

## *Introduction*

The Vancouver Aboriginal Community/Vancouver Police Department (VAC/VPD) Steering Committee was formed in mid-2004 to work together to help improve communications, understanding, and relations between the Vancouver Aboriginal community and the Vancouver Police Department (VPD).

In addition to other initiatives, the group identified the need to re-open a centre to help fill the gap left by the previous Vancouver Police & Native Liaison Society which ceased operations in 2003. This effort is aided by the City of Vancouver's recent commitment of 'core' funding to the eight already established Community Policing Centres (CPCs) in Vancouver. Once this objective was decided upon, a report/request was submitted to Vancouver City Council requesting that up to \$100,000.00 per year be committed for the establishment of an Aboriginal Community Policing Centre (ACPC). In March 2005 City Council approved \$30,000.00 for the remainder of 2005, and up to \$100,000.00 per year thereafter for an ACPC. The Steering Committee committed to utilize the 2005 funding of thirty thousand dollars to initiate pre-development activities for the proposed ACPC to ensure that it has a solid foundation from which to build on.

Cedar Consulting was contracted to conduct the three distinct, but inter-related pre-development tasks; Community Consultation, Research, and a Business Plan. This component, research, was carried out to identify community policing initiatives in Canada and the United States, with an emphasis on community policing centres. In addition to this, we broadened our scope to look internationally to identify examples of Aboriginal community policing initiatives that might have components that can be utilized to develop the underlying constitution, mission statement, Board of Directors' roles and responsibilities, and operating principles of the ACPC.

We have incorporated the information gathered through the Community Consultation process, as well as the input from a meeting that was held with six Aboriginal community members of the VAC/VPD Steering Committee to identify their inspiration for joining the Committee and their vision for the Aboriginal Community Policing Centre. This information was compiled with the information garnered from the Expression of Interest document and the initial meeting of the larger VAC/VPD Steering Committee to ensure the research and business plan were rooted in the underlying motivation for the development of the ACPC. This meeting was held after all five of the community consultation meetings to ensure the input gathered did not influence the input from the community. Overall the Aboriginal committee members were united in their desire to create the ACPC, and their vision for the logistics of the Centre itself was similar in most ways to the data gathered from the community consultation.

In addition to the information needed to help develop the operating 'philosophy' of the ACPC, we also gathered at least one sample of the following items to inform the accompanying business plan: job description, constitution, brochures, program descriptions, Vancouver Community Policing Centre Operating Agreement, hours and days of operation, potential funders, and locations.

This document outlines the historical and current issues in relation to community policing and policing centres. It will be utilized in developing a new Aboriginal Community Policing Centre.

## *Executive Summary*

The purpose of this report is to summarize the research and literature review that were conducted to identify any relevant resources that the Aboriginal Community Policing Centre staff and Board of Directors may be able to utilize in developing and operating the ACPC. We have identified examples of existing community policing centres in Canada and the United States, best practices, and programs that model alternate, innovative and more culturally appropriate community policing services. Both anecdotal and research based information have been compiled in order to paint a picture of the current landscape regarding community policing and community policing centres (CPCs). In addition to the literature review, we have taken into consideration the community consultation data.

### Community Policing

The internet search and literature review identified a great deal of information about community policing in general, but little that was specific as to what community policing is. All literature reviewed regarding the ongoing implementation of community policing in North America identified community policing as a broad idea that has not been defined in practical terms that identify people's roles, what types of initiatives should be developed, how to include the community, etc. The concept of community policing has been adopted by many jurisdictions, but community policing in action seems to be based on projects or initiatives rather than a unified or coordinated effort within or between jurisdictions. One aspect that is common to community policing throughout North America, is that it is heavily focused on crime prevention and crime prevention initiatives.

Issues regarding community policing not being implemented to its fullest include: no real definition or concept of what it is in real day to day working terms, no community buy in, no meaningful engagement of community members that allows them input into identifying and addressing local concerns, union agreements that conflict with work involved and with volunteers possibly displacing their members, evaluation mechanisms, police department and individual officers buy-in, and a lack of funding.

Some evaluations of community policing have been completed, though they generally only point out that community policing needs to be better defined with goals and objectives in order to properly evaluate it as a broad-based initiative versus evaluating single aspects of community policing such as Block Watch. Although researchers have identified a need for better measurements for evaluations to be properly conducted, most indicate that community policing is most effective when there is real structural change within the police department, police personnel buy into the concept, community members are meaningfully engaged in many aspects, funding is allocated to implement it, and union agreements do not hinder police officers community policing work.

Most authors believed that community policing is here to stay, but that it needs to be better defined and evaluated for it to reach its full potential. The only real identified threat is the after-effects of September 11<sup>th</sup> and the ensuing fear of terrorism which may lead policing agencies back to a more reactive and 'military' style of policing.

Aboriginal communities are unique in that many First Nations have their own on-reserve police services, or are policed by the RCMP. In addition to this, they are usually remote communities with a vast majority of Aboriginal residents. These issues naturally align their policing strategies to the concept of community policing. So while they may not have adopted community policing as a concept, as much as it is a natural result of working in a

remote Aboriginal community. When working with the RCMP as the policing provider, they are more directly linked to community policing as the RCMP states that they are “committed to a community policing approach to the delivery of First Nations policing services” and that they will “ensure that communities are involved from the start in the design, implementation and on-going delivery of their police services”.

Most identified initiatives in Aboriginal communities would fall within the concept of community policing, but they are not usually identified as such. These initiatives are primarily as crime prevention initiatives. Most Aboriginal communities develop crime prevention initiatives that focus on issues unique to their community. These initiatives do not always have a direct link to the policing service. A list of websites and literature on Aboriginal crime prevention initiatives is included as Appendix A.

Finally, Canadian cities such as Vancouver, Toronto, and Winnipeg have a Police Liaison Officer who works with the local Aboriginal Community. Tasmania Australia has gone much further to engage the Aboriginal community to develop and implement an Aboriginal Strategic Plan. The plan identifies key issues, solutions, created funded positions to implement the plan, identifies how the Aboriginal community is involved, and has measurable outcomes.

### Community Policing Centres

The internet search, interviews, and literature review identified very little about community policing centres and their efficacy. The City of Ottawa, Ontario recently underwent an evaluation of their twenty-two CPCs. The evaluation is unavailable to the public, but the summary to the Ottawa Police Service Board indicated that there was a mixed review of successes and failures of individual CPCs which has led to the closure of some and the enhancement of others. The evaluation resulted in a three year plan of service integration and community access that will be undertaken to help improve the efficacy of the CPCs.

Other than in Vancouver, we were unable to identify any other CPCs that were operated by the community rather than the local police department. In this regard, Vancouver is unique in its approach to CPCs, in that each Vancouver CPC is governed by an independent not-for-profit society with an elected Board of Directors. The former Native Police Liaison Society was also governed by a Board of Directors.

Like Vancouver CPCs, most jurisdictions worked with community volunteers and were based in distinct geographic locations that served a particular community. Some police departments worked in partnership with community centres and businesses to open small offices on their premises. Most CPCs that are operated by police departments are essentially satellite police stations that do much of the same work that is carried out in established police stations. Other jurisdictions, and Vancouver in particular, operate many community based programs that respond to the needs identified by community members. Most of these programs and services are run by volunteers and through fundraising activities.

Throughout North America, including within individual districts, CPCs vary greatly in their approach to community policing. This is due to the nature of community policing, to respond to individual community needs. Therefore, each may have varying initiatives, and CPCs may have common initiatives, but they may be carried out in diverse ways.

There were no Aboriginal community policing centres identified in our research. The only identified Aboriginal initiative which is similar to a community policing centre was the former Vancouver Police Native Liaison Society which operated from 1990 - 2003.

Although Aboriginal on-reserve communities throughout Canada and the United States may have policing stations in their communities that are by virtue of their location and unique circumstance similar to a community policing centre, they are not. There may be examples of those that are, but we were unable to identify any in our research.

### Considerations for the ACPC

We have identified many issues that should be carefully considered when developing and operating the new Aboriginal Community Policing Centre to help ensure that it has the best chance to succeed in its mandate, to engage and support Aboriginal people. One important consideration is under what terms the ACPC Board will enter into an Operating Agreement with the City of Vancouver. This note of caution is only to help ensure that the ensuing relationship is based on common knowledge and acceptance of criteria for operations. In particular we have identified the following as issues that may have to be negotiated; the name, logo, access by VPD, and the number of Officers assigned to the ACPC. This list is expanded upon further in the report.

The VAC/VPD Steering Committee is fortunate to have a unique opportunity to learn from a similar program, the Vancouver Police & Native Liaison Society (VPNLS), which operated for thirteen years in Vancouver. Although the VPNLS did close on a negative note, this should not have negative consequences for the development of a new Centre today. It is worthwhile for the Committee, ACPC staff and Board of Directors to pursuing information about the VPNLS that could be considered best practices when working with Aboriginal people in Vancouver. Much investigation was carried out to try to identify not only what led to the closure of the Vancouver Police Native Liaison Society (VPNLS), but also what worked in their thirteen year history.

While we were not asked to identify the reasons, and do not feel it appropriate, to mention them here, we strongly recommend that these issues be reviewed as they may be important aspects to remember when developing the new ACPC. Some items from the VPNLS that would be helpful in the development and ongoing operations of the ACPC are statistics, evaluations, reports, and personal interviews with those involved with VPNLS. Much of this information may be in the archives of the Vancouver Police Department and B.C. Attorney General, as well as in the memories of the various stakeholders who were involved with the VPNLS such as VPD members, VPNLS staff and Board Members.

### Summary

In summary, there is not much empirical evidence that can assist the Aboriginal Community Policing Centre Team in developing the Centre, but there is a good amount of information that can be gleaned from the various reports, websites, literature, and interviews that is very useful. While there have not been any evaluations completed on community policing centres, there is still much secondary information that you will find throughout this report that will help to lay a solid foundation from which to build upon. This information can be found primarily in the “Considerations for the ACPC” section.

## Literature Review

A literature review was carried out to identify what community policing is, any similar community policing services as the proposed ACPC, and initiatives that model alternate, innovative and more culturally appropriate community policing services. The following is a brief overview of the key issues regarding both community policing and community policing centres.

### What is Community Policing?

The literature review identified a large amount of information about community policing in general, but little that was specific as to what community policing is. Although community policing has been growing steadily throughout North America since the 1980s, all literature reviewed described community policing as a broad idea that has yet to be defined in practical terms. One common aspect throughout community policing in North America, is that it is heavily focused on crime prevention and crime prevention initiatives. This is the main difference between traditional policing and community policing. In general, traditional policing is primarily reactive in nature while crime prevention activities are preventative, and reactive to some extent. For instance, a Block Watch Program may start due to an increase in home break-ins, but it's primary goal becomes prevention of future break-ins.

