

Take Responsibility*

Strategic Overview

Community safety is an essential element for the social and economic development of municipalities across the country. Crime and insecurity are costly, they affect the quality of life of many citizens and they are a threat to civic vitality. How can crime and insecurity be reduced and prevented in a municipality? How can a municipality be proactive and not only reactive to face delinquency, violence and insecurity? How can we get organized to deliver safety in a coherent and efficient way?

Community safety is more and more considered to be “everybody’s business”, and not only the responsibility of the police. But it can also be “nobody’s business” if Mayors, municipal councillors, police chiefs and city managers do not show leadership and determination in taking a serious look at crime and its causes. They are strategically placed to mobilize all municipal services and key institutional and community stakeholders to face these challenges through efficient and action-oriented partnerships.

For these efforts to be fruitful, municipalities need to have a game plan that includes:

1. The development of a comprehensive and shared vision of the challenges and trends with regard to crime that reflects the needs and expectations of the community.
2. A practical mechanism to foster the collaboration of the many services, agencies and community organizations that should be part of the solution and the development of a coherent and targeted action plan.
3. A responsibility centre that can liaise with all stakeholders, be a strategic focal point, coordinate the interventions of municipal services and other agencies and support the development of policies and programmes.

Community safety also needs to be mainstreamed and anchored into the planning and operation of municipal government. This can be achieved through:

1. Considering safety as a cross-cutting priority in municipal long term vision and strategic planning.
2. Developing and adopting municipal community safety and crime prevention policies.

This Action Brief presents concrete examples of initiatives taken in this regard by municipalities such as Edmonton, Halifax, Montreal, Ottawa, Quebec City, Surrey and Waterloo Region.

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Justification

Fostering the Leadership of Local Authorities

Over the years, we have seen the emergence of the concept of *community safety* going beyond the traditional action of the police. This approach considers that the safety of a community will result from an in-depth analysis of crime and its causes, from the development of a vision shared by all stakeholders and from an integrated action strategy. This calls for strong leadership by municipal key actors: mayors and councillors, police chiefs and city managers.

Recognizing safety as a priority for the well-being of the community and for its social and economic development is the prime responsibility of municipal elected officials. Facing the challenges in this regard and responding to the expectations of the citizens often require to set in motion an original process to be able to better understand the issues at stake and to identify more clearly the way forward. The mayors in different Canadian cities have set up task forces on community safety and crime prevention. The most recent examples are the *Edmonton Task Force on Community Safety* launched in September 2008, the *Halifax Mayor's Roundtable on Violence and Public Safety* initiated in November 2006 and the *Surrey Mayor's Task Force on Public Safety and Crime Reduction* set up in 2007 (see Boxes 1, 2 and 3). In this perspective, the mayor plays a key role in the sensitization and mobilization of institutional and community stakeholders in order to develop a shared vision and to have them work together to reduce crime and insecurity.

Mayors and councillors are also in a position to make sure that community safety is considered as a crosscutting priority in the municipal strategic planning process and long-term vision setting. It was the case in Montreal during the work that led to the *Montreal Summit* in 2002 and to the adoption by the municipal council of a *Policy for a Peaceful and Safe Environment* in 2007 (see Boxes 11 and 12 below). Quebec City municipal council demonstrated the same political will by adopting in 2003 an *Urban Safety Policy* (see Box 11 below). The responsibility to examine and to follow up issues related to community safety is also often assigned to a senior member of the Executive Committee and to a Standing committee of the city council.

Under the leadership of police chiefs, community policing and problem-solving approaches have been initiated in many Canadian cities. These models put an emphasis on relations with citizens and on partnerships with other

Box 1

Edmonton Task Force on Community Safety

The Taskforce, made up of some 27 members of the Edmonton community, was appointed by Mayor Stephen Mandel in September 2008 to seek answers on how to make Edmonton a safe community with reduced crime and improved safety.

With a focus on *preventative* rather than *punitive* solutions, the goal is to coordinate a long-term community safety strategy with all partners by June 2009. The framework aims at developing a prevention model that moves along a continuum from individual to family to neighbourhood to city, around four priorities:

- Healthy individuals
- Supportive networks
- Safe and connected neighbourhoods
- System integration and sustainability

Box 2

Halifax Mayor's Roundtable on Violence and Public Safety

Initiated in November 2006 by Mayor Peter Kelly, the Roundtable was a response to growing concerns that violent crime in Halifax was escalating.

