

**COMMUNITY POLICING COMMITTEE**

*HIS WORSHIP, THE MAYOR  
AND COUNCILLORS*

**SUBJECT: REVIEW OF BURNABY'S COMMUNITY POLICING MODEL**

**RECOMMENDATIONS:**

1. THAT Council endorse the results of the *Review of Burnaby's Community Policing Model, 1995-2007*, summarized in this report, and detailed in *\*Attachment 1*.
2. THAT a letter of appreciation from the Mayor and the Chair of the Community Policing Committee be sent to all members of the Community Policing Model Review Working Group thanking them for their commitment and contribution to the review; and
3. THAT a letter of appreciation from the Mayor and the Chair of the Community Policing Committee be sent to the following thanking them for their contribution to the review:
  - Burnaby's four Community Policing Citizen Advisory Councils
  - Community Police Office volunteers who participated
  - the Block Watch, Victim Services, and Auxiliary Constable volunteers who participated.

**REPORT**

The Community Policing Committee, at its meeting held on 2009 March 12, received and adopted the *attached* report presenting the results of the *Review of Burnaby's Community Policing Model, 1995 – 1997*.

Copied to: City Manager Deputy City Manager Director Planning & Building Director of Engineering Director Finance Director Parks, Recreation & Cultural Services OIC – RCMP City Solicitor
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*\* Provided under separate cover.*

To: His Worship, the Mayor and Councillors  
From: Community Policing Committee  
Re: Review of Burnaby's Community Policing Model  
2009 March 13..... Page 2

Burnaby's Community Policing Model was introduced in 1995 as a vehicle for creating a crime prevention partnership of the RCMP, the City of Burnaby, and the community of Burnaby. With endorsement by Council, implementation of the recommended actions in the *Review of Burnaby's Community Policing Model, 1995-2007* would begin in spring 2009.

Respectfully submitted,

Councillor P. Calendino  
Chair

Councillor P. McDonell  
Vice Chair \*

Councillor R. Chang  
Member

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**TO:** CHAIR AND MEMBERS  
COMMUNITY POLICING COMMITTEE **DATE:** 2009 March 12

**FROM:** DIRECTOR PLANNING AND BUILDING **FILE:** 2410 20  
*Reference: Community Policing  
Committee*

**SUBJECT: REVIEW OF BURNABY'S COMMUNITY POLICING MODEL**

**PURPOSE:** To present the results of the *Review of Burnaby's Community Policing Model, 1995 – 2007.*

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**RECOMMENDATIONS:**

1. **THAT** Council be requested to endorse the results of the *Review of Burnaby's Community Policing Model, 1995 – 2007*, summarized in this report, and detailed in Attachment 1, *attached*;
2. **THAT** a letter of appreciation from the Mayor and the Chair of the Community Policing Committee be sent to all members of the Community Policing Model Review Working Group thanking them for their commitment and contribution to the review; and
3. **THAT** a letter of appreciation from the Mayor and the Chair of the Community Policing Committee be sent to the following thanking them for their contribution to the review:
  - Burnaby's four Community Policing Citizen Advisory Councils
  - Community Police Office volunteers who participated
  - the Block Watch, Victim Services, and Auxiliary Constable volunteers who participated.

**REPORT****1.0 INTRODUCTION**

As part of its 2007 Workplan, the Community Policing Committee (CPC) identified as a priority an analysis of the effectiveness of Burnaby's Community Policing Model, which was introduced in 1995. In particular, the Committee was interested to know the following:

To: Community Policing Committee  
From: Director Planning and Building  
Re: Review of Burnaby's Community Policing Model, 1995 – 2007  
2009 March 12.....Page 2

- To what degree does community policing, as practiced in Burnaby, reflect the principles and objectives originally established for it?
- Which components of Burnaby's community policing model support its objectives and enhance policing and crime prevention efforts?
- Which components of the community policing model require improvement or revision in order to support pursuit of the model's objectives?

A Working Group, comprised of three citizen members of the CPC, a representative from the Hastings-Brentwood Community Policing Advisory Council (CPAC)<sup>1</sup>, and chaired by Councillor Colleen Jordan, was established to develop a methodology for and to oversee the review. Staff support was provided by the RCMP and Social Planning staff.

