

**NATIONAL POLICE
LEADERSHIP SURVEY ON
CRIME PREVENTION
THROUGH SOCIAL DEVELOPMENT**

Prepared for:

National Crime Prevention Centre and
CACP Crime Prevention/Community Policing Committee

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TABLE OF CONTENTS

	<u>Page</u>
Executive Summary	vii
Acknowledgements	xiii
1.0 Introduction	1
1.1 Background	1
1.2 Purpose of the Study	2
1.3 CPSD Details	3
2.0 Research Design	7
2.1 Research Questions	7
2.2 Method	8
2.2.1 Instrument	8
2.2.2 Survey Sample	9
2.2.3 Distribution	11
2.3 Limitations	13
3.0 Results	17
3.1 Profile of Respondents	17
3.2 Crime Prevention through Social Development (CPSD)	21
3.3 Partnerships	29
3.4 Commitment	32
3.5 Challenges	39
4.0 Summary and Conclusions	43
4.1 Summary of Findings	43
4.1.1 General	43
4.1.2 Definition, Interpretation and Implementation of CPSD	43
4.1.3 Partnerships	44
4.1.4 Commitment	44
4.1.5 Challenges and Future Directions	45
4.2 Discussion	45
4.3 Conclusions and Recommendations	48
References	51
Appendix A: National Police Leadership Survey on Crime Prevention through Social Development – Survey Form	
Appendix B: Regional Sampling Frame	
Appendix C: Survey Distribution Email/Letter	

LIST OF TABLES AND FIGURES

	<u>Page</u>	
TABLES		
2.1	Survey Response Rate Summary	14
3.1	Number of Sworn Officers in Organization, by Type of Police Organization	20
3.2	Number of Civilian Employees in Organization, by Type of Police Organization	21
3.3	Whether Organizations Have Adopted a CPSD Approach, by Type of Police Organization	23
3.4	Whether Organizations' Definitions of CPSD are Consistent with CACP Definition, by Type of Organization	24
3.5	Types of Crime Prevention Programs that Organizations Currently Have, by Whether They Have Adopted CPSD	25
3.6	Extent to Which Respondents Think the CPSD Approach Could Help to Address Specific Issues in the Community, as Reported by Respondents	27
3.7	Who Respondents Think Should Have Responsibility for Various Tasks, as Reported by Respondents	28
3.8	Whether Organizations Offer Training to Officers on Using CPSD Approach, by Type of Organization	34
3.9	Whether Organizations Offer Training to Community Groups/Agencies on CPSD Approach, by Type of Organization	36
3.10	Whether Organizations have Incorporated CPSD into a Strategic Plan for the Future, by Type of Organization	40
FIGURES		
3.1	Percentage of Respondents, by Type of Police Organization	17
3.2	Province where Organization is Located, as Reported by Respondents	18
3.3	Approximate Population of City or Town where Police Organization is Located, as Reported by Respondents	19

	<u>Page</u>
3.4 Percentage of Respondents Reporting whether their Organization has Adopted a CPSD Approach	22
3.5 Social Agencies/Groups that Organizations Have Established Linkages with, as Reported by Respondents	30
3.6 What Organizations are Doing to Promote CPSD with Social Agencies/Groups, as Reported by Respondents	31
3.7 What Organizations are Doing to Promote CPSD within their Police Service/Detachment, as Reported by Respondents	32
3.8 Who Receives CPSD Training Offered by Organizations, as Reported by Respondents	34
3.9 Challenges that Organizations have Encountered in Adopting a CPSD Approach, as Reported by Respondents	41
3.10 What Would Assist Organizations in Developing a CPSD Approach, as Reported by Respondents	42

EXECUTIVE SUMMARY

Purpose of the Project

The Canadian Research Institute for Law and the Family received funding from the National Crime Prevention Centre (NCPC) and Public Safety and Emergency Preparedness Canada (PSEPC) to conduct a survey to determine the level of understanding and commitment of police leaders (e.g., through partnerships and activities), and raise awareness and educate police on CPSD. Specifically, the major goals of the project were to:

1. Determine the extent to which police leaders are knowledgeable about CPSD, and if there is consistency in this knowledge;
2. Identify whether police agencies agree with the concept of CPSD;
3. Assess where police agencies are in terms of implementing a CPSD approach;
4. Discover obstacles to implementation; and
5. Educate and promote CPSD.

Ultimately, the results of the survey will be used by the CACP to develop a tailored approach to training police communities about CPSD, in keeping with its resolution on community safety, health and well-being. The survey results will be shared with police associations, police boards, academia, and government officials at all levels.

Research Methods

In order to address the objectives outlined in Section 1.4, CRILF developed a web-based survey to be administered to senior police officials from various agencies and geographical locations across Canada. The survey was developed in collaboration with the CACP Crime Prevention/Community Policing Committee. Survey questions obtained demographic details about the respondent, as well as information on four major themes: definition, interpretation and implementation of CPSD; community partnerships; commitment to CPSD; and finally, challenges to adopting CPSD. In addition to asking questions regarding respondents' knowledge of and involvement in CPSD activities, the survey was intended as an educational tool by providing respondents with information on CPSD.

Summary of Findings

The major findings of the survey are summarized as follows:

General

- The response rate for the survey was 24%.
- Proportionally, the greatest response was from Urban Municipal Police Services.
- As expected, the greatest proportions of respondents were from Quebec (27.5%) and Ontario (24.8%).
- Roughly two-thirds of the respondents represented organizations which policed communities under 50,000 people.
- Approximately 60% of organizations had 100 sworn officers or less; among these, just over 40% of respondents' organizations had 25 sworn officers or less. In terms of civilian employment, nearly half had fewer than 25 civilian employees.

Definition, Interpretation and Implementation of CPSD

- Nearly all police organizations reported some sort of crime prevention activity, with information sharing, school-based programs and victim assistance being among the most common. However, the extent to which various programs were adopted varied according to whether the organization had adopted CPSD.
- Nearly half of the respondents reported formally adopting the CPSD approach, with an additional 26% reported having informally adopted it; within organizations, the RCMP, OPP and SQ appear to be those most likely to formally adopt CPSD into their mandates.
- Among those who have adopted CPSD (formally or informally), or are developing a CPSD approach, nearly 90% concur with the CACP definition of CPSD.
- Overall, police leaders consider CPSD to be effective in addressing their community issues; however, a greater proportion reported that it would help "somewhat," as opposed to "a great extent".
- In terms of expectations, police leaders expressed that both developing and implementing programs should be the responsibility of local agencies (police, community, municipal government), whereas funding should be the responsibility of various levels of government.

Partnerships

- Of the 148 respondents, 141 (95.3%) indicated that their organizations had established linkages to social agencies/relevant players in the community.
- A substantial majority of these respondents indicated partnerships with various community services, such as social services, school boards, victim's services, justice partners and child welfare; substantially fewer reported partnerships with minority groups such as gay/lesbian groups, immigrant aid societies, and disability groups.
- Police organizations reported engaging in various activities to promote CPSD to community agencies, such as establishing partnerships, joining committees, and doing presentations; however, fewer organizations invited community agents to sit on police committees.

Commitment

- Most (140 of 149) respondents reported engaging in activities internal to their police services that aid in promoting CPSD.
- Among these, nearly 75% reported having senior management that promotes CPSD; other activities such as promotions and providing incentives for officers who use it were much less common.
- Just under half reported that they have a position designated to be responsible for CPSD initiatives.
- Even fewer reported offering training to officers on using CPSD; further, nearly 50% of these respondents reported that training is *optional* for all officers. Very few reported that it is optional or mandatory for senior management.
- A range of training materials are used by police organizations. In some cases, police and community-specific materials are developed, whereas others use already developed materials such as CAPRA (RCMP Community Policing Problem-Solving Model: Clients-Acquire/Analyse-Partnerships-Response-Assessment of Action), DARE (Drug Abuse Resistance Education), CPTED (Crime Prevention through Environmental Design), SARA (Scan-Analysis-Respond-Assess), and POP (Problem Oriented Policing).
- Only 20% reported offering training to community agencies/groups.
- Interestingly, a broad range of CPSD-inspired programs were listed, with many targeting children and youth in schools, Aboriginal people, the mentally ill, elders, and adults and youth involved in gangs. A large majority of these programs involve community consultation to assess the issues specific to that community, and to collectively identify the best measures to address them.

- Results indicate a need for evaluations of existing CPSD programs.

Challenges and Future Directions

- Only 61% of respondents reported that CPSD was part of their organization's strategic plan for the future; a majority of respondents from the RCMP, OPP, SQ and Urban Municipal Police Services indicated that CPSD was part of their future plan.
- When asked to explain why they were not planning to adopt CPSD into their mandate, respondents indicated having no knowledge of CPSD, lacking the resources necessary to implement CPSD, having developed policing plans specific to their own communities, and being in the preliminary stages of officially incorporating CPSD into their policing practices. The need for more information and understanding of CPSD was demonstrated.
- The greatest challenges faced in adopting CPSD were a lack of financial, human, and information resources, as well as difficulties with sustainability; support from the community and senior management was not as a great a difficulty.
- Consequently, what respondents indicated that their organizations needed the most was financial, human and information resources, training, and networking with other police agencies.

Conclusions

It is evident that CPSD is being adopted by many Canadian police organizations, and that a good majority agree with the concept. Aside from officially adopting a CPSD mandate, the fact that most respondents reported having engaged in some form of crime prevention activity is a good first step. Further, it seems as though community agencies are being accessed to aid in these activities, which also provides a foundation to adopting CPSD. Where results suggest the need for more partnerships with smaller community groups, it is encouraging to see that a majority of police agencies are becoming involved in community groups and activities. However, perhaps a more *reciprocal* relationship between police and community agencies (e.g., police inviting key community agents to sit on police committees) would be beneficial. Overall, the survey suggests that police agencies are working to form partnerships and promote the relationships necessary to make CPSD work.

Results also indicate that police leaders do not see CPSD alone as an answer, as they largely seem to view the CPSD approach as only "somewhat" able to address the various issues in their community. However, there also appears to be a misconception that CPSD is a *replacement* for traditional law enforcement practices, as opposed to a philosophy to guide them. Further, respondents seem to view CPSD as being able to help youth crime, and crimes often linked to youth (vandalism, graffiti) more than most other types of crime, indicating an interpretation of CPSD as a developmental initiative as opposed to an overall approach. In terms of responsibility for CPSD activities, results eluded to the belief that community agents and police (and to a

lesser extent, municipal government) should be primarily responsible for tasks at the community level – i.e., identifying problems, developing solutions, identifying and recruiting partners, and implementing and sustaining programs – with funding responsibilities being the responsibility of provincial and federal government.

Although police organizations in Canada seem to be embracing various components of CPSD, what seems to be lacking is *commitment* among various ranks of their organizations. Although most police organizations reported having adopted a CPSD approach, and having senior management who endorse it, evidence suggests that commitment in the form of officer training, motivation, and promotion, as well as resource commitment, is not as common.

A majority of respondents indicated that CPSD was part of their future plans. For those who indicated that it was not, reasons included a lack of resources, little knowledge of CPSD, a feeling that current initiatives work best for their communities, and a lack of evidence that CPSD is a viable option for their organizations. For those who plan to adopt CPSD in the future, the challenges were quite evident. Results indicated that a lack of resources, whether it be personnel, financial, information, educational, training, etc., was the main obstacle to implementing a CPSD initiative. As expected, the tangible needs of police organizations are closely linked to these limitations. Police leaders expressed that their organizations are especially in need of financial, human and information/training resources in order to develop a CPSD approach. Additionally, the need for written materials on CPSD and networking with other agencies were also evident.

Despite these setbacks, many respondents provided encouraging descriptions of existing CPSD programs, most of which could provide models for other police and community agencies to adopt their own CPSD initiative. Many involved a community consultative component, demonstrating strong partnerships with community agencies.

Recommendations

The results of the survey led to the following recommendations:

- In terms of partnerships, more *reciprocal* relationships between police and community organizations should be developed (e.g., police inviting agency representatives to participate in their committees). Further, results suggest the need for police to establish partnerships with smaller community organizations (e.g., immigrant aid groups, disability associations), in addition to major agencies (e.g., social services, schools, etc.).
- In order for police agencies to make more informed choices about incorporating CPSD, greater education, promotion and information dispersal on CPSD is needed. This could be aided by better networking between police agencies of all types.

- To demonstrate the effectiveness of CPSD programs, evaluations of existing strategies and initiatives are necessary. This will further contribute to the body of information on CPSD available to police agencies.
- It must be recognized that CPSD may not be the best approach for all communities. Some police agencies have developed their own similar models based on the composition and needs of the communities and police services. Some organizations and communities are simply not large enough to facilitate an initiative such as CPSD.
- While crime prevention activities, partnerships and official endorsement seem to be relatively strong, internal commitment to CPSD seems to be somewhat less evident. Senior management officials need to take steps to engage with CPSD themselves (e.g., via training), and further, organizations need to better coordinate who exactly is responsible for developing, implementing and supporting CPSD initiatives. Importantly, consistent training on using CPSD, as well as motivation (e.g., promotion, rewards) for officers to engage in CPSD activities in their everyday policing practices is necessary. With more structured training and incentives, CPSD may be better embraced by officers; however, improvement in these areas will ultimately be related to more communication among agencies, research, evaluation and development of consistent CPSD approaches, and further, education and awareness in the form of a coordinated, national effort.
- The greatest challenge faced by most organizations is the lack of resources – financial, human, education – which are vital to the success of any change in practice. With many police budgets already strained, fundraising and resource support is necessary if CPSD is going to be effective in these communities.

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1.0 INTRODUCTION

1.1 Background

Since the 1970s, Canadian criminal justice has witnessed a shift in its philosophy guiding crime control. Until this time, crime prevention was primarily the responsibility of police, courts, and corrections, whose main objective was to reduce opportunities to commit crime. However, anti-crime initiatives of the 1970s placed greater importance on community involvement in crime prevention, evidenced by the implementation of programs such as Neighbourhood Watch (John Howard Society of Alberta, 1995). Negligible changes in crime rates encouraged a greater interest in addressing the social and economic origins of crime, and by the mid-1980s, Canada shifted resources into developing a balanced approach to crime prevention, one that incorporated both conventional crime control methods and an understanding of the social precursors to crime and victimization (Stroick, 2002).

The 1990s witnessed the formation of a *National Strategy on Community Safety and Crime Prevention*, whose agenda was to look beyond traditional crime control methods to address the underlying causes of crime. Using a social development approach, the National Crime Prevention Centre (NCPC) developed a federal government plan to support community safety and crime prevention. The plan encouraged the involvement of all Canadians, from various levels of government, to police agencies, to individual communities (National Crime Prevention Strategy (NCPS), 2002). Since 1998, this National Strategy has supported the development of thousands of pilot projects, inspired by the concept of Crime Prevention through Social Development (CPSD): “a long-term, proactive approach for addressing the personal, social and economic factors that lead some individuals to engage in criminal acts or to become victims of crime” (Stroick, 2002:1).

In 2003, the Canadian Association of Chiefs of Police (CACCP) Crime Prevention/Community Policing Committee adopted a resolution on community safety, health and well-being, endorsing Crime Prevention through Social Development. The resolution promoted the idea that police leaders can, and should, play an essential role in supporting community safety and well-being, and the prevention of crime. To do so requires both innovative and proactive social development approaches that address root causes of crime while incorporating conventional methods of crime control. Community partnerships and collaboration are the keys to enhancing the safety and development of communities.

The CACCP Crime Prevention Committee initiated the development of a CPSD work plan to advance the 2003 resolution into strategic action. The work plan was developed with the following intentions:

1. Enhance police and community knowledge about what works in crime prevention;

2. Promote measures that are most effective in addressing root causes of crime;
3. Encourage collaboration among police and community partners;
4. Promote the police role in supporting and mobilizing community efforts rather than “owning” crime prevention; and
5. Encourage communities to assume an appropriate role in preventing crime and victimization.

The CACP stresses that the police are essential to CPSD, and has taken great care to promote CPSD as the preferred approach in addressing root causes of crime, while remaining committed to traditional crime control and situational crime prevention approaches. The CACP also advocates that the police role in the social development approach may not be that of leader, but of facilitator, supporter and advocate for community-based initiatives that flourish from a community’s own assets.

1.2 Purpose of the Study

The CACP recognized the need to develop an approach that supports this resolution and ultimately, implements the work plan *effectively*. The Canadian Research Institute for Law and the Family received funding from the National Crime Prevention Centre (NCPC) and Public Safety and Emergency Preparedness Canada (PSEPC) to conduct a survey to determine the level of understanding and commitment of police leaders (e.g., through partnerships and activities), and to raise awareness and educate police on CPSD. Specifically, the major goals of the project were to:

1. Determine the extent to which police leaders are knowledgeable about CPSD, and if there is consistency in this knowledge;
2. Identify whether police agencies agree with the concept of CPSD;
3. Assess where police agencies are in terms of implementing a CPSD approach;
4. Discover obstacles to implementation; and
5. Educate and promote CPSD.

Ultimately, the results of the survey will be used by the CACP to develop a tailored approach to training police communities about CPSD, in keeping with its resolution on community safety, health and well-being. The survey results will be shared with police associations, police boards, academia, and government officials at all levels.

1.3 CPSD Details

Crime control in Canada has traditionally been approached using reactive measures, such as apprehension, sentencing, incarceration and rehabilitation (NCPS, 2004; CACP, 2004). Police, courts, and corrections, the agencies that deliver these services, cost various levels of government an estimated \$10 billion dollars per year. Further, when considering the personal and physical costs, the estimated cost of crime rises to approximately \$46 billion (NCPS, 1996). However, as mentioned, since the mid-1980s, Canada has shifted resources toward CPSD strategies, in the hopes of developing a balanced approach to crime control (NCPS, 2002). Research and program evaluations conducted in Canada and the United States suggest that social development initiatives not only improve the safety of communities, but reduce financial expenditures by government in both the long and short term. According to NCPS (2004), CPSD is the most effective and least costly way to prevent crime and intervene in the lives of those individuals at risk of becoming involved in crime or being victimized.

In general, crime prevention strategies are guided by two philosophies. One is situational crime prevention, the goals of which are to reduce the opportunity and rewards, and increase the likelihood of detection of crime (NCPS, 2002; NCPC, 2000). Situational crime prevention is deemed the “common sense” approach to reducing crime in that opportunities for crime and/or victimization are simply reduced or eliminated (i.e., door locks, anti-theft devices, etc.) (NCPC, 2000). As identified by Stroick (2002) this approach to crime control incorporates various community strategies, including private policing and security, crime prevention advertising campaigns, community planning and architectural control, and changes in the practices and products that make homes and businesses targets for crime. Examples of situational crime prevention strategies utilized in Canada include target hardening, problem-oriented policing, crime prevention through environmental design, and community programs such as Neighbourhood Watch (NCPC, 2000).

