



## CITY OF VANCOUVER

### ADMINISTRATIVE REPORT

Date: March 2, 2006  
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VanRIMS No.: 05-1000-20  
Meeting Date: March 21, 2006

TO: Vancouver City Council  
FROM: Chief Constable  
SUBJECT: Community Policing Initiatives and Funding

#### RECOMMENDATION

- A. THAT Council approve the allocation of \$100,000 for 2005, the 2005 business plan, and the 2005 annual budget for each of the following Community Policing Centres:
- i) Hastings Sunrise
  - ii) Chinese
  - iii) Grandview-Woodland
  - iv) Collingwood
  - v) South Vancouver
  - vi) Kerrisdale Oakridge Marpole
  - vii) West End-Coal Harbour
- B. THAT Council approve the allocation of \$30,000 for 2005 consulting services to establish an Aboriginal Community Policing Centre.
- C. THAT Council approve the allocation of \$10,000 for 2005 renovations for the District Four North Community Policing Centre.
- D. THAT Council approve the allocation of \$43,750 for 2005 operational expenses, restructuring, and renovations for the Granville Downtown Community Policing Centre.

Source of funds for Recommendations A, B, C, and D to be 2005 carried forward funds included in the 2006 Operating Budget.

E. That Council approve an advance allocation of \$25,000 for the 2006 first quarter operational expenses for each of the following Community Policing Centres:

- i) Hastings Sunrise
- ii) Chinese
- iii) Grandview-Woodland
- iv) Collingwood
- v) South Vancouver
- vi) Kerrisdale Oakridge Marpole
- vii) West End-Coal Harbour
- viii) Granville Downtown
- ix) Aboriginal

Source of funds to be the 2006 Operating Budget.

### **CITY MANAGER'S COMMENTS**

The City Manager recommends approval of the foregoing.

### **COUNCIL POLICY**

Council approval is required for commitment of funding as decided at its meeting following a Standing Committee on City Services and Budgets on March 17, 2005.

### **SUMMARY**

The Vancouver Police Department (VPD) has reviewed the 2005 business plans, 2005 annual budgets, and developed a process to evaluate each of seven Community Policing Centres (CPC) operating in partnership with the VPD. In addition, the Vancouver Police Board, the City of Vancouver, and the seven CPCs have entered into a three-year contract that was developed by the Director of Legal Services in consultation with the Chief Constable and City Manager.

### **PURPOSE**

This report seeks Council approval for the allocation of 2005 annual funding in the amount of \$100,000, based on the approved business plan and budget, for each of seven Community Policing Centres following recommendations from *Community Policing Initiatives and Funding (RTS 4813)*. In addition, this report seeks Council approval for the allocation of 2005 start-up funds for two additional CPCs, an Aboriginal CPC and a District Four North CPC, and to allocate funds to restructure the Granville Downtown CPC. Further, this report seeks Council approval to advance \$25,000 for 2006 first quarter operational expenses to each of the nine CPCs that will operate in Vancouver, pending a report to Council in April 2006 from the VPD on the 2005 Audit/Evaluation and the 2006 Business Plans and Budgets for each CPC.

## BACKGROUND

On June 26, 2003, Council approved a restructuring of the City's CPCs. This restructuring saw the emergence of eight CPCs from a previous twenty-two. Council also approved the annual expenditure of \$150,000 from the VPD budget to fund the CPCs. Each CPC received an equal share of this funding (\$18,750 per CPC). Seven of the eight CPCs have a non-profit society based governance model. The eighth, the Granville Downtown CPC, is not part of a society. The CPCs struggled to meet their financial commitments with this limited funding. For their entire history, they have labored financially and relied a great deal on additional fundraising in order to finance and administer the programs and services they provide to the public and the VPD.

Earlier in 2005, in an Administrative Report to the Standing Committee on City Services and Budgets (RTS 4813), the VPD requested that sufficient funds be placed into its operating budget to provide sustainable operational funding for CPCs who partnered with the VPD to improve community livability and security for our citizens. In addition to the eight CPCs discussed in the 2003 Council report, this report outlined the need for two additional CPCs: Police District Four North CPC and Aboriginal CPC.