Community policing, while adopted by many police jurisdictions, is primarily carried out in small or individual initiatives such as CPCs rather than any real structural or policy changes within the police department itself. Some authors view this as a tactic by police departments that are under pressure to change to better work with and respond to the community. They speculate that some police departments make broad changes to the philosophy of the department versus actual change in policy and procedures, but are then able to point to individual initiatives as an indication of positive change rather than identifying how community policing is being implemented throughout the department.

In 1998 Cordner attempted to reconcile some of this ambiguity by creating a 'structure to frame the impact community policing is intended to have at different points in policing organizations' (Segrave & Ratcliffe, 2004). He identified four dimensions that should be clearly defined, they include the Philosophical so that people understand and buy into what CP is, Strategic to show how CP is put into action, Tactical to identify the programs and practices in CP, and Organisational to decentralize police services to a more hands on way of producing results (ibid, 2004). Despite the presence of this adhoc framework, there continues to be no clear criteria or framework for community policing.

### Roadblocks to Implementing Community Policing

Many key issues were identified by most authors regarding community policing being implemented to its fullest, they include: no real definition or concept of what CP is in real working terms, no meaningful involvement of community members in identifying and working on community issues, better engaging ethnic communities, union issues with some of the work involved and volunteers possibly displacing their members, no evaluation mechanisms, without police department buy-in CP is built upon a shaky foundation, lack of funding to help define and implement various aspects of CP, no real effort by departments to implement CP, and the effects of 9/11 and fear of terrorism may result in many jurisdictions moving back to a more centralized, top-down, reactive style of policing.

## **Evaluations**

A few community policing evaluations were identified in the United States. A major concern was that it is very difficult to evaluate something that is not clearly defined, does not have set goals and objectives, and is implemented through small initiatives on an adhoc basis versus thought out planning and implementation of programs as a community policing initiative. Although this is a concern, the evaluations that were completed indicated that community policing is most effective when there is real structural change and buy in within the police department, officers are trained on how to implement CP, community members are meaningfully engaged in identifying and addressing community issues, funding is allocated to implement it, and union agreements do not hinder police officer and volunteers work.

## **Future of Community Policing**

While community policing seems to be here to stay, in the past few years some authors have indicated a need for a more concrete definition of what community policing is for it to become meaningful and successful both within the departments and their respective communities. While they acknowledge that each department will have unique initiatives, there needs to be some consistent definition of what CP is in everyday working terms.

Aspects that must be defined include policies and procedures that help to implement CP throughout the police department, union agreements that allow for Officers and volunteers to do CP work, how to more meaningfully involve community members in identifying and addressing community issues, clearly defined aspects of the department's budget that will help to implement CP, training of new and existing officers on what CP is and how to implement it, clear buy in by the department rather than simply adopting the philosophy without meaningful change, evaluation criteria to measure the success of CP, longitudinal studies of CP, and reporting mechanisms to the community.

## **Alternate, Innovative, Culturally Appropriate Community Policing Initiatives**

Our research identified three local examples of CPCs that model alternate, innovative, and more culturally appropriate community policing services.

- The former Vancouver Police & Native Liaison Society, which operated from 1990-2003, 'offer[ed] a variety of services to victims and witnesses of crime...information and assistance regarding Criminal Injury Compensation claims, crime prevention techniques, and court accompaniment... referrals to community services... Also work[ed] toward improving communication between the police, Aboriginal people, and downtown community groups (VAC, 2005). This organization was governed by a Board of Directors, worked closely with the Aboriginal community, and were funded by the City of Vancouver, Victims Services, and other grants. This was a very well-known organization that was attended by many Aboriginal people from throughout Vancouver.
- The Chinese Community Policing Centre, formally known as the 'Chinatown' CPC, initially only provided services in the Chinatown area. In order to better serve the Chinese community, they changed their name and expanded their area to include all of Vancouver (Cooley, 2005). This CPC is governed by a Board of Directors, has an Operating Agreement with the City of Vancouver, offers many programs and services to Chinese speaking people in Vancouver, and is funded by the City of Vancouver and other grants
- The Downtown Eastside Neighbourhood Safety Office 'works on a much broader conception of community policing and attempts to work closely with the more marginalized populations... the office refuses to be called a 'policing centre' because so much of what they do is seen as being more than just policing... [although] the Inspector

for the DTES raised some concern over the approach. [and] would like to see them ‘get on board’... the DTES Safety Office is out of synch with us’ (Cooley, 2005). This organization is governed by a coalition of community agencies, offers programs to those who live in or frequent the DTES, work outside of the DTES when needed, and is funded by MCFD Hard Target Program and Gaming Funds

### **Aboriginal Community Policing Initiatives**

- The former Vancouver Police & Native Liaison Society operated from 1990-2003. This organization was governed by a Board of Directors, worked closely with the Aboriginal community, and were funded by the City of Vancouver, Victims Services, and other grants. This was a very well-known organization that was attended by many Aboriginal people from throughout Vancouver.
- Australia’s Aboriginal Strategic Plan outlines a number of key initiatives that must be implemented in order to “enhance service delivery to Tasmanians, particularly in the areas of personal and community safety”. The foundation from which these initiatives will grow is that it is “imperative for partnerships to be based on greater cross-cultural understanding and for Aboriginal people to be involved in decision-making and problem solving”. Some of these initiatives have already been implemented:
  - It is aligned with their corporate and annual business plan
  - All Tasmania Police members are exposed to cross-cultural training and understanding
  - Recruitment and retention of Aboriginal people
  - The Commissioner of Police has appointed a State Aboriginal Liaison Coordinator and four District Aboriginal Liaison Officers with Assistants, who have responsibility for liaison and advisory matters between Tasmania Police and the Aboriginal Community.
  - Establishment of an effective and efficient data collection plan to measure the number of complaints made by, or on behalf of, Aboriginal people concerning Tasmania Police and the outcomes of those complaints.
  - Utilization of Media and Marketing Services to develop a network of media to promote positive interaction between Police members and the Aboriginal community.
  - A detailed list of performance indicators was developed to monitor progress
- As previously mentioned, most Aboriginal initiatives that would fall into the broad philosophy of the community policing, as crime prevention initiatives that are not usually identified as a community policing initiative, but have some of the same goals and results. We have identified a number of resources that list Aboriginal crime prevention initiatives in Canada, the U.S., Australia and New Zealand. This list can be found in Appendix A.
- In addition we identified some smaller initiatives that are being implemented in communities throughout Canada in particular.
  - Canadian cities such as Vancouver, Winnipeg, and Toronto who have large Aboriginal populations have an Aboriginal Liaison Officer
  - Many First Nations on-reserve communities are developing community justice programs such as Restorative Justice, Youth Offenders Programs, Anti-Violence, and Sexual Abuse Programs

## Community Policing Centres

As a part of our literature review, we searched for information on community policing centres in North America. Much of the information available is about the logistics of CPCs rather than on their efficacy, community satisfactions, or acceptance by community or police department. We are unable to contrast differing views on these smaller initiatives within community policing as a whole as there is little if no information on them or their efficacy. Therefore, the information presented is in categories or aspects of the varying types of CPCs.

Throughout Canada and the U.S. many police jurisdictions have developed Community Policing Centres as one means of implementing community policing directly in neighbourhoods or districts, but some jurisdictions only have CPCs in select neighbourhoods or districts rather than as an initiative throughout the city. The identified CPCs vary in their governance, funding, size, programs offered, and use of volunteers.

### Governance

The vast majority of CPCs are police operated. The only identified model that was not operated by the local police department is in Vancouver British Columbia. The eight CPCs in Vancouver are Not-for-profit Societies that are governed by an elected Board of Directors. However, while the CPCs are an independent society, they must agree to Vancouver CPC Operating Agreement criteria in order to obtain funding. An important example is the partnership with the Vancouver Police Department (VPD). The VPD assigns a Neighbourhood Police Officer to liaise with their local CPC. An exception to this model is the Downtown Eastside Neighbourhood Safety Office (DENSO) which is not funded by the City and is governed by appointed local organizations in the Downtown Eastside.

### Funding

Other than in Vancouver, all of the CPCs were operated and funded by the local police service. We did not attempt to identify other avenues of funding that they might acquire. In Vancouver the CPCs are funded primarily by the City of Vancouver, but all also apply for other grants. The one exception to this is the DENSO which is not funded by the City of Vancouver as their operating model did not fit within the Vancouver CPC Operating Agreement criteria. Their funding is primarily from the B.C. Ministry of Children & Family Development and Gaming funds.

### Size & Programs

The size of the CPCs depended on both the mandate of the individual CPC as well as funding constraints. All identified CPCs were located in malls, store fronts, or community centres. Some CPCs were only responsible for providing traditional policing services, so their site could be as small as a single office. CPCs that offered some level of traditional policing services as well as other services or programs usually needed larger spaces if they utilized volunteers or needed meeting or program space. CPCs in Vancouver vary in size from a single office to about 1500 square feet.

### Volunteers

Most of the identified CPCs utilized volunteers as a means to encourage residents to become more aware of and proactive regarding their community safety and security issues. The use of volunteers varied from very small police operated CPCs only having volunteers provide Block Watch services to larger offices having volunteers doing everything from answering telephones to helping to develop and offer programs and services. In Vancouver, volunteers are also on the CPC Board of Directors.

## **Programming**

Most identified CPCs varied in the types of programs that they offered. This is true even within districts or cities. Most CPCs attribute this to the need to respond to each community's unique needs and population. While some initiatives are common to many CPCs, they may differ in their implementation. CPCs that were only responsible for providing traditional policing services usually did not offer other programs other than possibly a small program like Block Watch that did not require programming being offered within the CPC. For all other CPCs, programming varied from a single program up to twenty. The level of programming depended on the number and skills of volunteers, available funding, community partnerships, whether or not there were non-police paid staff, and the size of the site.

## **Aboriginal Examples**

The only Aboriginal example that resembles a CPC is the Eagle Urban Transition Centre which just opened in Winnipeg. It is a not-for-profit society which has partnered with the Winnipeg City Police and the RCMP to offer services to Aboriginal people in Winnipeg.

The only other models that are similar in nature to CPCs were police run models that are operated on reserve. While they may not be CPCs, their unique circumstance and location in remote communities necessitates that they provide more community oriented services. In particular, the First Nations that are policed by the RCMP work under their philosophy of First Nations Policing Services. The RCMP model is based on community policing, will engage community members in identifying needs for their community, form a Community Consultative Group, evaluations include consultation with the community, and the First Nation is encouraged to participate in the orientation of new officers.