Although situational crime prevention has been the most popular approach in the past 20-30 years (Stroick, 2002), several concerns about its effectiveness have been raised. Some researchers have suggested that situational crime prevention merely displaces crime to another target, home, or community. Further, there is evidence that programs such as Neighbourhood Watch are “time sensitive,” with community interest gradually dissipating over time (NCPC, 2000). The recognition of these issues has, in part, led to the development of a second philosophy of crime prevention: Crime Prevention through Social Development. Instead of merely reducing the *opportunity* for crime, the CPSD approach addresses “the root causes of crime and victimization which are amenable to change” (NCPS, 2002:online). That is, CPSD examines the social, economic and cultural factors that contribute to crime and victimization. These “social risk factors” are the conditions that jeopardize family and personal resources, which ultimately affect emotional, social, physical, intellectual and spiritual development and quality of life (Arcand & Cullen, 2004). Any consideration of “social risk factors” also evaluates the relationship between gender, ethnicity, poverty, and other demographic precursors, and risk of crime or victimization (CACP, 2004). Consequently, CPSD initiatives are largely based on crime and victimization theory and research that point to particular causal factors that are demonstrably related to crime and victimization. As

identified by Stroick (2002), these factors may include socialization, and the risk/protective elements associated with economic and social circumstances. Overall, the CPSD approach asks “why”: Why are certain individuals or groups more likely to be involved in, or be victims of, crime than others?

By adopting this orientation to crime prevention, CPSD programs and strategies largely incorporate *secondary prevention measures*, those which target individuals or groups who are at risk of offending, or of becoming victims of crime (Stroick, 2002). These measures translate into individual, social and community development strategies designed to “foster ‘protective factors,’” “mitigate situations of risk or disadvantage,” and “reduce the risk of harm” (NCPS, 2002: online). Accordingly, CPSD initiatives address a range of social issues: poor living conditions; family factors such as poverty, family size, parenting skills; parental criminality or substance abuse; personality or behavioural difficulties; peer association; school-related difficulties; and/or, inadequate employment opportunities (NCPS, 2002).

Given the dynamic nature of the CPSD approach, strategies are developed at many different levels. According to the National Crime Prevention Centre (2002), Canadian CPSD strategies have been designed for the individual, family and community. *Individual-oriented strategies* focus on the risks and difficulties faced by particular individuals, many of whom are children and youth. Tactics such as early intervention in the lives of children-at-risk are common to this target level. “Wrap-around” programs, which place the individual at the centre of the intervention and choose a range of programs that are suitable to that individual’s needs and deficits, are another way of approaching at-risk individuals. *Family-oriented strategies* often provide parental training and support, strengthening the family and providing a healthy environment for at-risk children. *Community-oriented strategies* “strengthen local capacity to prevent crime” (NCPS, 2002:online). Community-level strategies utilize partnerships among community agencies, access community outreach services, and provide pro-social, culturally appropriate activities and opportunities for any at-risk group (i.e., police mentoring, peer support, recreational programs, etc.).

The outcome of using the CPSD philosophy of crime prevention is a clear, implicit model for change, one that links specific risk factors to an effective response or intervention measure. As identified by the Canadian Association of Chiefs of Police, CPSD programs must be defined by a “pro-active and holistic approach that cannot be undertaken only by police or only by social service agencies” (2004:1). That is, to be effective, CPSD initiatives draw upon the coordinated efforts of various community partners such as police, outreach workers, social services, community recreation centres, corrections, schools, churches – any resource available in the community that would make a productive contribution to the strategic goals of the intervention. The involvement of various individuals and agencies, the formation of formal partnerships, and the strengthening of social bonds in the community all increase the effectiveness of any CPSD strategy (Stroick, 2002).

This reliance on local resources means that programs guided by the CPSD philosophy are both logistically and financially accessible for the individual, family and/or community (NCPS, 2002). This facilitates an important aspect of the CPSD strategy: to ensure productive outcomes. Programs must be developed with the knowledge that adequate means are available. Importantly, research and evaluations are strategically conducted to ensure effectiveness and sustainability of CPSD programs. However, one important difficulty in this process should be noted. Evaluating CPSD programs is difficult given the challenges in tracing individuals who receive them. Further, some successes (e.g., elimination of criminal behaviour) are measurable whereas others (e.g., life changes, changes in attitude/decision making) are not as easily measured; therefore, the *actual* "success" of a program is difficult to determine (Arcand & Cullen, 2004).

The involvement of law enforcement agencies is an important element in the development and implementation of any CPSD initiative. Officially, many Canadian police agencies have embraced the concept as integral to their role in community crime prevention. The Royal Canadian Mounted Police, the Ontario Provincial Police, the Sûreté du Québec, the Royal Newfoundland Constabulary, and the Canadian Association of Chiefs of Police have all officially endorsed CPSD in their strategic plans. However, Arcand and Cullen's 2004 "Survey of Police Involvement in Crime Prevention through Social Development" reveals that for Canadian police, "leadership, funding, people resources and a shift in thinking" are vital to the success of CPSD (2004:6). They identified several obstacles to the successful implementation of a CPSD approach experienced by law enforcement; among them were lack of funding, support and official endorsement by police organizations. According to Arcand and Cullen's findings, current attitudes toward crime prevention through social development approaches are that they are "soft," with those officers heavily involved in them (i.e., community police) being ridiculed for not doing "real" police work (2004:18). The authors argue that attitudes of officers are often influenced by the leadership of a given police organization. Sustainability is also recognized by police as an obstacle to the success of CPSD, particularly in rural communities policed by the RCMP - postings are short, and consequently, officers are unable to establish long-term relationships with community partners. Overall, Arcand and Cullen's research indicates that CPSD is "trickling down into action" in some locations, but is "sporadic and largely dependent on leadership and efforts of individual officers" (2004:20).

2.0 RESEARCH DESIGN

In order to address the objectives outlined in Section 1.4, CRILF developed a web-based survey to be administered to senior police officials from various agencies and geographical locations across Canada. The survey was developed in collaboration with the CACP Crime Prevention/Community Policing Committee. In addition to asking questions regarding respondents' knowledge of and involvement in CPSD activities, the survey was intended as an educational tool by providing respondents with information on CPSD.

2.1 Research Questions

The provisions of the CPSD philosophy demonstrate what tools and resources are necessary for the successful implementation of a CPSD approach. One of the partners vital to this success is law enforcement agencies. As revealed by Arcand and Cullen's survey of Canadian police, changes are necessary in order for police to move forward with crime prevention through social development in their individual services and communities. Specifically, their findings reveal that police leaders are vital to this process.

This project contributes to an understanding of the current state of acceptance of CPSD by Canadian police agencies, as well as the resources necessary for CPSD to be a beneficial strategy for law enforcement. This was achieved by surveying police leaders from law enforcement agencies all across Canada. Specifically, the survey addressed the following objectives:

1. Definition, interpretation & implementation of CPSD
 - How do police leaders define CPSD?
 - Is this definition consistent with the CACP definition?
 - How might CPSD be effective in their community?
 - What are police leaders' expectations of police and community members in working toward a CPSD approach?
2. Partnerships
 - What existing working relationships do police have in their communities to help them work towards a CPSD approach?
 - What are police doing to raise awareness and support a CPSD approach?
 - What are police doing to promote CPSD in their communities?
 - What are some examples of police partnering with communities to carry out CPSD?
3. Commitment
 - How are police agencies demonstrating commitment to adopting a CPSD approach?
 - Are police officers receiving training on CPSD?
 - Have police agencies implemented their own CPSD approach?

- Are CPSD programs being implemented effectively? (i.e., program evaluations)
4. Challenges and future directions
- What are the challenges encountered by police organizations in moving toward a CPSD approach?
 - What resources do police organizations need to successfully move toward a CPSD approach or expand understanding of CPSD?

2.2 Method

2.2.1 Instrument

The research instrument consisted of a multi-themed, web-based survey (see Appendix A). Design and monitoring of the website and translation of the survey from English to French was contracted to Neurofinance, Inc., Montreal, who was also responsible for collecting and organizing the data once the survey period was complete. The survey website contained an information page outlining the goals of the survey and providing a definition and explanation of CPSD, as well as a page of web-links that referred respondents to further information about CPSD. These fulfilled the educational components of the project, one of the original goals set by the CACP.

The response portion of the survey was divided into five sections. Given the size of the sample and the projected response rate, a majority of the survey questions were close-ended, having a combination of exhaustive and non-exhaustive response sets. The remaining questions were open ended, with most requiring only a short written response – these questions were mostly used in cases where the “other” response was selected, or where an elaboration was necessary. The questions were designed to carefully operationalize the research objectives, with each section of the survey addressing a different theme. The sections were divided as follows:

- **Section I: Demographic Information**
Questions asked about type of police organization, the organization’s size (sworn officers and civilians), the size of the community, and the province where it is located.
- **Section II: Definitions, Interpretations, and Implementation of CPSD**
Questions focussed on whether the respondent’s organization had adopted a CPSD approach and whether their definition of CPSD was consistent with the CACP definition. Questions also addressed current crime prevention measures, the potential role of CPSD in specific communities, and police leaders’ expectations of the community and government in implementing CPSD initiatives.

- Section III: Partnerships
Questions examined police partnerships with community agencies, including whether police organizations *have* established partnerships, who these partnerships are with, and what police are doing to promote CPD within these partnerships.
- Section IV: Commitment
Questions assessed the level of police commitment to CPD. Commitment was measured according to actions taken by organizations to promote CPD internally (i.e., incentives, budget, training, endorsement by senior management), the rank of individuals assigned to promote CPD, the degree to which officers are trained to use CPD in their daily law enforcement activities, and whether the organization had implemented a program using the CPD approach.
- Section V: Challenges
Questions examined the obstacles encountered by organizations in implementing a CPD approach – whether CPD is part of their business plan, the challenges they have faced in implementing CPD, and the resources needed to successfully develop CPD within their organization.

2.2.2 Survey Sample

In order to determine Canadian police leaders' knowledge of and involvement in CPD, a representative, random sample of senior police officials from all geographical locations and relevant police organizations in Canada was selected to complete the survey. The sample included the following agencies and officers:

- RCMP: Deputy and Assistant Commissioners, Detachment Commanding Officers
- City/Municipal Police Services: Chiefs of Police
- Ontario Provincial Police (OPP): Regional Superintendents, Detachment Inspectors/Staff Sergeants
- Sûreté du Québec (SQ): Commandants de Districts, Chefs de BST, Detachment Commanding Officers
- Self-Administered Aboriginal Police Services: Chiefs of Police
- Military Police Service: Provost Marshals, Company/Detachment Commanding Officers

A census group composed of senior police officials from large organizations such as the RCMP, OPP and Sûreté du Québec was pre-selected from the target population. Also included in this group were chiefs from all Aboriginal Police Services and RCMP Commanding Officers from every detachment with Aboriginal Community Tripartite

Agreements (CTAs), the purpose being to ensure a substantial response rate from Aboriginal police leaders given the overall lack of available knowledge about policing practices in these communities. The census group (n=168) broke down as follows:

- RCMP: Assistant (Divisional) Commissioners (n=13); commanding officers of detachments with Aboriginal CTAs (n=72)
- OPP: Regional Chief Superintendents (n=6)
- SQ: Commandants de Districts and Chefs de BST (n=20)
- Aboriginal Police Service Chiefs (n=57)

This census group was removed from the overall population for data needs and to alleviate variability concerns. The resultant sample *population* (N=970), consisted of commanding officers from non-CTA RCMP Detachments, OPP and SQ Detachments, commanding posts of the Military Police, and chiefs of city and municipal police services (CACP).

The remainder of the sample was calculated methodically in order to obtain a nationally representative sample. Assuming a confidence level of 95% and a margin of error of .05, the following formula was used:

$$n = (z^2 * p(1-p)) / e^2 + (z^2 * (p(1-p)/N))$$

where:

n = sample size

z = 95% confidence interval = 1.96

p = .50 (***proportions** – according to Statistics Canada, .50 is the best assumption when population proportions are unknown)

e (margin of error) = .05

N (population) = 970

$$n = \frac{(1.96^2 * .5(1-.5))}{(.05)^2 + (1.96^2 * (.5(1-.5)/970))}$$

$$n = 275$$

It was assumed that the response rate would not be 100%. According to Statistics Canada, surveys of this type obtain a response rate of approximately 40-60%. Assuming a response rate of 60%, the sample was adjusted accordingly:

$$n = 275 * (100/60)$$

$$n = 458$$

Thus, the remainder of the survey sample was determined to be n=458.

In order to ensure that the sample was nationally representative, the population had to be stratified geographically. For the purposes of this survey, it was not necessary to report results by province; therefore, the sample population was stratified by region – Northern Region (Nunavut, Yukon, Northwest Territories), Western Region (British Columbia, Alberta, Saskatchewan, Manitoba), Central Region (Ontario, Quebec), and Atlantic Region (Nova Scotia, Prince Edward Island, New Brunswick, Newfoundland) – and police organization type – RCMP, Provincial Police (OPP, SQ), City/Municipal Police, and Military Police. The sample (n) for each strata was calculated proportionally based on the total units for each organization type in that region and the overall desired sample size (n=458).

Note that variability between service type and geographic region could not be accounted for due to lack of similar data. The removal of the census groups aided in decreasing variability within the sample population (i.e., officers at varying “levels” of leadership). Combined, the census group (n=168) and the random sample (n=458) totalled **N=626**.

Once the sample frame was established, the sample itself was selected *randomly* from each strata using SPSS. Complete lists of police services, detachments, positions, etc., were obtained from the Canadian Police Information Centre (CPIC) directory, the RCMP website, the OPP website, the First Nations Chiefs of Police Association website, and contacts from the SQ and Military Police. Twelve major city police departments (Victoria, Vancouver, Edmonton, Calgary, Saskatoon, Regina, Winnipeg, Toronto, Ottawa, Montreal, Québec City, Halifax) were non-randomly selected as part of the sample of city/municipal services to ensure response from Canada’s major police organizations (see Appendix B: Sampling frame by region and organization).

Once the survey sample was established, names and/or contact information (e-mail addresses, fax numbers) for the “police leader” of each sampled police service/detachment/agency were collected. The survey letter gave explicit instructions that the “commanding officer” or “chief” of the chosen police service/detachment/agency was to complete the survey in cases where the specific name and contact information of the “police leader” could not be determined. Contact information was obtained from the CPIC directory, the RCMP directory, the OPP directory, the FNCP membership list (located on their website), and from contacts in the Canadian Military and the SQ. Every effort was made to obtain the e-mail address for the specific individual targeted for the survey; however, in many cases, only fax numbers could be obtained for the police agency/detachment/service.

2.2.3 Distribution

Originally, the planned methodology was to distribute the survey to all respondents via an e-mailed web-link (see Appendix C). The e-mail described the stakeholders involved in the research and the goals of the project. It clearly stated that although participation was encouraged, it was strictly voluntary. For those interested in participating, clicking on the web-link directed respondents to a mandatory registration page. The e-mail provided explicit instructions on how to register to the website and an

access code required for all users, thus preventing access by non-sampled parties. Upon registering his/her own unique user name and password, the respondent could access the online survey form at any time, making completion time flexible. The survey was posted to the website in both English and French so that respondents could have the benefit of completing it in their most fluent language.

The web-page was designed with user-friendliness in mind, given the probability that internet experience varied greatly among the sampled respondents. Each section of the survey was located on a different "page," which could be accessed by clicking on the appropriate tab: "General," "CPSD," "Partnerships," "Commitment," and "Challenges." However, subsequent sections of the survey could not be accessed until the one before it was completed, and the user clicked "save." Further, each section contained a validation question that had to be completed in order for the respondent to successfully save that section. This ensured that the respondent completed all sections of the survey.

Unfortunately, however, not all respondents could complete the survey online. Some respondents had e-mail access, but could not access the internet. For these individuals, the distribution e-mail contained contact information for CRILF so that the respondent could request a hard copy. Further, some sampled respondents simply did not have e-mail or internet access. In order to prevent sample bias, an alternative method of distribution was necessary. For these respondents, a variation of the e-mail cover letter was *faxed* (given that fax numbers were readily available for nearly the entire sample), encouraging them to complete the survey online if possible, and instructing them to contact CRILF toll-free if they would prefer a hardcopy version of the survey. In both cases, it was decided that, in the interest of time and cost-savings, those who requested a hardcopy would be faxed the survey in its entirety. The fax version of the survey was a replica of the one online in content (despite an altered format), providing the introduction/information letter, the CPSD web links, and all the same sections. Again, the survey was available in both English and French, depending on the request of the respondent. The survey cover letter instructed the respondent to return the completed survey via CRILF's toll-free fax line. Once the fax version was returned to CRILF, the data were entered via the website using an identifying user name and password; by doing so, all of the data were collected in one database.

The original distribution of the survey commenced in late March 2005, with the stipulated deadline being April 30, 2005. Although the intention was to send a majority by e-mail, a substantial proportion of the sample received the survey letter via fax. This was particularly true for the sampled RCMP Detachments. Given the sheer number of detachments sampled and the resultant difficulty in obtaining e-mail addresses for all of the commanding officers (as well as detachment fax numbers being more readily available), the survey letter was distributed via fax to over three-quarters of this sub-sample (85%). Any sampled agency or police service with no known e-mail address was also faxed the survey letter: a large proportion of these were Aboriginal police services. In cases where an e-mail address was declined or a fax was not successful, a second attempt was made to send the survey. If this attempt failed, the respondent was dropped from the survey and resampling was performed from the same strata (without replacement). For some of the larger organizations (Sûreté Quebec, CACP, BC RCMP),

e-mail addresses could not be obtained for privacy reasons, but representatives distributed the e-mail to the sampled respondents for CRILF. Ultimately, close to half of the respondents received the fax version of the survey letter.

To improve the response rate prior to the response deadline, a follow-up was conducted mid-April. This time, however, the *entire survey* was sent to those who originally received the survey letter via fax; it was hoped that this would make completing the survey more convenient for these respondents.

At the original deadline of the survey, it was decided by the researchers that the response rate was still not at a desirable level. To increase the response rate, a second wave of distribution was conducted in early May 2005, with a follow up sent in late May. This time, the entire survey was also faxed to city/municipal police services and all Aboriginal police services. An official letter from the CACP accompanied the survey with the hopes of increasing cooperation. The deadline was extended to June 10, 2005. By this time, the response rate had still not reached a methodologically desired level. Therefore, in collaboration with the CACP Crime Prevention Committee and NCPC, representatives from all of the major organizations (CACP, RCMP, OPP, SQ) were asked to submit their own requests to detachments, polices services, etc., in order to increase awareness and cooperation. The final deadline was set at July 8th, at which time operation of the survey website was terminated.

Once data collection was complete, the web designer provided CRILF with the survey data in SAS format. Before analysis commenced, CRILF converted the data to SPSS (Statistical Package for the Social Sciences) and configured it into a format fitting for the needs of the analysis.

2.3 Limitations

The research team encountered several complications with the selected methodology. While the survey itself achieved the objectives of the research, the response rate was very poor. Despite several attempts to increase cooperation, including follow-ups, multiple waves of distribution, and changes in the distribution method, data were collected from only 24% of respondents; individual response rates per strata are summarized in Table 2.1. The best response came from Urban, Rural and Regional police organizations in all regions, which had an overall response rate of 64.1%. Provincial police organizations responded relatively well (24.1%), particularly the SQ. Just over one-quarter (27.3%) of Aboriginal Police Services responded, while just under one-quarter (23.5%) of Military Police leaders sampled returned the survey. Few responses were obtained from the RCMP; despite composing over half of the sample, only 11.5% of the detachment leaders sampled and 38.5% of the division leaders responded.