Subsequent to that report, Council approved the following recommendations:

- a. An annual increase in the operational funding of Community Policing Centres ("CPCs"), up to a total amount of \$100,000 per CPC, specific amount per Centre to be based upon an approved business plan and budget, for a total increase of \$650,000.
- b. Annual funding in the amount of up to \$100,000, specific amount to be based on an approved business plan and budget, to establish a new CPC to be located in the northern area of Police District 4 with \$30,000 only required in 2005 for start-up costs.
- c. Annual funding in the amount of up to \$100,000, specific amount to be based on an approved business plan and budget, to establish an Aboriginal Community Policing Centre with \$30,000 only required in 2005 for start-up costs.
- d. A three-year contract be entered into between each Community Policing Centre and the Vancouver Police Board; this contract to be developed by the Director of Legal Services in consultation with the Chief Constable and the City Manager, subject to Council's approval of the annual business plan, annual budget and an evaluation report based on criteria, for the preceding year for each Community Policing Centre.

Following Council's decision, the VPD met with representatives from the various CPC Societies to discuss the terms and conditions of the contracts and business plans as identified in recommendations "a" and "d". The discussions lead to the principle of three specific agreements. The first, referred to as a Service Agreement, would ensure that recommendation "d" is addressed. Specifics of this agreement would include consistent standards, level of service, budget, accountability, measurement, governance, and the approval of an annual business plan. The second, referred to as Indemnification Agreement, would address liability issues for the City, VPD, and Societies/Volunteers/Boards. These agreements would be developed by the Director of Legal Services. The third, referred to as Partnership Agreement, would address standard working relationships between the VPD and a specific CPC. This agreement would be developed by the VPD.

Each of the eight CPCs received \$18,750 interim funding in January 2005 while discussions on the funding formula took place. The formula was decided; nevertheless, the necessary processes for accountability through agreements were not complete.

The Director of Legal Services was consulted and her services were requested to develop the Service and Indemnification Contract/Agreements. A solicitor was assigned to assist. Concurrently, the CPCs were asked to submit business plans, complete with annual budgets, to the VPD. The completion of the Service and Indemnification Contract/Agreements were delayed through the summer of 2005. The CPCs were struggling to maintain their operations at an acceptable level because of a lack of funds. They were transitioning to the high standard required of each CPC while being made aware of how they will be held accountable through the legal processes that were being developed. They were attempting to meet these requirements with very limited funding. To ensure they continue with this transition, each of the eight CPCs received additional interim funding of \$25,000 administered through a City Manager's Minute in July 2005.

In November 2005, after an initial review of seven CPC business plans, each of the seven received additional interim funding of \$40,000 through a City Manager's Minute. The eighth, the Granville Downtown CPC, has been struggling over the past year, and currently is not part of a non-profit society, nor do they have a governing body managing the Centre. It is recognized that a substantial amount of work will be required to raise their standard, which is necessary to meet the terms of the new contractual agreement.

Discussions and an exchange of information between the VPD, CPC Societies, and Law Department occurred. Finally, a three-year contractual agreement between the Vancouver Police Board, City of Vancouver, and seven CPC Societies that merges services and indemnity into one was entered into (Community Policing Centre Operations and Indemnity Agreement). In general, the agreement encompasses funding; universal requirements for operation; core activities; Neighbourhood Police Officer assignment; security and training of staff; performance reviews; indemnification; termination clauses and notices; and, general information regarding operations and financial accountability.

## **DISCUSSION**

The VPD reviewed each of the seven CPCs' 2005 business plans (see Appendix A). Based on the contractual agreements in place and the business plans that were submitted, the VPD supports that each CPC requires operational funding of \$100,000 for 2005 from the City. Nevertheless, each CPC was expected to raise additional funds to meet their budgets and provide the services required in their respective communities. They have done so, and those external revenues sources have been reviewed and appear to be sound.

Some CPCs are stronger than others; as a result, the VPD will work closely with the CPC's that need development to ensure they uphold the minimum requirement as described in the contractual agreements. In addition, the VPD will embark on an audit process to determine performance criteria before subsequent operational funds for 2006 and 2007 are dispersed to the CPCs. This will be described later in this report. A brief analysis of each CPC follows.

### *HASTINGS-SUNRISE CPC*

Hastings-Sunrise CPC has been a strong partner in the community since its inception in 1999. The CPC has continued to upgrade its organizational infrastructure, establish programs, and secure new funding partners to assist in the delivery of community safety. The CPC has a

strong partnership with the local BIA, who has a vital interest in community safety. This year, the CPC expanded its service to Hastings-Sunrise to better reflect the neighbourhoods that they serve. The CPC also relocated to a newer, central location at 2620 East Hastings. Their new office has approximately 1500 sq ft and was recently renovated.

This CPC has a very business minded Coordinator, and a very civic minded and professional Board. The Board has submitted a comprehensive, proactive business plan, and has established goals and measurable outcomes to be achieved for the upcoming year.

Hastings-Sunrise CPC's financial plan includes outside funding sources to provide neighbourhood services, and they project their 2005 expenses to be \$174,640.