In the City of Vancouver Police and Native Liaison Society (VPNLS) previously offered services in the Downtown Eastside. The Society was in existence from 1990 until 2003. The NPLS was a Not-for-profit society that offered victim support services to the Aboriginal community. The NPLS had two Native Police Liaison Officers assigned to their location by the VPD.

## **Aboriginal Governance Models**

We were unable to identify any information on Aboriginal governance models relating to community policing. This is most likely due to the unique relationship that exists between Aboriginal nations and the federal police in North America. While the Aboriginal nation may have delegated policing powers, it is generally under the jurisdiction of the lead police department. We do however strongly suggest that the ACPC Board and Coordinator gather information from Aboriginal community based Boards which may be helpful in defining the ACPC Board's roles, responsibilities, ethics guidelines, and philosophy.

## **Alternate, Innovative, Culturally Appropriate CPC Initiatives**

Our research identified three local examples of CPCs that model alternate, innovative, and more culturally appropriate CP services.

- The former Vancouver Police & Native Liaison Society, which operated from 1990-2003, 'offer[ed] a variety of services to victims and witnesses of crime...assistance regarding Criminal Injury Compensation claims, crime prevention techniques, and court accompaniment... referrals to community services... work[ed] toward improving communication between the police, Aboriginal people (VAC, 2005). This organization was governed by a Board of Directors, worked with the Aboriginal community, and were funded by the City of Vancouver, Victims Services, and other grants. This was a very well-known organization that was attended by many Aboriginal people from throughout Vancouver.

- The Chinese Community Policing Centre, formally known as the ‘Chinatown’ CPC, initially only provided services in the Chinatown area. In order to better serve the Vancouver Chinese community, they changed their name and expanded to include all of Vancouver (Cooley, 2005). This CPC is governed by a Board of Directors, has an Operating Agreement with the City of Vancouver, offers many programs and services to Chinese speaking people in Vancouver, and is funded by the City of Vancouver and other grants.
- The Downtown Eastside Neighbourhood Safety Office ‘works on a much broader conception of community policing and attempts to work closely with the more marginalized populations... the office refuses to be called a ‘policing centre’ because so much of what they do is seen as being more than just policing... [although] the Inspector for the DTES raised some concern over the approach. [and] would like to see them ‘get on board’... the DTES Safety Office is out of synch with us’ (Cooley, 2005). This organization is governed by a coalition of community agencies, offers programs to those who live in or frequent the DTES, they also work outside of the DTES when needed. And is funded by MCFD Hard Target Program and Gaming Funds.
- The Eagle Urban Transition Centre in Winnipeg Manitoba opened in December 2005. This transition program for those new to the city has partnered with the Winnipeg Police and the RCMP to co-locate and offer services to urban Aboriginal people.

### **Evaluations**

Similar to community policing in general, there seems to be no mechanisms in place to track and report on the efficacy of Community Policing Centres. We were unable to identify any evaluations or evaluation tools for community policing centres, other than in Ottawa, Ontario where they recently evaluated their 22 CPCs. The resulting evaluation resulted in the closure of some CPCs that were not being accessed, and the expansion of others that were doing well in engaging the local community. The overall evaluation was not available to the public, but the summary report indicated that there was much work to do in better engaging the community, utilizing their officers, and responding to the unique needs of each community.

In Vancouver, there is thought to have been an evaluation completed approximately five years ago by the Vancouver Social Planning Department regarding the local CPCs, but we were unable to locate such a document.

### **Summary of Findings**

The research and literature review identified a vast amount of information on the philosophy of community policing, its links to crime prevention, its challenges in being implemented to its fullest, that it is implemented primarily through smaller initiatives versus overall departmental change, an overall lack of evaluation, and the future of community policing. This information is helpful in setting realistic expectations for the ACPC in relation to the City of Vancouver’s overall community policing goal. It should also encourage the ACPC Team to make evaluation a priority to report on the Aboriginal Community Policing Centre’s overall effectiveness in fulfilling its mandate.

While there are no Aboriginal specific community policing initiatives or centres, there are many Aboriginal crime prevention initiatives that may be of use to the ACPC Coordinator in identifying best practices and funding sources for the ACPC programs.

The information gathered on community policing centres should be a good starting point for the team in development and ongoing operations of the ACPC. The Vancouver CPCs have much experience and knowledge that they are willing to share with their new community partner. A well thought out constitution, Board roles and responsibilities, and other organizational development activities are essential to ensuring the ACPC has the best chance possible to succeed in fulfilling its mandate.

## *Considerations for an Aboriginal Community Policing Centre*

The development of the Aboriginal Community Policing Centre will require much thought, planning, commitment, and follow through by diverse stakeholders including the VAC/VPD Steering Committee, the ACPC Board of Directors, Coordinator, Aboriginal community, and community partners. The following are key issues that arose during the interviews and research regarding the successful development of an Aboriginal Community Policing Centre. These are not all inclusive of issues that must be addressed; rather they are ones that arose during the research project. They are presented in no particular order of importance.

### Community Consultation

- Trust can be built by ensuring that community input is realized in the ACPC. It should be made clear to community members what is and is not realistic to be implemented
- Ongoing consultation would greatly benefit the ACPC by obtaining both innovative ideas and community 'buy in'

### Overall Mandate

- The ACPC should act as a liaison and link to both the Vancouver Police Department and the City of Vancouver, both of which have been historically foreign and removed from the Aboriginal community
- Increase Aboriginal people's participation in helping to make their community safer
- The overall mandate should be reflected in the ACPC's constitution, by-laws, policies, procedures, training materials, job descriptions, evaluations, etc.

### Non-Aboriginal Visitors

- The Board must make a clear decision on whether or not non-Aboriginal people may access the services at the ACPC. Consideration must be given to funding contract criteria.
- Once a decision has been made, it must be made clear to the Coordinator and the community so that there are no un-realistic expectations, and quite possibly confrontations and/or tensions that will develop
- Whether or not non-Aboriginal people are able to access the ACPC, there should be guidelines developed that all staff, volunteers, Board members, and visitors must adhere to (eg: no profanity, no discrimination, etc)

### Governance / Board of directors

- Should be all Aboriginal
- Should be made up of people who have a knowledge of and/or history of working in policing, justice, safety issues, and community advocacy, organizing and engagement
- Should be a diverse group which includes women, youth, and Elders
- Board members must commit to consistent attendance (not on many other Boards or committees that would cause them to miss meetings)
- Board members must commit to providing positive input and ideas (not there to complain, address their own agenda, or bash the police)
- Board member terms should be staggered to ensure the passing on of 'corporate knowledge' and that a 'special interest' group can not 'take over' the Board and ultimately the direction of the ACPC
- Board members should commit to and sign a 'Code of Ethics' that will cover confidentiality, working relationships, dispute resolution, roles and responsibilities, etc.
- Board members should also volunteer at least a few hours a month in the ACPC to ensure they have a connection to and thorough understanding of the issues that the ACPC is facing

### Coordinator

- Their primary role should be as a liaison to and between the community, VPD, City of Vancouver, and Board of Directors
- Must be unbiased and diplomatic, they cannot risk alienating key partners including VPD
- Should have a strong community development background
- Must have very good communication skills with diverse community members
- Must be a strong advocate for all members of the community
- Must be non-possessive of program (must be willing to hear and incorporate input from both the Board of Directors and the community)
- Must ensure they and/or other staff/volunteers/Board members carry out ongoing outreach and networking as these are vital components to the success of the ACPC
- Must ensure all staff, volunteers and Board members have adequate training including the issues listed below
- Must provide workshops and literature that educate people about the VPD to help foster greater understanding of their responsibilities, motivation, mandate, and mind set regarding policing

### Neighbourhood Police Officers

- As recently as two years ago, there were two Aboriginal Liaison Officers in Vancouver, one has since moved to the Missing Women's Task Force. It is unclear what happened here.
- The ACPC should have significant input, if not the final decision, about which Police Officer(s) is/are assigned to the ACPC
- Vancouver Officers generally only work (4) ten-hour days per week and do not generally schedule their shifts to the CPCs schedule
- The Chinese CPC received funding for more Officers through the Vancouver Agreement
- (Vancouver CPC Operating Agreement criteria) All VPD members from within the district are able to access the CPCs 24 hours a day
- (Vancouver CPC Operating Agreement criteria) Assigned Officer will not take reports as their whole day could be spent doing this, but they or the staff can call 911 for follow-up
- (Vancouver CPC Operating Agreement criteria) Assigned Officer must be invited to all Board meetings, but according to the Society's Act, a Board can have in-camera meetings that do not include non-Board members for any part of a meeting

### Vancouver Police Department

- Must be committed in the long-term to helping to improve communications, understanding, and relations between themselves and the Aboriginal community in an effort to engage the Aboriginal community in helping to make their community safer
- Must be willing to do things differently in order to foster positive changes (examples; adequate diversity training of all officers and CPC Operating Agreement criteria)
- Must commit to the long-term need for VAC/VPD Steering Committee for the planning and implementation of initiatives that will foster improved communications, understanding, and relations with the Aboriginal community. The ACPC is only one means to accomplish this goal, and should not preclude any other initiatives from being advanced.
- The VPD should work with the ACPC team to identify how the Victims Services Funding that was previously earmarked for the VPNSL can be re-allocated to the ACPC
- The VPD should ensure that the Native Police Liaison Officer is working with the ACPC on a continuous basis, and in particular that s/he has set hours at the ACPC
- The VPD should review their archives to find any information on the VNPLS and make it available to the Committee and ACPC Coordinator
- Must ensure policies and procedures are developed that will ensure Aboriginal people are referred to the ACPC as appropriate and needed

## Office Space

- Must be in a discreet and accessible location for all Aboriginal people. If it is within a building, it should have a separate street entrance
- Must be accessible for people with small children, strollers, or physical disabilities
- (Vancouver CPC Operating Agreement criteria) Must be at least 1000 square feet, but should be significantly larger to ensure accessibility, privacy, and space to offer services in partnership with other community organizations and the VPD

## Partnerships / Networking

- Both Aboriginal and non-Aboriginal partnerships are vital to ensuring Aboriginal people are accessing a broad spectrum of programs and services that can help them address issues that they may be facing
- Should meet community needs, but also be complimentary to the ACPC's mandate
- On-site services could be offered by other organizations or individuals. Rotating, but consistent schedules are preferable
- A strong network should be developed for timely and relevant referrals
- Some partnership could result in additional funding and/or joint proposals being submitted
- Connections should be made with School Police Liaison Officers in order to help prevent youth from leaving school and becoming more at-risk of coming into conflict with the criminal justice system