**Table 2.1
Survey Response Rate Summary**

Region	Western			Central			Eastern			Northern			Total		
	N	n	%	N	n	%	N	n	%	N	n	%	N	n	%
RCMP Divisions	4	2	50.0	2	0	0.0	4	2	50.0	3	1	33.3	13	5	38.5
RCMP Detachments*	224	25	11.2	13	2	15.4	72	10	13.9	29	2	6.9	338	39	11.5
Urban, Rural, Regional Police Services	18	16	88.9	60	33	55.0	14	10	71.4	0	-	-	92	59	64.1
Provincial Police Services*	0	-	-	111	27	24.3	0	-	-	0	-	-	111	27	24.3
First Nations Police Services	9	3	33.3	46	12	26.1	0	-	-	0	-	-	55	15	27.3
Military Police Services	4	0	0.0	10	4	40.0	3	0	0.0	0	-	-	17	4	23.5
Total	259	46	17.8	242	78	32.2	93	22	23.7	32	3	9.4	626	149	23.8

Total N=149.

*The table summarizes the response rate (responses/sampled) for each strata

*RCMP Detachment sample includes 72 detachments with Aboriginal Community Tripartite Agreements: 59 in the Western Region and 13 in the Eastern Region

*Provincial sample includes 6 OPP Regional Commanders, 10 SQ Commandants de Districts and 10 Chefs de BST

Unfortunately, this low response rate limited what could be concluded about individual organization types in particular regions. Further, external validity was ultimately lower. Although it is difficult to determine exactly why the response rate was lower than desired, there are a number of possible explanations.

From the outset, obtaining e-mail addresses was itself a substantial obstacle. The large size of the sample and the diversity of organizations and geographical locations involved made it difficult to gain easy access to e-mail directories. Some organizations would not allow access to e-mail for privacy reasons. Further, organizations varied in the degree to which e-mail was used for communication: for some, it was the most effective way to contact a large number of individuals quickly; for others, it was found that fax or mail was still the primary mode of distribution. Fax numbers were easily obtained for all respondents, with fax distribution ultimately overtaking e-mail distribution for a majority of the sample. By incorporating both distribution methods, more respondents were accessed, which ultimately decreased the level of response bias.

Further, although respondents were strongly encouraged to use the website to complete the survey, a number of factors prevented many from doing so. For those who *could* receive the survey cover letter by e-mail, network restrictions (i.e. firewalls) prevented some from accessing an external and/or secure website. For others, experience with the internet was limited and therefore the survey could not be completed with ease. Further, it was hypothesized that some detachments and services in remote areas did not have access to the internet at all. Although the survey was eventually provided in hard copy to most respondents, these early setbacks may have discouraged respondents from participating.

The instrument itself was effective in accessing the information desired by the research objectives. However, there were some cases of incomplete data. The online version of the survey contained validation questions that had to be completed in order for responses to be saved and the respondent to move on to the next section. The intention was that it would prevent incomplete sections, increase the likelihood of respondents completing all of the questions, and ensure that respondents completed only the questions that applied to them. On the other hand, in cases where respondents missed the validation question or answered other questions in the section *except* the validation question, the section could not be completed. Respondents were not aware of these validation questions, and may have struggled with saving each section, perhaps resulting in frustration and loss of cooperation. The fax version did not enable these validation questions, therefore increasing the ease at which the survey could be completed and decreasing the possibility of respondent apathy. Although the website prevented all data in the fax version from being entered, data could still be entered into SPSS manually, ultimately preventing loss of data in these cases. Thus, differences between the online version and the fax version may have resulted in some response inconsistency, affecting internal validity. However, this affected only 5-10% of cases.

One final factor that may have contributed to the low response rate is apathy toward surveys on the part of police officers. Officials from some organizations expressed their frustrations with continuously being surveyed. Further, many expressed despondency about the benefits of investing time and effort into such endeavours. Relatedly, some respondents simply did not have the time or resources to invest. Even though officials from the various police agencies sampled were enlisted to encourage respondents to complete the survey (and ultimately increase interest and cooperation), the response rate still remained very low, likely due to an inherent lack of interest and resources.

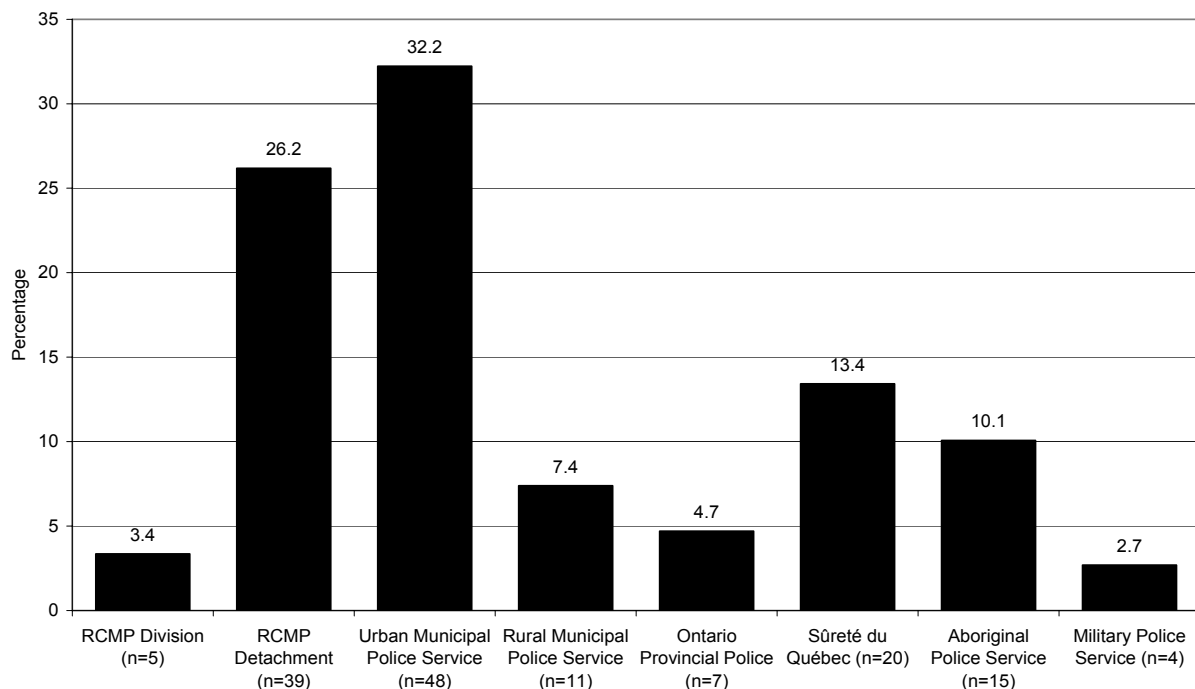
3.0 RESULTS

The data were analyzed using SPSS software. Given the exploratory nature of the research, analysis was restricted to descriptive statistics. Further, the low response rate imposed some restrictions on the analysis, preventing substantive examination of trends within specific organizations, regions and provinces. However, the data revealed some important general trends of the state of CPSP approaches among Canadian police agencies.

3.1 Profile of Respondents

Overall, surveys were received from all organizations and regions sampled. As shown in Figure 3.1, a substantial proportion of respondents represented Urban Municipal Police Services (32.2%), and RCMP Detachments (26.2%). The Sûreté du Québec composed 13.4% of the response pool, while the Ontario Provincial Police composed only 4.7%; this disparity is somewhat surprising given that a roughly equal number of SQ and OPP representatives were sampled. Aboriginal Police Service representatives accounted for 10.1% of respondents, with Rural Municipal Police Service leaders accounting for 4.7%. RCMP Division and Military Police Service representatives comprised only 3.4% and 2.7%, respectively.

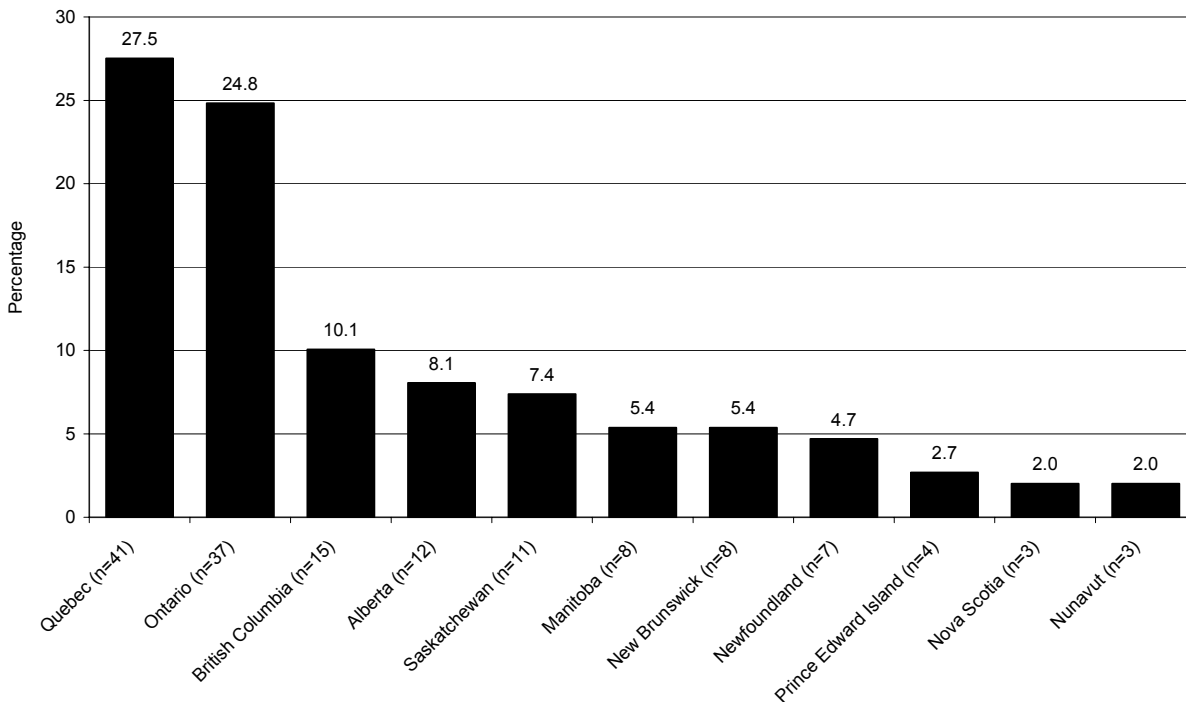
Figure 3.1
Percentage of Respondents, by Type of Police Organization



Total N=149.

Police organizations from nearly all the provinces and territories responded to the survey (Figure 3.2). Police leaders from Quebec and Ontario contributed the greatest proportion of responses of all the provinces, composing 27.5% and 24.8% of the sample, respectively. This was expected given the use of proportional sampling. The Western provinces followed, with respondents from British Columbia composing 10.1% of the responses, Alberta 8.1%, Saskatchewan 7.4%, and Manitoba 5.4%. Each of the Maritime Provinces are also represented, led by respondents from New Brunswick (5.4%) and Newfoundland (4.7%). The proportion of respondents from Nova Scotia and Prince Edward Island were roughly equivalent (2.0% and 2.7%, respectively). However, only one of the Northern territories, Nunavut, was represented, with respondents composing 2.0% of the response pool.

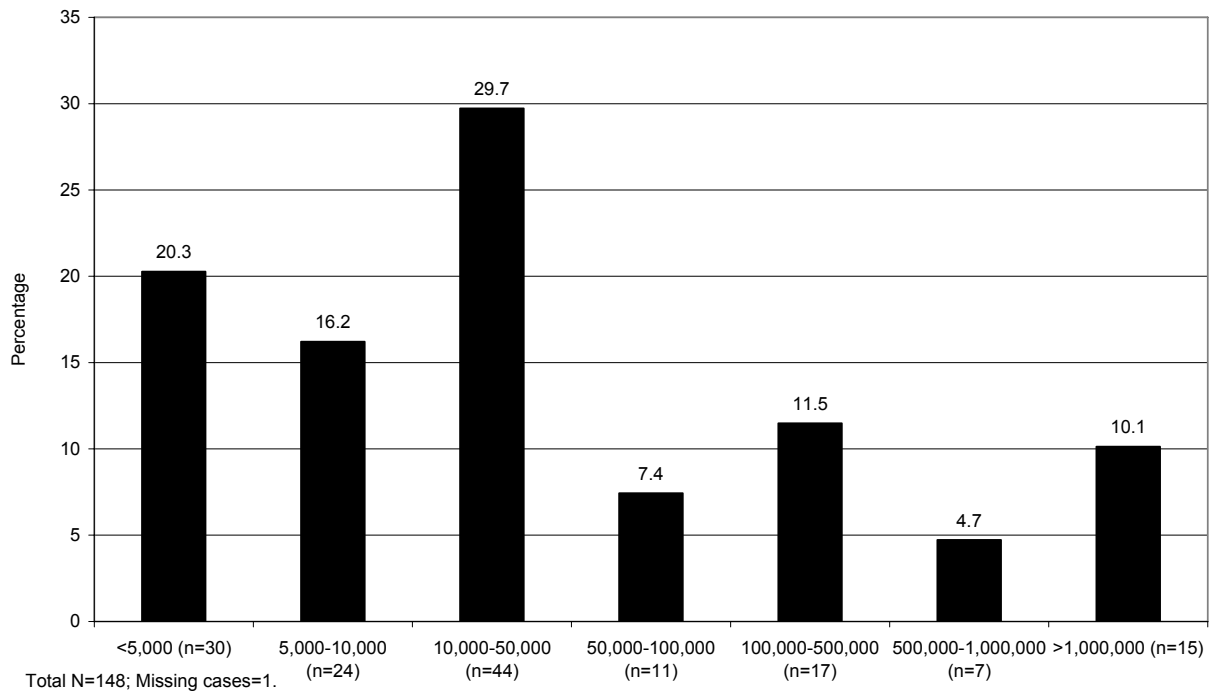
Figure 3.2
Province where Organization is Located, as Reported by Respondents



Total N=149.

The communities/policing areas, represented by the respondents ranged in size, as shown in Figure 3.3. However, the greatest proportion of respondents seemed to come from police organizations in smaller communities, with two-thirds (n=98) being located in towns, cities and/or regions under 50,000 people. Of this group, 20.3% represented organizations located in communities with a population under 5,000, 16.2% from communities with 5,000-10,000 people, and 29.7% from communities with a population of 10,000-50,000. Police organizations from larger centres/areas were somewhat well-represented in the response pool, with 11.5% policing areas of 100,000-500,000 people, and 10.1% policing areas with over one million people. The community sizes represented by the smallest proportions of respondents were those with populations of 50,000-100,000 (7.4%) and 500,000-1,000,000 (4.7%).

Figure 3.3
Approximate Population of City or Town where Police Organization is Located,
as Reported by Respondents



The organizations that police these communities also range in size. The size of the respondents' agencies was measured both in terms of sworn officers and civilian personnel. Table 3.1 outlines the number of sworn officer by police service type. Roughly 60% of organizations had 100 sworn officers or less; among these, just over 40% of respondents' organizations had 25 sworn officers or less. This is expected given that a substantial proportion of respondent organizations policed small to mid-sized communities, as previously mentioned. An additional 20% of organizations had anywhere from 100-1,000 sworn officers, with 11.1% of the organizations having more than 1,000 sworn officers.

Among organizations specifically, results indicate that well over half (69.2%) of RCMP Detachments employ 25 or less sworn officers, with none of the respondents' RCMP Detachments having more than 250 sworn officers. Roughly 23% had between 25 and 100 officers, with only 7.7% having 101-250 sworn officers. Although the OPP response was low, those services that responded were composed of fewer than 50 sworn officers – one service had 25 or less, with 71.4% having 26-50 officers; only one respondent indicated over 1,000 sworn officers. The number of sworn officers indicated by SQ respondents varied greatly. Where approximately 34% indicated 250 or fewer sworn officers, 33.3% indicated organization sizes of 251-500 sworn officers. Quite a substantial proportion (27.8%) indicated that they employed over 1,000 officers; however, some of these respondents could be senior officials referring to an entire region. Urban Municipal Police Services also demonstrated a range in size. Where the highest proportion (28.3%) was composed of 25 officers or less, 19.6% employed more than 1,000 officers. The remainder were distributed relatively evenly among the various

sizes. Rural Municipal Services, as expected, were mainly smaller, with 45.5% having 25 or less sworn officers and 36.4% having 26-50 sworn officers. Only two rural services had more than 50 officers. Aboriginal Police Services were also smaller in size, with all being under 100 officers; 73.3% had 25 or fewer officers. Among the few Military Police Services who responded, two-thirds (n=2) were under 25 officers and one was more than 1,000 officers. For RCMP Divisions, it is difficult to discern whether they are referring to their province or specific headquarters.

Table 3.1
Number of Sworn Officers in Organization, by Type of Police Organization

Organization	Number of Sworn Officers															
	25 or less		26-50		51-100		101-250		251-500		501-1000		More than 1000		Total	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%	n	%
RCMP Divisions	1	20.0	1	20.0	0	0.0	1	20.0	0	0.0	2	40.0	0	0.0	5	100.0
RCMP Detachments	27	69.2	5	12.8	4	10.3	3	7.7	0	0.0	0	0.0	0	0.0	39	100.0
Ontario Provincial Police	1	14.3	5	71.4	0	0.0	0	0.0	0	0.0	0	0.0	1	14.3	7	100.0
Sûreté du Québec	1	5.6	3	16.7	1	5.6	1	5.6	6	33.3	1	5.6	5	27.8	18	100.0
Urban Municipal Police Service	13	28.3	5	10.9	5	10.9	5	10.9	6	13.0	3	6.5	9	19.6	46	100.0
Aboriginal Police Service	11	73.3	2	13.3	2	13.3	0	0.0	0	0.0	0	0.0	0	0.0	15	100.0
Rural Municipal Police Service	5	45.5	4	36.4	1	9.1	1	9.1	0	0.0	0	0.0	0	0.0	11	100.0
Military Police Services	2	66.7	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	33.3	3	100.0
Total	61	42.4	25	17.4	13	9.0	11	7.6	12	8.3	6	4.2	16	11.1	144	100.0

Total N=144; Missing cases=5.

In terms of civilian employees, nearly 50% (47.5%) of respondents indicated that they have fewer than 25 civilian employees (Table 3.2). An additional 15.8% of respondents report having 11-25 civilian employees. Roughly 17% have between 25 and 100 employees, while 12.2% have between 100 and 1,000. The remaining 7.9% have over 1,000 civilian employees.