Work undertaken included residents' survey on attitudes and expectations concerning public safety, a series of seven focus groups and interviews with all Regional Councillors and roundtable community discussions.

The Report was tabled in April 2008 and offers a long-term strategy that will roll out over several years. Recommendations touch upon:

- The municipality's role in public safety
- Race relations
- Downtown bar scene
- Street crime
- Neighbourhood engagement
- Social construction of violence
- Troubled youth
- Drug addiction, prostitution and offender rehabilitation and reintegration

Early in 2009, the Halifax Regional Council decided to set up a Public Safety Office to implement the recommendations of the Roundtable

institutions (justice, schools, health), community groups and residents associations. Police chiefs are also recognized leaders in their community and are often called to take an active part in or to co-chair working groups set up by the municipal authorities. Examples include the *Mayor's Task Force to End Woman Abuse* in London (Ontario) and the *Action Committee on Community Violence* in Edmonton both set up in 2006 and in which the police chiefs played a major role. In 2004, the Canadian Association of Chiefs of Police took the initiative to develop a coalition of national organizations not traditionally involved in community safety to promote the concept of crime prevention through social development (see Box 4).

Box 3

Surrey Mayor's Task Force on Public Safety and Crime Reduction

The Task Force was set up in February 2007 at the initiative of the Mayor in an effort to promote innovative problem solving approaches to address some of the causes and effects of crime and social problems. Inspired by successful crime reduction strategies in the UK and New York City, the Task Force was made up of over 100 individuals representing some 50 community groups and organizations.

The Task Force used an integrated approach that links to the Surrey's Social Plan and ensured sustainability through the involvement of senior government partners, community stakeholders and others. The result was Surrey's *Crime Reduction Strategy* focused on four primary objectives:

- Reduce crime and increase community safety;
- Increase public involvement in reducing crime;
- Increase integration between all stakeholders involved in crime reduction; and,
- Improve public awareness around the reality and perceptions of crime.

Box 4

Coalition on Community Safety, Health and Well-being

The mandate of the Coalition is to advocate to decision-makers at all levels in the public and private sector for improved community safety, health and well-being and to promote public awareness of crime prevention through social development by:

- Providing a common voice promoting social development measures that contribute to the safe and healthy development of Canadian communities
- Linking organizations and agencies that hold evidence-based research and information on crime prevention through sustainable social
- Addressing the causes and risk factors leading to crime and victimization

Even if their role in relation with community safety and crime prevention is not as visible as for elected officials and police chiefs, city managers have a key contribution to make with regard to the mobilization and orientation of the municipal organization and to the effective coordination of service delivery by the different departments involved. In particular, they are responsible for the strategic planning process and for the follow up of policies adopted and decisions made by the city council. They can also be a focal point for a multi-agency approach to community safety as illustrated by Community Safety Leadership Council, under the direction of the Edmonton city manager, formed in 2007 to connect senior administrative leaders from eight different key civic agencies to build common ground and identify shared priorities for action on community safety.

Building Partnerships with Key Stakeholders and the Community

Developing an integrated and sustainable approach to community safety and crime prevention necessitate that key institutional and community stakeholders join forces with municipal leaders. Addressing the multiple causes of delinquency, violence and insecurity requires the participation of many agencies and groups, as well as a fine engineering of their efforts and resources. Different models of partnership structures have been put in place at the municipal level. Bringing together and fostering effective collaboration between key local actors, these initiatives aim at:

- Providing a community perspective and creating a forum for discussions and exchanges on safety and crime prevention.
- Contributing to a common understanding of issues and of a vision of the way forward.
- Identifying the components of a targeted local strategy to address the local crime and insecurity problems and their root causes.
- Developing action oriented partnerships on the ground.
- Mobilizing and coordinating financial and technical resources.
- Following up and evaluating global strategies and specific programmes.
- Fostering public participation and engagement.

Waterloo Region and Ottawa provide examples of two large partnership structures in which municipal authorities join forces with other key stakeholders (see Boxes 5 and 6).

Box 5

Waterloo Region Crime Prevention Council

Established in 1993, the Council is a division of the Regional Chair's Office and has for goal "to increase community safety by making crime prevention everyone's responsibility". It brings together some 25 members representing municipalities and townships, the community-at-large, social service organizations, education, health, planning, justice, corrections, police, media, community and neighbourhood support agencies and other political entities.