## Volunteers

- (Vancouver CPC Operating Agreement criteria) Must have at least 20 volunteers who commit to at least 4 hours per month
- (Vancouver CPC Operating Agreement criteria) Must be cleared by the Neighbourhood Police Officer before they can volunteer. The community is concerned about losing an opportunity to include those who have a record, but would like to participate
- (Vancouver CPC Operating Agreement criteria) Criminal Record Checks will be free, and the Officer can do interim checks
- There is an outdated Vancouver CPC Volunteer Manual, but each CPC has adopted their own manuals, training, or applications
- If volunteers are included in program planning they are more likely to develop a sense of ownership, and the ACPC will benefit from their knowledge, commitment, and expertise
- Many college and university students volunteer at CPCs (Criminal Justice, Social Work, etc)
- Hastings/Sunrise works from a community development perspective. Most volunteers come in, there is little need for ongoing recruitment if volunteers feel they are needed and valued
- Coordinator and Neighbourhood Police Officer usually do the training
- Front line workers, both staff and volunteers, must be comfortable working with diverse people (young parents, Elders, addiction issues, mental health issues, gender, those in the sex trade, low literacy)
- Volunteers should be utilized in as many diverse ways as possible to ensure they are having a meaningful experience and to help the paid staff ensure more programs and services can be offered. A list of possible volunteer duties is in Appendix C
- Regular volunteer recognition events should be planned and carried out with Board members in attendance (both as volunteers, and to recognize other volunteers)

### Outreach & Responding to those who need it most

- It is important to identify and reach out to support those who may not participate in community consultations, programs, or access the ACPC (sexually exploited, those engage in street activities, homeless individuals, transsexuals, Elders, youth out of school, etc)
- It is important for staff and/or volunteers do outreach to local schools, organization, groups, and housing complexes to inform them of the existence of the ACPC and its mandate, network, identify community needs, and recruit volunteers
- It is vital to keep accurate statistics so that the ACPC can create programs that respond to the community needs, and possibly find funding as needed

### Training

- Staff, volunteers, Board members, and Neighbourhood Police Officer must have well rounded training. Many issues must be in the overall training package to ensure that it is in keeping with the mandate and philosophy of the ACPC. This list is not all inclusive:
- History of Aboriginal people in Canada
- Issues that have led to the chasm between police and the Aboriginal community
- ACPC philosophy, policies and procedures, office guidelines
- Reporting requirements regarding safety issues (child abuse, harm to someone, etc)
- Confidentiality and healthy boundaries
- De-escalation technique
- Culturally appropriate program delivery
- Vancouver Police Department's responsibilities, motivation, mandate, and mind set regarding policing
- VPD questioning, search, detainment, and arrest procedures
- Other issues as defined by the community, Board of Directors and staff
- Everyone involved with the ACPC should sign a Code of Ethics similar to the Board's
- There may be an opportunity to provide fee-based workshops to other organizations as a fundraising tool for the ACPC

### Vancouver Police & Native Liaison Society

- The demise of the VPNSL should not negatively affect the development of the ACPC in any way
- Lesson learned, both positive and negative, can be very helpful in the development and ongoing operation of the ACPC

### Programming

- It is important to respond to community needs versus implementing programs from a program provider perspective only, but it should fit within the ACPC's mandate
- Community and volunteer involvement in program development and implementation will help to build trust and create a sense of ownership
- Only a few programs should be implemented at a time to ensure they are properly supported and given the best chance possible to succeed. When they are stable, then other programs could be added. It is important not to try to address everything at once
- The City of Vancouver Operating Agreement stipulates specific programs that must be offered in order to obtain funding
- Important to keep a sign-in sheet and/or log for gathering statistics

#### Other Vancouver Community Policing Centres

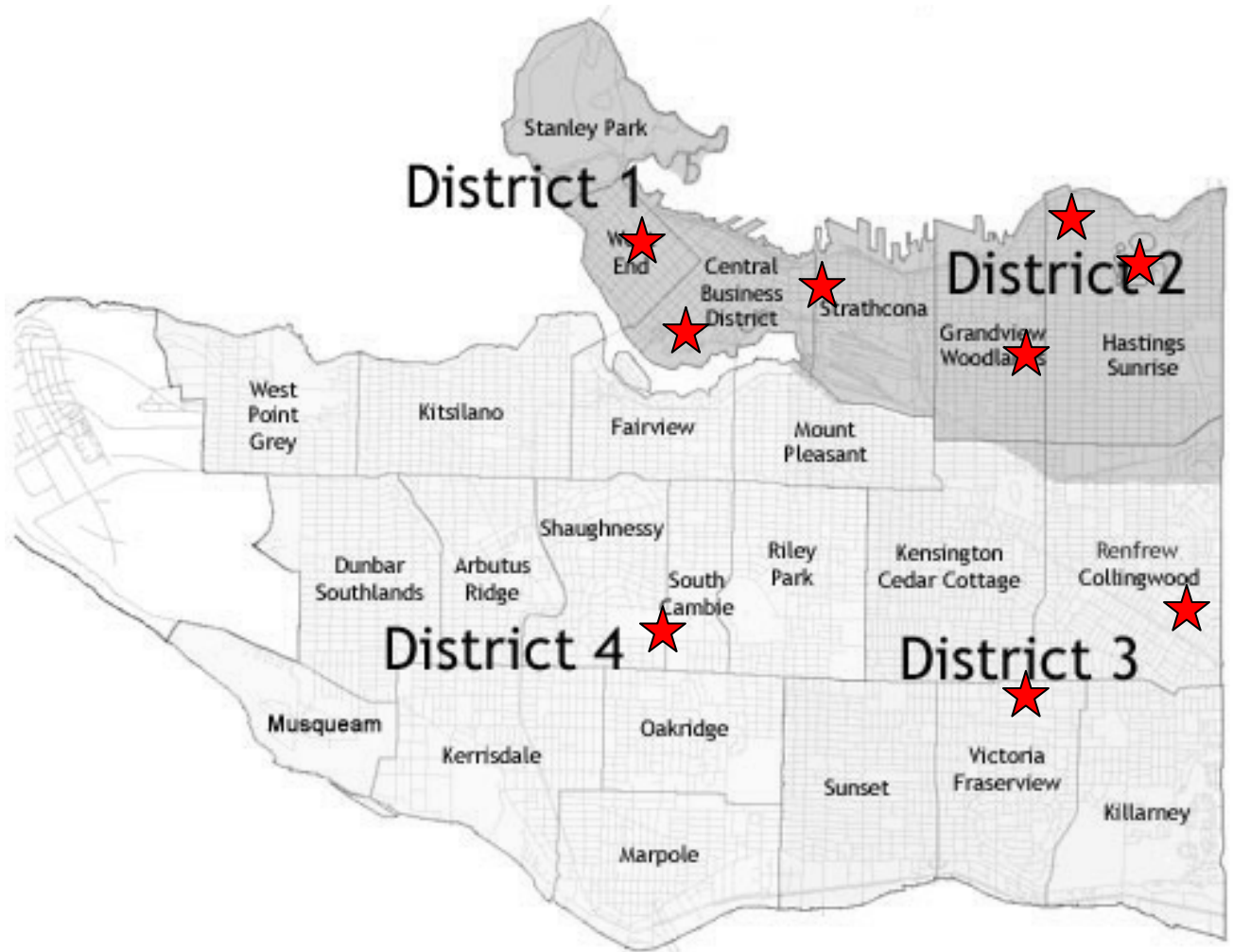
- Each CPC has their own way of operating from a community development to a policing model
- There has been historical tensions regarding funding for CPCs in Vancouver, therefore the ACPC may encounter resistance due to their coming into being after funding has finally been secured for all CPCs in Vancouver
- The Steering Committee would like to meet with other CPCs to notify them of the ACPC's plans, network, and introduce staff
- All CPCs that were contacted are more than willing to share their information with the ACPC Coordinator so s/he must ensure they network with them to gather info need to help develop the ACPC

#### Other Vancouver CPC Funding Considerations:

- (Vancouver CPC Operating Agreement criteria) The name must include 'Community Policing Centre'. The name should be utilized as a means to engage the Aboriginal community, therefore the name should be something that elicits a positive response
- The logo should be utilized as a means to engage the Aboriginal community, therefore it should be culturally appropriate and reflect Aboriginal values regarding the ACPC
- There are regular meetings with the Neighbourhood Integrated Service Teams, Vancouver Area CPCs, and with Jim Patenaude
- The Vancouver CPCs and the VPD are currently working on a Partnership Agreement. The Board and Coordinator should provide as much input as possible before it is ratified.

## Appendix A

### Vancouver Area Community Policing Centres



Locations on map are approximate only. Map from: [www.city.vancouver.bc.ca/police/cpc/cpc.html](http://www.city.vancouver.bc.ca/police/cpc/cpc.html)

#### District 1

Granville Downtown South CPC, 916 Granville Street  
West End – Coal Harbor CPC, #101-1750 Davie St

#### District 2

Chinese CPC, 110 Keefer Street  
Grandview-Woodland CPC, 1977 Commercial Drive  
Hastings Sunrise CPC, 2620 East Hastings Street  
Wall Street CPC, 2001 Wall Street

#### District 3

Collingwood CPC, 5160 Joyce Street  
South Vancouver CPC, 5657 Victoria Drive

#### District 4

Kerrisdale, Oakridge, Marpole CPC  
#295 – 5655 Cambie Street

## Appendix B

### Sample Volunteer Jobs

Bike Patrol  
Block Watch  
Board of Directors  
Bookkeeping  
Brochure design and content  
Car safety  
Community forums  
CPTED surveys  
Documenting work done (before and after photos, group photos, video, newsletter articles, etc)  
Front line (greeting visitors, referrals, assisting individuals, outreach, etc)  
Literature design and content (brochures, letters, flyers, posters, etc)  
Litter blitz  
Murals  
Newsletter design  
Newsletter writing  
Outreach to organizations, individuals, housing units, etc  
Program development, implementation, and evaluation  
Volunteer recruitment, orientation, training, evaluation, recognition  
Website design and upkeep

#### Administrative work:

- Answer phones, emails, and messages
- Compile statistics
- Referrals
- Meeting minutes
- Correspondence
- Clean up
- Set up and clean up of rooms
- Photocopying
- Faxing