	2005		%	
2005 Revenues	Budget			
City Of Vancouver	\$ 100,000	\$ 100,000	62	City Funding
ICBC	9,380			
Gaming Revenue	28,750			
Donations	4,000			
Grants	20,000			
Fundraising	0			
Other Revenue	0	62,130	38	External Funding
<b>TOTAL REVENUES</b>		<b>\$ 162,130</b>	<b>100</b>	
<b>2005 Expenses</b>				
Wages / Salaries	\$ 69,090	\$ 69,090	40	
Program Expenses	84,790	84,790	48	
One-Time Renovation Expense	12,520	12,520	7	
Rent	0			
Utilities	0			
Office Equipment / Furniture	0			
Administration Expenses	8,240	8,240	5	
<b>TOTAL EXPENSES</b>		<b>\$ 174,640</b>	<b>100</b>	
<b>NET POSITION</b>	*	<b>(\$12,510)</b>		
* The shortfall will be funded via Hastings-Sunrise CPC's bank account.				

2005 Key Goals: expand hours of operation; relocate office; increase volunteer numbers and hours; online reporting; increase citizens patrols; expand community clean-up; offer additional outreach programs.

#### Top three 2005 programs

Outreach: public forums; community events; presentations to promote crime prevention and effective community policing; publication of a newsletter; website; participation in the Child Find program; organization of an annual safety fair and community forum.

Citizens Patrols: volunteers meet weekly to patrol their neighbourhoods while walking, exercising their dogs or riding their bikes. The purpose of the patrols is to increase presence in problem areas and record and report suspicious and criminal activity.

Community Clean-up: volunteers perform regular graffiti paint-outs and litter clean-ups to reduce garbage and hazardous materials such as needles and condoms in their community.

45 active volunteers for 2005; total volunteer hours 7,742.

Key community partners: Hastings North Business Improvement Association; ICBC; Ministry of Public Safety and Solicitor General.

### *CHINESE COMMUNITY CPC*

The Chinese CPC opened in 1992 when five Chinese associations saw the need for a partnership between the Chinese Community and the VPD to overcome language and cultural barriers. Each of the five founding associations, Chinese Cultural Centre, Chinese Benevolent Association, Chinatown Merchants Association, SUCCESS, and the Chinese Freemasons continue to hold a position with the CPC Board. The CPC serves Chinatown as well as Chinese speaking people throughout Vancouver. They are very active with many significant programs: Chinese Victim Services; Foot/Bike Patrols; Seniors Safety; ESL Student Safety; and, Community Outreach. They are planning to expand their community outreach activities within the Chinese Community and into the local Strathcona Neighbourhood.

The CPC's business plan builds on the success that they have demonstrated over the past several years. They are financially sound and have estimated operational expenses for 2005 to be \$244,500, of which a significant amount is provided by external sources.

	2005		%	
2005 Revenues	Budget			
City Of Vancouver	\$ 100,000	\$ 100,000	41	City Funding
ICBC	16,380			
Gaming Revenue	0			
Donations	26,700			
Grants	98,000			
Fundraising	2,000			
Other Revenue	1,420	144,500	59	External Funding
<b>TOTAL REVENUES</b>		<b>\$ 244,500</b>	<b>100</b>	
<b>2005 Expenses</b>				
Wages / Salaries	\$ 177,000	\$ 177,000	73	
Program Expenses	30,000	30,000	12	
One-Time Renovation Expense	0	0	0	
Rent	9,600			
Utilities	4,000			
Office Equipment / Furniture	19,000			
Administration Expenses	4,900	37,500	15	
<b>TOTAL EXPENSES</b>		<b>\$ 244,500</b>	<b>100</b>	
<b>NET POSITION</b>		<b>\$0</b>		

2005 Key Goals: build on community outreach and victim services; increase foot and bike patrols; educate seniors on safety; reduce crimes against ESL students; increase volunteer training.

#### Top three 2005 programs

**Victim Services:** assisting victims of crime, particularly female victims of domestic and sexual assaults, by providing access to police services, translating statements, arranging for placement in transition houses, and ensuring victims are kept abreast of court related issues. As well, offer proactive support by providing safety tips to the community in order to prevent crime.

**Foot and Bike Patrol:** a proactive crime prevention program aimed at reducing thefts from auto, thefts of auto and other crimes by patrolling high crime areas and reporting any suspicious activity to the police.

**Seniors Safe at Home:** a proactive crime prevention and personal safety program designed for Chinese speaking seniors living in residential facilities in our community. Crime prevention techniques are discussed and safety audits are conducted, in Chinese, for vulnerable members of the community.