Among the specific organization types, the majority of RCMP Detachments (71.4%) have fewer than 25 civilian employees, which is not surprising given that most police smaller communities. The remaining detachments do not have more than 100 civilian employees. OPP respondents also indicate small bases of civilian employees, with 42.9% indicating 0-10 civilian employees and another 42.9% indicating 11-25 civilians. One respondent indicated over 1,000 civilians in the organization, but again, this could be a Regional Superintendent responding on behalf of an entire region. This could be a similar scenario for the SQ, given that 52.9% indicated that they have over 1,000 employees; the civilian employment base indicated by the remainder of the

respondents varies, with 23.5% reporting 0-10 civilian employees, one respondent reporting each of 11-25 and 26-50 civilians, and 11.8% reporting 51-100 civilian employees. Again, Urban Municipal Police Services vary greatly in the number of civilian employees, with just over 50% reporting 0-50 civilians and just under 50% reporting over 50 civilians. Among the smaller organizations, 28.3% report having 0-10 civilians, with 15.2% reporting 11-25 civilians. Four respondents indicated 26-50 civilians. For larger organizations, a substantial proportion (32.6%) reported having 101-1,000 civilian employees, with 13% reporting 51-100 civilians. Only one organization had over 1,000. Again, rural police services had no more than 50 civilian employees, with over 50% having 0-10. Similarly, Aboriginal Police Services are seemingly smaller in size, with 80% having 0-10 civilian workers and the remaining 20% having 11-25 civilians. Two of the three Military Police respondents had fewer than 25 civilian employees, with one having between 100 and 1,000.

Table 3.2
Number of Civilian Employees in Organization, by Type of Police Organization

Organization	Number of Sworn Officers													
	0-10		11-25		26-50		51-100		101-1000		More than 1000		Total	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
RCMP Divisions	2	40.0	0	0.0	0	0.0	2	40.0	1	20.0	0	0.0	5	100.0
RCMP Detachments	25	71.4	5	14.3	2	5.7	3	8.6	0	0.0	0	0.0	35	100.0
Ontario Provincial Police	3	42.9	3	42.9	0	0.0	0	0.0	0	0.0	1	14.3	7	100.0
Sûreté du Québec	4	23.5	1	5.9	1	5.9	2	11.8	0	0.0	9	52.9	17	100.0
Urban Municipal Police Service	13	28.3	7	15.2	4	8.7	6	13.0	15	32.6	1	2.2	46	100.0
Aboriginal Police Service	12	80.0	3	20.0	0	0.0	0	0.0	0	0.0	0	0.0	15	100.0
Rural Municipal Police Service	6	54.5	2	18.2	3	27.3	0	0.0	0	0.0	0	0.0	11	100.0
Military Police Services	1	33.3	1	33.3	0	0.0	0	0.0	1	33.3	0	0.0	3	100.0
Total	66	47.5	22	15.8	10	7.2	13	9.4	17	12.2	11	7.9	139	100.0

Total N=139; Missing cases=10.

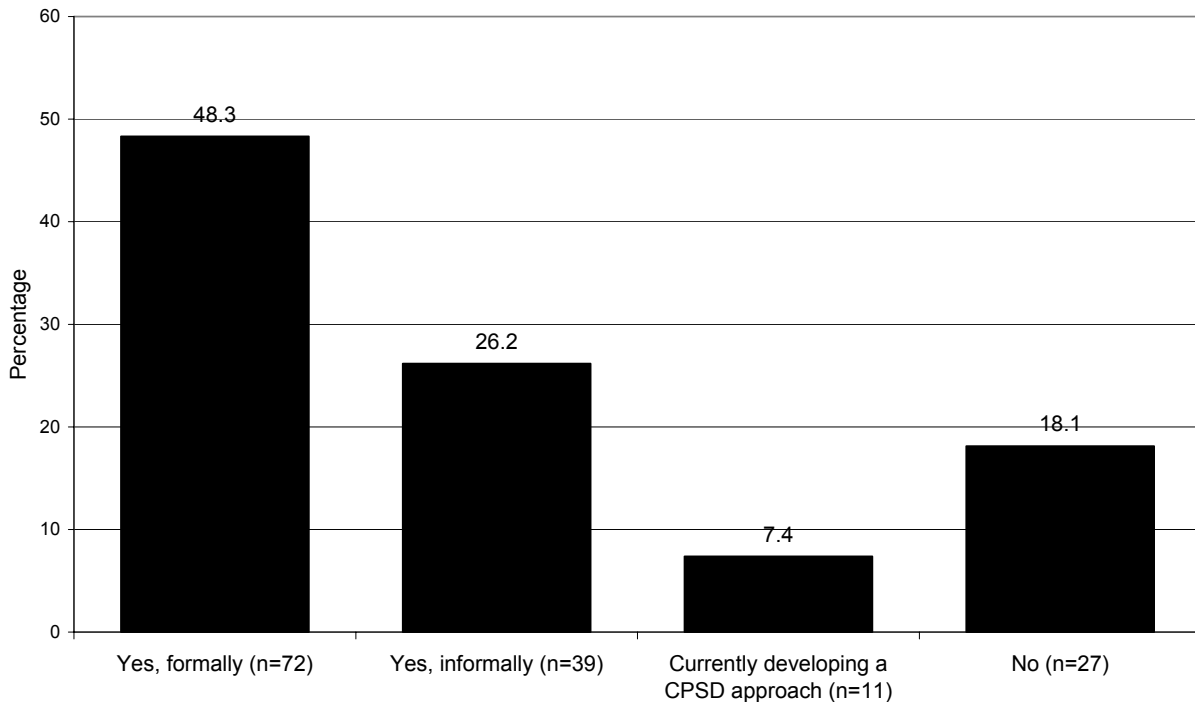
Thus, despite a relatively low response rate, those who did respond seem to represent a diversity of provinces, policing areas and organization types, which provides encouragement that the response pool is somewhat representative of the character of police organizations across the country.

3.2 Crime Prevention through Social Development (CPSD)

Section 2 of the survey examined crime prevention initiatives adopted by the organizations, and more specifically, whether they had adopted CPSD, how they felt CPSD would be useful in their communities, and who should be responsible for its

implementation. Generally, results indicated that all of the respondents' organizations were actively involved in some form of crime prevention initiative, and many were embracing CPSD. Police leaders were asked whether their organization had adopted a CPSD approach to preventing crime and victimization. As shown in Figure 3.4, nearly half of the respondents (48.3%) indicated they had formally adopted a CPSD approach. An additional 26.2% reported having informally adopted CPSD, and 7.4% reported that they are currently developing a CPSD approach within their organizations. Almost one-fifth (18.1%) of respondents reported that they had not adopted a CPSD approach at all.

Figure 3.4
Percentage of Respondents Reporting Whether Their Organization
has Adopted a CPSD Approach



Total N=149.

Specific organizations varied in the extent that they had adopted CPSD into their mandates (see Table 3.3). For the RCMP, 80% of the division leaders who responded reported that they have formally adopted a CPSD approach, while the remaining respondent reported that his/her division was currently developing a CPSD approach. At the detachment level, over half of the commanding officers who responded (53.8%) reported that they had formally adopted a CPSD approach, with an additional 23.1% reporting that they had informally adopted a CPSD approach. Relatively few (12.8%) responded that they had not adopted a CPSD approach, and 10.3% reported that they were currently developing a CPSD approach within their detachment.

For both the Ontario Provincial Police and the Sûreté du Québec, over half of the leaders who responded reported that they had formally adopted CPSD - 57.1% and 60%, respectively. An additional 20% of Sûreté du Québec police leaders reported they had informally adopted CPSD, with the same proportion reporting that they had not adopted a CPSD approach. For the OPP, 28.6% of respondents reported that they had

not adopted CPSD into their mandates; only one OPP respondent reported that his/her organization was currently developing a CPSD approach.

Table 3.3
Whether Organizations Have Adopted a CPSD Approach, by Type of Organization

Organization	Yes, Formally		Yes, Informally		In Development		No		Total	
	n	%	n	%	n	%	n	%	n	%
RCMP Division	4	80.0	0	0.0	1	20.0	0	0.0	5	100.0
RCMP Detachment	21	53.8	9	23.1	4	10.3	5	12.8	39	100.0
Ontario Provincial Police	4	57.1	0	0.0	1	14.3	2	28.6	7	100.0
Sûreté du Québec	12	60.0	4	20.0	0	0.0	4	20.0	20	100.0
Urban Municipal Police Service	21	43.8	16	33.3	3	6.3	8	16.7	48	100.0
Aboriginal Police Service	5	33.3	4	26.7	2	13.3	4	26.7	15	100.0
Rural Municipal Police Service	4	36.4	5	45.5	0	0.0	2	18.2	11	100.0
Military Police Service	1	25.0	1	25.0	0	0.0	2	50.0	4	100.0
Total	72	48.3	39	26.2	11	7.4	27	18.1	149	100.0

Total N=149.

Proportionally, the Urban and Rural Municipal Police Services represented compare in the extent to which they have adopted CPSD. For Urban Municipal Police Services, 43.8% have formally adopted CPSD as compared to 36.4% of rural services. A greater proportion of rural services than urban services have informally adopted CPSD (45.5% vs. 33.3%); however, 6.3% of urban services are currently developing a CPSD approach, where no rural services are doing the same. The proportions of respondents reporting that their organization has not adopted CPSD are roughly the same for each, with 16.7% of urban and 18.2% of rural respondents indicating this response.

There is a disparity among Aboriginal police leaders in the extent to which their organizations are adopting CPSD. Results suggest that roughly 60% have adopted CPSD in their organizations, 33.3% formally and 26.7% informally. An additional 13.3% reporting that they are currently developing a CPSD approach. However, 26.7% reported that they have not adopted a CPSD approach.

Those respondents who reported they had formally or informally adopted, or were currently developing, a CPSD approach were asked whether their definition of CPSD was consistent with the CACP definition provided in the introduction of the survey. Table 3.4 indicates that a majority of respondents (88.5%) reported that their organization's definition was in fact consistent with the CACP definition. Among the leaders who reported that their definition was *not* consistent, 4.8% represented the Sûreté du Québec, 5.8% were from Urban Municipal Police Services and one respondent was from a Rural Municipal Police Service.

Table 3.4
Whether Organizations' Definitions of CPSD are Consistent with CACP Definition,
by Type of Organization

Organization	No		Yes		Total	
	n	%	n	%	n	%
RCMP Divisions	0	0.0	3	2.9	3	2.9
RCMP Detachments	0	0.0	29	27.9	29	27.9
Ontario Provincial Police	0	0.0	4	3.8	4	3.8
Sûreté du Québec	5	4.8	11	10.6	16	15.4
Urban Municipal Police Service	6	5.8	27	26.0	33	31.7
Aboriginal Police Service	0	0.0	9	8.7	9	8.7
Rural Municipal Police Service	1	1.0	7	6.7	8	7.7
Military Police Services	0	0.0	2	1.9	2	1.9
Total	12	11.5	92	88.5	104	100.0

Total N=104; Missing cases=18.

Those respondents who reported that their CPSD definitions were not consistent with the CACP definition were further asked to describe their own definition in a written response, some examples of which include:

- “Strategic approach to problem solving which enables a higher perspective than the incident, widens the perspective on identification of problems and puts in place intelligent (innovative) solutions...all of this in concert with community partners.” (*Sûreté du Québec, translated*)
- “The mission of [our] police service is to promote peace, order and quality of life for all citizens and visitors evolving on its territory, by attacking criminality and its causes, and favouring the existence of a feeling of security and contributing to the development of peaceful life environment. This mission is accomplished in the respect of the rights and liberties guaranteed by the Canadian and Quebec Charters.” (*Quebec Urban Municipal Police Service, translated*)

Although slightly different from the CACP definition, the alternate definitions provided largely maintain the premise of an integrated, multi-faceted approach to crime prevention that incorporates partnerships with various community individuals and agencies.

Table 3.5 compares the proportion of respondents whose organizations participate in a variety of different crime prevention initiatives, as well as how these proportions differ according to whether an organization has adopted (or is developing) a CPSD approach. As shown, information sharing and school-based initiatives were the most popular, with 89.2% and 87.8% of respondents, respectively, indicating that their organization has similar programs. Victim assistance is also a popular crime prevention

program, as indicated by 78.4% of respondents. Further, diversion programs for youth (62.8%), network and coalition building (62.8%), family violence programs (62.8%), early intervention programs (60.8%), and in-service training/education (58.8%) were all selected by over 50% of respondents. Somewhat surprisingly, substance abuse initiatives, recreation programs, and counselling services were selected by under half of the respondents – 48%, 43.2%, and 39.9%, respectively. Gangs/organized crime initiatives and Aboriginal focused programs were also relatively uncommon, with only 37.8% and 37.2% of respondents (respectively) indicating that they are part of their organization’s crime prevention strategies. Among the least common initiatives were offender reintegration (20.3%), multi-service centres (21.6%) and community outreach (27.7%).

Table 3.5
Types of Crime Prevention Programs that Organizations Currently Have,
by Whether They Have Adopted CPSD

Type of Program	Adopted CPSD*		Not Adopted CPSD		Overall	
	n	%	n	%	n	%
Information sharing	111	91.7	21	77.8	132	89.2
School-based	110	90.9	20	74.1	130	87.8
Victim assistance	98	81.0	18	66.7	116	78.4
Diversion programs for youth	81	66.9	12	44.4	93	62.8
Network and coalition building	83	68.6	10	37.0	93	62.8
Family violence	80	66.1	13	48.1	93	62.8
Early intervention	81	66.9	9	33.3	90	60.8
In-service training and education	76	62.8	11	40.7	87	58.8
Training and education of others	65	53.7	7	25.9	72	48.6
Substance abuse	63	52.1	8	29.6	71	48.0
Recreation	58	47.9	6	22.2	64	43.2
Counseling services	56	46.3	3	11.1	59	39.9
Gangs/organized crime	47	38.8	9	33.3	56	37.8
Aboriginal-focused programs	48	39.7	7	25.9	55	37.2
Target hardening	40	33.1	5	18.5	45	30.4
Community capacity building	40	33.1	3	11.1	43	29.1
Outreach	36	29.8	5	18.5	41	27.7
Multi-service centres	30	24.8	2	7.4	32	21.6
Reintegration of offenders into community	27	22.3	3	11.1	30	20.3
Other	15	12.4	2	7.4	17	11.5
Total	121	100.0	27	100.0	148	100.0

Total N=148; Missing cases=1.

**"CPSD" includes those who have formally or informally adopted, or are currently developing, a CPSD approach*

Crime prevention programs were further compared among those who had adopted CPSD (formally, informally, or currently developing) and those who had not. As expected, the proportion of organizations reporting having each of the listed programs is lower for those who had not adopted CPSD than for those who had. However, there is a visible contrast with regards to which programs are more common for each group. Information sharing, school-based programs and victim assistance are still among the

most commonly endorsed crime prevention programs for each group but, where information sharing and school-based programs are indicated by nearly 90% of those with CPSD, they are only indicated by about three-quarters (n=21 and n=20, respectively) of those who do not endorse CPSD. This pattern is similar for victim assistance, where only two-thirds (n=18) of those having not adopted CPSD participate in victim assistance as opposed to 81% of those who have. Among the other more common programs indicated by the “No CPSD” group were family violence programs (48.1%), diversion programs for youth (44.4%), and in-service training and education (40.7%). For those having embraced CPSD, diversion programs for youth and family violence programs are quite common (indicated by 66% and 66.1%, respectively); however, network and coalition building (68.6%) and early intervention (66.9%) are *slightly* more common. Among the programs indicated by the fewest proportions of organizations having not adopted CPSD were multi-service centres (7.4%), reintegration of offenders into the community (11.1%), community capacity building (11.1%), and counselling services (11.1%). In contrast, where reintegration of offenders, multi-service centres and community capacity building were also uncommon among those having adopted CPSD (indicated by 22.3%, 24.8%, and 33.1% respectively), counselling services were indicated by nearly half (46.3%) of these respondents. As expected, training and education and recreation programs were substantially more common for those having adopted CPSD than those who had not.

Of all respondents, 11.5% described “other” crime prevention programs embraced by their organizations, some of which included:

- “START – Selkirk Teens at Risk Team.” (*Manitoba RCMP Detachment*)
- “RCMP Community Consultative Group.” (*Newfoundland RCMP Detachment*)
- “We have everything from multi-service centres to a Cadet Corps for inner-city youth. We have formed a coalition of partners around housing for inner-city families. We have an extensive school resource program, and we have a Crime Prevention Commission formed through the City Council which draws together both citizens and human service providers to develop, implement and support crime prevention strategies, almost all of which follow the crime prevention through social development philosophy and model.” (*Saskatchewan Urban Municipal Police Service*)
- “High Risk Environment Work Plan.” (*Saskatchewan RCMP Detachment*)
- “Seniors liaison, gay/lesbian outreach, multi-cultural outreach in operations and recruiting.” (*Alberta Urban Municipal Police Service*)
- “Delivery of peacekeeping services that are respectful of Aboriginal treaty rights and case law relative to this community’s history and struggle for self-determination.” (*Ontario Aboriginal Police Service*)

These program descriptions indicate a dedication to community-specific crime prevention initiatives, adding to the more common crime prevention programs adopted by police.

Given that the CPSD philosophy promotes tailoring initiatives to specific community needs, the survey also examined the extent to which CPSD would address various issues in respondents' own communities. A list of issues was provided, and respondents were asked to assess how much CPSD would help address each issue on a three-point scale: "not at all," "somewhat" or "to a great extent." The results, summarized in Table 3.6, suggest that although relatively substantial proportions of respondents indicated that CPSD would not at all help with hate or economic crimes (23.6% and 24.4%, respectively), overall, respondents believe that CPSD would help to address the remaining issues either "somewhat" or "to a great extent"; however, the former appears to be more common than the latter.

Table 3.6
Extent to Which Respondents Think the CPSD Approach Could Help to Address Specific Issues in the Community, as Reported by Respondents

Issue	Not at All		Somewhat		To a Great Extent		Total	
	n	%	n	%	n	%	n	%
Youth crime	1	0.7	48	33.1	96	66.2	145	100.0
Spousal violence	6	4.1	84	57.9	55	37.9	145	100.0
Child abuse	4	2.8	82	56.9	58	40.3	144	100.0
Gangs/organized crime	21	14.7	86	60.1	36	25.2	143	100.0
Hate crimes	34	23.6	73	50.7	37	25.7	144	100.0
Theft	5	3.5	81	56.3	58	40.3	144	100.0
Drug crimes	2	1.4	79	55.2	62	43.4	143	100.0
Elder abuse	10	7.0	74	52.1	58	40.8	142	100.0
Vandalism	3	2.1	68	47.6	72	50.3	143	100.0
Graffiti	14	9.9	65	46.1	62	44.0	141	100.0
Violent crimes	10	7.0	94	66.2	38	26.8	142	100.0
Sex crimes	11	7.9	91	65.5	37	26.6	139	100.0
Economic crimes	33	24.4	79	58.5	23	17.0	135	100.0
Neighbourhood disputes	14	10.1	78	56.5	46	33.3	138	100.0
Reintegration of offenders in the community	21	15.2	88	63.8	29	21.0	138	100.0

Total N=149.

