting community issues) - Real Time Flexibility & Adaptability

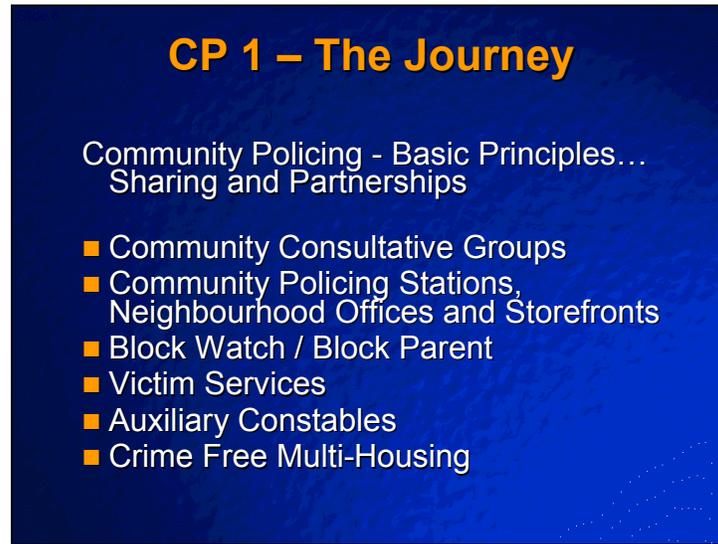
Shared Leadership - Partnerships and Collaboration - Consultation & Transparency

Root Problem Solving - Quality Seamless Service - Supervised Risk Management

Continuous Development

Now, Watch how this fits into the bigger picture of PREVENTION

You see...with a Police Organization now “internally” set to “GO”... to be PROACTIVE and Move Forward.... Then Crime Prevention becomes a by-product in everything we do.



The most basic definition of Community Policing is the **Sharing** of the Policing in **Partnership** with the Community.

Now I want to take you on a Journey. And take a look on how the Police opened the doors to the community during CP1 and the wonderful partnerships we have formed with the community. The best example I can think of is the BC Crime Prevention Association.

Community Policing was really a launching pad, a spring board to Bring Prevention to the forefront.

From CP1 to CP2 and I will finish off with the FUTURE of Policing and FUTURE of Crime Prevention...I am calling this CP3

Community Policing 3 – Crime Prevention 3 (Or what I call **Community Crime Prevention**).

I want to connect the dots for you as I speak.

I want to show you how the Police Evolved and How Crime Prevention Evolved also...Together, Independently and also Dependently (one big Melting Pot).

As I go through each example...I will link how PREVENTION through Community Volunteerism played a crucial role in the evolution and success.

CCG's – Consultation with the Community – We were reaching out to the community asking what the problems were. You know what...things we thought were problems were not all that high on the radar screen for our communities.

Volunteers from all walks of life stepped up to the plate to attend community meetings and begin working with the policing in identifying and solving problems Community Policing Stations, Neighbourhood Offices and Storefronts – We were told that we needed to be more responsive, more approachable, more local, more in touch with neighbourhood issues...thus our move to community stations. Here is where the many prevention initiatives and partnerships began.

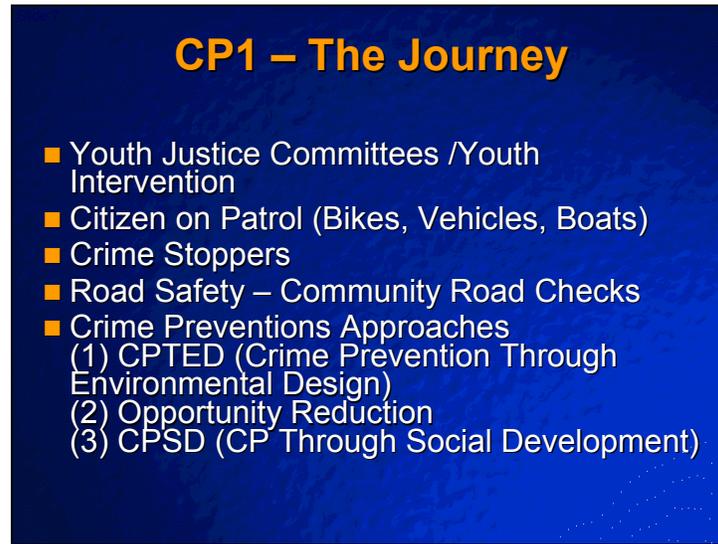
Block Watch – Opportunity reduction through mobilizing neighbours. Still with us today and going strong.

Block Parent – Building a safer community through people who care enough about the well-being of children to volunteer his or her home as a safe temporary refuge for individuals in trouble, especially children.

Victim Services – I could go on for hours on this shift. With the advent of Victimology in the 80's, the rights and protection of the Victims. Police agencies and volunteers banded together to begin providing support.

Auxiliary Constables- This goes right back to the essence of community policing...the public assisting the policing in the sharing of policing. Aux Cst's really expanded in the last 25 years.

Crime Free Multi Housing – a direct and solution oriented crime prevention initiative designed specifically to help apartment owners, managers, residents, police and other agencies work together to keep illegal and nuisance activity off rental property. CPTED (Crime Prevention Through Environmental Design) in-action!



In Community Policing 1, what we experienced was the beginning of engaging in community partnerships ... All with the same common goal. To Prevent Crime...To Create “Safe Homes – Safe Communities”.

Here are just a FEW examples of a cross section of Community Policing initiatives that we saw start up in the 80's & 90's.

Youth Justice Committees – Diverting young persons from the courts when appropriate. Community Committees made up of volunteers...this was a precursor to Restorative Justice. Elders Juries and Aboriginal Cultural Camps were spin-offs to Divert Youths.

Youth Intervention Initiatives – Community and Policing Connecting with Kids, Reaching Out to Kids. We saw DARE, Youth Camps, and a host of other initiatives working with kids.

Citizens on Patrol – Where the community became the eyes and ears for the Police. On foot, harbor patrol and in vehicles. They watch and record and report to the Police. How about our own BC Citizen Patrol Network supporting local Patrols.

Road Safety – From signs to programs targeting speeding and road safety. Community and the Police joined up in Road Checks at Christmas time teaching about Drinking and Driving.

Crime Stoppers – A very successful Crime Prevention program where the Community has taken ownership in solving crime, preventing repeated crime through offering a cash reward to anonymous persons who telephone the Crime Stoppers hot line with information which led to the arrest and charges of the person(s) responsible for crimes.

Crime Prevention Approaches. The 3 Main Approaches to Crime Prevention are CPTED (Crime Prevention Through Environmental Design), Opportunity Reduction and Social Development. CPTED is very proactive, dealing in building and location design and set up before crime occurs. Opportunity Reduction –

Many great programs came about to protect peoples property and person. From Lock Out Auto Theft to Lady Beware.