164 active volunteers for 2005; total volunteer hours 6,435.

Key community partners: ICBC; SUCCESS; Chinese Cultural Centre.

#### *GRANDVIEW-WOODLANDS CPC*

Grandview-Woodlands CPC started at the suggestion of the Britannia Community Centre. A volunteer group under the Community Centre umbrella aligned the community together to form the Grandview-Woodlands CPC in late 1994. The group rallied the community to empower the residents to put a community focus on safety and crime prevention. A non-profit society was formed in 1998, and the CPC was relocated to Grandview Park where they continued to be a vital part of the neighbourhood.

Earlier this year, the CPC secured a new and larger storefront at 4<sup>th</sup> Avenue and Commercial Drive. The location required substantial renovations, but will allow for an expanded delivery of neighbourhood services. This was one of the primary objectives of their business plan to facilitate an increase to all facets of their operations.

The CPC delivers an array of services and programs with operating expenses projected at \$150,250 for 2005.



	2005		%	
2005 Revenues	Budget			
City Of Vancouver	\$ 100,000	\$ 100,000	66	City Funding
ICBC	15,000			
Gaming Revenue	36,000			
Donations	0			
Grants	0			
Fundraising	0			
Other Revenue	0	51,000	34	External Funding
<b>TOTAL REVENUES</b>		<b>\$ 151,000</b>	<b>100</b>	
<b>2005 Expenses</b>				
Wages / Salaries	\$ 49,000	\$ 49,000	33	
Program Expenses	25,250	25,250	17	
One-Time Renovation Expense	20,000	20,000	13	
Rent	30,000			
Utilities	5,000			
Office Equipment / Furniture	3,500			
Administration Expenses	17,500	56,000	37	
<b>TOTAL EXPENSES</b>		<b>\$ 150,250</b>	<b>100</b>	
<b>NET POSITION</b>		<b>\$ 750</b>		

2005 Key Goals: relocate to a storefront; increase volunteer base; increase staff hours to support programs; maintain database for reports taken; develop evaluation process.

#### Top three 2005 programs

Community Patrols: Foot Patrol; Bike Patrol; Speed Watch; Park Watch; Pooch Patrol. These patrols put volunteers out into the neighbourhood to see and report illegal activity and to serve as a presence. They give visibility to the CPC throughout the area.

Citizen Reports: staff and volunteers take reports from the public for review and follow-up by the coordinator or the police.

Community Outreach: hold or participate in numerous events, meetings, and forums, including Cops and Kids, bike rodeos, kids' carnivals, meeting with the Kitchener St. citizens' group, workshops for merchants on recognizing counterfeit money, and a pedestrian safety session.

79 active volunteers for 2005; total volunteer hours 5,410.

Key community partners: ICBC; Parks Board.

### COLLINGWOOD CPC

In April of 1994, the Joyce Area Planning Association obtained society status and opened the CPC. The goal was to bridge the gap between the community, the City, and the VPD, and to educate and empower citizens to take responsibility for crime in their community. The CPC delivers an array of services to many diverse neighbourhoods including Collingwood, Killarney, Champlain Heights, Trout Lake, Mt Pleasant, and Cedar Cottage. They offer more community outreach programs than any of the other CPCs.

The CPC's business plan supports their goal of promoting crime prevention in the community as well as developing strategies to serve the additional neighbourhoods that they have taken on. They are extremely active in preventing property crime that has plagued their area since the opening of the Skytrain route.

Projected operating expenses for 2005 are \$241,770. As with the other CPCs, a large amount of the funds are from outside sources.

	2005		%	
2005 Revenues	Budget			
City Of Vancouver	\$ 100,000	\$ 100,000	41	City Funding
ICBC	19,370			
Gaming Revenue	50,000			
Donations	13,700			
Grants	15,500			
Fundraising	39,700			
Other Revenue	3,500	141,770	59	External Funding
<b>TOTAL REVENUES</b>		<b>\$ 241,770</b>	<b>100</b>	
<b>2005 Expenses</b>				
Wages / Salaries	\$ 89,030	\$ 89,030	37	
Program Expenses	62,700	62,700	26	
One-Time Renovation Expense	9,000	9,000	4	
Rent	0			
Utilities	13,040			
Office Equipment / Furniture	43,500			
Administration Expenses	24,500	81,040	33	
<b>TOTAL EXPENSES</b>		<b>\$ 241,770</b>	<b>100</b>	
<b>NET POSITION</b>		<b>\$0</b>		

2005 Key Goals: empower residents to prevent crime; reduce property crime; increase public involvement; reduce auto crime; expand crime reporting.