For issues such as youth crime and vandalism, over half indicated that a CPSD approach would help to a great extent (66.2% and 50.3%, respectively). However, for spousal violence, child abuse, gangs/organized crime, hate crimes, theft, drug crimes, elder abuse, violent crimes, sex crimes, economic crimes, neighbourhood disputes and reintegration of offenders in the community, substantially more respondents indicated that CPSD would help only "somewhat," as compared to those indicating that it would help "to a great extent." This is especially true for offender reintegration (63.8% indicating "somewhat" vs. 21% indicating "to a great extent"), economic crimes (58.5% vs. 17%), sex crimes (65.5% vs. 26.6%), violent crimes (66.2% vs. 26.8%), and gangs/organized crime (60.1% vs. 25.2%), with each showing a roughly 40% disparity

between the two responses. A relatively substantial proportion of respondents view the CPSP approach as being able to address spousal violence, child abuse, theft, drug crimes, elder abuse, graffiti, and neighbourhood disputes “to a great extent,”; however, there are still proportionally more who believe CPSP would address these issues only “somewhat.”

The survey also asked respondents who they thought should have responsibility for various tasks associated with implementing CPSP initiatives. Overall, the results, found in Table 3.7, show that both developing and implementing programs should be the responsibility of local agencies (police, community, municipal government), whereas funding should be the responsibility of various levels of government. Roughly 90% of respondents believed that the community should be responsible for both identifying problems and developing possible solutions, with close to 85% believing that police should be involved at each of these levels as well. Respondents also expressed that municipal government should be responsible at these stages, with 70.3% believing that it should help to identify community problems and 80.3% believing they should be part of developing solutions. It is obvious that respondents feel that provincial and federal government should have a secondary role at this stage, with only 29.7% expressing that provincial government should be responsible for identifying problems, and only 20.3% expressing that federal government should be responsible; the proportions are slightly higher for those supporting federal and provincial government involvement in developing solutions to problems.

Table 3.7
Who Respondents Think Should Have Responsibility for Various Tasks,
as Reported by Respondents

Task	Community		Police		Municipal Government		Provincial Government		Federal Government	
	n	%	n	%	n	%	n	%	n	%
Identifying problems in the community	125	90.6	115	83.3	97	70.3	41	29.7	28	20.3
Developing possible solutions to problems	120	87.6	117	85.4	110	80.3	61	44.5	48	35.0
Identifying funding sources	78	56.9	63	46.0	119	86.9	106	77.4	91	66.4
Obtaining funding	81	58.7	63	45.7	115	83.3	91	65.9	68	49.3
Providing funding	44	32.4	17	12.5	112	82.4	128	94.1	122	89.7
Identifying possible partners	113	82.5	111	81.0	107	78.1	64	46.7	50	36.5
Recruiting partners	117	84.8	109	79.0	101	73.2	55	39.9	37	26.8
Implementing programs	115	83.3	114	82.6	103	74.6	72	52.2	54	39.1
Sustaining programs	101	73.2	104	75.4	113	81.9	94	68.1	78	56.5

Total N=149.

The patterns are similar when it comes to identifying partners, recruiting partners, implementing programs, and sustaining programs. Roughly 80% of respondents believe that each of community, police and municipal government should be involved with identifying possible partners. When it comes to recruiting partners, 84.8% believe the community should be responsible, with 79% also supporting police involvement. The support for government involvement in these responsibilities appears to be less, with 46.7% and 39.9% of respondents believing that provincial government should be involved in identifying and recruiting partners, respectively; the proportions supporting federal government involvement at this stage are even lower. Support for federal and provincial government involvement increases slightly at the program implementation and maintenance level, with 52.2% supporting provincial government involvement in implementing programs and 68.1% supporting its involvement in sustaining programs. Support for federal government responsibility is slightly lower, but still relatively strong, with 39.1% supporting its involvement in implementing programs and 56.5% supporting its involvement in sustaining programs.

However, it may be likely that this support is related to continued funding. A greater proportion of respondents support municipal, provincial and federal government involvement in identifying, obtaining and/or providing funding than community or police involvement. Just over 80% of respondents support municipal government responsibility for each of these activities. Slightly fewer believe provincial and federal government should be responsible for identifying funding sources (77.4% and 66.4%, respectively). Still less believe that provincial and federal government should be responsible for obtaining funding, with 65.9% supporting provincial government responsibility and 49.3% supporting federal government responsibility; support for community and police responsibility at this level is roughly equivalent. However, when it comes to *providing* funding, respondents target the provincial (94.1% support) and federal (89.7% support) governments primarily, and the municipal government to a slightly lesser extent (82.4%). Only 32.4% and 12.5% of respondents believe that community and police should be involved at this level, respectively.

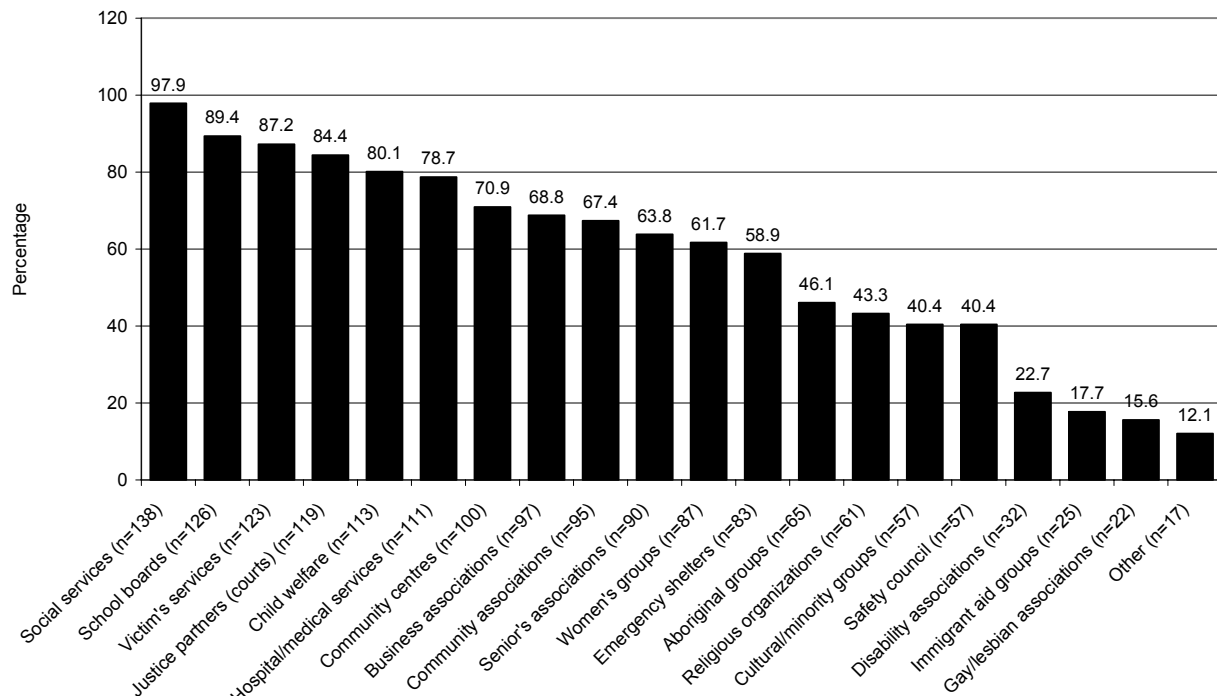
Overall, it is apparent that a majority of the respondents surveyed are implementing some type of crime prevention strategy, with most embracing CPSD. However, it is also evident that they believe that CPSD will only address their respective community problems *somewhat*; the reason for this is unclear. Further, the data also indicate that police leaders primarily support community, police and municipal government responsibility at the strategy development and implementation level, and municipal, provincial and federal government responsibility for funding.

3.3 Partnerships

To determine whether and how police agencies are progressing in the community partnership component of the CPSD approach, Section 3 of the survey addressed first whether police agencies *have* established partnerships, and further, who these partnerships are with and what they are doing to promote the CPSD philosophy to social agencies.

Of the 148 respondents who answered the question, 141 (95.3%) expressed that their organizations had established linkages to social agencies/relevant players in the community. Figure 3.5 indicates that these linkages are quite diverse, with relationships with social services, school boards, victim’s services, justice partners (courts), child welfare, hospital/medical services, community centres, business associations, community associations, senior’s associations, women’s groups and emergency shelters being quite common. Linkages to social services were reported by nearly all of the respondents (97.9%), followed closely by linkages to school boards (89.4%) and victim’s services (87.2%). Roughly two-thirds of respondents reported linkages to some specific community groups, such as senior’s associations (63.8%) and women’s groups (61.7%). However, among the least common partnerships were other community groups such as gay/lesbian associations (15.6%), immigrant aid groups (17.7%) and disability associations (22.7%). Linkages to Aboriginal groups, religious organizations, cultural/minority groups, and safety councils were also less common, each being reported by 40-50% of respondents. Additional community partners indicated in the “other” category included other police services, youth coalitions, community harm reduction committees, Boys and Girls Clubs, property managers and landlords associations (in an effort to create safer housing options for low income families), town councils, anti-drug/addiction collations, and EMS (emergency medical service).

Figure 3.5
Social Agencies/Groups that Organizations Have Established
Linkages with, as Reported by Respondents



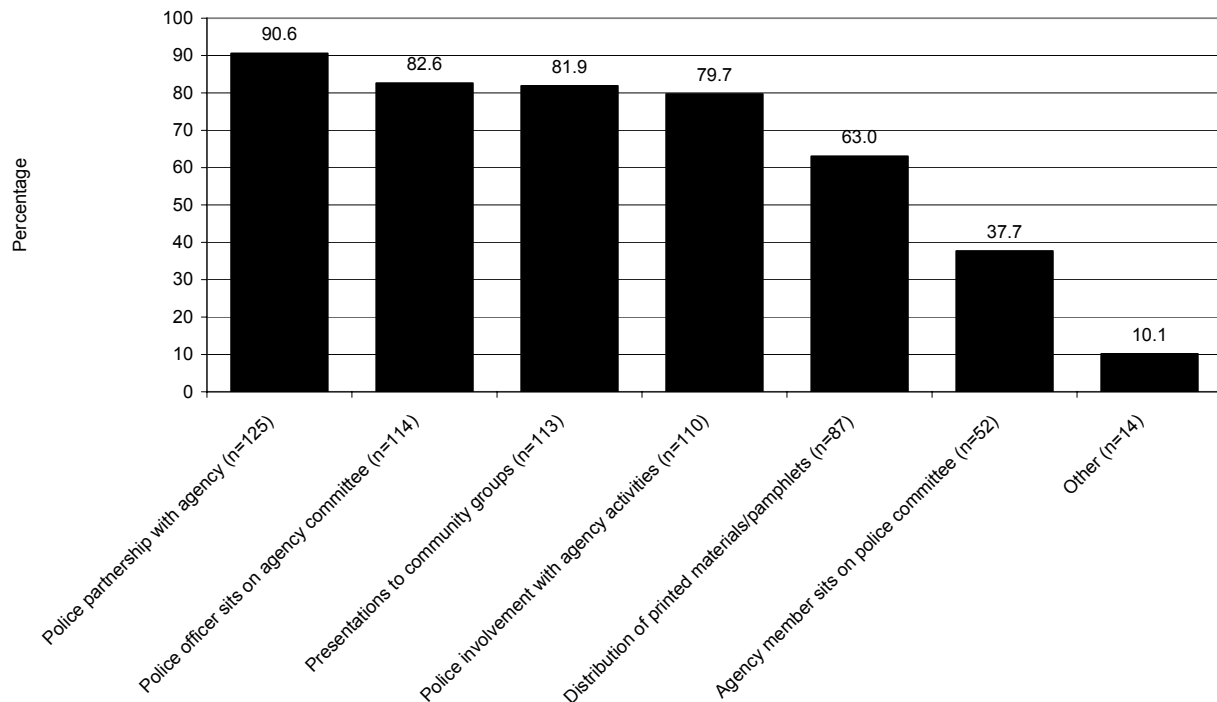
Total N=141.

“Partnerships” further addressed how leaders’ organizations were *promoting* CPSP to these community partners. The results indicated that a substantial proportion of police agencies engage in a variety of tactics to promote CPSP (see Figure 3.6). As indicated in Figure 3.6, police linkages to community groups are quite common; Figure

3.7 shows that 90.6% of the police organizations in fact *promote* CPSD via these partnerships. CPSD is also promoted by many organizations via police officers sitting on agency committees, as reported by 82.6%, as well as doing presentations to community groups (81.9%) and being involved with agency activities (79.7%). Nearly two-thirds of respondents (63%) reported that their police service distributes printed materials or pamphlets to agencies. However, only 37.7% reported that members of community agencies sit on police committees. Roughly 10% of respondents reported “other” activities that they engage in to promote CPSD, many of which include discussion of specific action plans and involvement in various committees that allow open dialogue among key partners in the community. For example:

- “Direct implication in environment where problem clients can be found, for example, a street café or a youth house etc....” (*Urban Police Service, Quebec; translated*)
- “Police officer sits on a community committee which has various [sic] agency representatives – work together to find and implement a solution.” (*British Columbia RCMP Detachment*)

Figure 3.6
What Organizations are Doing to Promote CPSD with Social Agencies/Groups, as Reported by Respondents



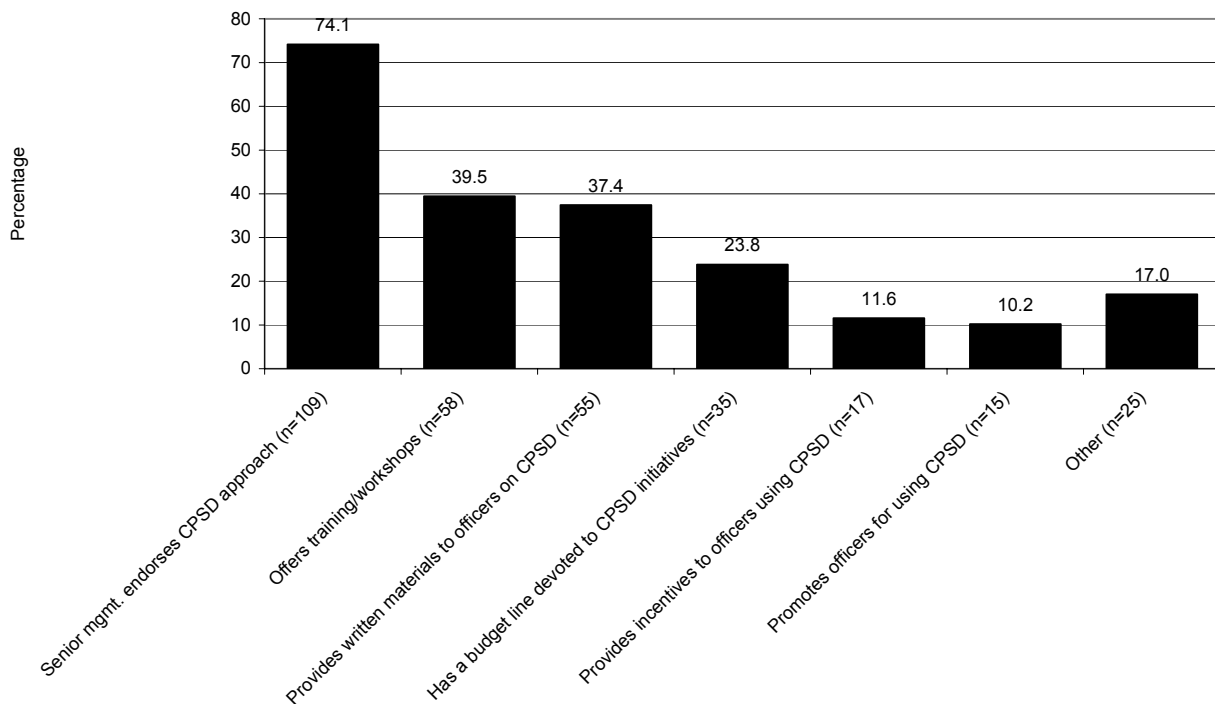
Total N=138; Missing cases=3.

Thus, results indicate that partnerships, and promoting CPSD to these partners, is indeed occurring among Canadian police organizations.

3.4 Commitment

Section 4 of the survey examined how police organizations are demonstrating *commitment* to CPSD within their own services. This was measured by asking respondents about training, official promotion of CPSD, and whether they have an active CPSD initiative etc. Figure 3.7 depicts the proportion of respondents who reported that their organization engages in activities to promote CPSD *internally*. As shown, nearly three-quarters (74.1%) of organizations' senior management endorse CPSD within their organization. However, substantially fewer reported engaging in other activities. Only 39.5% reported offering training and/or workshops on CPSD, with 37.4% providing written materials to officers on CPSD. Surprisingly, although previously discussed findings indicated that nearly all respondents' organizations had adopted a CPSD approach, only 23.8% had a budget line devoted to CPSD initiatives. Further, only 11.6% provide incentives or rewards to officers for engaging in CPSD in their daily activities, with only 10% of organizations having encouraged CPSD by promoting officers. However, 17% reported "other" means by which they promote CPSD within their police service. Among these were CPSD-related annual conferences or seminars, mottos specific to that service posted in police cars, official orders to officers, having particular officers delegated to promote CPSD to other officers, and supporting officers to take CPSD-related courses at the college or university level.

Figure 3.7
What Organizations are Doing to Promote CPSD within their Police Service/Detachment, as Reported by Respondents



Total N=147; Missing cases=2.

Section 4 further examined whether organizations have specific positions or officers designated to promote CPSD. Just under half of the respondents (49.3%) reported that they did have a designated position. In a written response, respondents were further asked to report the rank of the most senior person responsible for CPSD activities; responses were quite diverse both between and within organizations. RCMP respondents in particular reported a range of ranks, from Assistant Commissioner and Chief Superintendent at the division level to (Senior) Constable, Staff Sergeant, Corporal, and Civilian at the detachment level. OPP respondents (n=2) reported Commissioner and Constable as the most senior individuals in charge of CPSD. Senior CPSD positions reported for the SQ (n=8) included Captain, Sergeant, and Chief Inspector. Reported positions among urban and Rural Municipal Police Services (n=28) demonstrated the widest range, and included Chief, Deputy Chief, Chief Inspector, Inspector, (Senior) Constable, and Staff Sergeant. Aboriginal police respondents (n=3) reported Civilian, Constable, and Investigating Officer as responsible for CPSD in their organizations. No Military Police respondents reported having an official position designated for CPSD activities.

Demonstrating commitment to CPSD via officer training was found to be relatively uncommon among the respondents (see Table 3.8). Only 31.2% reported that they offered training to officers on using the CPSD approach. For specific organizations, the extent to which they offered training varied. Interestingly, at the RCMP Division level, 75% of respondents reported that they offer training to officers. However, at the detachment level, under half of the respondents (43.2%) reported that they offer training. However, the reason for this disparity may be due to the fact that the recently developed Safer Communities training, while embraced and promoted by the RCMP organization, is likely yet to be implemented in all RCMP communities. For the OPP, a substantial majority (83.3%) reported that they did not offer training, similar to the SQ, with 73.7% not offering training. Urban and Rural Municipal Police Services followed a similar pattern, with only 29.8% of urban services and 36.4% of rural services reporting that they offer CPSD training to their officers. Only one of the Aboriginal Police Service respondents indicated that training on using the CPSD approach is offered to their officers. None of the Military Police respondents reported that training was offered to their officers.

