



Police Advisory Committee Governance Review Community Engagement Report

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From: Ryan Kineshanko, Community Facilitator

Department: Support Services

Subject: The Olds and District Community Policing Advisory Committee Governance Review

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1.0 EXECUTIVE SUMMARY

The Police Advisory Committee (PAC) requested assistance from the Town of Olds to conduct a governance review process by engaging stakeholders to gather information about the current mission, purpose, and structure of the PAC. The intent of the review is to help the committee make future decisions about how to best govern and structure the PAC, and best serve the community in a meaningful and productive manner. Results of the review focus on five core topics: Governance, Information Sharing, Collaboration, Community Needs, and Priorities & Planning. Key considerations built upon themes from the data begin on page eight.

Stakeholders appreciate having a venue to provide the opportunity for community groups to collaborate and share information about community policing needs. From a governance perspective, input suggests there is a desire to change the current committee structure to be more in line with Provincial policing committees' governance structures. (See Table 1 Committee/Advisory Committee Comparison as reference.) Input suggests a desire to have the PAC structured through an Olds Town Council bylaw to help guide the function and operation of the committee, and for the committee to have a clear mandate endorsed by Olds Town Council. There is also a desire to align committee composition with Provincial recommendations for police committee membership.

Other stakeholder input focuses on the PAC having an annual strategic planning process to identify key roles, resources, and priorities, as well as agree upon information sharing, oversight, and stewardship processes to support a collaborative approach to community policing. The remainder of the report reviews the society background, research methods, society history, governance & structure, promising crime prevention practices, key considerations, and finally a summary and recommendations.

2.0 BACKGROUND TO THE REPORT

The stated purpose of the Olds Community Policing Advisory Society (Society) is to work in partnership with the RCMP to proactively address community concerns and to implement strategies to improve crime prevention, enforcement and investigation through Community Policing initiatives.¹ Formed as a non-profit society in 1995, the Society is the overarching governance body of the Police Advisory Committee (PAC). The PAC has been an active, committed, and influential group in the local and provincial community-policing arena for the past twenty-one years.

The Society requested assistance from the Town of Olds to engage PAC stakeholders and conduct a governance review process of the committee. Committee feedback about the current mission, purpose, and structure of the PAC prompted the review. The intent of the review is to help the Society make future decisions about how to best govern and structure the PAC and best serve the community in a meaningful and productive manner.

Current PAC membership includes representatives from Alberta Protective Service; Citizens On Patrol (Olds & Bowden); Fish & Wildlife; Mountain View County Rural Crime Watch; Olds College Students Association; Olds & District Chamber of Commerce; Olds High School, Olds RCMP Detachment; Olds Search & Rescue; Olds College; and the Town Of Olds.

The next section discusses the engagement methods the Town used to complete the review.

3.0 METHODS

The Town of Olds actively involves citizens and local groups and agencies in planning for the future of our community. We know improved decision-making arises from engaging the public and community groups in providing input and advice.

3.1 Inclusive collaboration is an engagement principle of the Town of Olds. Through inclusive collaboration, the Town strives to team with our partners and make every effort to reach, involve, and hear from all of those affected directly and indirectly by an issue.

3.2 Underpinning our engagement approach is a participatory action research (PAR) method guiding the review.² As a method, PAR seeks to take a democratic, empowering, and humanizing approach to assist local stakeholders understanding of their own situation and help them to resolve issues they deem important.

PAR uses a “look, think, act” routine, where information is “looked at” and gathered to define and describe the situation, allowing stakeholders to build a picture of the current state. The “thinking” stage asks the question, “What is happening here?” where information is explored and analyzed in an attempt to make sense of the information and figure out how/why are things the way they are.³ The final stage “act” involves the reporting of the findings to inform local stakeholders about the information. Ownership of the situation rests with local stakeholders whom then decide what information is important and what to do with the results.