CPSD (Crime Prevention Through Social Development). We saw a host of initiatives where with the focus to intervene early to help those at risk of becoming offenders or victims. Early intervention reduces the number of people who offend and the number of people who are victimized. This approach is called "crime prevention through social development" or "CPSD." CPSD targets the causes of crime to stop crime *before* it happens. Factors such as domestic violence, poor parenting, substance abuse, low literacy skills, and poverty place people at high risk of coming into contact with the law – as offenders, as victims, or both.

This is just a cross section of examples of the hundreds of initiatives that “took off” as Community Policing was also spreading its wings.

I want to move on...it gets better!

CP2 – Community Policing 2

The New Face of Crime

- Organized Crime
- Borderless
- Fluid and Fast
- Organized and Taking Advantages of Endless Opportunities

Police Response = SMART POLICING.
Root Problem Solving Through Targeted Enforcement and Prevention. With Real Time Response and Intelligence Driven

Community Policing 2

What we have seen as we have entered the new millennium is the NEW FACE of CRIME.

Organized Crime has really moved into town. Directly or indirectly, Organized Crime has a huge impact on society today.

Crime is also Borderless (does not know political or jurisdictional boundaries) Criminals organize around and take advantage of Police organizations and their Jurisdiction structures.

Criminals are Fast and Fluid Criminals are able to expand and collapse their enterprises and techniques much quicker than authorities.

As our world grows and expands, so does Opportunities. However with increased opportunities, we also find that crime opportunities increase.

Where ever there is a chance for control, power or money, criminals are moving much quicker. Look at Russia or Iraq? Who was the first to move in...organized crime.

The Police Response is multi faceted... but focused on having the best intelligence available so they can target their limited resources the SMARTED WAY possible. We call this SMART POLICING

Police Response = SMART POLICING

Root Problem Solving Through Targeted Enforcement and Prevention. With Real Time Response and Intelligence Driven.

CP2 – The Current Evolution

- Police Recruits – Now called Cadets
Training Radically Changed – Based on CP 2 and CAPRA (Our New Problem Solving Model)
- Reactive to Proactive Root Problem Solving (No Longer Band Aid Approach or 2 & 10 Rule)
- Enforcement – Just One Tool in the Tool Kit
- Decision Making On the Street– Full MEAL - Moral, Ethical, Affordable, Legal and supported by Community > Just Do It!
- Increased Trust of the Front Line Police Officer – They Become Community Problem Solvers

Lots of Changes have occurred during the evolution to CP2

The way we Train our Cadets - Taught all the tools of the tool kit. Not just enforcement like the way I was taught.

Our Problem Solving Model. CAPRA This is the state of the art problem solving model developed within the principles of Community Policing...

Clients * Acquire & Analyze * Partnerships * Response * Assess

Move from Reactive Response(2 and 10 rule...2 Minutes to get to the call, clear by 10 Minutes) to a Proactive Root Problem Solving approach. This is very challenging in the big RCMP police attachments where we are half the size as our municipal counterparts.

Enforcement...Very important in our tool kit and has it's place in the service delivery package...but it is not the end all be all. Big focus now on Prevention, Service, Intelligence and Protection.

Our front line police officers are empowered to make decisions on the street in the spirit of the CP2 Philosophy. Full M.E.A.L. Deal (Moral, Ethical, Affordable and Legal), and supported by the Community...We tell them to...JUST DO IT!

In CP2, the Community Constable becomes a Community Problem Solver. As I tell my officers. You are in the business of solving problems. The cornerstones of solving problems include consultation and partnership with your community. Always strive to be AHEAD of the problems...anticipating and forecasting them before the occur. But, when that is just not possible, then try to Root Problem Solve so the issue never happens again. I don't want them ever going back to that call again. Solve the problem once and for all!...well, try. And most important...involve the community in the problem solving process.

CP2 – The Current Evolution

Strategies for Today's Problems

- Street Racing
- School Violence – Bullying
- Traffic Safety (Speed Watch – ICBC Partnerships, Road Safety Vision 2010)
- Internet Safety
- Tech Crime

I could spend hours discussing strategies in place to deal with Today's Problems. Many of these strategies are topics of this conference.

Suffice to say, that Community Policing 2 and Crime Prevention 2 are currently in alignment and partnership in ROOT PROBLEM SOLVING these issues.

Street Racing – Targeted Enforcement Team, Special Equipment, Tougher Laws, Education through our School and Youth Officers and Enhanced Police Powers. But in this problem, I stood up to the masses and outlined this as a “Community Problem” requiring a Community Response. The partnerships formed as a result have been very exciting. A number of youth groups and community forums have been set up to discuss the issues and look for solutions. We involved the KIDS...Something really important.

School Violence- Bullying – the key here is getting into the schools and play grounds at Kindergarten and early elementary grades...the earlier the better. Many Police Departments have dedicated youth officers or school liaison officers to elementary schools. Education and a No Nonsense approach are vital in our schools. The Community can help through a host of initiatives dealing with education. My School Boards have also adopted Restorative Justice as a means to deal with problems.

Traffic Safety – Speed Watch, ICBC Partnerships, Road Safety Vision 2010 (reducing crashes and deaths).

Internet Safety – Enter the world of “anything goes”. The wild frontier with very few rules and even more difficult to Police or Enforce.

Cyber stalking, Hacking, Computer Viruses, Child Porn, Sexual Predators, Pyramid Schemes, Spamming, Harassment, Other than just not going on the net, Education and Cyber Proofing are the main strategies to prevent crime in this area.

Tech Crime – Everything technology... Hi Tech Fraud, Identify theft, Cell Phone Cloning, Credit Card Skimming, Tampering with Data,

We are going to be see a proliferation of tech crime and our approaches to prevent it are going to be just as innovative and challenging.

At Richmond Detachment, the mandate of our High Tech Crime Unit is fifty percent proactive (prevention and education). Where we are educating the public and kids to the whole area of Internet Safety and Tech Crime.

CP2 – The Current Evolution

- Restorative Justice (RJ) – Youth Criminal Justice Act
- Grow Ops / Grow Rips > Violence
 - Operation Green Clean (Enforcement, Education, By Laws and Prevention)
- Drug and Substance Abuse – Healthy Choice Initiatives & DARE

Restorative Justice A process of restoration of the wrong doing that emphasizes healing the wounds of victims, offenders and communities caused or revealed by crime.

.... From Youth Justice Committees and Police/Crown Diversion. Now, we have the Youth Criminal Justice Act and RJ is a codified informal measure instead of court or upon conviction.