### Top three 2005 programs

Community Outreach: number of strategies to reach segments of the community to educate them on current crime trends and “hot spots” in the neighbourhood followed by what they can do to reduce being victimized.

Community Patrols: volunteer foot and bike patrols to deter crime and provide a sense of safety, to provide an opportunity for neighbours to take an active role in preventing crime, and to act as the “eyes and ears” of the community.

Traffic Safety: volunteers conduct Speedwatch, Bike Rodeos, and other initiatives to educate the public on traffic and pedestrian safety.

219 active volunteers for 2005; total volunteer hours 25,202.

Key community partners: ICBC; Regional Transit Commission; Collingwood Neighbourhood House.

### *SOUTH VANCOUVER CPC*

South Vancouver CPC was formed in 1996. In 2000, the CPC moved to a storefront location at 41<sup>st</sup> Avenue and Victoria Drive. This location is an excellent example of the type of facility required to attain a professional corporate standard. There are a number of workstations and private offices, as well as a large common area. They offer several programs, and have a strong volunteer base.

The CPC's business plan calls for an increase in outreach programs and additional staff to provide further services to an expanded area. Annual expenses are projected to be \$262,210 with the majority of funds coming from outside sources.

	2005		%	
2005 Revenues	Budget			
City Of Vancouver	\$ 100,000	\$ 100,000	38	City Funding
ICBC	17,360			
Gaming Revenue	40,000			
Donations	22,200			
Grants	0			
Fundraising	0			
Other Revenue	82,650	162,210	62	External Funding
<b>TOTAL REVENUES</b>		<b>\$ 262,210</b>	<b>100</b>	
<b>2005 Expenses</b>				
Wages / Salaries	\$ 95,370	\$ 95,370	36	
Program Expenses	138,440	138,440	53	
One-Time Renovation Expense	0	0	0	
Rent	7,040			
Utilities	5,860			
Office Equipment / Furniture	8,700			
Administration Expenses	6,800	28,400	11	
<b>TOTAL EXPENSES</b>		<b>\$ 262,210</b>	<b>100</b>	
<b>NET POSITION</b>		<b>\$0</b>		

2005 Key Goals: improve educational outreach; increase bike, pooch and foot patrols; develop additional parking and security audits; increase participation in special events.

#### Top three 2005 programs

Community Education Outreach: educating the residential and business community about crime prevention; providing workshops, educational seminars, learning opportunities to all age and ethnic groups; encouraging ordinary citizens to report crimes and empowering them to report and or take the right course of action when witnessing suspicious activity or crimes.

Community Patrols: Bike, Foot and Pooch Patrols and Speed Watch to increase citizens' sense of safety and security, and to serve as an effective deterrent to crime.

International Student Safety Program: to develop a variety of educational tools for the use of private and public schools and other agencies to help facilitate the teaching of international students and/or new immigrants about safety, and to provide the students with invaluable safety tips to help protect themselves against crimes.

245 active volunteers for 2005; total volunteer hours 33,839.

Key community partners: Victoria Drive BIA; ICBC.

**KERRISDALE OAKRIDGE MARPOLE CPC**

Kerrisdale Oakridge Marpole CPC was formed in 2000. It operated for a number of years with volunteer coordinators. In 2004, they hired a full-time paid coordinator. The biggest challenge for the CPC has been finding an appropriate location. Until recently, they have operated from a second floor donated office. Although this location had given them a base for their programs, it afforded no visibility or sense of presence for the community.

In November 2005, they were finally able to secure a new storefront location at 45<sup>th</sup> Avenue and East Boulevard. This was one of their major goals in their business plan. In the past, this CPC has struggled to offer services and programs at the same level as the other CPCs. Their business plan is not as sound as the others. However, with a new location, the VPD feel they will be able to deliver appropriate services and programs as specified in the contractual agreement.

The CPC estimates their expenditures to be \$136,500 for 2005.

	2005		%	
	Budget			
<b>2005 Revenues</b>				
City Of Vancouver	\$ 100,000	\$ 100,000	87	City Funding
ICBC	15,000			
Gaming Revenue	0			
Donations	0			
Grants	0			
Fundraising	0			
Other Revenue	0	15,000	13	External Funding
<b>TOTAL REVENUES</b>		<b>\$ 115,000</b>	<b>100</b>	
<b>2005 Expenses</b>				
Wages / Salaries	\$ 50,000	\$ 50,000	37	
Program Expenses	17,500	17,500	13	
One-Time Renovation Expense	25,000	25,000	18	
Rent	30,000			
Utilities	7,000			
Office Equipment / Furniture	2,500			
Administration Expenses	4,500	44,000	32	
<b>TOTAL EXPENSES</b>		<b>\$ 136,500</b>	<b>100</b>	
<b>NET POSITION</b>		<b>* (\$21,500)</b>		

\* The short fall will be funded via Kerrisdale-Marpole CPC's bank account.