3.3 Three approaches to gathering information were used in order to provide a balanced review.

¹ <http://www.oldsruralcrimewatch.ca/cpolds.html>

² Town of Olds Engagement Policy 117C. January 28, 2013

³ Ernest T. Stringer (1999). Action Research (Second Edition). London: Sage Publications, 279pp

1. An electronic survey (Appendix A) distributed to forty-nine PAC stakeholders using the PAC email distribution list. Hard copy (paper) surveys were sent to one stakeholder without an email address. The survey design sought to gather qualitative data from targeted stakeholders to gather input regarding verbal descriptions of people's experiences, perceptions, opinions, feelings and knowledge. The information gathered from the survey was themed into "topics." The number of times a topic was identified was counted and totaled to estimate the magnitude of the topic.
2. A review of literature complemented the survey guided by the question, "How are leading practice police advisory committees governed and structured in the Province of Alberta? The literature review summarized & synthesized relevant source information.
3. A document review (Appendix B) gathered relevant documented information from Society & Town of Olds documents.

The next section reviews the response rate and the sample size of the stakeholder group.

4.0 RESPONSE RATE & SAMPLE SIZE

Response rate refers to the number of people who answered the survey divided by the number of people in the sample. Twenty-six of forty-nine stakeholders responded providing an adequate sample size and return rate of fifty-three percent. The response rate includes fully complete (20), partially complete (3), and non-completed surveys in the numerator (3).

Adequate sample size in qualitative research is ultimately a matter of judgment and experience in evaluating the quality of the information collected against the uses to which the information is acted on.⁴

The next section provides a brief overview of the Society history focusing on developmental governance activities, and community / provincial initiatives the Society lead and/or participated.

5.0 SOCIETY HISTORY

The Society held its inaugural meeting on November 28, 1995 electing officers and drafting its terms of reference. The original thinking behind forming the policing advisory group as a non-profit society was to take advantage of grant funding opportunities available to non-profit societies to support the Society and PAC development.⁵

The Olds Community Policing Advisory Society (Society) has played a leading role in many community-policing initiatives working with its partners in the Town of Olds and surrounding communities since 1995, a period of 21 years. The Society and local community has been an early adopter of the community policing movement in Alberta. The Society is the overarching governance organization of the police advisory committee (PAC).

⁴ <http://www.ncbi.nlm.nih.gov/pubmed/7899572> Res Nurs Health. 1995 Apr; 18(2):179-83. Sample size in qualitative research. Sandelowski M1.

⁵ Interview with Judy Schlichenmayer, April 29, 2016.

The first governance review of the committee occurred in August of 1999 conducted by Alberta Municipal Affairs. The review recommended the creation of an advisory committee called the “Public Advisory Committee on Protective Services”, which was subsequently endorsed by The Town of Olds.⁶ In September 2000, the Society disbanded the Public Advisory Committee on Protective Services and renamed the committee, “The Olds and District Community Policing Advisory Committee.”⁷

On May 12, 2008, the Town of Olds Chief Administrative Officer originated a Request for Decision (RFD) to Olds Town Council about, “Establishing Policing Committees.” Ms. Kristine Wolski, from the Solicitor General and Public Security, Government of Alberta, presented to Council about, “Establishing Policing Committees.” The recommended action resulting from the RFD was, that Council thank Ms. Kristine Wolski for the presentation on establishing policing committees and provide direction to Administration.⁸

In March, 2011, the Society held a “Society Organization Review and Planning Workshop” where they defined their mission, operating principles, 2011-2014 Goals (4), reviewed membership, and identified trends, issues, challenges, assets, and opportunities impacting Olds & District seven.

In January 2012, the Society held a discussion about incorporating PAC into the Safe Communities Committee.⁹ In January 2016, the PAC requested assistance from the Town of Olds to conduct a governance review process and engage stakeholders to gather information about the current mission, purpose, and structure of the PAC. The intent of the review is to help the committee make future decisions about how to best govern and structure the PAC, and best serve the community in a meaningful and productive manner.

On March 22, 2016, to support the governance review, Lesley Kelly, Manager, Policing Oversight & Funding Programs, Law Enforcement and Oversight Branch Justice & Solicitor General, presented to the PAC about “Police Advisory Committee (PAC) Roles & Responsibilities Overview.”¹⁰

A historical developmental timeline (Figure 1- Formative Governance Activities) highlights the key Society activities from November 28 1995 to present. The timeline highlights eight noteworthy governance activities and conversations. For more information about the Society, history and activities please refer to Appendix C.