For Police, many units are struggling with setting up a RJ program. Even a bigger challenge is during the RESOLUTION SPHERE of RJ. This is finding community interest, support and ideas to offer meaningful alternative sentencing (resolution) measures in the community for RJ (programs, services and institutions that make cooperative and adjudicative processes).

I will talk later, but the RJ movement is really a paradigm shift in the making where we are seeing a move towards Community Justice.

Marihuana Grow Ops/ Rips It is not an exaggeration to state marihuana grow operations and grow rips (break and enter into grow ops) is out of control these days. Marihuana grow operations and related organized crime activities have become a primary public threat to community well being/safety. There is also community concern about the sharp increase in crime related to marihuana grows. Issues such as homicides, gang violence, grow rips (thefts), electrical fires and property damage to rental buildings are just some of the problems. Police have responded by Enforcement Teams (GREEN TEAM) and appropriate By-laws allowing the Police to keep grow ops closed down until electrical, health, building safety and other experts view the residence. Also introduced is a newly formed integrated policing partnership between Richmond detachment and the City of Richmond called Operation Green Team. Operation Green CLEAN is as a multi-disciplinary approach whose goals include reducing both supply/demand and marihuana grow operations within the City of Richmond. Using a strategic framework using a six pillar approach to approach the problem. These pillars include (1) Enforcement: RCMP enforcement team and a new by-law ensuring a

grow house is inspected prior to re-occupancy (2) Education: Delivery of a comprehensive 1.5 hour seminar designed to reduce the chance of a property owner or landlord has renting to an individual who will start a marihuana grow operation. (3) Prevention: A booklet was created called "How to Spot a Marihuana Grow Operation." This booklet was designed to assist the community in spotting and reporting potential grows operations. Tips are then passed on to the police to investigate. Residents surrounding a marihuana grow operation are delivered letters and given the opportunity to complete a victim impact statement. (4) Awareness: Through the creation of pamphlets, posters and stickers advertising the Operation Green Clean program. When the Green Team is dismantling a marihuana grow operation, a sign is posted outside explaining who the members are, and making the local community aware that there was a marihuana grow operation close to home. The fifth and sixth pillars are Treatment and Rehabilitation.

Drug and Substance Abuse Healthy Choices...Education and opportunity reduction (even DESIRE REDUCTION) is key Prevention activities that the community can help with. There are many initiatives in place to help youth work with making healthy choices...www.DEAL.org is an example DARE...taught by uniformed police officers in the classroom. It teaches children how to resist drugs and violence and gives them the self esteem they need to succeed. Assisting in fund raising and promoting the principles of DARE is a way the Community can help the Police.

PRINCIPLES of DARE.

To provide the skills for recognizing and resisting social pressures to experiment with tobacco, alcohol and drugs.

To help enhance self-esteem.

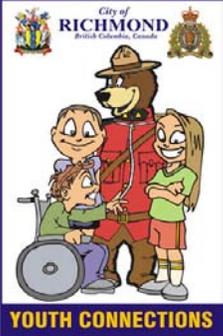
To teach positive alternatives to substance use.

To develop skills in risk assessment and decision making.

To build interpersonal and communication skills

Working With Youth

- Asset Building
 - Community Safety Cards
 - Positive Tickets
 - Youth Mentoring
 - Night Shift
 - Adopt A School
 - Youth Academy
 - Readitt



The logo for 'City of Richmond Youth Connections' features a cartoon bear in a red uniform, a boy in a wheelchair, and a girl. The text 'City of RICHMOND British Columbia, Canada' is at the top, and 'YOUTH CONNECTIONS' is at the bottom.

Working With Youth – early intervention.

From COP Cards to Community Safety Cards – Including all Public Safety partners to be a role model...why not Crime Prevention volunteers?

Positive Tickets – Ice Breaker for Police. Tickets donated by Community. Recognizing good kids, kids doing good deeds, Kids at Risk. Giving a kid a positive influence with Police – See Video...

Youth Mentoring – Police/Youth Mentoring (Onside Program) – Caring for Kids – Role Model programs...Why not involve the community?

Adopt a School – In addition to Youth Officers dedicated to Youth and Schools...Each elementary school adopted by a Police Officer...what not have Community assist in adoption initiative?

Youth Academy – RCMP Boot Camp for kids.

Readitt Program - Reaching out to trouble youths, or teens in trouble with the law, the community police stations at Richmond Detachment, working in partnership with community volunteers and local government agencies, are identifying troubled, illiterate youth and offering them an opportunity to improve their reading skills <http://www.richmond-news.com/023202/features/023202fe1.html>

Asset Building

Framework of developmental assets. This framework identifies 40 critical factors for young people's growth and development. When drawn together, the assets offer a set of benchmarks for positive child and adolescent development.

External Assets

The first 20 developmental assets focus on positive experiences that young people receive from the people and institutions in their lives. Four categories of external assets are included in the framework:

Support-Young people need to experience support, care, and love from their families, neighbors, and many others. They need organizations and institutions that provide positive, supportive environments.

Empowerment-Young people need to be valued by their community and have opportunities to contribute to others. For this to occur, they must be safe and feel secure.

Boundaries and expectations-Young people need to know what is expected of them and whether activities and behaviors are "in bounds" and "out of bounds."

Constructive use of time-Young people need constructive, enriching opportunities for growth through creative activities, youth programs, congregational involvement, and quality time at home.

Internal Assets

A community's responsibility for its young does not end with the provision of external assets. There needs to be a similar commitment to nurturing the internal qualities that guide choices and create a sense of centeredness, purpose, and focus. Indeed, shaping internal dispositions that encourage wise, responsible, and compassionate judgments is particularly important in a society that prizes individualism. Four categories of internal assets are included in the framework

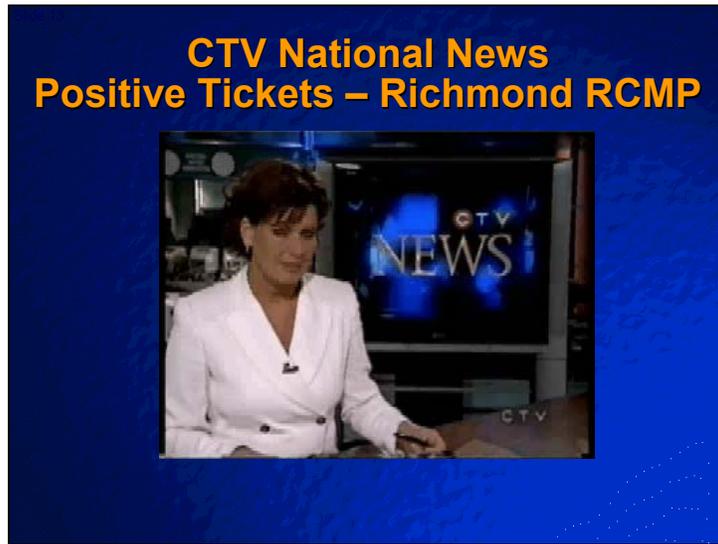
Commitment to learning-Young people need to develop a lifelong commitment to education and learning.