The Working Group met five times between June and November 2007 to develop a proposal for the review. That proposal was approved by the CPC at its meeting of 2008 January 10, and by Burnaby Council on 2008 February 4. The review was conducted between June and December 2008 by staff with the assistance of the Working Group.

The purpose of this report is to present, for the endorsement of the Community Policing Committee and Council, the results of the review, as contained in Attachment 1, **attached**. A companion document to the Attachment, entitled *Community Policing Model Review Background Document*, has been made available under separate cover. That document contains much of the raw data collected during the review.

## 2.0 OVERVIEW OF THE COMMUNITY POLICING MODEL REVIEW

Over the past thirteen years, the City of Burnaby has made significant progress in the implementation of the new community policing model. The City has established the Community Policing Committee as a means of providing community input into the operation of the policing model. The City has also funded the establishment of and provides ongoing staffing for four Community Police Offices (CPO) as a means of better engaging the community in crime prevention efforts, with police officers working closely with the community from those CPOs. In addition, the City provides annual operating funding to the Community Policing Advisory Committees/Community Consultative Group which operate out of the CPOs, and which respond to local crime concerns. Finally, the City supports a myriad of community crime prevention programs operated by volunteers.

Within this context of the established community policing model, to commence its review, the Working Group identified seven indicators of success, reflecting the underlying principles of community policing, on which to base the review. The indicators include:

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<sup>1</sup> Each of the four Community Policing Districts has a citizens' advisory committee comprised of local citizens and business representatives. Three of the committees call themselves Community Policing Advisory Councils or CPACs, and one calls itself Community Consultative Group or CCG. The acronym CPAC/CCG is used in this report and in the *Review* when referring to the citizen advisory committees.

To: Community Policing Committee  
From: Director Planning and Building  
Re: Review of Burnaby's Community Policing Model, 1995 – 2007  
2009 March 12..... Page 3

1. active involvement of citizens in policing their community;
2. use of community as a source of information and knowledge for strategic police action;
3. direct police accountability to the community;
4. active police prevention work with a focus on solving underlying problems;
5. broad community consultation by police on strategic and policing issues;
6. better police service to the community; and
7. improved RCMP external communication.

Twenty seven measures of success for the indicators were identified. A description of the measures can be found in Attachment 1.

The methodology for the review included an archival review of the activities and accomplishments of major groups involved with the community policing model over the past thirteen years, and a survey/interview process to solicit opinion on the community policing model from the same groups, as well as the local news media. Primary data sources included agendas and minutes from CPC meetings, Burnaby RCMP Detachment and Burnaby Youth Services Annual Reports, other Burnaby RCMP Detachment files, and survey/interview responses.

The measures associated with each of the indicators were researched, and conclusions drawn regarding the degree to which the indicators were reflected in the operation of Burnaby's community policing model. The overall conclusion from the review is that Burnaby's community policing model is working very well, and is a success. Conclusions associated with each of the seven indicators are as follows:

- Burnaby citizens are actively involved in policing their community.
- The Burnaby RCMP has a good track record, particularly from 2001 onwards, of using information provided by the community as a basis for police action or strategizing.
- The Burnaby RCMP has been very responsive and accountable to the community.
- Active prevention work, with a focus on solving underlying problems, plays a large and critical role in Burnaby's community policing model.
- The Burnaby RCMP has a limited record of *consulting* with the community on strategic and policing issues – and a strong record of *reporting* to the community on such items.
- The Burnaby RCMP provides good service to the community of Burnaby.
- The Burnaby RCMP's external communication is generally good.

The review also identified select areas where improvements can be made to the model. The following five actions are recommended as means to enhance the volunteer experience, to improve record-keeping, to maximize the use of existing programs, and to highlight connections between community concerns and police activities.

*Action #1: Volunteer Recruitment and Retention:* The City and the RCMP should develop a volunteer recruitment and retention strategy for community policing programs. Efforts

to track the contribution of volunteers will help to establish benchmarks, to track trends, and to develop an understanding of how changes in programs affect volunteering.