⁶ <http://www.oldsruralcrimewatch.ca/cpolds.html>

⁷ History document. <http://www.oldsruralcrimewatch.ca/pdfs/ocphist.pdf>

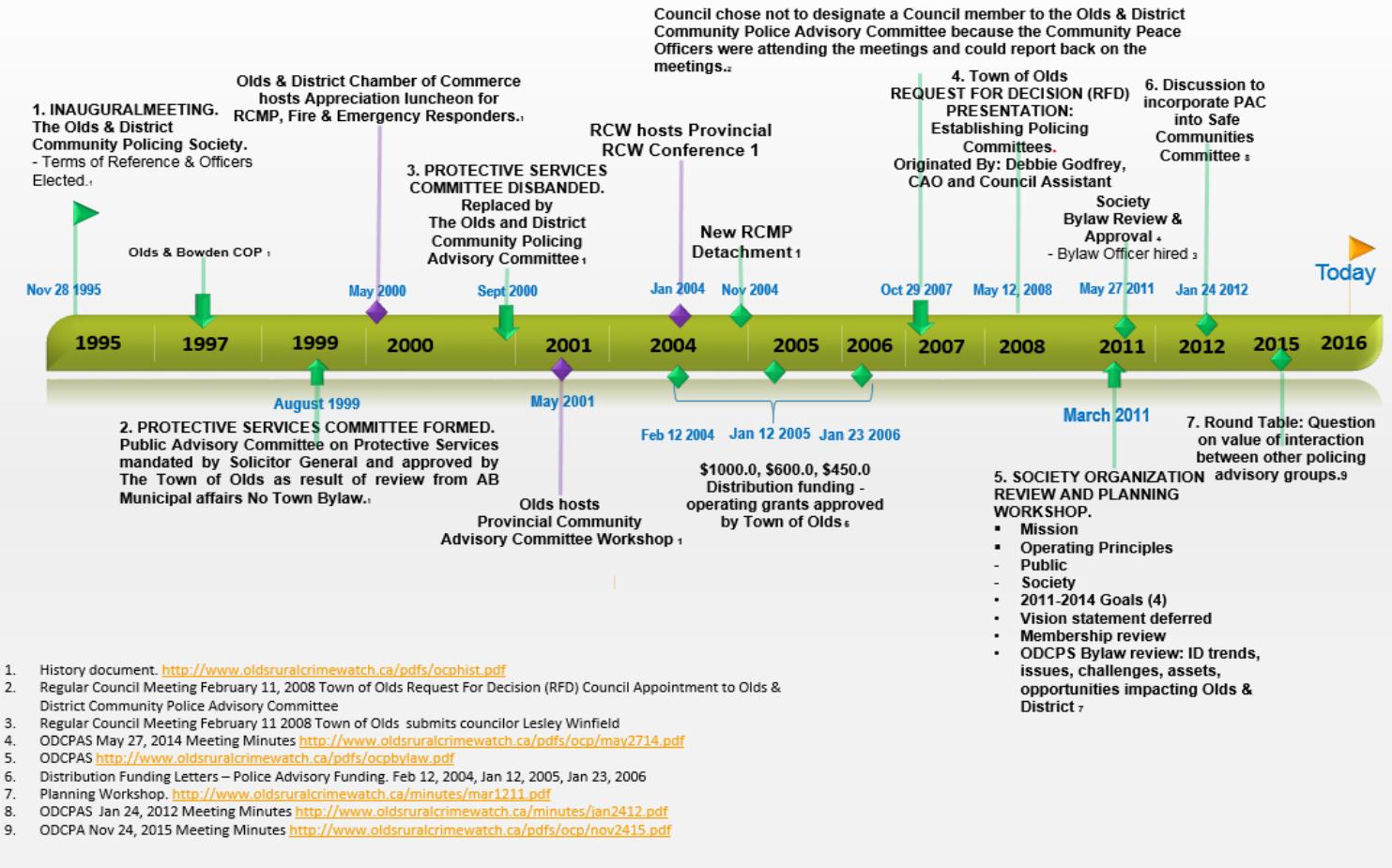
⁸ Town of Olds Request for Decision (RFD) originated by Debbie Godfrey, CAO and Council Assistant. May 12 2008.

⁹ ODCPAS Jan 24, 2012 Meeting Minutes <http://www.oldsruralcrimewatch.ca/minutes/jan2412.pdf>

¹⁰ Lesley Kelly Manager, Policing Oversight & Funding Programs Law Enforcement and Oversight Branch Justice & Solicitor General, March 22, 2016

Figure 1- Formative Governance Activities

History – Society Governance Activities



The next section reviews key considerations resulting from the data analysis and themes.