Positive values-Youth need to develop strong values that guide their choices.

Social competencies-Young people need skills and competencies that equip them to make positive choices, to build relationships, and to succeed in life.

Positive identity-Young people need a strong sense of their own power, purpose, worth, and promise.

Slide 13



CTV National News Story
Positive Tickets
Richmond RCMP
August 2003

You can view this 3 minute video on the internet at...

<http://www.wardclapham.com/positivetickets.mpg>

CP2 – A Walk On the Wild Side

- Decentralizing – Integrated Community Neighborhood Stations = Centers of Excellence
- Integrated Service Teams & Individual Case Management Approach
- Moving Away from Commodity Based Sections to Targeting Criminal Groups using Integrated Teams
- Move to Community Safety – Integrated Approach with Agencies and Community

CP2 – A Walk On the Wild Side

A Few Risks During Time of Crisis and Limited Resources

Decentralizing – Integrated Community Neighborhood Stations = Centers of Excellence.

Where community crime prevention programs, by-laws, social workers, mental health, etc. can all work from one place and align their services in an integrated service team approach.

Integrated Service Teams & Individual Case Management Approach –

Internally integrated (police units and other enforcement groups) and also integrated with Community Groups. Root problem solving as a team, instead of individually – This is the essence of CP2.

IE: Youth Officers teamed up with Youth Outreach workers and Social Workers.

IE: Police and Mental Health workers

Moving Away from Commodity Based Sections to Targeting Criminal Groups using Integrated Teams

Integrated Police Target Teams – Focusing on the organized crime group. In the past Drug Sections would primarily just chase drug dealers, immigration section would dedicate on just working on immigration matters etc. What we have found is that Crime groups go for the profit regardless of the commodity and they change commodities very quickly (expanding and collapsing their operations quickly)

Move to Community Safety – Integrated Approach with Agencies and Community - Richmond has a Community Safety Division and the RCMP work very closely with Fire Rescue, By-Laws and Emergency Preparedness.

This integrated approach looks at the bigger picture of public safety (community safety) in a holistic approach that expands from more than just enforcement (education, prevention, outreach, planning, sharing, early intervention and coordination of the different disciplines).

The "Business" of Policing Has Changed

- Community Policing is No Longer a Program or Section
- Translated into our Culture and Service Delivery Model – Just the Way we Do Business
- Transformation = New Business Model
- New Way of Operating our Business
- Confronting Community Policing as Business = Systems, Structures and Service Delivery Strategies Change

The "Business" of Policing Has Changed

Community Policing is No Longer a Program or Section.

Translated into our Culture and Service Delivery Model – Just the Way we Do Business.

This Transformation means a New Business Model.

New Way of Operating our Business – Running a Police Business changes and this is hard for many to understand and accept!!!!

When you Confront Community Policing as Business = Your Systems, Structures and Service Delivery Strategies Change.

The old way of doing police business does not fully support the new way of providing community safety to the public.

New “Business” Realities the Police Face

- Statistics vs. Quality - Prevention of Crime (Decreased Statistics) or Increased Crime Because of Targeting
- Budget Cuts Due to Reduction of Crime
- Realities of “Too Much” Consultation
- Volunteer Management
- Business Engagement and Partnerships
- Privacy Act/Liability Issues (Using Volunteers)
- Civilianizing (Para policing Issues) vs. Police Officers - Legitimizing Police Officer Duties
- Partnerships = Maintenance is Time Consuming
- Change Management Skills are Crucial and a New Style of Shared Leadership Required

New “Business” Realities the Police Face

Here are just a few example of the NEW BUSINESS REALITIES as a Result of Evolution of Community Policing

- Statistics vs. Quality – What happens when you Prevent Crime (Decreased Crime Statistics)? Budget Cuts Due to Reduction of Crime...The politicians say we don't need the police as crime is coming down. On the other hand, when you TARGET Crime, then Statistic increase because of Targeting (marihuana grow ops is great example).
- Realities of “Too Much” Consultation – Decisions may never get made. You can't please everybody. Tough decisions have to be made.
- Volunteer Management – The future in this area is “Professional Volunteer Management”. We got to spend the money and do this right. Our volunteers deserve nothing less. Police don't have the current capacity to manage hundreds of volunteers.
- Business Engagement and Partnerships – It is a business within itself when you enter into engaging business partnership to help in policing and crime prevention activities. It takes a lot of time, money and support staff the maintain these partnerships.
- Privacy Act/Liability Issues (Using Volunteers).
- Civilianizing (Para policing Issues) vs. Police Officers - Legitimizing Police Officer Duties...MORE ON THIS LATER.
- Partnerships = Maintenance is Time Consuming. Police organizations do not have the capacity for all the partnerships being formed. This is a High Maintenance area for Police.
- Change Management Skills are Crucial and a New Style of Shared Leadership Required...Including volunteers and the other professional and government agencies. Many are NOT UP TO SPEED with the new style of leadership (still have the command and control/bunker mentality).

How Will the “Business” of Crime Prevention Change?

- Integration of Programs
 - One Tax Payer – Value for Money
 - Liability and Volunteer Management
 - Perceived vs. Real Crime Issues
- This Leads us to CP3... Crime Prevention 3 and Community Policing 3

How Will the “Business” of Crime Prevention Change?

- Integration of Programs – Stand Alone Crime Prevention initiatives banding together. As we move toward integration, new skill sets are required for the organizers as we are talking about RICH, ENDURING, MEANINGFUL ASSOCIATIONS...

- One Tax Payer – Value for Money.