The Council's mandate is to provide connections between all the partners to foster the development of crime prevention capabilities by raising awareness about the root causes of crime. It is based on the philosophy that "a community that works together to understand and manage the root causes of crime will prevent crime". It focuses on communication, public education and partnership building. For example, a number of communication and education strategies aimed at promoting public engagement and challenging common misconceptions surrounding youth and youth crime have been developed through the Council.

The Region of Waterloo has also undertaken a 40-year plan for managing the human and social development of their community in the face of significant anticipated population growth. This Human services growth management plan includes a comprehensive violence prevention strategy. The Council has been assigned the responsibility centre for monitoring the violence prevention plan and ensuring the goals are met and adapted to changes in the community.

One of the six focus areas identified in the Waterloo Region Strategic Plan 2007-2010 is about Healthy and Safe Communities. One of strategic objectives is to improve community safety by reducing and preventing the risks that contribute to crime, victimization and public insecurity. Three actions are prioritized in this regard:

- Facilitate, support and implement the Violence Prevention Plan
- Identify and develop approaches to reduce the risks associated with youth crime and victimization in Waterloo Region
- Enhance and monitor the community engagement program of the Community Safety and Crime Prevention Council

Box 6

Crime Prevention Ottawa

Set up in 2005, Crime Prevention Ottawa (CPO) is a partnership between the City of Ottawa and four other key institutions: the Ottawa Police Service, the United Way/Centraide Ottawa, the Children's Aid Society of Ottawa and Ottawa's four school boards. Its Board of Directors is made up of 12 members and is both representative of the founding institutions and of the community at large. An advisory body, the Community Forum, gives feedback to the Board with regards to planning and operations and advises on the emerging issues in the community, priorities and successes.

The mission of CPO is to contribute to crime reduction and enhanced community safety in Ottawa through collaborative, evidence-based crime prevention. It is responsible to develop a community-wide strategic plan to reduce crime and enhance community safety and more specifically to:

- Implement specific targeted crime prevention programs and to support programs through appropriate community agencies and associations
- Assist and support community groups and the City in acquiring, developing or enhancing the tools needed to operate programs to increase safety
- Seek the funds and create partnerships essential for sustaining long-term crime prevention programs
- Promote policy solutions to issues of crime and disorder.
- Monitor and evaluate on an ongoing basis the progress and impacts of plans and implementation

One example of the actions undertaken is *Together for Vanier*, an initiative of concerned citizens and community agencies examining ways to strengthen this neighbourhood. A survey has been completed and a community forum was held. Two working groups have been created: one on Beautification and the other on Drugs and Prostitution. As any community members expressed confusion and concerns about what they could or should report and how to report problems, helpful information is now provided. A publication was also launched to help landlords prevent crime and contribute to building safe and healthy communities.

Coordination through a Responsibility Centre

Assigning the responsibility of coordinating community safety and crime prevention efforts to a specific unit within the municipal organization is a key element of success. This notion of a responsibility centre is essential to be able to follow up and to effectively implement strategic orientations, policies and priorities adopted by the municipality and its partners. These coordination units have in general the mandate to:

- Support the partnership structures in place and liaise with municipal elected officials, senior management and other institutional and community stakeholders.
- Provide a focal point for sharing strategic information and making the links between programmes and projects.
- Contribute to the analysis of crime and insecurity issues and trends.
- Provide strategic and technical support to the development, implementation and follow-up of municipal strategic vision, community safety policies, action plans and projects.
- Develop strategies to mobilize financial resources.
- Develop indicators, monitor implementation of action plans and projects, report on the progress made to municipal authorities and other stakeholders.
- Design communication strategies and tools

Boxes 7 and 8 provide two examples of responsibility centres in Canadian municipalities

Box 7

City of Montreal

The responsibility centre for the Montreal urban safety programme is located within the Social Development Division that is part of the Cultural Development, Quality of the Living Environment and Ethnocultural Diversity Service. A unit is in charge of sociourban phenomena, including street adult prostitution, street youths, homelessness and urban safety. This central unit works in close cooperation and provide support and coordination to the boroughs, other municipal services and a wide range of external partners. The urban safety programme has three axes: Tandem (support programme for civic action on urban safety at the borough level), Social Mediation and Street Gangs.