5.0 KEY CONSIDERATIONS - DATA ANALYSIS & THEMES

Stakeholder data was analyzed and themed to derive key considerations for the PAC to review. The following section reviews key considerations from stakeholder input, the main topics based on stakeholder input, and the number of times each topic was referenced in the data for each question.

Question #1: What has worked well? Focus on what it is you appreciate about the PAC. (27 responses)

Key Considerations: The most appreciated topics about PAC are having a venue and structure to provide the opportunity for community groups to collaborate and share information about community policing needs. Of the twenty-seven inputs seven were off-topic expressing the PAC provides no-value, two expressed the PAC has an unclear mandate, and one stakeholder expressed concern about the municipal policing role. Three stakeholders chose not to respond to question #1.

Topics | # of times topic referenced (data points)

- Collaboration: 14
- Information sharing: 9
- Community needs 8
- Venue: 3

Off-topic & # of times topic referenced (data points)

- No value: 4
- Unclear mandate: 2
- Municipal policing role: 1
- N/A (no response): 3

Question #2: What do you see as the ideal outcomes of the committee? What should the PAC focus be? (24 responses)

Key Considerations: The outcomes and focus of the PAC should be information sharing, collaboration, community needs/safety, identifying priorities, and checking the progress of the committee. One input suggests securing a school resource officer as a focus. Information sharing and collaboration are the dominant topics followed closely by community needs/safety. Input suggests the PAC focus should be acting as an advisory body to communicate with the public about policing / safety issues, and having a two-way dialogue with the police focused on community needs/safety. How the PAC works together and interfaces with the local detachment to identify mutual priorities and check its progress, while acting as a liaison between Town Council and the RCMP, are key outcomes and focus considerations moving forwards.

Topics | # of times topic referenced (data points)

- Information sharing: 10
- Collaboration: 8
- Community Needs/Safety: 7
- Identify priorities: 6
- Processes/Progress check: 2
- School Resources Officer: 1

Question #3: To achieve the ideal outcomes you described in question #2, what do you see as the challenges/barriers to doing so? (23 responses)

Key Considerations: Challenges/barriers to achieving PAC outcomes are resources (human and financial), governance, information sharing, and processes. Stakeholder input about resource barriers refer to a lack of engagement and participation of community and committee members, recruitment challenges, governance expertise, and overall commitment. Input about financial barriers suggest the current funding model gets in the way of implementing goals as well as hinders the ability to hire resources.

Governance input points to a desire to align with provincial PAC frameworks, rather than operate under the current non-profit structure. Governance input includes the desire for Town Council to pass a bylaw to create and structure the PAC. Three responses refer to the role of the PAC chairperson as hindering the PAC in terms of the way business is conducted, and demonstrating a lack of understanding or time to achieve the PAC vision and mission, and keeping the PAC on track. Other barriers to PAC achieving its outcomes are information sharing and internal processes. How the PAC disseminates information into the community, how the PAC provides relevant information to the RCMP, and the quality of the information shared among stakeholders, are barriers to achieving PAC outcomes.

Topics | # of times referenced (data points)

- Resources: Human & Financial: 12
- Governance: 7
- Information Sharing: 4
- Processes: 3
- N/A: 2

Question #4: What are your expectations of a PAC? (21 responses)

Key Considerations: Based on stakeholder input, the expectations of the PAC are to act as a forum for collaboration and information sharing to identify priorities and assign resources focused on community needs/safety. Collaboration and information sharing show up consistently in the data. Providing strategic direction and setting community-policing priorities, in collaboration with Town Council and the police, are consistent themes throughout the data.

Topics | # of times referenced (data points)

- Collaboration: 13
- Information Sharing: 13
- Identifying priorities: 5
- Community needs/safety: 3
- Governance: 2
- Resources: 2
- Lobbying: 1

Question #5: In what ways can you or your organization contribute to the PAC? (24 responses)

Key Considerations: Based on stakeholder feedback, the majority of stakeholders think they can contribute through information sharing and participation. Input also reveals a willingness to contribute by providing structure (framework & mandate, Council representation, facilitation & administrative support) and to provide enforcement.