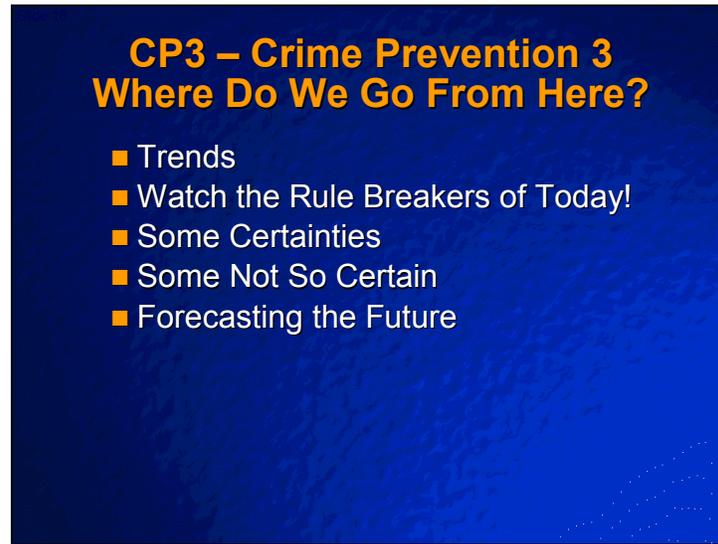
- Liability and Volunteer Management - Just how far should the public get involved? Who will protect them civilly? As mentioned earlier, Volunteer management is an emerging reality for the future.

Perceived vs. Real Crime Issues.

Media has really opened up the issue of PERCEIVED Crime. Even with crime going down, the fear goes up and our reality is the PERCEIVED UP. This then means we have to think about Prevention differently. For Police, increased visibility and patrols decrease this fear of crime.

WHAT CAN CRIME PREVENTION do to INCREASE visibility, communication and patrols to reduce the Perceived Crime issues?

This Leads us to CP3... Crime Prevention 3 and Community Policing 3



CP3 – Crime Prevention 3 Where Do We Go From Here?

We are talking about anticipating and foreseeing the future by conducting a continuous environmental scan.

To understand trends, opportunities and new ideas, one must constantly surf, scan, investigate and systematically analyze the world.

And it's easy to get overwhelmed...

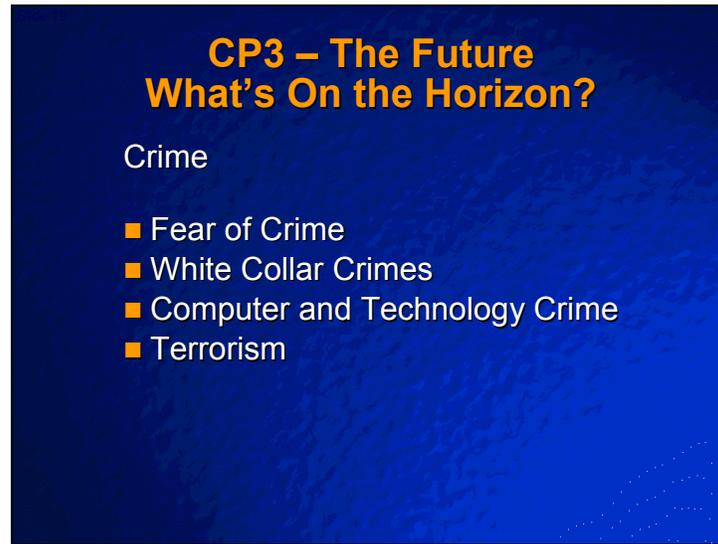
Sometimes going to outsiders for ideas and opinions is a good thing. They are not caught up in the blind spots. As an independent, they may offer unbiased, informed, practical future information. In other words... a second opinion at what is happening out there.

We are living in turbulent times. The ability to anticipate dramatically enhances our chances of success. Thus, the motto....Work Smarter, Not Harder. .

I believe the key is the ability to constantly strive to recognize those provocative ideas that will be shaping our future. In other words, we must look for "rule breakers". It is those "rule breakers" that are potentially the beginning of a paradigm shift.

Exploring these shifts for implications and potential opportunities is the key to forecasting the future.

Here are just a few forecasts to provoke your thinking...



CP3 – The Future What's On the Horizon?

- Fear of Crime – it is not going away as our Baby Boomers get more into their Senior Years.

Fear of crime is all-pervasive, and there is hardly any citizen who is happy the way the state in any part of the world has dealt with it.

Crime could be kept at reasonable levels by "smarter" and not necessarily "tougher" policing.

Prevention Ideas? How can we increase visibility, communication and education?

- White Collar Crimes – Crime will continue to increase in sophistication. The challenge is increasing the "capacity" of the police to deal with these very complex and time consuming investigations.

- Computer and Technology Crime – Try to imagine every type of computer and tech crime...it is IMPOSSIBLE. We are going to be bombarded with new and advancing crimes daily in the years to come. What can we do to PREVENT this?

- Terrorism ... This is not going away anytime soon either. Preventing Terrorism requires all of us to pay attention to details. We cannot assume everything is just OK. (This is where the little things are really be the BIG things).

Lets look at Post 911 for a quick snap shot on how our world has changed.

CP3 – The Future Terrorism – Post 911 Issues

- Fear of Crime and Criminal Victimization Raised – Increased Community Anxiety
- Public Expectations and Accountabilities on Police Have Increased
- Sense of Urgency from Public to Approach and Solve Violence and Homeland Security Problems
- Thus... "Quick Fix" Solutions - Enforcement, Tactical & Protective Offer Some Immediate Relief – But We Need Long Term Solutions!

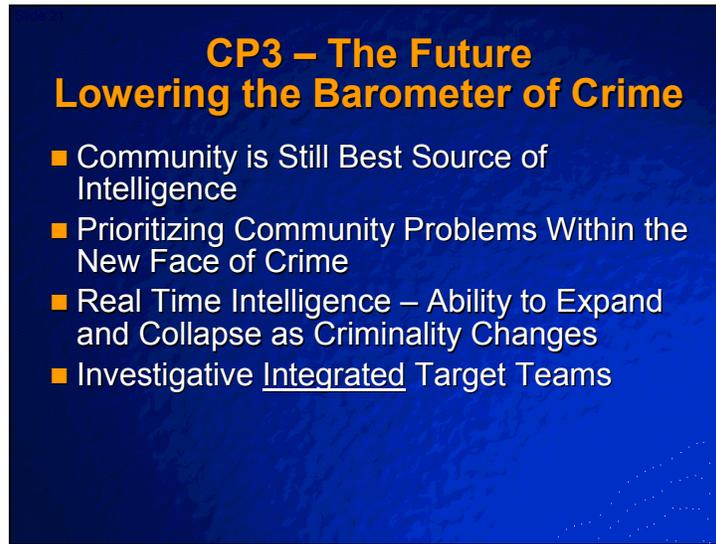
CP3 – The Future Terrorism – Post 911 Issues

Fear of Crime and Criminal Victimization Raised – Increased Community Anxiety
Public Expectations and Accountabilities on Police Have Increased.

Sense of Urgency from Public to Approach and Solve Violence and Homeland Security Problems.

Thus... "Quick Fix" Solutions - Enforcement, Tactical and Protective will Continue.