2005 Key Goals: relocate to a storefront office; increase the number of volunteers; increase crime prevention education and training for the community; hire a full-time coordinator.

Top three 2005 programs

Vehicle Audits: audits are performed by volunteers to educate and remind drivers not to leave valuables in their vehicle; provide a physical presence in the community and a deterrent to potential thieves.

Foot Patrols: volunteers patrol neighbourhoods, parks, and problem areas for suspicious activity; interact with the community to discuss local crime concerns and gather information about problems or potential problems in the neighbourhood.

Bike Patrols: to maximize the patrol coverage in distant areas of the community; presence on the streets, back lanes, and parking lots to deter crimes.

224 active volunteers for 2005; total volunteer hours 4,226.

Key community partners: ICBC.

### *WEST END-COAL HARBOUR CPC*

The West End-Coal Harbour CPC changed its name from the Davie Street CPC. This was done to better reflect the communities that they serve. They also moved to a larger location at 1750 Davie Street in August. The CPC is working hard at expanding their volunteer base and their programs, such as park watch, and apartment safety. They have also taken on the challenge of serving and engaging the large populations of seniors, immigrant families, and youth living Downtown.

The CPC's business plan will give them the momentum and infrastructure to deliver a quality service. They estimate their expenses to be \$142,300 in 2005.

	2005		%	
2005 Revenues	Budget			
City Of Vancouver	\$ 100,000	\$ 100,000	72	City Funding
ICBC	12,960			
Gaming Revenue	20,000			
Donations	6,330			
Grants	0			
Fundraising	0			
Other Revenue	0	39,290	28	External Funding
<b>TOTAL REVENUES</b>		<b>\$ 139,290</b>	<b>100</b>	
<b>2005 Expenses</b>				
Wages / Salaries	\$ 47,700	\$ 47,700	34	
Program Expenses	32,000	32,000	22	
One-Time Renovation Expense	0	0	0	
Rent	40,500			
Utilities	4,500			
Office Equipment / Furniture	10,900			
Administration Expenses	6,700	62,600	44	
<b>TOTAL EXPENSES</b>		<b>\$ 142,300</b>	<b>100</b>	
<b>NET POSITION</b>		<b>* (\$3,010)</b>		

\* The shortfall will be funded via West End-Coal Harbour CPC's bank account.

2005 Key Goals: relocate to a storefront office; hire a full-time coordinator; deliver crime prevention information to the community; implement park and apartment watches; initiate a senior's registration.

Top three 2005 programs

Community Patrols: Day and night foot and bike patrols throughout the area on a regular basis including the sea wall into Stanley Park to reduce crime

Public Awareness: public safety programs that make a difference to the community by reducing crime, and creating awareness.

Auto Crime programs: Speedwatch, and Lock-Out Auto Crime in problem areas to prevent vehicle break-ins and traffic accidents.

95 active volunteers for 2005; total volunteer hours 7,275.

Key community partners: Davie Village BIA; ICBC; Vancouver School Board.

**Summary**

The table below summarizes the 2005 budget estimates from each of the CPC's and the breakdown of their budgets and their ability to fundraise. From the summary below, it is evident that there is notable variation on the use of funds and ability to fundraise by each CPC.

	Hastings	Chinese	Grandview	Collingwood	South Van	Kerrisdale	West End	Average
<b>Budget</b>	174,640	244,500	150,250	241,770	262,210	136,500	142,300	193,167
<b>Staffing</b>	69,090	177,000	49,000	89,030	95,370	50,000	47,700	82,456
<b>Programs</b>	84,790	30,000	25,250	62,700	138,440	17,500	32,000	55,811
<b>Renovations</b>	12,520	0	20,000	9,000	0	25,000	0	9,503
<b>Other</b>	8,240	37,500	56,000	81,040	28,400	44,000	62,600	45,397
<b>% City Funding</b>	62	41	66	41	38	87	72	58
<b>% External Funding</b>	38	59	34	59	62	13	28	42

## Audit Processes

An Audit Process Committee of representatives from the VPD and the CPCs was established to determine the criteria that would be used to evaluate each of the CPCs. Two progressive levels were identified. First, an audit for 2005 funds. Recognizing that this was the first year that the VPD and City entered into a contractual agreement with the CPCs and provided this level of funding, and that 2005 was viewed as a transitional year, a lower level audit was completed by the VPD in February 2006. This audit covered the main clauses in the CPC Operations and Indemnity Agreement including: hours of operation; number of volunteers and their hours; volunteer training programs; citizen patrol hours; participation in local and city-wide events; types and number of programs; complaints or visits that the office receives; community partners; program links with issues in the community; and, a review of their financial statements. The results of this audit will be reported to Council by the VPD in April 2006, complete with recommendations on the level of funding up to \$100,000 for each CPC in 2006.