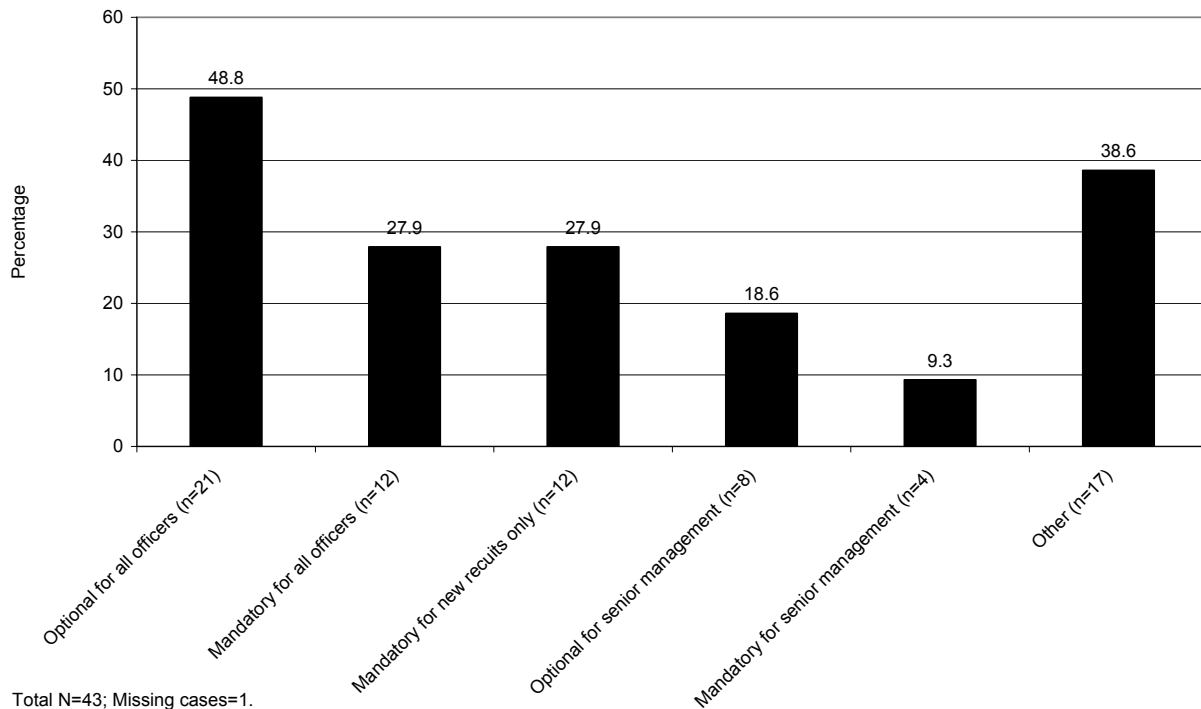
Those organizations that do provide CPSD training were further asked who among their services receives this training. Figure 3.8 indicates that of the 44 respondents who reported that their organization offers CPSD training, nearly half (48.8%) reported that this training is *optional* for all officers. Substantially fewer respondents indicated that training was either mandatory for all officers or mandatory for new recruits, with each being indicated by 27.9% of respondents. Results further indicate that CPSD training is even less common for senior management, with 18.6% indicating that it was optional for senior management and 9.3% indicating that it was mandatory for senior management. Worthy of note is the substantial proportion of respondents indicating “other” recipients of CPSD training (38.6). Among these included civilian employees, temporary police officers, socio-community agents, specific officers designated for CPSD responsibilities (i.e., Crime Prevention Officers, School Liaisons), detachment commanders (RCMP), and community services staff.

Table 3.8
Whether Organizations Offer Training to Officers on Using CPSD Approach,
by Type of Organization

Organization	No		Yes		Total	
	n	%	n	%	n	%
RCMP Divisions	1	25.0	3	75.0	4	100.0
RCMP Detachments	21	56.8	16	43.2	37	100.0
Ontario Provincial Police	5	83.3	1	16.7	6	100.0
Sûreté du Québec	14	73.7	5	26.3	19	100.0
Urban Municipal Police Service	33	70.2	14	29.8	47	100.0
Aboriginal Police Service	12	92.3	1	7.7	13	100.0
Rural Municipal Police Service	7	63.6	4	36.4	11	100.0
Military Police Services	4	100.0	0	0.0	4	100.0
Total	97	68.8	44	31.2	141	100.0

Total N=141; Missing cases=8.

Figure 3.8
Who Receives CPSD Training Offered by Organizations, as Reported by Respondents



Total N=43; Missing cases=1.

In a written response, respondents were asked to indicate what materials they use in training officers to use the CPSD approach. Respondents from the SQ indicated that their training materials are developed “internally after research of the different problems” as well as through “theoretical and specialized trainings”; responses also indicated that training is developed through consultation with other organizations. Specific materials include reference documents, training guides, PowerPoint presentations, and pamphlets. RCMP Detachments appear to use materials provided by their divisions or headquarters, as well as the Safer Communities Workshop facilitator’s manual/modules, Crime Prevention Through Social Development Manual, a CPSD “tool box,” the Aboriginal and Youth Community Plans Development Guide, the Asset Development Comprehensive Policing (ADCP) training material, D.A.R.E. (Drug Abuse Resistance Education) training, victim services training, Cadet Core Program training, F.A.S.T. (Foster Allegations Support Team) training, CAPRA (the RCMP Community Problem Solving Module), and university courses/programs. One respondent from the OPP indicated the use of a “How We Do It” manual. Urban and Rural Municipal Police Services mainly use community-specific materials developed within their own organizations, as well as standardized training available to all police organizations, including CPTED (Crime Prevention Through Environmental Design) training, POP (Problem Oriented Policing) training, and training in the SARA (Scan-Analysis-Respond-Assess) method. Various respondents reported that they were not aware of any specific materials.

Police leaders were also asked whether their organizations offer training to community groups or agencies. Table 3.9 indicates that only 19.9% of organizations offer training to community groups/agencies. Among those who did not indicate offering CPSD training to community groups were Aboriginal and Military Police Services. Interestingly, although 100% of the RCMP Divisions that responded to the question indicated that detachments in their provinces offer training to the community, only 36.1% of detachment commanders sampled indicated that their detachment offers CPSD training to community groups. Only one of the OPP Detachments (16.7%) and two (10.5%) of the SQ respondents indicated that they offer training to the community. Surprisingly, only 9.1% of the 44 Urban Municipal Police Services indicated that they offer CPSD training to the community; this is contrasted by a greater proportion of Rural Municipal Police Services sampled offering community training (27.3%).

Table 3.9
Whether Organizations Offer Training to Community Groups/Agencies on CPSD Approach,
by Type of Organization

Organization	No		Yes		Total	
	n	%	n	%	n	%
RCMP Divisions	0	0.0	4	100.0	4	100.0
RCMP Detachments	23	63.9	13	36.1	36	100.0
Ontario Provincial Police	5	83.3	1	16.7	6	100.0
Sûreté du Québec	17	89.5	2	10.5	19	100.0
Urban Municipal Police Service	40	90.9	4	9.1	44	100.0
Aboriginal Police Service	12	100.0	0	0.0	12	100.0
Rural Municipal Police Service	8	72.7	3	27.3	11	100.0
Military Police Services	4	100.0	0	0.0	4	100.0
Total	109	80.1	27	19.9	136	100.0

Total N=136; Missing cases=13.

To further examine the commitment of police organizations, respondents were asked to provide a description of a good program incorporating the CPSD approach. The programs described were diverse, ranging in target population, target problems and approach. A sample of the responses included:

- *PARL: Plan d'action régional et local : Sûreté du Québec*
 "To better respond to priorities and needs of public security committees, to facilitate the definition of information plans, to offer a friendly management mode, [and] repressive and preventive actions." *(translated)*
- *Le Programme Parc en Paix: Sûreté du Québec*
 "Aiming to make parks more secure...incorporates a number of community partners and municipalities in order to attenuate the problems of graffiti, mischief, drug consumption and gang recruitment."
 "A three component programme enabling solutions to vandalism, drug consumption and loitering in and around parks."
- *D.A.R.E. (Drug Abuse Resistance Education): Ontario Urban Police Service, Saskatchewan RCMP*
 "A 17-week drug awareness program aimed at youth to prevent drug use."
- *Community Cadet Core Program, Saskatchewan RCMP*
 "Aids in developing youths' discipline while instilling pride, integrity and team work. Gives youth opportunity to engage in a variety of events."

- *Somali Youth Basketball League: Ontario Urban Police Service*
“An initiative in the Somali community which embraced community development principles in the establishment of a fully accessible recreational basketball league that combines with other social development opportunities such as career counselling, information sessions and skill development clinics.”
- *Neighbourhood Watch Executive Committee: Ontario Urban Police Service*
“Formed out of the merger of neighbourhood watches from 11 different municipalities. Through a cooperative and consultative community development process, the residents most actively involved have developed a range of skills. This has transformed the volunteer organization into a strong community-based and pro-active group of residents providing crime prevention support to their neighbourhoods and local communities of interest.”
- *Project DFSA (Drug Facilitated Sexual Assault): Ontario Urban Police Service*
“A student initiative where messaging about drug rape prevention was designed and delivered through Arts and Literature. Outcomes revealed an increase in awareness and reporting.”
- *Project Early Intervention: Ontario Urban Police Service*
“An initiative that afforded academic support, social-skills and recreation development for children. Outcomes revealed increases in academic performance and social responsibility.”
- *Community Police Action Committee: Ontario Aboriginal Police Service*
“Community leaders from various agencies, organizations and concerned community members meet regularly, not just to share information but to identify issues of concern, develop strategies...most important aspect is [that] everyone is there as a community member first, if you happen to belong to a social agency [or] community group, that means you bring more tools to the table for developing strategies. Committee is owned by the community.”
- *Protect Our Elders: BC RCMP Detachment*
“Program to protect vulnerable elders in our Aboriginal communities from physical, mental and economic abuse.”
- *Second Step: BC RCMP Detachment*
“[A]n educational series aimed at parents of youth who are at risk of drug and alcohol abuse.”
- *Police Camp: BC Rural Police Service*
“Partnership with the school and community providing an educational and leadership program to high school students. It is a week-long intensive Police Academy with follow-up in the schools.”
- *Safer Cities: BC Rural Police Service*
“Partnership with municipality, insurance corporation, schools and community groups to improve overall traffic (pedestrian, cycling, vehicle) safety.”

- *Community Wrap Around Team: Alberta RCMP Detachment*
“Has partnered with all professionals that deal with children to create a more efficient approach to identifying problems and issues developing with our youth.”
- *Mental Health Diversion Program: Alberta Urban Police Service*
“2002 funding from the Alberta Health and Wellness Health Innovation Fund. Program purpose is to divert mentally ill individuals who have committed minor offences from the justice system. Partners include police, Crown Prosecutor’s office, Alberta Mental Health and numerous community support agencies. Goals include early intervention with these individuals, linking them to appropriate community support programs and developing ongoing linkages among police, justice, and mental health systems to benefit these individuals.”
- *Success by 6 Community Team: Alberta Urban Police Service*
“The Ma’mōwe Capital Region Child and Family Service, Edmonton Community Services, Edmonton Police Service and the Capital Health Authority. (This partnership resulted out of the Mayor’s Task Force on Safer Cities). This project is primarily committed to prevention through social development, with the focus of eliminating the root causes of criminal behaviour in the future. The team focuses on pre-school children and their families in a multi-discipline team approach. The Success By 6 team promotes developmentally appropriate activities that enhance learning experiences of preschool children. Research supports the approach that early, positive outcomes provided to children enhance their success later. Both the community and the team can help develop sustainable programs to address these issues. The collaborative working efforts between the communities and Success By 6 enable them to develop programs required for their community.”
- *START – Selkirk Teens at Risk Team: Manitoba RCMP Detachment*
“Participants from schools, police, RCMP, mental health, child and family services and health care address cases of highest risk youths in the community. Coordinated approach to addressing behaviours, addictions, family circumstances, and integrating them back into school.”
- *Community Response Officer: Nova Scotia Urban Police Service*
“Each officer is assigned to a certain area of the city and is responsible for addressing the root concerns in that area, developing partnerships and building bridges with the community...the same patrol officers stay in specific areas to develop a sense of pride for that area.”
- *Safer Community Workshops: New Brunswick RCMP Division*
“20-25 community partners are invited to the “Safer Community Workshops.” They are taught the CAPRA model of problem-solving. They then identify problems in their community and work together to solve them. They are also supplied all related material for future use. These workshops include full participation by our members.”

- *Community Consultative Group: Newfoundland RCMP Detachment*
“Our Community Consultative Group focuses on issues and initiatives which can prevent crime.”
- *Gang Profiling Network: Alberta Aboriginal Police Service*

The descriptions provided demonstrate a wide array of existing programs in communities across Canada, programs that may provide models for CPSD initiatives in communities where this approach has not yet been adopted. Many programs target children and youth in schools, where others focus on Aboriginal people, the mentally ill, elders, and adults and youth involved in gangs. It appears as though a large majority of these programs involve community consultation to assess the issues specific to that community, and to collectively identify the best measures to address them. However, only 27.1% (n=29) of those providing program descriptions indicated that the effectiveness of these programs has been evaluated; therefore, it is difficult to discern whether CPSD initiatives are working in these contexts.

3.5 Challenges

Section 5 of the survey addressed the challenges faced by police organizations in adopting and promoting a CPSD approach, both internally and in their communities. Police leaders were first asked whether their organization had incorporated CPSD into a strategic plan for the future – i.e., in their business plan, mission statement, etc. Nearly two-thirds (61.3%) of those who answered the question indicated that they had, where 38.7% indicated they had not. Table 3.10 summarizes the results by organization, indicating that 100% of RCMP divisions who responded and nearly three-quarters (74.4%) of the detachments have incorporated CPSD into their strategic plan for the future. Also encouraging are the OPP and SQ responses, which indicate CPSD is part of a strategic future plan according to 83.3% of OPP respondents and 72.2% of SQ respondents. However, results differ for the remainder of the organizations, with nearly 60% of Urban Municipal Police Services reporting that CPSD is part of a strategic future plan, but only 36.4% of Rural Municipal Police Services indicating the same. Results indicate that Aboriginal Police Services (23.1%) and Military Police Services (25.0%) are the least likely to have incorporated CPSD into a strategic plan for the future.

Those who responded “no” to this question were asked to provide a written explanation as to why CPSD was not part of their future mandate. Many respondents, particularly those from Aboriginal Police Services, indicated that they have developed policing plans specific to their own communities, plans designed for a certain community composition and its subsequent demands. Further, many respondents expressed that they lack the financial and human resources necessary to implement CPSD in their organizations. In some cases, CPSD-inspired programs and initiatives are being implemented already, but the organization has not officially endorsed a CPSD approach in their everyday activities and overall business plan. Others are in the preliminary stages of officially incorporating CPSD into their policing practices. Some respondents indicated that they were simply not aware of CPSD, and were in need of materials to learn more about it.

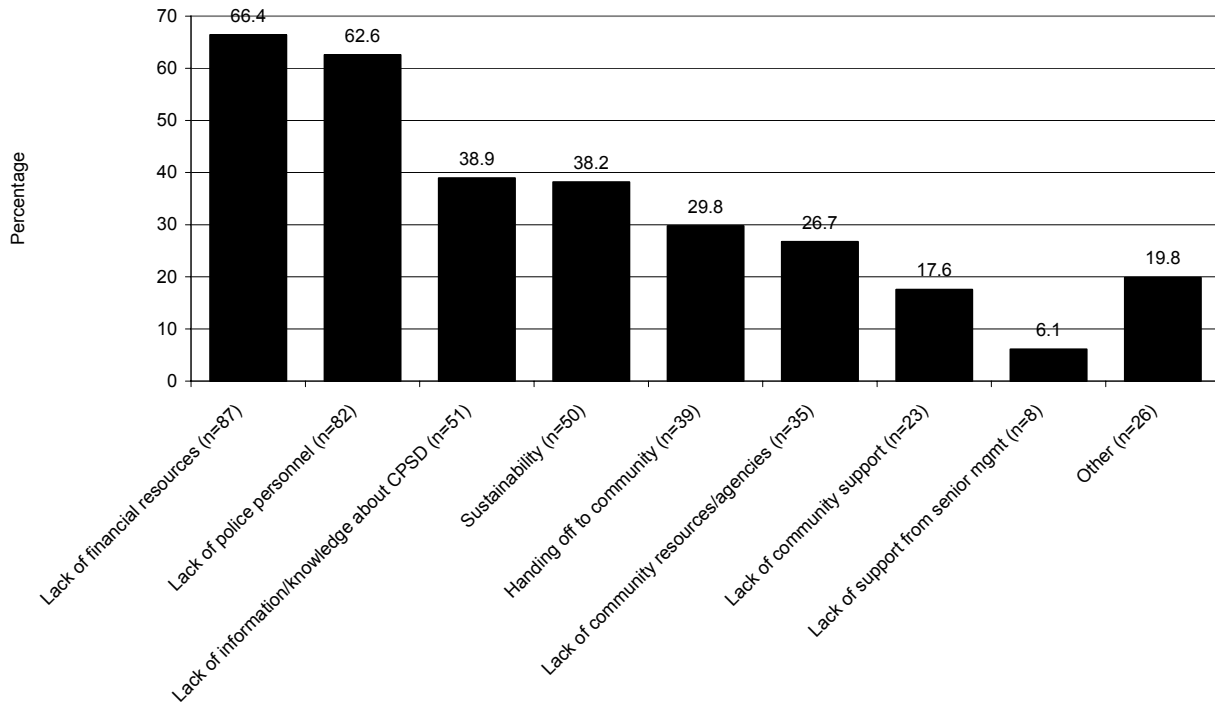
Table 3.10
Whether Organizations have Incorporated CPSD into a Strategic Plan for the Future,
by Type of Organization

Organization	No		Yes		Total	
	n	%	n	%	n	%
RCMP Divisions	0	0.0	4	100.0	4	100.0
RCMP Detachments	10	25.6	29	74.4	39	100.0
Ontario Provincial Police	1	16.7	5	83.3	6	100.0
Sûreté du Québec	5	27.8	13	72.2	18	100.0
Urban Municipal Police Service	19	40.4	28	59.6	47	100.0
Aboriginal Police Service	10	76.9	3	23.1	13	100.0
Rural Municipal Police Service	7	63.6	4	36.4	11	100.0
Military Police Services	3	75.0	1	25.0	4	100.0
Total	55	38.7	87	61.3	142	100.0

Total N=142; Missing cases=7.