## Appendix C

### Sample Programs & Workshops

Aboriginal Youth Ambassadors (Winnipeg)  
After-school programs (tutoring, groups, workshops, etc)  
Bike patrol  
Block Watch  
Car audits to prevent theft  
Child Find - photographing and fingerprinting children in case of disappearance  
Citizen's Patrols (Westend / Coal Harbour CPC)  
Community forums / meetings / education  
Community survey to identify individual, group and/or community concerns  
Crime Prevention Through Environmental Design (CPTED). Surveying homes, buildings, areas for ways to make them safer by altering their design, landscaping, lighting, etc. Burglar proofing houses, cars, businesses  
Drug & Alcohol Awareness Program (Collingwood CPC)  
Graffiti removal  
Litter patrol / blitz  
Mural design and creation  
Property identification program / etching serial numbers on valuables  
Reconnect / Missing Kids Program (Granville Downtown South CPC)  
Safe Haven  
Senior / Elders Safety Program (Kerrisdale, Oakridge, Marpole CPC)

#### Educational workshops

- What are community policing and community policing centres
- How to become involved in making your community, home, business, family, and self safer
- History of First Nations people in Canada
- Traditional ways of addressing 'justice' issues
- Risks and protective factors for at-risk individuals, especially children and youth
- Issues that have led to the chasm between police and the Aboriginal community
- ACPC philosophy, policies and procedures, office guidelines
- Reporting requirements regarding safety issues (child abuse, harm to someone, etc)
- Confidentiality
- Healthy boundaries
- De-escalation techniques
- Culturally appropriate program delivery
- Vancouver Police Department's responsibilities, motivation, mandate, and mind set regarding policing
- VPD questioning, search, detainment, and arrest procedures
- Working with VPD to address specific issues
- Vancouver Aboriginal Transformative Justice Services / Alternative sentencing
- Pardons
- Legal Aid
- Aboriginal people as victims of crime
- Community resources
- First Nations Legal Clinic at UBC would be a natural partner for workshops
- Other issues as defined by the community, Board of Directors and staff

## Appendix D

### Potential Partners & Supporters

It is important to create a clear definition for a Partner and a Supporter to ensure roles are clear and the significance of each role is distinguishable. The VAC/VPD Steering Committee agrees that the following are general descriptions of what each is; a Partner has a formal partnership with the ACPC with roles and responsibilities that are clearly defined (offer services on-site). A Supporter is in support of the ACPC, but does not have a specific formal role to play in its operations (referrals). The following is a broad list of potential partners and supporters. It is not all inclusive, but covers many of the areas that will be faced at the Centre. Some have been contacted and/or are aware of the ACPC, but formal partnership should not begin until the Coordinator is hired and the mandate of the ACPC is clearly defined.

Aboriginal and non-Aboriginal newspapers  
Aboriginal Front Door Society  
Aboriginal Mothers Centre  
Aboriginal Wellness Program - VCHA  
Aboriginal Women's Health, BC Women's Health Centre  
Aboriginal Youth Victim Support Worker - VCHA  
Adolescent Services Unit (ASU), MCFD  
Association of BC First Nations Treatment Programs  
Battered Women's Info Line  
Battered Women's Support Services (BWSS)  
BC Coalition of People with Disabilities (BCCPD)  
BC Council of Human Rights  
BC Mental Health Society  
Bladerunners  
Boys & Girls Club of Vancouver  
BOYS "R" US  
Broadway Youth Resource Centre (BYRC)  
CART  
Change of Season Society  
Child & Youth Officer of BC  
Circle of Eagle Lodge Society  
Civic Youth Strategy, City of Vancouver  
Community centres and neighbourhood houses  
Crabtree Corner  
Criminal Injury Compensation Program  
Crisis Centre  
Crown Counsel Victim/ Witness Services  
DEYAS - Downtown Eastside Youth Activities Society  
Downtown Eastside Health Van  
Downtown Eastside Residents Association (DERA)  
Downtown Eastside Women's Centre  
Dusk to Dawn  
Elizabeth Fry Society of Greater Vancouver  
Family Reunification Program, UNN  
Family Service of Greater Vancouver  
Family Violence Resource Centre, NEC  
Federation of BC Youth in Care Network  
First Nations Emergency Services Society of BC  
First Nations House of Learning, UBC  
Helping Spirit Lodge  
Hey-Way-Noqu Healing Circle

Indian Residential School Survivors Society  
John Howard Society  
Justice for Girls  
Justice Institute of B.C.  
Kettle Friendship Centre Society  
Kids Help Phone  
Law Students Legal Advice Program, UBC  
Legal Aid, Legal Services Society  
LOVE, Leave Out Violence  
Luma Native Housing Society  
Mental Health Info Line, BCMHS  
National Youth Crisis Hotline  
Native Courtworker & Counselling Assoc of B.C.  
Native Education Centre  
Our Elders Speak Wisdom @ Friendship Centre  
PACE  
Pacific Association of First Nations Women  
Pacific Coast Resources Society  
Parent Support Services of BC  
PEERS Vancouver  
PFLAG, Parents, Family & Friends of Lesbians & Gays  
PLEA - 39, 40, 41, 42, 46, 68, 69  
POP Prison Outreach Program, BCPWA  
Safehouses  
SAFER, Suicide Attempt Counselling Service  
Sheway  
Squamish Nation Crisis Centre  
Street Nurses of the Downtown Eastside  
Street Youth Detox Program, FSGV  
The Centre  
United Native Nations (UNN)  
Urban Native Youth Association (UNYA)  
Vancouver Aboriginal Child & Family Services Society (VACFSS)  
Vancouver Aboriginal Friendship Centre  
Vancouver Aboriginal Transformative Justice Services  
Vancouver Bashline  
Vancouver Community Law Clinic  
Vancouver Community Policing Centres  
Vancouver Incest and Sexual Abuse Centre  
Vancouver Native Health Society  
Vancouver Native Housing Society  
Vancouver Police Victim Services  
Vancouver Rape Relief and Women's Shelter - 47  
Vancouver School Board First Nations Support Workers  
Victim Link  
Volunteer Vancouver  
Warriors Against Violence  
Watari  
WISH Drop-in Centre

## Appendix E

### Aboriginal Policing Services

#### Blood Tribe Police Service

P. O. Box 300

Standoff, Alberta, T0L 1Y0

Phone: 1-(403) 737-3800

Fax: 1- (403) 737-2867

Email: [btps911@bloodtribepolice.com](mailto:btps911@bloodtribepolice.com)

Website: <http://www.bloodtribepolice.com>

Commanding Officer - Chief Of Police Robert Byers: [bob.byers@bloodtribepolice.com](mailto:bob.byers@bloodtribepolice.com)

#### Dakota Ojibway Police Service

Room 220 - 740 Rosser Avenue

Brandon, Manitoba, R7A 0K9

Phone: (204) 729-3622

Fax: (204) 729-3676

Email: [dops@dops.org](mailto:dops@dops.org)

Website: <http://www.dops.org>

#### First Nations Chiefs of Police

(519)- 445-4191

Email: [dale13@allstream.net](mailto:dale13@allstream.net)

Website: [www.fncpa.ca](http://www.fncpa.ca)

#### Law Enforcement Aboriginal & Diversity Network

Phone: 1-613-270-9000

Fax: 1-613-270-8672

Email: [contact@lead-alda.ca](mailto:contact@lead-alda.ca)

Website: <http://www.lead-alda.ca>

#### Nishnawbe-Aski Police Service

710 Victoria Avenue East, Suite 202

Thunder Bay, Ontario P7C 5P7

Telephone: 1-800-654-NAPS (6277)

Fax: 1-800-404-4093

Email: [kellykatherine@naps-net.org](mailto:kellykatherine@naps-net.org)

Website: <http://www.naps-net.org>

#### Stl'atl'imx Tribal Police

22 Retasket Drive

P.O. Box 488

Lillooet, B.C., V0K 1V0

Telephone: (250) 256-7784

Fax: (250) 256-4600

[stpolice@uniserve.com](mailto:stpolice@uniserve.com)

#### United Chiefs and Councils of Manitoulin (UCCM) Anishnaabe Police Services

#72 - Highway #551, P.O. Box 332

M'Chigeeng First Nation,

Ontario P0P 1G0

Toll Free: 1-888-377-7135

Phone: 1-705-377-7135

Fax: 1-705-377-5583

Email: [uccmpolice@uccmpolice.com](mailto:uccmpolice@uccmpolice.com)

Website: [www.gocom.ca/~uccmpoli/](http://www.gocom.ca/~uccmpoli/)

## Appendix F

### Select Canadian Policing Services with CPCs

#### Calgary, Alberta

Community liaison officers in all districts  
6 districts, with 5 community stations only in District 6  
2 officers and many volunteers per station  
Traditional policing services  
Constable Bruce Haddow at (403) 296-2580  
Website: [www.gov.calgary.ab.ca/police/inside/frame1.html](http://www.gov.calgary.ab.ca/police/inside/frame1.html)  
District 6 Main Office  
8325 Bonaventure Dr. S.E.  
(403) 253-3376

#### Edmonton, Alberta

4 divisional stations, opened 24 hours a day  
Traditional policing services  
Website: [www.police.edmonton.ab.ca/Pages/ComStations/ComStations.htm](http://www.police.edmonton.ab.ca/Pages/ComStations/ComStations.htm)  
For basic info: [eps@police.edmonton.ab.ca](mailto:eps@police.edmonton.ab.ca)

#### Ottawa, Ontario

22 community police centres  
Website: [www.ottawapolice.ca/en/serving\\_ottawa/community\\_centres/index.cfm](http://www.ottawapolice.ca/en/serving_ottawa/community_centres/index.cfm)  
Email: [info@ottawapolice.ca](mailto:info@ottawapolice.ca)  
P.O. Box 9634, Station T  
Ottawa, Ontario  
K1G 6H5

#### Regina Police Service

Traditional policing services  
1717 Osler Street  
Administration: 777-6500  
Fax Number: 757-5461  
P.O. Box 196  
Regina, Sask. S4P 2Z8  
E-Mail: [RPS@police.regina.sk.ca](mailto:RPS@police.regina.sk.ca)  
Website: [www.police.regina.sk.ca/](http://www.police.regina.sk.ca/)

#### Toronto, Ontario

Nothing about cp on their website, some community initiatives  
What to expect when stopped by the police: [www.torontopolice.on.ca/whenstopped/](http://www.torontopolice.on.ca/whenstopped/)  
Aboriginal Peacekeeping Unit 416-808-7046  
Email: [publicinformation@torontopolice.on.ca](mailto:publicinformation@torontopolice.on.ca)  
Website: [www.torontopolice.on.ca/](http://www.torontopolice.on.ca/)  
40 College Street  
Toronto, Ontario  
M5G 2J3