Topics | # of times topic referenced (data points)

- Information sharing: 13
- Participation: 10
- Structure: 4
- Collaboration: 4
- Enforcement: 1

Question #6: Please share any additional information you think will be valuable in moving the PAC forward. (16 responses)

Key Considerations: Other valuable information for PAC to consider focuses heavily on the structure & governance of PAC. Of sixteen respondents, fifteen data points relate to how the PAC is currently structured and governed. Structure and governance considerations include:

- PAC structured through Town Council bylaw to guide the function and operation of the PAC with a clear long-term mandate endorsed from respective Councils following the provincial standard for PAC.
- One PAC for Mountain View County where regional goals and objectives are identified and prioritized.
- Changing the composition of the committee to include civilian RCMP members to help govern the committee and ensure committee members are subject to a conflict of interest policy and background screening.
- Detachment leadership liaison (non-voting), rotating administrative support (annual or biannual rotation from Core members as capacity to do so).
- Appointed Councilor from each of three core members, 2 appointed members from Olds community (area as define in the MVC Town MOA - possibly appointed by ICC) - 3 year term, 2 members at large residing in the Detachment area appointed by the Committee per a public application process.

Other stakeholder input focuses on the PAC having an annual strategic planning process to agree upon and identify roles, resources, priorities, and oversight to provide direction and stewardship using a collaborative approach to community policing.

Topics | # of times referenced (data points)

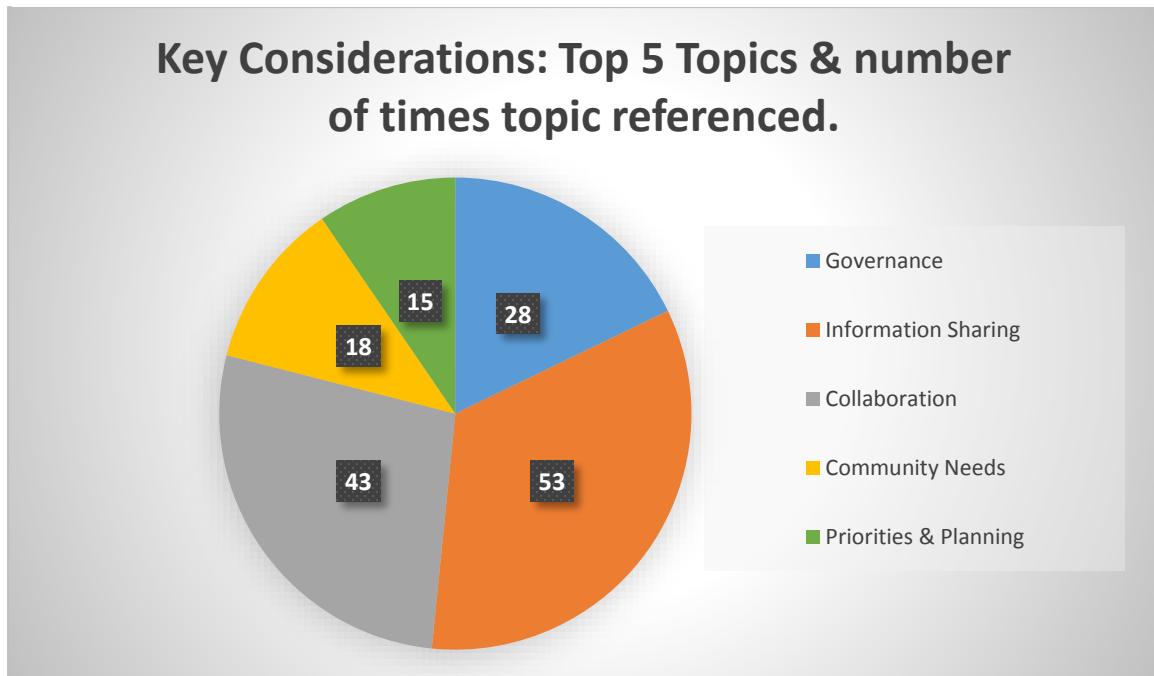
- Structure & Governance: 15
- Information sharing: 4
- Collaboration: 4
- Planning: 4
- Resources – human: 4
- Training: 1

The next section reviews the magnitude of the results. The magnitude of results are inherently subjective in-terms of what the results mean and/or the significance of stakeholder input. In a general sense, by identifying the top five topics based on the number of stakeholder responses, the data provides a picture of the amount of input for consideration by the committee.