Second, audits for funds dispersed in 2006 and 2007 will be at a higher level. They will be structured as follows:

1. Registered Society in good standing
2. Operate from a street-level storefront of not less than 1,000 sq ft.
3. Managed by the Societies Board of Directors in accordance with the provisions of the Societies Act of BC and the Society's Constitution and Bylaws.
4. Centres names are published at all times as the (neighbourhood) Community Policing Centre. i.e., Grandview-Woodland Community Policing Centre.
5. Premises will be furnished appropriately to the VPD's satisfaction:
  - Desks, tables, counters, chairs and notice boards;
  - At least 2 functioning phone lines with message features available 24 hours and publicly advertised; and,
  - One computer with high-speed Internet access with a fully functional e-mail feature, available at all times and publicly advertised for communications to and from the public.
6. Premises will be kept in a clean, neat, well organized, and business-like condition.
7. A pool or roster of no fewer than 30 volunteers who can be relied upon to work for the CPC on a volunteer basis no fewer than four hours each per month.
8. No more than 40% of this funding will be allocated to staff wages and benefits.
9. Comply with the laws of Canada, British Columbia, and the City of Vancouver regarding, for example, taxes, WCB premiums, and business operations.
10. Create and maintain a comprehensive set of records relating to its activities, employees, programs, volunteer records, and financial records.



11. Open to the public no fewer than seven hours per day on weekdays and six hours in total on weekends.
12. Core activities and programs to be undertaken:
  - a. Taking reports and complaints from members of the public;
  - b. Referring law enforcement related reports to the VPD and other appropriate agencies such as City of Vancouver Bylaw Enforcement, NIST and Province of BC social service agencies.
  - c. Bicycle and foot patrols totalling no fewer than 20 hours per week.
  - d. Blockwatch;
  - e. Speedwatch;
  - f. Security Audits;
  - g. Community Outreach and Education activities, including but not limited to:
    - i. Participate in one city-wide event involving all CPCs designed to inform and educate the public about the CPCs and to encourage the public to communicate and volunteer with the CPCs.
    - ii. Participate in at least two local neighbourhood events for the same purpose.
    - iii. Conduct safety and security presentations in forums such as schools, ESL classes and seniors groups.
  - h. Provide Volunteer Recognition Events.
  - i. Participate in Community Safety Fairs and forums; and,
  - j. Publication of a CPC newsletter and website.
13. Neighbourhood Police Officer (NPO) for each CPC.
14. The NPO have reasonable notice of CPC board meetings so that they may attend all such meetings, but are not entitled to a vote on any motions.
15. All volunteers and staff who become involved with a CPC are subject to security screening by and to the satisfaction of the VPD.
16. Provide a complete list of all the people involved with their CPC, including employees, directors, officers, and volunteers. Same will be provided with any new people joining the CPC.
17. Subject to any involved person becoming a security risk to the CPC or VPD, the NPO may notify the Society that this person must be terminated and the Society will comply with the VPD request.
18. Not permit anyone to become involved with a CPC until their security check has been cleared.
19. NPO provide training, instructions and direction to the CPCs, and if the NPO considers it necessary or advisable, the Society will have its directors and/or staff and/or volunteers participate in such training programs.
20. Submit to audits or performance reviews.
21. Cooperate fully with the VPD in all respects of conducting reviews and information requests.
22. Cease conducting any of its programs or activities if at any time the VPD gives notice.
23. Not indemnify any internal claims or disputes made against the Society from or between its directors, employees or volunteers.
24. Agree to cooperate fully with the City in defence of any claim or legal action brought against them, the VPD, or the Police Board.
25. Responsible for:
  - a. Obtaining insurance coverage it considers appropriate;
  - b. All operating and other costs relating to the CPC and its employees.
26. Provide the VPD with financial statements including income & expense reports.
27. Not make representation or enter into contracts or act on behalf of the City, VPD or Police Board.

The VPD is looking at using cost effective web-based solutions to standardize reporting and performance audits from the CPCs at consistent levels and in real-time. The results of the audit will be reported to Council on a yearly basis with recommendations for subsequent funding dependent on the results.