Vancouver, B.C.  
8 cpcs  
312 Main Street,  
Vancouver, BC  
V6A 2T2  
Info: 604-717-3535  
Email: [vpd@vancouver.ca](mailto:vpd@vancouver.ca)  
Website: [www.city.vancouver.bc.ca/police/cpc/cpc.html](http://www.city.vancouver.bc.ca/police/cpc/cpc.html)

Victoria, B.C.  
Main Headquarters Building  
850 Caledonia Ave.,  
Victoria, British Columbia  
V8T 5J8  
Telephone: (250) 995 - 7654  
Main Administration Fax: (250) 384 - 1362  
Website: [www.victoriapolice.org](http://www.victoriapolice.org)

Winnipeg, Manitoba  
Neighbourhood Foot Patrol, 13 Community Service Stations, 1 officer and volunteers  
Traditional policing services  
Website: [www.winnipeg.ca/police/AboutTheService/community%20policing.stm](http://www.winnipeg.ca/police/AboutTheService/community%20policing.stm)  
Phone: 204-986-6322  
Chief of Police  
Winnipeg Police Service  
P.O. Box 1680  
Winnipeg, MB  
Canada R3C 2Z7

#### International

Aboriginal Strategic Plan  
47 Liverpool Street, Hobart, Tasmania 7000  
GPO Box 308C, Hobart, Tasmania 7001  
Telephone: 03 6230 2111 Facsimile: 03 6230 2414  
email: [media@police.tas.gov.au](mailto:media@police.tas.gov.au)

## Appendix G

### Suggested Readings

#### Aboriginal Justice Resources

Aboriginal Strategic Plan, Australia. Tasmania Police.

Website: [www.police.tas.gov.au/\\_\\_data/assets/pdf\\_file/1585/Aboriginal-Strategic-Plan.pdf](http://www.police.tas.gov.au/__data/assets/pdf_file/1585/Aboriginal-Strategic-Plan.pdf)

Closing the Gap: Policing and the Community (BC). Specific info about urban issues, community input into policing, complaint processes, hiring and training of VPD police officers, and the Native Police & Liaison Society. Website: [www.pssg.gov.bc.ca/publications/oppal/ClosingTheGap.pdf](http://www.pssg.gov.bc.ca/publications/oppal/ClosingTheGap.pdf)

Commission on First Nations and Métis Peoples and Justice Reform (Saskatchewan).

Website: [www.justicereformcomm.sk.ca/mar3release.gov](http://www.justicereformcomm.sk.ca/mar3release.gov)

Cost-benefit analysis of a community healing process.

Website: [www.psepc-sppcc.gc.ca/res/cor/sum/cprs200311\\_1-en.asp](http://www.psepc-sppcc.gc.ca/res/cor/sum/cprs200311_1-en.asp)

First Nations Chiefs of Police Association. Website: [www.fnca.ca](http://www.fnca.ca)

Indigenous Justice in Australia AIC publications.

Website: [www.aic.gov.au/topics/indigenous/aic/publications.html](http://www.aic.gov.au/topics/indigenous/aic/publications.html)

Indigenous Legal Traditions. Law Commission of Canada.

Website: [www.lcc.gc.ca/research\\_project/gr/ILT/work-en.asp#background](http://www.lcc.gc.ca/research_project/gr/ILT/work-en.asp#background)

Minorities and Policing: A listing of materials available at the Justice Institute Library. Website:

[www.jibc.bc.ca/Libraryfiles/archive/PDFDownloads/Bibliographies/Minorities%20and%20Policing.pdf](http://www.jibc.bc.ca/Libraryfiles/archive/PDFDownloads/Bibliographies/Minorities%20and%20Policing.pdf)

First Nations Policing Services Across Canada.

Website: [http://ww2.psepc-sppcc.gc.ca/abor\\_policing/fir\\_nat\\_polic\\_serv\\_e.asp](http://ww2.psepc-sppcc.gc.ca/abor_policing/fir_nat_polic_serv_e.asp).

#### Community Engagement

Community Engagement in Policing. Website: [www.communityengagement.police.uk](http://www.communityengagement.police.uk)

Community and Policing in Partnership. Examples of community policing specifically with minority communities. Website: [www.canadianheritage.gc.ca/progs/multi/pubs/police/partner\\_e.pdf](http://www.canadianheritage.gc.ca/progs/multi/pubs/police/partner_e.pdf)

Crime Prevention for Aboriginal Communities.

Website: [www.aic.gov.au/publications/crimprev/aboriginal/aboriginal.pdf](http://www.aic.gov.au/publications/crimprev/aboriginal/aboriginal.pdf)

Crime Prevention and Indigenous Communities: Current International Strategies and Programmes.

Website: [www.crime-prevention-intl.org/publications/pub\\_1\\_1.pdf](http://www.crime-prevention-intl.org/publications/pub_1_1.pdf)

Hawthorne Huddle: Motivating Residents to Reclaim a Neighbourhood.

Website: [www.popcenter.org/Library/Goldstein/1999/99-40\(F\).pdf](http://www.popcenter.org/Library/Goldstein/1999/99-40(F).pdf)

Power of Partnerships: Revitalizing Neighborhoods Through Community Policing Houses.

Website: [www.popcenter.org/Library/Goldstein/1999/99-50\(F\).pdf](http://www.popcenter.org/Library/Goldstein/1999/99-50(F).pdf)

Village Townhouse Project Empowering and Educating Families in A Low-Income Apartment Complex. North Carolina, 1994. Website: [www.popcenter.org/Library/Goldstein/1994/94-04\(F\).pdf](http://www.popcenter.org/Library/Goldstein/1994/94-04(F).pdf)

## **Evaluation Tools**

Community Policing Consortium. Website: [www.communitypolicing.org](http://www.communitypolicing.org)  
A partnership of five of the leading police organizations in the USA. Develops community policing research, training, and technical assistance.

Crime Prevention for First Nations Communities: Self-Evaluation Manual. Available in pdf form at:  
[http://ww2.psepc-sppcc.gc.ca/publications/abor\\_policing/pdf/first\\_nations\\_crime\\_prevention\\_e.pdf](http://ww2.psepc-sppcc.gc.ca/publications/abor_policing/pdf/first_nations_crime_prevention_e.pdf)

Evaluating Prevention: Elements for An Alternative Approach.  
Available on their website: [www.crime-prevention-intl.org/publications/pub\\_109\\_1.pdf](http://www.crime-prevention-intl.org/publications/pub_109_1.pdf)

Guidelines for Evaluating Community Crime Prevention Projects (Australia). Website:  
[www.ncp.gov.au/agd/www/rwpattach.nsf/personal/DF07D849E258A67FCA256E4400015AEE/\\$FILE/Evaluating.pdf](http://www.ncp.gov.au/agd/www/rwpattach.nsf/personal/DF07D849E258A67FCA256E4400015AEE/$FILE/Evaluating.pdf)

How To: Plan, Implement Evaluate A Successful Crime Prevention Initiative.  
Website: [http://www.solgen.gov.ab.ca/crime\\_prev/downloads/planning\\_guide/How\\_to\\_Manual.pdf](http://www.solgen.gov.ab.ca/crime_prev/downloads/planning_guide/How_to_Manual.pdf)

The Power Of Partnerships: Revitalizing Neighborhoods Through Community policing Houses.  
Available on their website: [www.popcenter.org/Library/Goldstein/1999/99-50\(F\).pdf](http://www.popcenter.org/Library/Goldstein/1999/99-50(F).pdf)

## **Governance**

Aboriginal Healing Foundation. [www.ahf.ca](http://www.ahf.ca) (sample ethics guidelines)

CANDO. (Nov 22, 2005). Codes Governing Directors. Website: [www.edo.ca/meet/Codes.pdf](http://www.edo.ca/meet/Codes.pdf)

Institute On Governance. (Nov 30, 2005). Sample Governance Policies. Available on their website:  
[www.iog.ca/publications/sample\\_policies.pdf](http://www.iog.ca/publications/sample_policies.pdf)

United Way of Canada: Volunteer Leadership Development.  
<http://ssmunitiedway.ca/VLD/vldindex.htm>

Volunteer British Columbia. Website: [www.volunteerbc.bc.ca](http://www.volunteerbc.bc.ca)

Volunteer Canada. Website: <http://www.volunteer.ca>

Volunteer Vancouver. Website: [www.volunteervancouver.ca](http://www.volunteervancouver.ca)

## **Program Development**

Alberta Aboriginal Justice Programs & Initiatives. Website:  
[www.solgen.gov.ab.ca/publications/downloads/Aboriginal\\_Justice\\_Initiatives\\_Summary\\_2003.pdf](http://www.solgen.gov.ab.ca/publications/downloads/Aboriginal_Justice_Initiatives_Summary_2003.pdf)

B.C. Ministry of Public Safety & Solicitor General, Community Programs. Resources on crime prevention initiatives. Website: [www.pssg.gov.bc.ca/community\\_programs/publications/index.htm](http://www.pssg.gov.bc.ca/community_programs/publications/index.htm)

Block Parent Program of Canada. Website: [www.blockparent.ca](http://www.blockparent.ca)

Community Policing Mobilization Program (CPMP). Ontario. Website: [www.cmpm.ca](http://www.cmpm.ca)  
Continuing education to address a specific need in the policing community. Also trains community leaders who work to solve problems in their communities.

Community Oriented Policing Services (COPS). Website: [www.cops.usdoj.gov](http://www.cops.usdoj.gov)  
Provides grants to tribal, state, and local law enforcement agencies to hire and train community policing professionals and develop and test innovative policing strategies.