We cannot let the fear of violent crime dictate an erosion of the community policing/crime prevention model and allow us to retreat back to the comfort of the previous evolutionary phase, the "professional model". Now, more than ever, there is a requirement to embrace community policing and community crime prevention as models where community concerns can be re-assessed and citizen mobilization be enhanced to assist the police in seeking solutions. In our fight against terrorism and violent crime, we must stay true to the principles of community based policing and crime prevention, and not allow the challenges that we are currently facing erode our past efforts.



**CP3 – The Future
Lowering the Barometer of Crime**

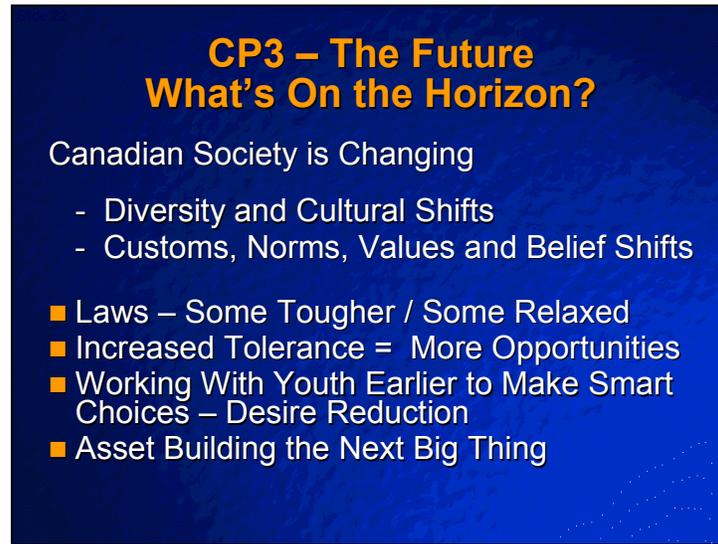
- Community is Still Best Source of Intelligence
- Prioritizing Community Problems Within the New Face of Crime
- Real Time Intelligence – Ability to Expand and Collapse as Criminality Changes
- Investigative Integrated Target Teams

CP3 – The Future

Lowering the Barometer of Crime

In our attempt to lower the Barometer of Crime, we must remain true to the principles of Community Policing and Crime Prevention.

- The Community is Still Best Source of Intelligence.
- We must continue in the Prioritizing of Community Problems within the New Face of Crime.
- We must get SMARTER...Real Time Intelligence and the Ability to Expand and Collapse our Teams as Criminality Changes.
- Ultimately...Investigative Integrated Target Teams is the key to success.



**CP3 – The Future
What's On the Horizon?**

Canadian Society is Changing

- Diversity and Cultural Shifts
- Customs, Norms, Values and Belief Shifts

- Laws – Some Tougher / Some Relaxed
- Increased Tolerance = More Opportunities
- Working With Youth Earlier to Make Smart Choices – Desire Reduction
- Asset Building the Next Big Thing

**CP3 – The Future
What's On the Horizon?**

- Our Canadian Society is changing...we are becoming ever more diverse... (Diverse in all areas...religious, political, ethnic, cultural, etc.)

Look at the components or nature of our culture. There has been some significant changes in our norms, customs, mores, conventions, sanctions, values, beliefs, and rituals.

As a result, we are going to see changes in Canadian Tolerance. Increased tolerance will open up all kinds of new opportunities for Crime and Criminals. And on the Opposite side of increased Tolerance, there is DECREASED tolerance...the push from the public for more ACCOUNTABILITY and DETERANCE on Crime.

- We are also looking at Changes in laws or the relaxing of some laws. The writing is already on the wall. Look at possible legislation relaxation with drug laws and prostitution laws.

Post 911 – Toughening and hardening of laws and tactical enforcement initiatives.

For Crime Prevention, the Future May Possible Hold...

From Opportunity Reduction we may see more of a Push to “DESIRE REDUCTION”... working with youth to make Healthy Choices. There are already a number of these types of initiatives for kids, I believe we will see a lot more.

Check out www.DEAL.org for an example.

Asset Building is the Next Big Thing in my Opinion...

Timing is right and it just makes sense.

My good friend and mentor, Mr. Keith Pattinson is speaking on Asset Building at one of the workshops (Saturday Afternoon) during this conference. I invite you to listen to this revolutionary initiative taking the world by storm.

CP3 – The Future What's On the Horizon?

Globalization... For Crime Prevention this Means Increased Global Partnerships to Inspire Broad Based Participation in the Preservation of Public Peace and Safety

- Localization - More Than Ever the Push to a Service Delivery...Local, Neighborhood, Custom Designed, Real Time, Integrated, Seamless and Focusing on Root Problem Solving

CP3 – The Future What's On the Horizon?

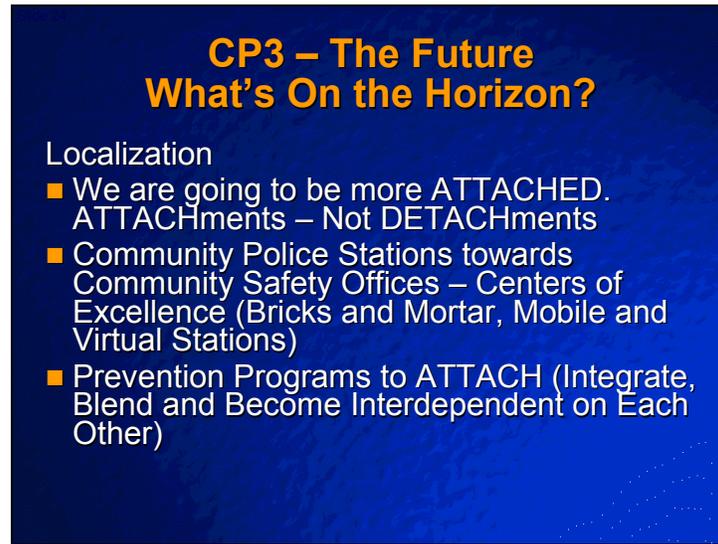
Globalization...

For Crime Prevention, this means increased Global Partnerships to Inspire Broad Based Participation in the Preservation of Public Peace and Safety. In other words, **as crime becomes more borderless, so must our preventative approaches cross borders.**

Localization - More Than Ever the Push to a Service Delivery...Local, Neighborhood, Custom Designed, Real Time, Integrated, Seamless and Focusing on Root Problem Solving.

Localization...People want to have local ownership and sense of belonging. Thus, neighbourhood service delivery will be a major growth industry. And where the public cannot provide the services, the private sector will be sure to fill the gaps.