The Granville Downtown CPC, for now, will be under authority of the VPD, and as such will be categorized similar to the proposed CPC in the northern part of District Four. This CPC has been struggling over the past year, and currently is not part of a non-profit society, nor do they have a governing body managing the CPC. A substantial amount of work will be necessary to raise the standard required to meet the terms of the contractual agreement. The \$25,000 previously allocated to Granville Downtown will be used for start-up costs for a new structure; thus, no further funding was required for 2005. The CPC will be moving into a facility at the end of April 2006 that should enhance their presence Downtown. The VPD anticipate that a business plan will be submitted in March 2006 to justify funding up to \$100,000 for 2006. An analysis of this plan will be provided to Council in April 2006.

#### *ABORIGINAL CPC (UNDER DEVELOPMENT)*

After several meetings with the Aboriginal Community, it was decided that an Aboriginal-based consulting company would be hired with the \$30,000 set aside for 2005. Cedar Consulting was contracted to conduct forums with the Aboriginal population to discuss the need for an Aboriginal CPC. The consultants have met at length with all parties concerned and hope to have their report completed by the end March 2006. At that time, they will submit a business plan for a CPC. The VPD will provide an analysis of the business plan for Councils consideration for funding in April 2006.

#### *DISTRICT FOUR NORTH CPC (UNDER DEVELOPMENT)*

A Neighbourhood Police Officer (NPO) has been assigned to this area and has been tasked with finding a location for a CPC to serve the area. The NPO has a temporary office at Kitsilano Community Centre until an appropriate storefront location can be secured. This office required minor expenditures to renovate, furnish, and provide signage. Only \$10,000 of the allocated \$30,000 was required in 2005.

### **Partnership Agreements**

The VPD has moved forward on Partnership Agreements with the Society run CPCs, which define the working relationship between the VPD and a specific CPC. This agreement covers daily operations at the ground level between the VPD and CPC staff. This includes a method for dispute resolution, police coverage, staff training, meeting schedules, and other areas to ensure a mutual commitment for the success of community policing.

### **FINANCIAL IMPLICATIONS**

As part of the 2005 Operating Budget, Council increased funding for the VPD's CPC initiative by \$710,000 for a total of \$860,000. The funding was contingent on establishing legal and service level contractual agreements and Council approving the annual business plans and budgets for each CPC.

Funding requested of Council for 2005 totals \$783,750 and is based on:

- |   |                         |
|---|-------------------------|
| • The business plans for seven established CPC's                  | \$700,000               |
| • Consulting services used to scope out the Aboriginal CPC        | \$ 30,000               |
| • Renovations related to the establishment of a District Four CPC | \$ 10,000               |
| • Restructuring/renovations for the Granville Downtown CPC        | <u>\$ 43,750</u>        |
| • Total 2005 Funding Required                                     | <b><u>\$783,750</u></b> |

This leaves \$56,250 for the Granville Downtown CPC and \$20,000 for the new District Four North CPC remaining in General Government, which was not required.

Given the delays experienced in completing agreements and business plans for the remaining seven CPC's, funding of \$586,250, comprised of \$455,000 through City Manager Authorization and \$131,250 through the operating budget process, has been distributed to-date leaving \$113,750 (\$16,250 each) yet to be distributed in 2005. This funding has been carried forward into the 2006 operating budget for disbursement upon Council's approval of recommendation A.

## **SOCIAL IMPLICATIONS**

Community policing has its roots in police-community relations and crime prevention. It has become a dominant strategy for policing. An empowered CPC is an intricate part of this strategy. It has the capability to impact crime, liveability, and economic conditions in the neighbourhoods it serves. It empowers citizens to participate in community affairs with a sense of ownership and responsibility for the large community as well as their own neighbourhood. It better aligns police and other resources with neighbourhood concerns. It becomes increasingly sensitive and responsive to community desires and expectations. Within this environment, the whole is greater than the sum of the parts. Much has been done. Much remains to be done. Building on the foundations laid, history, and successes, CPCs with sufficient operating funds are appropriate for Vancouver at this time.

## **CONCLUSION**

With funding provided by the City, there will be rigorous evaluations of the CPCs to measure how far the program, practice, or innovation has met stated objectives or goals outlined in their business plans. Of critical importance will be the success of reducing crime, fear of crime, victimization, and engaging the community at large. There will be a review of whether the CPC has delivered what was intended, and an assessment of the program benefits in relation to its costs. Structure, staffing, and specific operational effectiveness will be monitored to see if they can be improved, revised, or even terminated to improve efficiency. Regular feedback will be given on the operational effectiveness along with the worth of the program. These are necessary to show that public money is being spent wisely.

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