Community Policing: A descriptive overview. Australian Government, Australian Institute of Criminology. 2004. Website: [www.aic.gov.au/publications/other/2004-03-policing.pdf](http://www.aic.gov.au/publications/other/2004-03-policing.pdf)

Crime Prevention & Indigenous Communities: Current International Strategies and Programmes. Includes risk & protective factors. Website: [www.crime-prevention-intl.org/publications/pub\\_1\\_1.pdf](http://www.crime-prevention-intl.org/publications/pub_1_1.pdf)

Crime Prevention Ideas and Initiatives. Sharing ideas database. Website: [www.crimereduction.gov.uk/ideas.htm](http://www.crimereduction.gov.uk/ideas.htm)

Cultural Practices in American Indian Prevention Programs (youth). Website; [www.ncjrs.org/html/ojjdp/jjnl\\_2000\\_12/cult.html](http://www.ncjrs.org/html/ojjdp/jjnl_2000_12/cult.html)

Eagle Urban Transition Centre (Winnipeg). Works with City Police and RCMP. [www.eagleutc.com](http://www.eagleutc.com)

Hawthorne Huddle: Motivating Residents to Reclaim a Neighborhood. Website: [www.popcenter.org/Library/Goldstein/1999/99-40\(F\).pdf](http://www.popcenter.org/Library/Goldstein/1999/99-40(F).pdf)

How To: Plan, Implement Evaluate A Successful Crime Prevention Initiative. Website: [www.solgen.gov.ab.ca/crime\\_prev/downloads/planning\\_guide/How\\_to\\_Manual.pdf](http://www.solgen.gov.ab.ca/crime_prev/downloads/planning_guide/How_to_Manual.pdf)  
Identifying Your Community's Crime Problem: A Guide to Needs Assessment. BC Community Programs Division. Website: [www.pssg.gov.bc.ca/community\\_programs/download/safe-communities/AssessmentGUIDE.pdf](http://www.pssg.gov.bc.ca/community_programs/download/safe-communities/AssessmentGUIDE.pdf)

Impact of Crime Prevention on Aboriginal Communities. Website in pdf: [http://www.lawlink.nsw.gov.au/ajac.nsf/51bf77d7793e43184a2565e800280584/5456562c82f0e90aca256d190012c3ed/\\$FILE/Crime+Prevention+in+Aboriginal+Communities.pdf](http://www.lawlink.nsw.gov.au/ajac.nsf/51bf77d7793e43184a2565e800280584/5456562c82f0e90aca256d190012c3ed/$FILE/Crime+Prevention+in+Aboriginal+Communities.pdf)

Implementing Communities That Care in Australia: A Community Mobilisation Approach to Crime Prevention. Risk and protective factors for at risk youth. Website: [www.aic.gov.au/publications/tandi/ti122.pdf](http://www.aic.gov.au/publications/tandi/ti122.pdf)

International Centre for the Prevention of Crime. Website: [www.crime-prevention-intl.org](http://www.crime-prevention-intl.org)  
Network of policy makers, practitioners and academics. Helps to bridge the gap between knowledge and action by focusing on the WHAT and the HOW for effective and sustainable crime prevention.

International CPTED Corp. Crime Prevention Through Environmental Design is uses design and the physical environment to reduce the incidence and fear of crime. Website: [www.cpted.net](http://www.cpted.net)

Intersecting Solutions (Vancouver). Grandview Woodlands 1<sup>st</sup> Avenue & Commercial Drive Project. Website: [www.popcenter.org/Library/Goldstein/1999/99-70\(F\).pdf](http://www.popcenter.org/Library/Goldstein/1999/99-70(F).pdf)

Mega-List of Community Policing and Problem Solving (COPPS) Programs. Website: <http://faculty.ncwc.edu/toconnor/comlist.htm>

Namadji Youth and Elders Project Report. Website: [www.airpi.org/projects/namadji.pdf](http://www.airpi.org/projects/namadji.pdf)

National Crime Prevention Council (USA). Resources on crime preventions. Website: [www.ncpc.org](http://www.ncpc.org)

North Star Girls Club. Anti-violence techniques. Website: [www.asfc.mb.ca/NorthStarGirlsClub.htm](http://www.asfc.mb.ca/NorthStarGirlsClub.htm)

Policing.com: Your Headquarters for Community Policing. Information, training, advice, and discussion on community policing. Website: [www.policing.com/articles/index.html](http://www.policing.com/articles/index.html)

Rapua Te Huarahi Tika - Searching for Solutions: A review of research about effective interventions for reducing offending by indigenous and ethnic minority youth. Website in pdf: [www.myd.govt.nz/uploads/docs/0.7.4.2%20rapua.pdf](http://www.myd.govt.nz/uploads/docs/0.7.4.2%20rapua.pdf)

Safe Communities Kit: Identifying Youth Community's Crime Problem: A Guide to Needs Assessment.  
Website in pdf : [www.pssg.gov.bc.ca/community\\_programs/download/safe-communities/AssessmentGUIDE.pdf](http://www.pssg.gov.bc.ca/community_programs/download/safe-communities/AssessmentGUIDE.pdf)

Sister it Happens to Me Everyday. Needs and responses to urban Indigenous women regarding violence in Brisbane's inner city public spaces. Website in pdf: [www.datsip.qld.gov.au/pdf/sister.pdf](http://www.datsip.qld.gov.au/pdf/sister.pdf)

Tribal Youth Program (USA). [www.ncjrs.org/pdffiles1/ojjdp/fs200110.pdf](http://www.ncjrs.org/pdffiles1/ojjdp/fs200110.pdf)  
Victims Services: Promising Practices in Indian Country (USA). Website:  
[www.ovc.gov/publications/infores/victimsrvsindian\\_country2004/729404.pdf](http://www.ovc.gov/publications/infores/victimsrvsindian_country2004/729404.pdf)

Village Townhouse Project Empowering and Educating Families in A Low-Income Apartment Complex. North Carolina, 1994. Website: [www.popcenter.org/Library/Goldstein/1994/94-04\(F\).pdf](http://www.popcenter.org/Library/Goldstein/1994/94-04(F).pdf)

Yaldilda: Standing Strong. Crime prevention in Aboriginal communities.  
Website: [www.communities.qld.gov.au/community/crimeprevention/publications/index.html](http://www.communities.qld.gov.au/community/crimeprevention/publications/index.html)

Youth Gangs in Indian Country. Website in pdf: [www.ncjrs.org/pdffiles1/ojjdp/202714.pdf](http://www.ncjrs.org/pdffiles1/ojjdp/202714.pdf)

### **Volunteers**

Frontier College. Literacy and learning. Website: [www.frontiercollege.ca](http://www.frontiercollege.ca)

Participation of Urban Aboriginal People in Volunteerism in Alberta. Website in pdf:  
[www.volunteeralberta.ab.ca/uploaded\\_files/documents/115\\_participation%20of%20urban%20aboriginal%20people%20in%20volunteerism%20i%20.pdf](http://www.volunteeralberta.ab.ca/uploaded_files/documents/115_participation%20of%20urban%20aboriginal%20people%20in%20volunteerism%20i%20.pdf)

United Way: Volunteer Leadership Development. Website: <http://ssmunityedway.ca/VLD/vldindex.htm>

Volunteer British Columbia. Resources on volunteer recruitment, orientation, training, evaluation, and recognition. Website: [www.volunteerbc.bc.ca](http://www.volunteerbc.bc.ca)

Volunteer Canada. Resources on volunteer recruitment, orientation, training, evaluation, and recognition. Website: [www.volunteer.ca](http://www.volunteer.ca)

Volunteer Sector Initiative Secretariat Final Report (Aboriginal Volunteerism). Pages 32-36.  
Website in pdf: [www.vsi-isbc.ca/eng/about/vsis\\_report/vsis\\_report.pdf](http://www.vsi-isbc.ca/eng/about/vsis_report/vsis_report.pdf)

Volunteer Vancouver. Resources on volunteer recruitment, orientation, training, evaluation, and recognition. Website: [www.volunteervancouver.ca](http://www.volunteervancouver.ca)

### **Miscellaneous**

Edmonton Urban Aboriginal Accord.  
[www.edmonton.ca/portal/server.pt/gateway/PTARGS\\_0\\_2\\_272\\_214\\_0\\_43/http%3B/CMSserver/COEWeb/city+government/plans+and+initiatives/edmontonurbanaboriginalaccordinitiative.htm](http://www.edmonton.ca/portal/server.pt/gateway/PTARGS_0_2_272_214_0_43/http%3B/CMSserver/COEWeb/city+government/plans+and+initiatives/edmontonurbanaboriginalaccordinitiative.htm)

Ottawa Police Service. Reports on CPC Redesign.  
Website: [www.ottawapolice.ca/en/serving\\_ottawa/community\\_centres/cpc\\_changes.cfm](http://www.ottawapolice.ca/en/serving_ottawa/community_centres/cpc_changes.cfm)

Vancouver Police Community Policing Centres.  
Website: [www.city.vancouver.bc.ca/police/cpc/cpc.html](http://www.city.vancouver.bc.ca/police/cpc/cpc.html)

Winnipeg First Steps: Municipal Aboriginal Pathways. City of Winnipeg's Aboriginal strategic plan.  
Website in pdf:  
[www.winnipeg.ca/interhom/pdfs/highlights/FirstStepsMunicipalAboriginalPathways.pdf](http://www.winnipeg.ca/interhom/pdfs/highlights/FirstStepsMunicipalAboriginalPathways.pdf)

## Appendix H

### Literature Reviewed & Incorporated

Australian Government, Australian Institute of Criminology. 2004. Community Policing: A descriptive overview. Available on their website: [www.aic.gov.au/publications/other/2004-03-policing.pdf](http://www.aic.gov.au/publications/other/2004-03-policing.pdf)

CANDO. (Nov 22, 2005). Codes Governing Directors - Members of the Board. Available on their website: [www.edo.ca/meet/Codes.pdf](http://www.edo.ca/meet/Codes.pdf)

Capobianco, L. & Shaw, M. 2003. Crime Prevention and Indigenous Communities: Current International Strategies and Programmes. Available on their website: [www.crime-prevention-intl.org/publications/pub\\_1\\_1.pdf](http://www.crime-prevention-intl.org/publications/pub_1_1.pdf)

Chacko, J. & Nancoo, S.E. 1993. Community Policing In Canada.

Charlotte-Mecklenburg Police Department, North Carolina. 1994. Website: [www.popcenter.org/Library/Goldstein/1994/94-04\(F\).pdf](http://www.popcenter.org/Library/Goldstein/1994/94-04(F).pdf)

City of Winnipeg. First Steps: Municipal Aboriginal Pathways. City of Winnipeg's Aboriginal strategic plan. Website in pdf: [www.winnipeg.ca/interhom/pdfs/highlights/FirstStepsMunicipalAboriginalPathways.pdf](http://www.winnipeg.ca/interhom/pdfs/highlights/FirstStepsMunicipalAboriginalPathways.pdf)

Coleman, A. 2000. Sister it Happens to Me Everyday. Available on website: [www.datsip.qld.gov.au/pdf/sister.pdf](http://www.datsip.qld.gov.au/pdf/sister.pdf)

Community Policing Development Centre OPP. 1998. Policing For Results Community Survey: Kanata.

Cooley, D. 2005. Re-imagining Policing in Canada.

Forceses, D.P. 2002. Police: Selected Issues in Canadian Law Enforcement.

Friedman, R.R. 1992. Community Policing: Comparative Perspectives and Prospects.