The Tandem Montreal program was established in 1982 in order to counter a residential burglary problem. It has evolved over the years to respond to a variety of issues and to local concerns such as quality of life related to safety and safety of youth, seniors, and women. Tandem has received a number of national and international acknowledgment awards over the years. In 2003, Tandem became the Montreal Programme in Support of Civic Action on Urban Safety in the Boroughs.

The municipal administration contracts out with local NGOs to implement the programme at the borough level, according to the specificities and needs of the neighbourhood. Small teams of prevention advisors are in place in each borough. 18 community organizations have been contracted out to implement the local crime prevention action plan. Over the years, these local organizations have developed a solid expertise in the area of public safety and prevention. The programme mainly focuses on different aspects of crime prevention (local safety diagnosis, local action plans, property crime, conflict resolution, safety of women, etc.). It is decentralized at the borough level and is supported by the central coordination unit. Its annual budget is \$1.8 million.

In 2007, 16 boroughs participated in the programme. Close to 2 800 activities were undertaken and more than 100 000 people were reached. Typical interventions include:

- Residential security assessments and engraving
- Neighbour alertness programs and campaigns to prevent theft of and from motor vehicles
- Activities involving women, seniors, and newcomers
- Conflict resolution workshops and awareness campaigns on issues such as school vandalism
- Promoting merchant involvement in support of women's safety
- Reclaiming certain public spaces
- Promoting the social sharing of the community
- Developing information and awareness tools

The Social Mediation intervention is being experienced in three neighbourhoods, in partnership with local community organizations. The Street gangs initiative is based on an integrated strategy (research, prevention, suppression and communication). Five boroughs are involved and local action plans are implemented in cooperation with several partners.

Box 8

Waterloo Regional Municipality

The responsibility centre for community safety in the Regional Municipality of Waterloo rests with the Crime Prevention Council, an advisory group reporting to the Regional Council (see Box 5). The Council works in close cooperation with regional services such as Planning, Housing and Community Services, Social Services, Public Health and Waterloo Regional Police. The Region provides core funding for the Council, allowing for additional corporate sponsorships.

A team of six professional resources is in charge of developing, coordinating and implementing the work programme and priorities with a wide range of partners:

- An Executive Director
- A Program Assistant
- A Communication and Marketing Officer
- A Violence Prevention Project Coordinator (see Box 5)
- Two Community Engagement Coordinators

The Executive Director plays a key role in relation with strategic planning and analysis, political interface, liaison with key stakeholders and resource mobilization. The community engagement coordinators are available to help resolve local crime and insecurity problems and to strengthen civic vitality. They also take local issues to a level of policy development.

Anchoring Community Safety in Municipal Government

Integrating Community Safety in the Long Term Vision and Strategic Planning of Municipalities

While planning for the future, municipalities examine trends, opportunities and challenges related to demographic, social and economic factors, as well as to the status of the infrastructures and their capacities to deliver adequate and efficient services to the citizens. They want to build on their competitive advantages and on their capacity to attract investments and business, families and tourism. They aim at increasing the quality of life and at fostering civic vitality. Transportation, housing, economic development, sanitation, urban infrastructures are among the major themes of strategic planning processes and long-term vision exercises undertaken by municipalities. However, community safety issues are rarely taken into account and examined thoroughly while looking at these future perspectives. There is in general mention of the wish to maintain a safe environment and to provide good police services but the analysis of the challenges related to crime and insecurity is often limited and the will to achieve greater safety in the coming years is not translated into specific goals.

There is no doubt that safety is a key element for the sustainable social and economic development of municipalities in Canada. It is part of the vision to create healthy, caring and tolerant communities. This notion of safety contributing to the well being of citizens can be a crosscutting theme in developing a long-term perspective for urban centres. To achieve this goal, municipalities can:

- Pull together and analyse all relevant data and trends related to crime and insecurity.
- Assess the capacities of the municipality and of its partners to face those challenges.
- Consider the issue of community safety as a key theme in the elaboration of any strategic plan or long-term vision for the municipality.
- Consult the citizens and interface with municipal partners in these processes.
- Outline the contribution of all municipal services in building up community safety.
- Identify specific measures that can foster safety and crime prevention.

Boxes 9 and 10 provide examples of two Canadian municipalities that have integrated safety in their mid and long-term planning process.

Box 9

Edmonton Strategic Plan 2009-2018

"Principles (...)