*Action #2: Record-Keeping:* Recent efforts to establish systems to consistently and comprehensively track volunteer numbers, volunteer hours logged, and volunteer activities and initiatives should be maintained and expanded. The City and the RCMP should develop templates for record-keeping at the CPOs to ensure that records of CPAC/CCG meetings and discussions, CPAC/CCG initiatives, RCMP reporting to CPACs/CCG, and public concerns raised at public meetings and police response to those concerns are kept.

*Action #3: Burnaby Youth Services Referrals:* Efforts by RCMP administration to promote increased police use of the City-funded Burnaby Youth Services (BYS) should be continued. Opportunities must be created within the detachment structure for BYS staff to meet with and orient current officers to the program.

*Action #4: Police Participation in Multi-Sectoral Problem-Solving Groups:* The Burnaby RCMP should clarify and communicate to its community partners the role that its officers have the capacity to play in multi-sectoral problem-solving groups. This would help to ensure that the expectations of groups desiring RCMP participation are not unrealistically high, and that limited RCMP resources are expended in the most efficient and effective way.

*Action #5: Community Consultation:* More explicit connections should be made by the RCMP between citizen comments or concerns and RCMP activities in order to ensure that consultation, as opposed to provision of information and/or reporting, is perceived by the community. The RCMP should strive to ensure that, when communicating with community members (e.g. at public meetings) or representative groups of community members (e.g., the CPC, the CPACs/CCG, CPO volunteers), it seeks input on community crime prevention priorities in addition to reporting on what the detachment is doing.

With Council endorsement of the results of the review, City staff, the Burnaby RCMP, and volunteers associated with community policing will take the lead in implementing the five actions. Most of the recommended actions are administrative in nature and, as such, do not require monetary resources for implementation. The one exception is the possible engagement of a consultant to assist with developing the proposed volunteer recruitment and retention strategy. As further work is undertaken to pursue this action, a future report would be forwarded through the Community Policing Committee to Council if additional resources are required.

With endorsement of the results of the *Review of Burnaby's Community Policing Model, 1995 - 2007* by the CPC and Council, implementation of the actions would begin in spring 2009. It is likely that all actions could be completed in 2009.

To: Community Policing Committee  
From: Director Planning and Building  
Re: Review of Burnaby's Community Policing Model, 1995 – 2007  
2009 March 12..... Page 5

### 3.0 CONCLUSION

Burnaby's Community Policing Model was introduced in 1995 as a vehicle for creating a crime prevention partnership of the RCMP, the City of Burnaby, and the community of Burnaby. The review of the model, undertaken in 2007 and 2008, aimed to assess the degree to which the model, as practiced in Burnaby, reflects the principles and objectives originally established for it.

The overall conclusion of the review is that Burnaby's Community Policing Model is working very well and is a success. Select areas where some improvements can be made are identified in five recommended actions, as outlined above. With endorsement by the CPC and Council in March 2009, implementation of the actions could begin in spring 2009. As noted, a further report would be submitted to Council if further resources are required to prepare a volunteer recruitment and retention strategy. It is likely that all actions could be completed in 2009.

It is recommended that:

- Council be requested to endorse the results of the *Review of Burnaby's Community Policing Model, 1995 – 2007*, summarized in this report, and detailed in Attachment 1, *attached*.
- a letter of appreciation from the Mayor and the Chair of the Community Policing Committee be sent to all members of the Community Policing Model Review Working Group thanking them for their commitment and contribution to the review; and
- a letter of appreciation from the Mayor and the Chair of the Community Policing Committee be sent to the following thanking them for their contribution to the review:
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  - Community Police Office volunteers who participated
  - the Block Watch, Victim Services, and Auxiliary Constable volunteers who participated.

  
B. Luksun, Director  
PLANNING AND BUILDING

JS/sla/sa  
Attachment

cc: City Manager                      Deputy City Manager  
Director Engineering              Director Finance  
OIC – RCMP                          Director Parks, Recreation & Cultural Services  
City Solicitor                         City Clerk