Following this theme, respondents were asked to indicate the various challenges they have encountered in adopting a CPSD approach, the results of which are summarized in Figure 3.9. The challenges expressed by the greatest proportions of respondents were both a lack of financial resources (66.4%) and a lack of police personnel (62.6%). Roughly equal proportions of respondents indicated that a lack of information/knowledge about CPSD and sustainability were major challenges encountered – 38.9% and 38.2%, respectively. Handing off to the community was not a major challenge according to the responses, chosen by only 29.8% of respondents. Further, just over one-quarter of the respondents indicated that a lack of community resources was a major challenge (26.7%). Among the challenges least expressed by respondents were lack of community support (17.6%) and especially, lack of support from senior management, with only 6.1% indicating that this was a major challenge. Nearly 20% of respondents indicated other challenges in a written response. Many indicated that CPSD was not supported by police *personnel*, and that it was difficult to convince them of the advantages of CPSD over traditional policing practices. Other reasons were a lack of time and awareness, a lack of information exchange between community partners about existing programs, CPSD being a non-priority for existing resources within major organizations, difficulty for officers in balancing CPSD activities with their existing workload, a lack of government support/funding, and largely, a lack of evidence that CPSD is actually an effective approach.

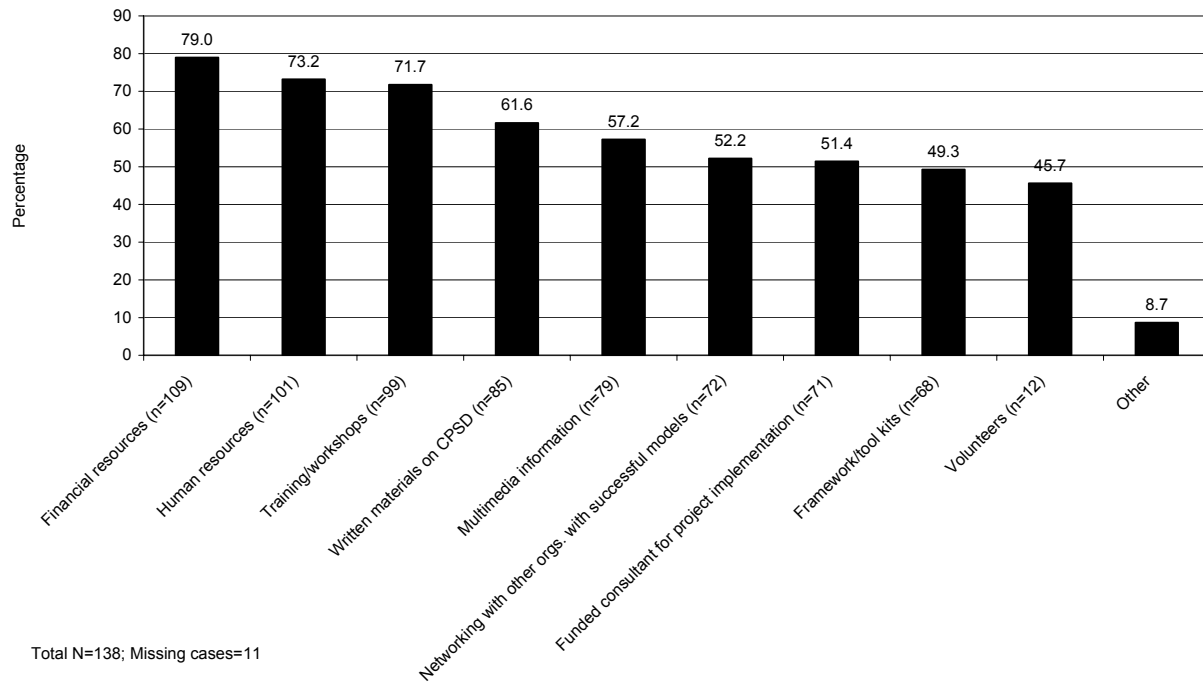
Figure 3.9
Challenges that Organizations have Encountered in Adopting a CPSD Approach, as Reported by Respondents



Total N=131; Missing cases=18

When asked what would assist their organizations in developing a CPSD approach, the results show a clear connection to the concerns previously expressed. Figure 3.10 demonstrates that financial resources are most needed by organizations, as indicated by 79% of respondents. As expected, the need for financial resources was followed closely by human resources and training, with 73.2% expressing the need for human resources and 71.7% indicating that more training and/or workshops were required. The need for human resources in the form of volunteers was also quite apparent, with 45.7% indicating that volunteers were needed to help their organizations in developing and implementing a CPSD approach. Further, the need for educational materials on CPSD was quite evident, with 61.6% indicating that written materials were needed, 57.2% expressing the need for multimedia information, and 49.3% indicating the need for framework/tool kits. Over half of the respondents indicated that networking with other organizations with successful models (52.2%) and a funded consultant for project implementation (51.4%) were necessary. Among the 8.7% who selected the “other” category, some of the needs specified were: financial resources being dedicated to the program directly, and not being included in the overall police budget; the need for a system to recognize officers who practice CPSD and the development of relevant incentives; assessments and ongoing evaluations to ensure that CPSD programs are feasible and sustainable in certain communities; active participation and encouragement from other partners; funding commitment by various levels of government; and, close collaboration with the National Crime Prevention Centre.

Figure 3.10
What Would Assist Organizations in Developing a CPSD Approach, as Reported by Respondents



Thus, it is evident that where many police organizations are committed to adopting CPSD approach, they face numerous obstacles in doing so – most of which include a lack of various types of resources, and of a good understanding of all the elements definitive of a CPSD initiative.

4.0 SUMMARY AND CONCLUSIONS

4.1 Summary of Findings

The major findings of the survey are summarized as follows:

4.1.1. General

- The response rate for the survey was 24%.
- Proportionally, the greatest response was from Urban Municipal Police Services.
- As expected, the greatest proportions of respondents were from Quebec (27.5%) and Ontario (24.8%).
- Roughly two-thirds of the respondents represented organizations which policed communities under 50,000 people.
- Approximately 60% of organizations had 100 sworn officers or less; among these, just over 40% of respondents' organizations had 25 sworn officers or less. In terms of civilian employment, nearly half had fewer than 25 civilian employees.

4.1.2. Definition, Interpretation and Implementation of CPSD

- Nearly all police organizations reported some sort of crime prevention activity, with information sharing, school-based programs and victim assistance being among the most common. However, the extent to which various programs were adopted varied according to whether the organization had adopted CPSD.
- Nearly half of the respondents reported formally adopting the CPSD approach, with an additional 26% reported having informally adopted it; within organizations, the RCMP, OPP and SQ appear to be those most likely to formally adopt CPSD into their mandates.
- Among those who have adopted CPSD (formally or informally), or are developing a CPSD approach, nearly 90% concur with the CACP definition of CPSD.
- Overall, police leaders consider CPSD to be effective in addressing their community issues; however, a greater proportion reported that it would help "somewhat," as opposed to "a great extent."
- In terms of expectations, police leaders expressed that both developing and implementing CPSD initiatives should be the responsibility of local agencies

(police, community, municipal government), whereas funding should be the responsibility of various levels of government.

4.1.3. Partnerships

- Of the 148 respondents, 141 (95.3%) indicated that their organizations had established linkages to social agencies/relevant players in the community.
- A substantial majority of these respondents indicated partnerships with various community services, such as social services, school boards, victim's services, justice partners and child welfare; substantially fewer reported partnerships with minority groups such as gay/lesbian groups, immigrant aid societies, and disability groups.
- Police organizations reported engaging in various activities to promote CPSD to community agencies, such as establishing partnerships, joining committees, and doing presentations; however, fewer organizations invited community agents to sit on police committees.

4.1.4. Commitment

- Most (140 of 149) respondents reported engaging in activities internal to their police services that aid in promoting CPSD.
- Among these, nearly 75% reported having senior management that promotes CPSD; other activities such as promotions and providing incentives for officers who use it were much less common.
- Just under half reported that they have a position designated to be responsible for CPSD activities.
- Even fewer reported offering training to officers on using CPSD; further, nearly 50% of these respondents reported that training is *optional* for all officers. Very few reported that it is optional or mandatory for senior management.
- A range of training materials are used by police organizations. In some cases, police service and community-specific materials are developed, whereas others use already developed materials such as CAPRA, DARE, CPTED, SARA, and POP.
- Only 20% reported offering training to community agencies/groups.
- Interestingly, a broad range of CPSD-inspired programs were listed, with many targeting children and youth in schools, Aboriginal people, the mentally ill, elders, and adults and youth involved in gangs. A large majority of these programs involve community consultation to assess the issues specific to that community, and to collectively identify the best measures to address them.

- Results indicate a need for evaluations of existing CPSD programs.

4.1.5. Challenges and Future Directions

- Only 61% of respondents reported that CPSD was part of their organization's strategic plan for the future; a majority of respondents from the RCMP, OPP, SQ and Urban Municipal Police Services indicated that CPSD was part of their future plan.
- When asked to explain why they were not planning to adopt CPSD into their mandate, respondents indicated having no knowledge of CPSD, lacking the resources necessary to implement CPSD, having developed policing plans specific to their own communities, and being in the preliminary stages of officially incorporating CPSD into their policing practices. The need for more information and understanding of CPSD was demonstrated.
- The greatest challenges faced in adopting CPSD were a lack of financial, human, and information resources, as well as difficulties with sustainability; support from the community and senior management was not as a great a difficulty.
- Consequently, what respondents indicated that their organizations needed the most was financial, human and information resources, training, and networking with other police agencies.

4.2 Discussion

Overall, the results of this survey indicate that crime prevention, and CPSD in particular, is being embraced by a substantial majority of respondents' police organizations. The adoption of CPSD, however, varies between, and among, police organizations. One example of this is the RCMP, whose detachments, despite being part of the same overall organization (one that officially endorses CPSD), are not all at the same stage of incorporating CPSD, with some having not adopted it into their mandates at all (however, this disparity may change in the near future as more detachments implement the RCMP's recently developed "Safer Communities" training). A similar trend is found for organizations such as the OPP and the SQ; however, the proportion of detachments for all three organizations that have *formally* adopted CPSD is greater than for other police service types sampled, such as urban, rural, Aboriginal and Military.

Results also indicate that police leaders do not see CPSD alone as an answer. As demonstrated in Section 3.1.2, they largely seem to view the CPSD approach as only "somewhat" able to address the various issues in their community. It is difficult to ascertain the reason for this, but other data indicate that it may have something to do with a lack of understanding of CPSD, and a general resistance to abandoning traditional policing practices. However, this resistance is somewhat misplaced, given that CPSD is a *philosophy* that can guide, and be used in conjunction with, traditional methods of crime control – not as an entirely different and new approach to policing. Interestingly, respondents seem to view CPSD as being able to help youth crime, and

crimes often linked to youth (vandalism, graffiti) more than most other types of crime. This may point to a narrow view of CPSD on the part of some police organizations, one that sees CPSD as a developmental initiative as opposed to a balanced approach to address all forms of crime. These misinterpretations of the premise of CPSD point to a need for greater awareness of it as an approach.

What became quite apparent from the survey results was that responsibility for various stages of implementing CPSD follows a particular division of labour. Specifically, results eluded to the belief that community agents and police (and to a lesser extent, municipal government) should be primarily responsible for tasks at the community level – i.e., identifying problems, developing solutions, identifying and recruiting partners, and implementing and sustaining programs – with funding responsibilities being in the hands of provincial and federal government. This result seems to reflect an overall attitude that community problems and solutions be identified by community agents, with little interference from the government. Slightly higher support for government involvement in implementing and sustaining programs could be explained by the need for continued funding, rather than the desire to have government directly involved in these activities.

An encouraging result was the number of organizations reporting existing relationships with community agencies such as social services, school boards, justice partners, and child welfare. However, what is discouraging is that partnerships with smaller community groups, particularly those that represent minorities (e.g., immigrant aid groups, Aboriginal groups, disability associations), seem to be less common. One explanation for this could be the absence of these types of groups in more rural areas – these linkages may only be possible in major metropolitan areas where the population is more diverse, thus supporting the need for such groups. However, relationships between police organizations and these groups are vital to the successful development of a CPSD approach. In terms of promoting CPSD to these agencies, police leaders indicate that their organizations are active in doing so; however, results also show that police services could be more proactive in inviting agency members to be involved in their organizational activities (i.e., police committees). This would ultimately promote the reciprocal partnerships that are important to CPSD.

Although police organizations in Canada seem to be embracing various components of CPSD, what seems to be lacking is *commitment* among various ranks of their organizations. Although most police organizations reported having adopted a CPSD approach, and having senior management who endorse it, evidence suggests that commitment in the form of officer training, motivation, and promotion, as well as resource commitment, is not as common. Very few reported having CPSD initiatives as part of their budget, nor was there consistency as to the level of officer responsible for CPSD, particularly among the major police services (i.e., RCMP, OPP, SQ). Responses ranged from the most senior officials in the organization to civilian employees. This suggests that, particularly for large police organizations, the CPSD approach has not been adopted to the extent that particular ranks of police officers are responsible for its implementation.

In terms of officer training, less than half of the respondents indicated that they offered CPSD training; further, this training seemed to be largely optional, with very few having indicated that it was mandatory for all officers or mandatory for new recruits. Even more surprising was that CPSD training seemed to be neither optional nor mandatory for *senior* officers. Thus, although CPSD appears to be promoted by senior management, this commitment is not being demonstrated via training. However, for those who do provide training, the content is diverse. Many use CPSD training methods developed for their own services, as well as models such as CAPRA (RCMP), SARA, CPTED, Safer Communities, etc. This indicates that a lack of materials or training models does not fully explain why few are offering training. In terms of community training, the results are also meagre; however, the RCMP appears to be the most dedicated to this endeavour.

This seeming lack of commitment among police organizations/detachments is somewhat discouraging; however, the reasons why became evident from the results of Section 5 of the survey, which addressed the challenges and needs of police organizations in adopting CPSD. Where a majority of respondents indicated that CPSD was part of their future plans, those who indicated that it was not cited a variety of reasons. Where some simply had what they felt was a better strategy for their own communities, others struggled to find the resources necessary to incorporate CPSD into their policing practices. Further, some respondents expressed that officers within their organizations expressed disinterest in adopting CPSD simply because its effectiveness was not apparent. For those who plan to adopt CPSD in the future, the challenges were quite evident. Although community and senior management support was not a major issue, results indicated that a lack of resources, whether it be personnel, financial, information, educational, training, etc., was the main obstacle to implementing CPSD.

As expected, the tangible needs of police organizations are closely linked to these limitations. Police leaders expressed that their organizations are especially in need of financial, human and information/training resources in order to develop a CPSD approach. Somewhat surprising was the expressed need for written materials on CPSD, given the relatively high availability of such resources online; however, this issue also returns to the difficulty for some in accessing online materials. Increasing the availability of such resources may in turn improve the way police organizations are communicating to one another (e.g., distributing information about successful CPSD models/programs), with relationships between police organizations perhaps being advantageous for the future development of CPSD across the country.

Despite these setbacks, many respondents provided encouraging descriptions of existing initiatives guided by the CPSD philosophy, most of which could provide models for other police and community agencies to adopt their own CPSD approaches. Many (or most) of these programs involve a community consultative component where representatives from police agencies join forces with community groups and citizens to assess and develop solutions for their own issues. Many of the programs target children and youth, forming partnerships between police and schools to aid in the healthy development of children and raising awareness of the challenges they will face. However, what was also learned from the survey is that more evaluations of the

effectiveness of these programs are needed, given that under a third of the respondents indicated that their cited initiative had been evaluated.

4.3 Conclusions and Recommendations

Overall, the results of this project addressed all of the major objectives established for it, and in doing so, will aid the CACP Crime Prevention Committee in working toward the resolutions developed in 2003. Despite the overall response rate being somewhat low, the CACP Police Leadership Survey on Crime Prevention through Social Development highlighted many positive advancements in the adoption of the CPSD philosophy across Canada, as well as some areas that require further acknowledgement, assessment and improvement. The relative diversity of respondents provided an idea of what is occurring nationally, not merely in large centres or major organizations. Further, it is believed that the information and web-links provided, as well as the survey content, facilitated the goal of enhancing police knowledge and awareness about CPSD. Where more responses from all organizations in all regions would have been beneficial, several conclusions can be made from the available data.

First, it is evident that CPSD is being adopted by many Canadian police organizations, and that a good majority agree with the concept. Aside from officially adopting a CPSD mandate, the fact that most respondents reported having engaged in some form of crime prevention activity is a good first step. Further, it seems as though community agencies are being accessed to aid in these activities, which also provides a foundation to adopting CPSD. Where results suggest the need for more partnerships with smaller community groups, it is encouraging to see that a majority of police agencies are becoming involved in community groups and activities. However, perhaps a more *reciprocal* relationship between police and community agencies (e.g., police inviting key community agents to sit on police committees) would be beneficial. Overall, the survey suggests that police agencies are working to form partnerships and promote the relationships necessary to make CPSD work.

Second, it is also encouraging that police leaders believe that CPSD would help to address many issues (e.g., youth crime, child abuse, graffiti, etc.) in their communities. However, the survey results also suggested that the respondents did not see CPSD as the only way to solve various problems. Although it is difficult to ascertain exactly why police organizations have this perception, results also suggested that many have a strong attachment to traditional policing methods, and believe CPSD could only prevent certain crimes at the child/youth development level. This belief indicates a misunderstanding of CPSD by some, who may perceive it as a “replacement” for existing police practices rather than a philosophy that can be used to guide them. These findings point to the possibility of misinformation and inconsistency in police knowledge of CPSD.

This point raises a third conclusion drawn from the study: the need for greater education, promotion and information dispersal on CPSD. Various responses indicated that some organizations simply do not know what CPSD is, nor how to implement it. Others seemed to be engaging in CPSD-like activities, yet were not aware that they were doing so. The survey results also hinted that, among those who *do not* plan to use

CPSD in the future, there are misconceptions about what it is. Further, those organizations on small budgets expressed a need for “proof” that CPSD is actually an effective approach before they are willing to expend what little resources they have.

These issues relate to a fourth finding – the lack of CPSD program evaluations. With few evaluations being conducted, it is difficult to demonstrate that CPSD would provide a worthy contribution to police mandates. More empirical research on CPSD approaches may help to demonstrate their effectiveness to police agencies with limited resources, and ultimately encourage them to incorporate it into their existing practices. More evaluations, combined with an easily accessible information kit on what CPSD is and how it might benefit communities, may facilitate greater awareness and increase the likelihood that CPSD will be embraced in more communities. Further, establishing a network of communication between all types of police services will enable knowledge to be shared, helping organizations to learn from one another about “what works.” It is hoped that the information and web-links provided in the survey encouraged police agencies to further pursue learning about CPSD.

Fifth, certain other findings raise another conclusion. It should not be assumed that CPSD is the best approach for all communities. Although it seems to be embraced in many cases, some respondents reported community specific models that incorporate CPSD elements, but are developed in such a way that they are most effective for that culture, geographic region, and/or community. Other organizations simply have a different approach to CPSD that, where it may not follow the definition illustrated by CACP, is still effective for them. It should also be noted that some communities are simply not large enough to fully support a CPSD approach – they may lack the need, the resources, and the community agencies to make CPSD a viable option. One finding by Arcand and Cullen (2004) suggests that rural communities policed by the RCMP have greater difficulty with sustainability, due to the short length of time of postings and funding difficulties. Thus, community evaluations may be necessary to determine how exactly CPSD might be of use.