For Crime Prevention, the Future is all about working with neighbourhoods and communities to locally service their issues and problems.
(MORE ON LOCALIZATION ON NEXT SLIDE)



**CP3 – The Future
What's On the Horizon?**

Localization

- We are going to be more ATTACHED. ATTACHments – Not DETACHments
- Community Police Stations towards Community Safety Offices – Centers of Excellence (Bricks and Mortar, Mobile and Virtual Stations)
- Prevention Programs to ATTACH (Integrate, Blend and Become Interdependent on Each Other)

**CP3 – The Future
What's On the Horizon?**

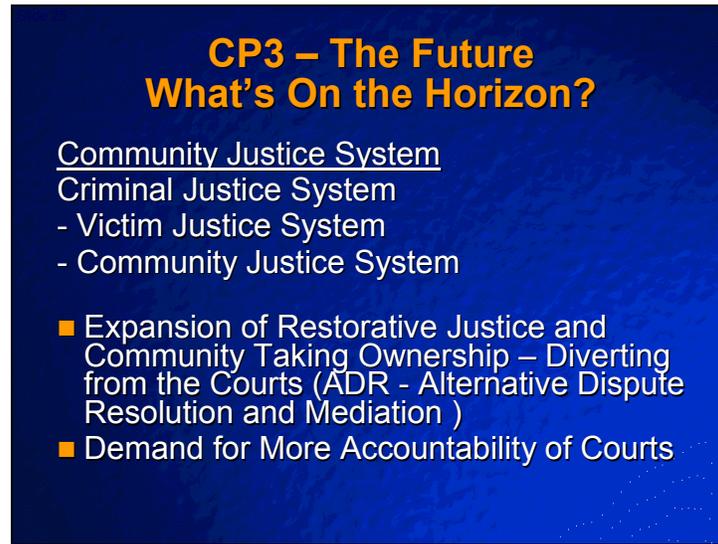
Localization

We are going to be more ATTACHED. ATTACHments – Not DETACHments. This whole concept supports the integrated approach.

Community Police Stations will be moving towards Community Safety Offices – Centers of Excellence (Bricks and Mortar, Mobile and Virtual Stations). Where all Community groups interested in the well being of community safety will co-operate and be co-housed.

The FUTURE for CRIME PREVENTION...

Prevention Programs to ATTACH (Integrate, Blend and Become INTERdependent on Each Other). Where our goal will be to create RICH, ENDURING, MEANINGFUL ASSOCIATIONS...



**CP3 – The Future
What's On the Horizon?**

Community Justice System
Criminal Justice System

- Victim Justice System
- Community Justice System

- Expansion of Restorative Justice and Community Taking Ownership – Diverting from the Courts (ADR - Alternative Dispute Resolution and Mediation)
- Demand for More Accountability of Courts

**CP3 – The Future
What's On the Horizon?**

Community Justice System

The whole notion that the Community is moving towards other means for dealing with problems than the courts.

You can see the shifts...

- Criminal Justice System (Industrial Revolution).
- Victim Justice System (Victimology).
- And the future may be the "Community Justice System" (Information Revolution).

The Principles of Restorative Justice Will Expand!

Community will take more ownership of restoring the harm caused by others. Diversion from Court will increase. Either because of cost, apathy or capacity. Court may only see the most serious of crime in the future...

The shift is already occurring where the Public is holding them more accountable. Even Judges are now writing into newspapers defending their decisions and sentences...this paradigm shift is a major indicator of potential changes coming...

Other crimes may be dealt by way of

- Restorative Justice
- Community Justice
- Alternative Dispute Resolution
- Mediation

Future Possibilities... (1) Volunteer Community Court Watch – Holding Courts Accountable – Holding Politicians Accountable?

(2) Community banding together to assist in providing meaningful Restorative Justice resolution opportunities during the RESOLUTION SPHERE of RJ. (In other words, we need some creative, supportive and nurturing community (sentences) activities and options for RJ resolutions.

This includes finding community interest, support and ideas to offer meaningful alternative sentencing measures in the community for RJ (programs, services and institutions that make cooperative and adjudicative processes)

(3) Community Justice – the community taking more local justice issues into their own hands. From Social Contracts to Boards of Review (Inquiries).

**CP3 – The Future
What's On the Horizon?**

Technology

- High Tech Crime
- High Tech Solutions
- Information Highway Patrol - the Next Generation for Police
- Internet = Hostile Territory
Watch the Rule Breakers
- Biometrics

Welcome to the INFORMATION REVOLUTION and Technology is the vehicle. We are going to see more and more HIGH TECH CRIME and also more HIGH TECH SOLUTIONS to PREVENT and SOLVE CRIME. For the Police, this means our NEXT GENERATION OF HIGHWAY PATROL OFFICERS will be trained and equipped to patrol the INFORMATION HIGHWAY... Should Crime Prevention Enthusiasts be thinking along the same way?

The INTERNET is HOSTILE TERRITORY. Simply put, the INTERNET is far from being safe. But can we realistically say...JUST DON'T GO ON THE NET?

To figure out future crimes and prevention trends, just watch the RULE BREAKERS on the net today. From hacks, attacks, predators, viruses, spam, theft of identify, credit card fraud...the list goes on and on. Here is one example of rule breakers in the making. The big shift right now is going to wireless internet. Criminals are already hard at work developing wireless receivers to break the encrypted signals of your wireless network and steal your information. So, from a Preventative approach, what can we do to counter act this?

Technology...

Benefits – Aiding us in **reducing opportunity (one of the main crime prevention approaches)**.

Biometrics are automated methods of recognizing a person based on a physiological or behavioral characteristic. Among the features measured are; face, fingerprints, hand geometry, handwriting, iris, retinal, vein, and voice. Developments in biotechnology, nanotechnology, and the widespread use of computers offer opportunities.

Police and Community must not just respond to these developments, however. To keep one step ahead of the criminal they need to embrace new technology and make the best use of existing technologies.

Technology also has the capacity to deliver more cops on the beat, to increase detections, and to solve old crimes (example DNA developments).

If we exploit the new opportunities, we can put technological advances to good use in the fight against crime and terrorism.

**CP3 – The Future
What's On the Horizon?**

Private Policing

- Police Focusing on Core Duties
- Asset Protection – Private Security
- Gated Communities
- Para Policing (CIVITAS Model)

Over the past few years there has been exponential growth in the private security industry as concerns about safety and risk have become increasing preoccupations in the western world.

Five Primary Levels of PRIVATE POLICING

Forensic investigation Specialized fraud and other financial investigations.

Corporate security Security protection of complex operations and prevention of crime against corporations, internal investigation, etc.

Private investigators General civil investigations.