Livability

An interrelated set of factors that influences people to choose a place to live and reinforces their sense of well-being there. The concept of livability is based on the knowledge that the economic and social life of the community is intimately linked to its natural and built environment, and together these elements impact social and cultural goals. Livability factors include: (...)

- Safety: A sense of personal and community safety and overall social order (...)

Ten-year strategic goal

Edmonton is one of Canada's most livable cities because it is welcoming to all; is safe and clean (...).

Elaboration: To improve Edmonton's livability, the City intends to focus on the people concerns associated with improved livability by concentrating efforts on prevention and getting to the root causes or barriers that are in the way of achieving a more livable city. This goal is focused specifically on the strategic areas of welcoming, safety perception, cleanliness and aspects important to the notion of urban village creation.

Progress Measures (...)

Citizens perceive that Edmonton is a very livable city. Indicator:

1. Residents' perceptions of safety in their neighbourhoods, downtown and on public transit (...)

Three-year priority goals:(...)

- Reduce and prevent crime in our: transit, downtown and communities
- Reduce litter, graffiti and vandalism in target areas (...)
- Reduce barriers to participation in recreation activities and local programs;
- Improve community engagement and participation (...)

Box 10

2002 Montreal Summit and its outcomes

In 2002, the newly elected Mayor of Montreal called a Summit of all key stakeholders to plan the future direction of the city. More than 3000 people participated in the process that led to the Summit. 19 thematic preparatory meetings took place, including one on safety as well as 27 meetings at the borough level, 22 of which expressed strong support for a community safety programme. Three resolutions were adopted by the Summit related to community safety and crime prevention:

- Continuation and revitalization of a city-wide community safety programme initiated in 1982 under the name Tandem
- The adoption of a new municipal Policy for a Peaceful and Safe Environment (see Box 5)
- The creation of local partnership committees at the borough level.

One other outcome of the Summit was the adoption in 2006 by the municipal council of the *Montreal Charter of Rights and Responsibilities*. The fruit of a large public consultation, the Charter touches upon all aspects of city government. A whole chapter is dedicated to safety. It states that "citizens have the right to security and participate with the Montreal administration in a joint effort" to ensure the continued enjoyment of this right", in particular through preventive measures. "To foster the enjoyment by citizens of their right to security, the City is committed to:

- a) Developing its territory in a safe manner
- b) Supporting specific measures aimed at security for women, in partnership with community key players;
- c) Promoting the safe use of public space, such as parks and community and recreational facilities
- d) Supporting preventive measures aimed at increasing citizen awareness and involvement with respect to this issue, in partnership with public safety and civic officials
- e) Protecting people and property"

Developing Municipal Community Safety Policies

Confronted with crime and insecurity problems, Canadian municipalities put forward multiple responses according to their fields of jurisdiction. These include:

- Implementing community policing approaches
- Applying safe urban design principles
- Using municipal by-laws
- Offering sports and recreational activities for youth at risk
- Providing support for community organizations offering services to vulnerable groups
- Undertaking integrated urban renewal of old and disadvantaged neighbourhoods
- Fostering conflict management in social housing
- Taking preventive measures to ensure safety at major public events or in highly frequented areas
- Launching awareness and information campaigns

Many of those initiatives call for partnerships with different stakeholders: schools, community organizations, business, residents associations, citizens, social services, and developers. However, the challenge for municipalities is often to provide a coherent orientation and to fully integrate all these actions related to community safety and crime prevention in a global strategy and to coordinate the interventions of the different municipal services and other agencies.

In the last decade, many municipalities throughout Canada have adopted policies on different topics, including the environment and sustainable development, culture, the family, recreation, food security, social and community development. These policies aim at putting together all the pieces of the municipal vision and intervention and at providing a framework for efficient partnership and coordination with all stakeholders. To this day, only a few municipalities have adopted policies related to community safety. The examples of Quebec City and Montreal are provided in Boxes 11 and 5.

Box 11

The Quebec City Urban Safety Policy

Quebec City municipal council adopted the current Urban Safety Policy in 2003. It was the result of a large consultation. Through this policy, the City intends to foster a process for the development of safety measures requiring public involvement, to contribute to activities promoting crime prevention and to measure and evaluate the quality of safety and the feeling of safety.