Sixth, where crime prevention activities, partnerships and official endorsement seem to be relatively strong, internal commitment to CPSD seems to be somewhat less apparent. Even though the official discourse of police organizations adopts and endorses CPSD, attitudes, resources, and traditions have prevented its philosophy from materializing into action. To remedy this, senior management officials need to take steps to engage with CPSD themselves (e.g., via training), and further, organizations need to better coordinate who exactly is responsible for developing, implementing and supporting CPSD programs, activities, and initiatives. What is largely missing is consistent training on using CPSD, as well as motivation (e.g., promotion) for officers to engage in CPSD activities in their everyday policing practices. With more structured training and incentives, CPSD may be better embraced by officers; however, improvement in these areas will ultimately be related to more communication among agencies, research, evaluation and development of consistent CPSD approaches, and further, education and awareness in the form of a coordinated, national effort.

Finally, it is evident that many police leaders view CPSD as a costly change to their existing mandates. As revealed by Arcand and Cullen (2004), large urban services

with greater resources at hand are more likely to adopt and successfully implement CPSD than smaller organizations, particularly RCMP Detachments. The results of this survey suggest that the biggest challenge faced by most organizations is the lack of resources – financial, human, education – which are vital to the success of any change in practice. With many police budgets already strained, fundraising and resource support is necessary if CPSD is going to be effective in these communities.

It is hoped that the results of this survey further contribute to changing the face of law enforcement in Canada. It is encouraging that many police organizations, along with the CACP, support CPSD as an approach that provides the necessary balance between traditional (“reactive”) criminal justice programs and policies and the pro-social development of individuals, families and communities (NCPS 2002).

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APPENDIX A

National Police Leadership Survey on Crime Prevention through Social Development – Survey Form



National Police Leadership Survey on Crime Prevention through Social Development

1. Introduction

The Canadian Research Institute for Law and the Family (CRILF) is conducting this survey on behalf of the Canadian Association of Chiefs of Police (CACP) Crime Prevention/Community Policing Committee. The CACP adopted a resolution in 2003 on community safety, health and well-being, endorsing crime prevention through social development (CPSD). This CACP resolution advocates that police leaders can, and should, play an essential role in supporting community safety and well-being and the prevention of crime. To do so requires both innovative and proactive social development approaches that address root causes of crime and conventional methods of (situational) crime control. Community partnerships and collaboration are the keys to enhancing the safety and development of communities.

The CACP Crime Prevention Committee is currently in the midst of an ambitious work plan designed to make the CACP resolution meaningful through concrete actions. The work plan was developed to enhance police and community knowledge about what works in crime prevention, to promote measures that are most effective in addressing root causes of crime, to encourage collaboration among police and community partners, to promote the police role in supporting and mobilizing community efforts rather than “owning” crime prevention, and to encourage communities to assume an appropriate role in preventing crime and victimization.

In the context of the CACP resolution, a CPSD approach to crime prevention aims to reduce crime and victimization by tackling it before it occurs. In particular, crime prevention through social development aims to build safer communities by involving a range of community partners in addressing the factors that contribute to crime and victimization. The five levels of risk and protective factors are listed below:

1. Individual level	individual, personality, and behavioural factors including self-esteem, problem-solving, planning, decision-making skills, anti-social behaviour, victim of violence;
2. School level	including attachment to school, rejection/isolation by peers, poor performance in school, school environment;
3. Family/Friends level	including drug, alcohol or solvents abuse by friends/family/community, home environment, parenting skills and supervision, underemployment or unemployment;
4. Community level	including availability of drugs, weapons, neighbourhood attachment and involvement, options for constructive use of time, social support networks and resources, homelessness; and
5. Societal level	including poverty, role of media, social norms and societal values concerning ethnicity, class, gender, disability, age or sexual orientation.

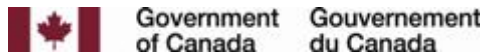
CACP feels that the police are essential to CPSD, and has taken great care to promote CPSD as the preferred approach in addressing root causes of crime, while remaining committed to traditional crime control and situational crime prevention approaches. The CACP also advocates that the police role in the social development approach may not be that of leader, but of facilitator, supporter and advocate for community-based initiatives that flourish from a community's own assets.

This survey is an essential tool in effectively implementing the work plan and thereby supporting the 2003 resolution. It is intended to determine the level of understanding and commitment of police leaders, and to raise awareness and educate police on CPSP.

This survey is being sent to senior police officials across Canada. While the participation of your police service/detachment in this survey is voluntary, your assistance in completing the survey will help us to gain a better understanding of police practices across Canada. Your responses will be confidential and individual police organizations will not be identified. If you have any questions regarding the survey, please contact:

Dr. Joseph P. Hornick, Executive Director, CRILF
Telephone: (403) 216-0340; Fax: (403) 289-4887
e-mail: crilf@ucalgary.ca

Thank you for your cooperation in completing this survey.



This project is funded in part through the Government of Canada's National Crime Prevention Strategy.



1. General

1.1 Which of the following categories best describes your police organization?

- RCMP division
- RCMP detachment
- Urban Municipal Police Service
- Rural Municipal Police Service
- Other (please specify) _____
- Ontario Provincial Police
- Sûreté du Québec
- Aboriginal Police Service
- Military Police Service

1.2 What is the size of your police organization?

Sworn Officers

Civilian Personnel

1.3 What is the approximate population of the city or town in which your police service/detachment is located?

- <5,000
- 5,000 - 10,000
- 10,000 - 50,000
- 50,000 - 100,000
- 100,000 - 500,000
- 500,000 - 1,000,000
- >1,000,000

1.4 In what province/territory is your police service/department located?

- Newfoundland
- Prince Edward Island
- Nova Scotia
- New Brunswick
- Québec
- Ontario
- Manitoba
- Saskatchewan
- Alberta
- British Columbia
- Yukon
- Northwest Territories
- Nunavut

2. CPSD

2.1 Has your organization adopted a CPSD approach to preventing crime and victimization?

- Yes, formally (e.g., in Mission Statement, Business Plan, Mandate, etc.)
- Yes, informally
- We are currently developing a CPSD approach
- No

If yes, is your organization's definition of CPSD consistent with the definition provided in the introduction of this survey?

- Yes
- No

If no, how does your organization define CPSD?

2.2 What general types of crime prevention programs does your organization currently have? (Please check all that apply.)

- | | |
|--|--|
| <input type="checkbox"/> Information sharing | <input type="checkbox"/> Recreation |
| <input type="checkbox"/> Network and coalition building | <input type="checkbox"/> School-based |
| <input type="checkbox"/> Early intervention | <input type="checkbox"/> In-service training and education |
| <input type="checkbox"/> Counselling services | <input type="checkbox"/> Training and education of others |
| <input type="checkbox"/> Victim assistance | <input type="checkbox"/> Diversion programs for youth |
| <input type="checkbox"/> Multi-service centres | <input type="checkbox"/> Substance abuse |
| <input type="checkbox"/> Outreach | <input type="checkbox"/> Target hardening |
| <input type="checkbox"/> Family violence | <input type="checkbox"/> Community capacity building |
| <input type="checkbox"/> Reintegration of offenders into community | <input type="checkbox"/> Aboriginal-focused programs |
| <input type="checkbox"/> Gangs/Organized crime | <input type="checkbox"/> Other (please specify) |
-

2.3 Acknowledging the diversity of cultures and lifestyles within communities, to what extent do you think the CPSD approach could help to address the following issues in your community?

Not at all Somewhat To a great extent

Youth Crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Spousal violence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child Abuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gangs/Organized crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hate crimes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Theft	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drug crimes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elder abuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vandalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Graffiti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Violent crimes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sex crimes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic crimes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neighbourhood disputes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reintegration of offenders into community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2.4 Who should have responsibility for the following tasks? (Please check all that apply.)

Community	Police	Municipal Government	Provincial Government	Federal Government
Identifying problems in the community				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing possible solutions to problems				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifying funding sources				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Obtaining funding				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Providing funding				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identifying possible partners				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recruiting partners				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementing programs				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sustaining programs				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Partnerships

3.1 Does your organization have established linkages to social agencies and relevant players in your community to help you support/work towards a CPSD approach?

Yes No

If yes, please indicate which social agencies/groups your organization has linkages with. (Please check all that apply.)

- | | |
|--|---|
| <input type="checkbox"/> Social services | <input type="checkbox"/> Emergency shelters |
| <input type="checkbox"/> Child welfare | <input type="checkbox"/> Immigrant aid groups |
| <input type="checkbox"/> School boards | <input type="checkbox"/> Disability associations |
| <input type="checkbox"/> Business associations | <input type="checkbox"/> Senior's associations |
| <input type="checkbox"/> Hospital/medical services | <input type="checkbox"/> Community centres |
| <input type="checkbox"/> Religious organizations | <input type="checkbox"/> Community associations |
| <input type="checkbox"/> Gay/lesbian associations | <input type="checkbox"/> Cultural/minority groups |
| <input type="checkbox"/> Safety council | <input type="checkbox"/> Women's groups |
| <input type="checkbox"/> Aboriginal groups | <input type="checkbox"/> Victim's services |
| <input type="checkbox"/> Justice partners (courts) | <input type="checkbox"/> Other (please specify) |
-

3.2 What is your organization doing to promote CPSD with these social agencies/groups? (Please check all that apply)

- Police partnership with agency
- Police involvement with agency activities
- Police officer sits on agency committee
- Agency member sits on police committee
- Presentations to community groups
- Distribution of printed materials/pamphlets
- Other (please specify) _____

4. Commitment

4.1 What is your organization doing to promote CPSD within your police service/detachment? (Please check all that apply.)

- Senior management endorses CPSD approach
- Offers training/workshops on using a CPSD approach
- Provides written materials to officers on CPSD
- Provides incentives/rewards to officers using CPSD
- Promotes officers for using CPSD
- Has a budget line devoted to CPSD initiatives
- Other (please specify) _____

4.2 Does your organization have designated individuals/positions responsible for promoting CPSD?

- Yes No

If yes, what is the rank of the most senior person?

4.3 Does your organization offer training to officers on using the CPSD approach?

- Yes No

If no, please skip to Question 4.6.

4.4 Who receives this training? (Please check all that apply.)

- Optional for all officers
- Mandatory for all officers
- Mandatory for new recruits only
- Optional for senior management
- Mandatory for senior management
- Other (please specify) _____

4.5 What training materials does your organization use? (Please be specific.)

4.6 Does your organization offer training on using the CPSD approach to community groups/agencies?

Yes No

4.7 Does your organization have a good example of a program using the CPSD approach? If so, please describe the program.

Has this program been evaluated?

Yes No

If yes, please provide a reference for the evaluation report, if available.

5. Challenges

5.1 Has your organization incorporated CPSD into a strategic plan for the future (e.g., business plan, mission statement, vision, etc.)?

Yes No

If no, why not?

5.2 What challenges has your organization encountered to adopting a CPSD approach? (Please check all that apply.)

- Lack of police personnel
- Lack of financial resources
- Lack of support from senior management
- Lack of community support
- Lack of community resources/agencies
- Lack of information/knowledge about CPSD
- Sustainability
- Handing off to community
- Other (please specify) _____

5.3 What would assist your organization in developing a CPSD approach? (Please check all that apply.)

- Human resources
- Volunteers
- Funded consultant for project implementation
- Training/workshops
- Written materials on CPSD
- Multimedia information (e.g., videos, Internet sites)
- Framework/tool kits
- Networking with other organizations with successful models
- Financial resources
- Other (please specify) _____

Links

If you would like further information about CPSD, please refer to the following websites:

General Information

<http://www.ccsd.ca/cp/>

<http://www.johnhoward.ab.ca/PUB/PDF/C6.pdf>

<http://www.cacp.ca/english/download.asp?id=512>

<http://www.fcm.ca/>

<http://www.crime-prevention-intl.org/>

http://www.city.toronto.on.ca/community_safety/index.htm

<http://www.accpa.org/>

<http://www.safeschools.gov.bc.ca/index.html>

<http://crimeprevention.jibc.bc.ca/module1/RespondCrime/rootsCrime.htm>

<http://www.crimeprevention.nf.ca/bio.htm>

http://www.investinkids.ca/DisplayContent.aspx?name=professionals_intervention&audience=professionals

<http://www.prevention.qc.ca>

Programs

<http://www.punkylake.com/Profiles/Organizations/organization.asp>

http://www.familyservicecanada.org/_files/fast/fact_sheet/factsheet_crime_e.pdf

Resources

<http://www.isn.net/acph/index.htm>

http://www.cailc.ca/CAILC/text/projects/crime/intro_e.html

Provincial/Territorial Government Departments

Alberta:

http://www.cd.gov.ab.ca/building_communities/index.asp

British Columbia:

http://www.gov.bc.ca/bvprd/bc/channel.do?action=ministry&channelID=-8391&navId=NAV_ID_province

Manitoba:

<http://www.gov.mb.ca/justice/safe/safeindex.html>

New Brunswick:

<http://www.gnb.ca/0276/index-e.asp>

Newfoundland:

<http://www.gov.nf.ca/vpi/>

Northwest Territories:

<http://www.justice.gov.nt.ca/CommunityJustice/CommunityJustice.htm>

Nova Scotia:

<http://www.gov.ns.ca/just/prevention.htm>

Ontario:

<http://www.gov.on.ca/opp/crimeprev/english/default.htm>

Prince Edward Island:

<http://www.gov.pe.ca/infopei/index.php3?number=17004&lang=E&PHPSESSID=382a54c56188f22c317d893c3e771e0a>

Québec:

<http://www.msp.gouv.qc.ca/prevention/prevention.asp?txtSection=prevent>

Saskatchewan:

http://www.saskjustice.gov.sk.ca/Law_Enforce/crime-prevent.shtml

Yukon:

<http://www.justice.gov.yk.ca/prog/cjps/>

Government of Canada Departments

RCMP:

http://www.rcmp.ca/help/a-to-z_e.htm#Y

http://www.rcmp.qc.ca/ccaps/safecomm_e.htm

National Clearinghouse on Family Violence:

http://www.hc-sc.gc.ca/hppb/familyviolence/famvio_e.html

APPENDIX B

Regional Sampling Frame

Regional Sampling Frame

Region Organization	Western		Central		Eastern		Northern		Total	
	n	%	n	%	n	%	n	%	n	%
RCMP Divisions	4	0.6%	2	0.3%	4	0.6%	3	0.5%	13	2.1%
RCMP Detachments *	224	35.8%	13	2.1%	72	11.5%	29	4.6%	338	54.0%
Urban, Rural, Regional Police Services	18	2.9%	60	9.6%	14	2.2%	0	0.0%	92	14.7%
Provincial Police Services *	0	0.0%	111	17.7%	0	0.0%	0	0.0%	111	17.7%
First Nations Police Services	9	1.4%	46	7.3%	0	0.0%	0	0.0%	55	8.8%
Military Police Services	4	0.6%	10	1.6%	3	0.5%	0	0.0%	17	2.7%
Total	259	41.4%	242	38.7%	93	14.9%	32	5.1%	626	100.0%

**Table depicts the n and proportions of the total sample for each strata*

**RCMP detachment sample includes 72 detachments with Aboriginal Community Tripartite Agreements: 59 in the Western Region and 13 in the Eastern Region*

**Provincial police sample includes 6 OPP Regional Commanders and 10 SQ Commandants de Districts and 10 SQ Chefs de BST*

APPENDIX C

Survey Distribution Email/Letter

CANADIAN RESEARCH INSTITUTE FOR LAW AND THE FAMILY

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(La version française apparaît ci-dessous)

The Canadian Research Institute for Law and the Family (CRILF) is conducting a survey with senior police officials in Canada on Crime Prevention through Social Development (CPSD). This project is being conducted on behalf of the Canadian Association of Chiefs of Police (CACP) Crime Prevention/Community Policing Committee. The purpose of this survey is to determine the level of understanding and commitment of police leaders, and to raise awareness and educate police on CPSD.

While the participation of your police service/detachment in this survey is voluntary, your assistance in completing the survey will help us to gain a better understanding of police practices across Canada. Your responses will be confidential, and individual police organizations will not be identified. It is important that only one survey be submitted from your organization. The website will be operational until April 30, 2005, so please complete the survey prior to this date.

The survey can be accessed and completed on-line at the following link:

<https://www.police-survey.com/>

In order to access the survey, click on the “Register” button. By entering your name and a password that you provide, you will be able to return to the survey again if you cannot complete it in one sitting. You will also be asked to provide an “Access Code.” The code that you should enter is CPSD2005.

The survey is divided into five sections. To begin the survey, click on the “General” button (#1) at the top of the page. As you complete each section, please click on the “Save” button and you will be directed to the next section. At any time, you may exit the survey by clicking the “Logout” button on the left sidebar.

In addition to the survey, the website contains a number of links to other sites with information on CPSD. Please feel free to visit those links at your leisure.

Thank you very much for your assistance in completing this important survey. Should you have any questions, please do not hesitate to contact CRILF’s office by e-mail (crilf@ucalgary.ca) or telephone (toll-free 1-888-881-4273).

L'Institut canadien de recherche sur le droit et la famille "Canadian Research Institute for Law and Family (CRILF)" dirige un sondage, auprès de chefs de police, au nom du Comité de la prévention du crime et de la surveillance de communautés de l'Association canadienne des chefs de police (ACCP). Il a pour but la détermination du degré de compréhension et d'engagement des chefs de police, la conscientisation et la formation des forces policières au programme de prévention du crime par le développement social (PPCDC).

Bien que la participation de votre service/détachement de police soit volontaire, celle-ci nous aidera à mieux comprendre les différentes pratiques policières à travers le pays. Vos réponses sont confidentielles et aucune organisation policière ne sera identifiée. Il est important de ne soumettre qu'un sondage pour votre organisation. Le site Internet sera opérationnel jusqu'au 30 avril, 2005, veuillez s'il vous plait compléter le sondage avant cette date.

Vous pouvez accéder au site à l'adresse suivante :

<https://www.police-survey.com/>

Pour y accéder la première fois, il suffira de vous enregistrer en pressant le bouton « Register ». Vous devrez ensuite y inscrire votre prénom, vos initiales, votre e-mail, un mot de passe de votre choix, et ensuite le code d'accès suivant : CPSD2005. Vous pouvez compléter le sondage en visitant le site plusieurs fois. Vous n'aurez pas à vous enregistrer chaque fois.

Le sondage comporte 5 parties. Pour débuter vous pouvez cliquer sur le titre « Général » (1) au haut de la page. En cliquant « Sauver » au bas de la page vous serez automatiquement à la page « PPCDC » (2) et ainsi de suite. En tout temps, vous pouvez quitter le site en cliquant le bouton « Quitter » à gauche de la page.

Vous trouverez une liste de liens utiles vers des sites vous donnant de plus amples informations sur le « PPCDC » en cliquant sur « Liens ». Nous vous invitons à les visiter à votre guise.

Nous vous remercions de bien vouloir participer à ce sondage important. Si vous désirez plus d'information, veuillez contacter le bureau du CRILF soit par e-mail (crilf@ucalgary.ca) ou par téléphone (sans frais 1-888-881-4273).