Enhanced security services - Active crime prevention, limited patrol, by-law enforcement on contract to a local authority.

Static guards Property security, access control, loss prevention

In the FUTURE, Police accountability and scrutiny will increase, but this will NOT be the case for PRIVATE Police. There are very few accountability processes for private police.

Police are already over capacity. Increased populations, increased case loads and increased public expectations have put huge pressures on police resources. Even more alarming is the paperwork and preparation for court case these days. Preparing cases for court has more than doubled the time requirement over the past few years. Court disclosure of the entire case and the unofficial notion that every action of a police officer is a Charter Violation (until proven otherwise) has crippled police performance and exhausted resources. As a result, Police are finding they have less and less SLACK time to perform all the other functions expected of them.

The FUTURE will see Police probably focusing on more core duties and less “proactive” duties.

As citizens continue to accumulate assets, it is my forecast that “Asset Protection” will be a huge growth area. People want their “person” and their

“things”, property, money, equipment and all assets protected and safeguarded...and they will pay for that service.

Gate Communities is just ONE EXAMPLE of the future of ASSET PROTECTION

Pay attention to another trend taking place out there...ParaPolicing

Para policing – CIVITAS Model (50% of police work can be handled through “alternative response” – thus, can be handled more cost effectively by Para police... things like;

- 1) The neighbourhood profile
- 2) Re-establishing local controls
- 3) Introduction of problem solving tools
- 4) Community building

www.Intelligarde.org A Canadian Law Enforcement Company

The CIVITAS model conceptualizes the new expanded institution of policing that includes not only the Para police, but also other community groups and partners that work cooperatively to develop crime prevention capacities that are appropriate for the neighbourhood and that will remain in the neighbourhood.

1) The neighbourhood profile: Environmental Scans and Safety Audits
Community Round table discussions Predictive Crime Mapping with G.I.S.
Victimization Surveys.

2) Re-establishing Local Controls

i. Zero Tolerance police action ii. Effective emergency response.

High visibility Para police patrol on foot, bike, horse.

Target hardening and situational crime prevention.

3) Introduction of Problem Solving Tools

Problem Oriented policing.

Crime Prevention Through Environmental Design (C.P.T.E.D.).

Conflict Resolution Skills.

Restorative Justice programs for youthful offenders.

4) Community Building

Locating and retaining crime prevention and coping skills within the community.

Crime Prevention Through Social Development.

Parenting Programs.

Municipal by-laws for C.P.T.E.D. reviews prior to new development in the community.

Turbulent Times Ahead!

- Within the Turbulence of Change, Our Challenge is to Anticipate Trends, Changing Conditions and Shifts
- Watch the Rule Breakers of Today
- They are the Possible Indicators of a Paradigm Shift in the Making
- Recognizing These Shifts Will Give us the Edge – We Need All the Help We Can Get
- New Rules Will Require New Approaches

Turbulent Times Ahead!

Within the Turbulence of Change,

Our Challenge is to Anticipate Trends, Changing Conditions and Shifts in Crime and Community Safety.

Watch the Rule Breakers of Today...

They are Possible Indicators of a Paradigm Shift in the Making

Recognizing These Shifts Will Give us the Edge.

New Rules Will Require New Approaches...

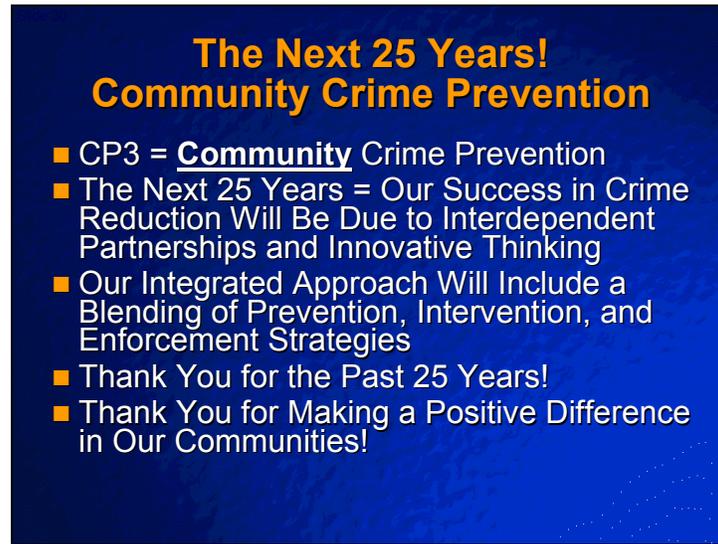
Embracing Crime Prevention

- Now, More Than Ever...There is a Need for Our Society to Embrace Community Policing and Crime Prevention Principles
- Where Community Concerns Can be Identified, Discussed and Action Taken in Partnership.
- Where Citizen Mobilization In Partnership Can Assist Police in Seeking Solutions

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**The Next 25 Years!
Community Crime Prevention**

- CP3 = **Community** Crime Prevention
- The Next 25 Years = Our Success in Crime Reduction Will Be Due to Interdependent Partnerships and Innovative Thinking
- Our Integrated Approach Will Include a Blending of Prevention, Intervention, and Enforcement Strategies
- Thank You for the Past 25 Years!
- Thank You for Making a Positive Difference in Our Communities!

The NEXT 25 Years

Crime Prevention 3 = Community Crime Prevention

This is the Next Evolution

Just like Community Policing and Community Justice, Community Crime Prevention's time has come.

Where we accept ownership of the problems together.

Where we try to be PROACTIVE and anticipate problems before they occur.

Where...

- intervention and **prevention** strategies are most effective when applied early in the lifecycle of "at risk" populations;
- there are simple tools and processes by which we can equip and empower ourselves and others to reduce **crime**. These include skills of collaborative effort, focused vision, teamwork action, and stepped analysis and action-planning;
- working groups of committed individuals can identify and disentangle the social and environmental elements of their particular **crime** problem;
- programs, tailored to reach targeted sectors of the community, are most effective when they reflect the demographic and cultural features of that environment;
- programs can be positively geared toward social reconstructive objectives (making "good things" happen in the community), rather than simply negatively aimed at '**crime reduction**'.

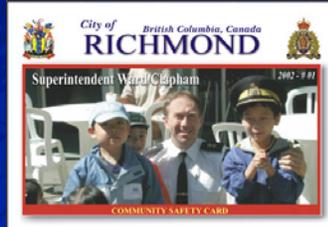
Slide 31

Community Crime Prevention Our FUTURE!

Thank You!

Superintendent Ward
Clapham
Royal Canadian Mounted
Police

www.wardclapham.com



For more info on Community Policing , Crime Prevention and Leadership,
please visit <http://www.wardclapham.com/>