Specific interventions that were envisaged include:

- Work sessions with community groups
- Seminars/forums focused on various topics
- Citizen-driven development of assistance and support programs on urban safety;
- Safety awareness campaigns
- Training and education of municipal staff on planning and safe urban design
- Dissemination of information guides intended for different client groups
- Ongoing development of local partnerships.

An inter-departmental committee reporting to the Deputy Director General responsible for community services was planned in order to coordinate the gradual implementation of the policy.

Box 12

The Montreal Policy for a Peaceful and Safe Environment

After a consultative process led by the Public Safety Commission, the Montreal Urban Agglomeration Council has adopted in 2007 a *Policy for a Peaceful and Safe Environment*.

The policy has for goal to foster engagement and collaborative action by key stakeholders (elected officials, citizens, police and fire departments, and community and institutional partners, citizens) in the area of public safety, to promote leadership and coordinated action and to contribute to the development of preventive approaches.

The Policy includes the creation of a partnership committee in each borough under the leadership of elected officials. Its members include representatives of municipal services, other agencies, community organizations and business. The objectives are to:

- Foster a better understanding of the local crime and insecurity trends and challenges
- Mobilize the resources around priority issues
- Efficiently coordinate the implementation of activities

Among the benefits of such municipal community safety and crime prevention policies, let's mention:

- The possibility for the Mayor and city council to respond in a pro-active way to the needs and expectations of citizens with regard to safety issues and to foster a long-term commitment by the municipality in this regard.
- The mobilization of city council and municipal management around clear objectives aimed at improving community safety and at reducing and preventing crime.
- The choice of the most relevant preventive actions according to evidence-based criteria.
- The possibility to integrate the interventions of the police with those of other municipal services and the implementation of coordination mechanisms between municipal services to ensure better delivery of programmes at the neighbourhood level.
- A clear commitment from the municipality that can foster a similar engagement from institutional and community partners.
- The identification by consensus of priority actions that could be a sound base for discussion with the other orders of government in the search for financial and technical support.

As for other municipal policies, a community safety policy could be articulated around a few key elements:

- A statement of the trends, challenges and critical issues confronting the municipality in relation with crime and insecurity.
- A series of guiding principles and commitments of the municipality for improving safety and reducing and preventing crime.
- A framework for the participation of key stakeholders aimed at developing a strategic vision shared by all partners.
- A responsibility centre to ensure a capacity to analyse, coordinate and liaise with the partners, follow-up, evaluate and report on progress made.
- The main orientations of a municipal community safety strategy and key priorities for action and the contribution expected from the different municipal services in the implementation of this strategy.

Suggested Guidelines

In order to reduce crime and insecurity, Canadian mayors, city councillors, police chiefs and municipal managers are invited to:

1. Affirm their leadership and engagement with regard to community safety
2. Ensure that the community and all key stakeholders have an opportunity to develop a shared vision of the challenges related to crime and insecurity
3. Facilitate the emergence of action-oriented partnerships and action plans
4. Assign the responsibility of coordinating the safety and crime prevention efforts to a specific unit within the municipal organization and provide adequate resources for that purpose
5. Consider safety and crime prevention as cross-cutting priorities in the city strategic planning and service delivery in order to set goals and objectives to achieve in this regard
6. Develop municipal community safety policies to foster coordination and participation of all municipal services, community engagement and good governance and accountability.

References

Clairmont, D. 2008. *Violence and Public Safety in the Halifax Regional Municipality – A Report to the Mayor as a Result of the Roundtable*. Halifax: Halifax Regional Municipality.

Federation of Canadian Municipalities. 2000. *Primer on Municipal Crime Prevention*. Ottawa: Federation of Canadian Municipalities.

Fondation Docteur Philippe-Pinel and International Centre for the Prevention of Crime. 2004. *The Key to Safer Municipalities: A Toolkit for Community Action*. Montreal: International Centre for the Prevention of Crime.

Other Useful Municipal Resources:

City of Montreal - www.ville.montreal.qc.ca/devsocial and www.ville.montreal.qc.ca/tandem

Coalition on Community Safety, Health and Well-being – Canadian Association of Chiefs of Police – www.cacp.ca

Crime Prevention Ottawa – www.crimepreventionottawa.ca

Crime Reduction Strategy – City of Surrey - www.crimereduction.surrey.ca

Quebec City – www.ville.quebec.qc.ca

Safedmonton - www.edmonton.ca/safedmonton

Waterloo Region Crime Prevention Council – www.preventingcrime.net