Harambee Centres Canada. 1992. A Report of the Community Policing Project.

Hawthorne Huddle: Motivating Residents to Reclaim a Neighborhood. Website: [www.popcenter.org/Library/Goldstein/1999/99-40\(F\).pdf](http://www.popcenter.org/Library/Goldstein/1999/99-40(F).pdf)

Hazelhurst, K.M. 1990. Crime Prevention for Aboriginal Communities. Available on their website: [www.aic.gov.au/publications/crimprev/aboriginal/aboriginal.pdf](http://www.aic.gov.au/publications/crimprev/aboriginal/aboriginal.pdf)

Implementing Communities That Care in Australia: A Community Mobilisation Approach to Crime Prevention. Website: [www.aic.gov.au/publications/tandi/ti122.pdf](http://www.aic.gov.au/publications/tandi/ti122.pdf)

Institute On Governance. (Nov 30, 2005). Sample Governance Policies. Available on their website: [www.iog.ca/publications/sample\\_policies.pdf](http://www.iog.ca/publications/sample_policies.pdf)

Intersecting Solutions (Vancouver). Grandview Woodlands 1<sup>st</sup> Avenue & Commercial Drive Project. Website: [www.popcenter.org/Library/Goldstein/1999/99-70\(F\).pdf](http://www.popcenter.org/Library/Goldstein/1999/99-70(F).pdf)

Nancoo, S.E. 2004. Contemporary Issues in Canadian Policing.

Home Office. Neighbourhood Policing: your home; your community; our commitment. Website: [http://police.homeoffice.gov.uk/news-and-publications/publication/community-policing/neighbourhood\\_police.pdf?view=Binary](http://police.homeoffice.gov.uk/news-and-publications/publication/community-policing/neighbourhood_police.pdf?view=Binary)

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- Wakelin, S., Jorgensen, M. & Michaelson, S. 2001. Policing on American Indian Reservations. Website: [www.ncjrs.org/pdffiles1/nij/188095.pdf](http://www.ncjrs.org/pdffiles1/nij/188095.pdf)

## Appendix I

### Websites Reviewed With Useful Information

Aboriginal Healing Foundation. [www.ahf.ca](http://www.ahf.ca)

Alberta Justice Department. [www.justice.gov.ab.ca](http://www.justice.gov.ab.ca)

American Indian Policy Centre. [www.airpi.org](http://www.airpi.org)

Australian Government, Australian Institute of Criminology. [www.aic.gov.au](http://www.aic.gov.au)

Australian Institute of Criminology. [www.aic.gov.au](http://www.aic.gov.au)

Bell Island. [www.bellisland.net](http://www.bellisland.net)

B.C. Ministry of Public Safety & Solicitor General.  
[http://www.gov.bc.ca/bvprd/bc/channel.do?action=ministry&channelID=-8391&navId=NAV\\_ID\\_province](http://www.gov.bc.ca/bvprd/bc/channel.do?action=ministry&channelID=-8391&navId=NAV_ID_province)

Block Parent Program of Canada. [www.blockparent.ca](http://www.blockparent.ca)

Blood Tribe Police Service. [www.bloodtribepolice.com](http://www.bloodtribepolice.com)

Canadian Association of Chiefs of Police. [www.cacp.ca](http://www.cacp.ca)

Canadian Police Research Centre. [www.cprc.ca](http://www.cprc.ca)

Carolinas Institute of Community Policing. [www.cicp.org](http://www.cicp.org)

Centre for Advanced Public Safety Research. [www.capsr.com](http://www.capsr.com)

Center for Problem Oriented Policing. [www.popcenter.org](http://www.popcenter.org)

City of Vancouver. [www.vancouver.ca](http://www.vancouver.ca)

Commission on First Nations and Métis Peoples and Justice Reform. [www.justicereformcomm.sk.ca/](http://www.justicereformcomm.sk.ca/)

Community Engagement in Policing. [www.communityengagement.police.uk](http://www.communityengagement.police.uk)

Community Policing Advisory Council of Ontario. [www.communitypolicing.ca](http://www.communitypolicing.ca)

Community Policing Consortium. [www.communitypolicing.org](http://www.communitypolicing.org)

Community Oriented Policing Services. [www.cops.usdoj.gov](http://www.cops.usdoj.gov)

Community Policing Mobilization Program. [www.cpmp.ca](http://www.cpmp.ca)

Council for the Advancement of Native Development Officers (CANDO). [www.edo.ca](http://www.edo.ca)

Crime Concern: Working for Safer Communities. [www.crimeconcern.org.uk](http://www.crimeconcern.org.uk)

Crime Reduction.Gov. UK. Website: [www.crimereduction.gov.uk](http://www.crimereduction.gov.uk)

Crime Stoppers of Newfoundland & Labrador. [www.nf.crimestoppers.ca](http://www.nf.crimestoppers.ca)

Dakota Ojibway Police Department. [www.dops.org](http://www.dops.org)

Eagle Urban Transition Centre. [www.eagleutc.com](http://www.eagleutc.com)

Edmonton Urban Aboriginal Accord. [www.  
http://www.edmonton.ca/portal/server.pt/gateway/PTARGS\\_0\\_2\\_272\\_214\\_0\\_43/http%3B/CMS/Server/  
COEWeb/city+government/plans+and+initiatives/edmontonurbanaboriginalaccordinitiative.htm](http://www.edmonton.ca/portal/server.pt/gateway/PTARGS_0_2_272_214_0_43/http%3B/CMS/Server/COEWeb/city+government/plans+and+initiatives/edmontonurbanaboriginalaccordinitiative.htm)

European Institute for Crime Prevention and Control. [www.heuni.fi](http://www.heuni.fi)

First Nations Chiefs of Police Association. [www.fncpa.ca](http://www.fncpa.ca)

Frontier College. Literacy and learning. Website: [www.frontiercollege.ca](http://www.frontiercollege.ca)

Institute On Governance. [www.iog.ca](http://www.iog.ca)

International Association of Chiefs of Police. [www.theiacp.org](http://www.theiacp.org)

International Centre for the Prevention of Crime. [www.crime-prevention-intl.org](http://www.crime-prevention-intl.org)

Justice Institute of B.C. [www.jibc.bc.ca](http://www.jibc.bc.ca)

Law Enforcement Aboriginal & Diversity Network. [www.lead-alda.ca](http://www.lead-alda.ca)

Law Link New South Wales. [www.lawlink.nsw.gov.au](http://www.lawlink.nsw.gov.au)

Law Commission of Canada. [www.lcc.gc.ca](http://www.lcc.gc.ca)

Los Angeles Community Policing. [www.](http://www.)

Mega-List of Community Policing and Problem Solving (COPPS) Programs. Website: <http://faculty.ncwc.edu/toconnor/comlist.htm>

Ministry of Youth Development. New Zealand. [www.myd.govt.nz](http://www.myd.govt.nz)

National Criminal Justice Reference Service. [www.ncjrs.gov](http://www.ncjrs.gov)

National Institute on Justice (USA). [www.ojp.usdoj.gov](http://www.ojp.usdoj.gov)

Native Courtworker and Counselling Association of British Columbia. [www.nccabc.ca](http://www.nccabc.ca)

Nishnawbe-Aski Police Service. [www.naps-net.org](http://www.naps-net.org)

North Start Girls Club. [www.asfc.mb.ca/NorthStarGirlsClub.htm](http://www.asfc.mb.ca/NorthStarGirlsClub.htm)

Northwestern University. [www.northwestern.edu](http://www.northwestern.edu)

Office for Victims of Crime. [www.ovc.gov](http://www.ovc.gov)

Ottawa Police Service. [www.ottawapolice.ca](http://www.ottawapolice.ca)

Police Executive Research Forum. <http://policeforum.mn-8.net/login.asp?loc=&link=>

Police Foundation. [www.policefoundation.org](http://www.policefoundation.org)

Police Leadership Forum. [www.utoronto.ca/policeleadershipforum](http://www.utoronto.ca/policeleadershipforum)

Policing.com. [www.policing.com](http://www.policing.com)

Public Safety & Emergency Preparedness Canada. [www.psepc-sppcc.gc.ca](http://www.psepc-sppcc.gc.ca)

RCMP (Aboriginal Policing). [www.rcmp.ca/ccaps/compol\\_e.htm](http://www.rcmp.ca/ccaps/compol_e.htm)

Regina Police Service. [www.police.regina.sk.ca](http://www.police.regina.sk.ca)

Skills for Justice. [www.skillsforjustice.com](http://www.skillsforjustice.com)

Stl'atl'imx Tribal Police. [www.lss.sd74.bc.ca/stp](http://www.lss.sd74.bc.ca/stp)

Tasmania Police, Australia. [www.police.tas.gov.au](http://www.police.tas.gov.au)

Toronto Police Service. [www.torontopolice.on.ca](http://www.torontopolice.on.ca)

Tribal Youth Program (USA). [www.ncjrs.org](http://www.ncjrs.org)

UCCM Anishnaabe Police Service. [www.gocom.ca/~uccmpoli/](http://www.gocom.ca/~uccmpoli/)

UCL Jill Dando Institute of Crime Science. [www.jdi.ucl.ac.uk](http://www.jdi.ucl.ac.uk)

UK Police Force. [www.police.homeoffice.gov.uk](http://www.police.homeoffice.gov.uk)

United Way of Canada: Volunteer Leadership Development.  
<http://ssmunitedway.ca/VLD/vldindex.htm>

University of Alaska Anchorage: Justice Centre.  
<http://justice.uaa.alaska.edu/rlinks/canada/firstnations/crime.html>

Vancouver Community Policing Centres. [www.city.vancouver.bc.ca/police/cpc/cpc.html](http://www.city.vancouver.bc.ca/police/cpc/cpc.html)

Voluntary Sector Initiative. [www.vsi-isbc.ca](http://www.vsi-isbc.ca)

Volunteer British Columbia. Website: [www.volunteerbc.bc.ca](http://www.volunteerbc.bc.ca)

Volunteer Canada. Website: <http://www.volunteer.ca>

Volunteer Vancouver. Website: [www.volunteervancouver.ca](http://www.volunteervancouver.ca)

Western Criminology Review. <http://wcr.sonoma.edu>

Winnipeg Integrated Neighbourhood Support Services.  
[www.winnipeg.ca/cms/crc/content/integrated%20neighbourhood%20support%20services.doc](http://www.winnipeg.ca/cms/crc/content/integrated%20neighbourhood%20support%20services.doc)

Winnipeg Police Service. [www.winnipeg.ca/police](http://www.winnipeg.ca/police)