7.0 TOP FIVE TOPICS

The data gathered from the survey was analyzed and themed into similar “topics.” The number of times each topic was referenced by stakeholders was totaled to estimate the magnitude of the topic.

Figure 2: Magnitude of Data: Top 5 Topics



8.0 GOVERNANCE PRACTICES

This section provides a general overview of the Acts and policies guiding the governance and structure of policing committees and the Provincial oversight structure in the Province of Alberta. The section also provides a snapshot of the Alberta municipalities affiliated with the Alberta Association of Police Governance are their committee type and structure.

8.1 Acts & Policy

When municipalities contract with Canada, rather than forming their own municipal police service, for the provision of policing services, the Alberta Solicitor General and Public Security recommends forming policing committees pursuant to Section 23(2) of the Police Services Act.

Establishing police committees and greater involvement of local municipal authorities in the identification and establishment of local policing objectives is considered an excellent method to ensure appropriate local RCMP governance.

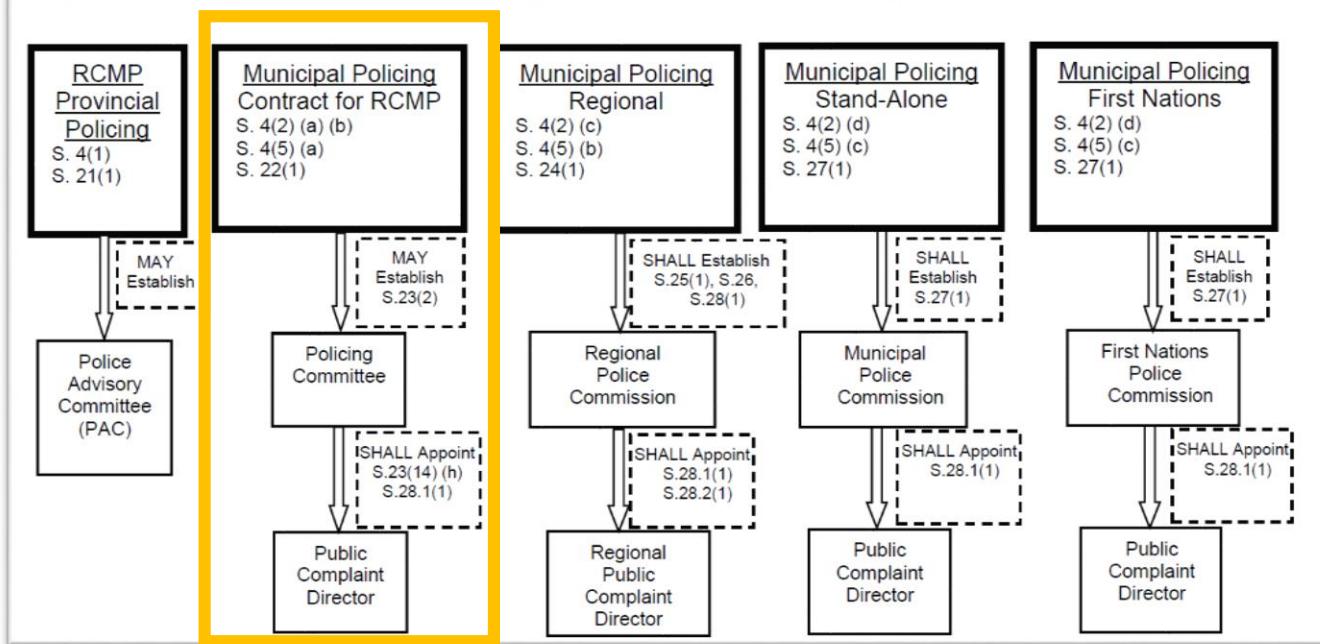
Section 23 (2) of the Alberta Police Act does not mandate municipalities establish a policing committee, but states in the policy municipalities, "may establish a policing committee." (See figure 2 – Municipal requirements & responsibilities).

This distinction of the policy places the requirements, responsibilities, and decision to create a policing advisory committee with local municipalities; the policy supports and encourages local ownership, accountability, and governance of policing committees.

Figure 3 - Municipal Requirements & Responsibilities

Alberta Police Act

The Alberta Police Act mandates the Government of Alberta to ensure adequate and effective policing is maintained throughout Alberta. The Police Act sets out requirements and responsibilities of municipalities, police services, police commissions, policing committees, and the Public Complaint Director.



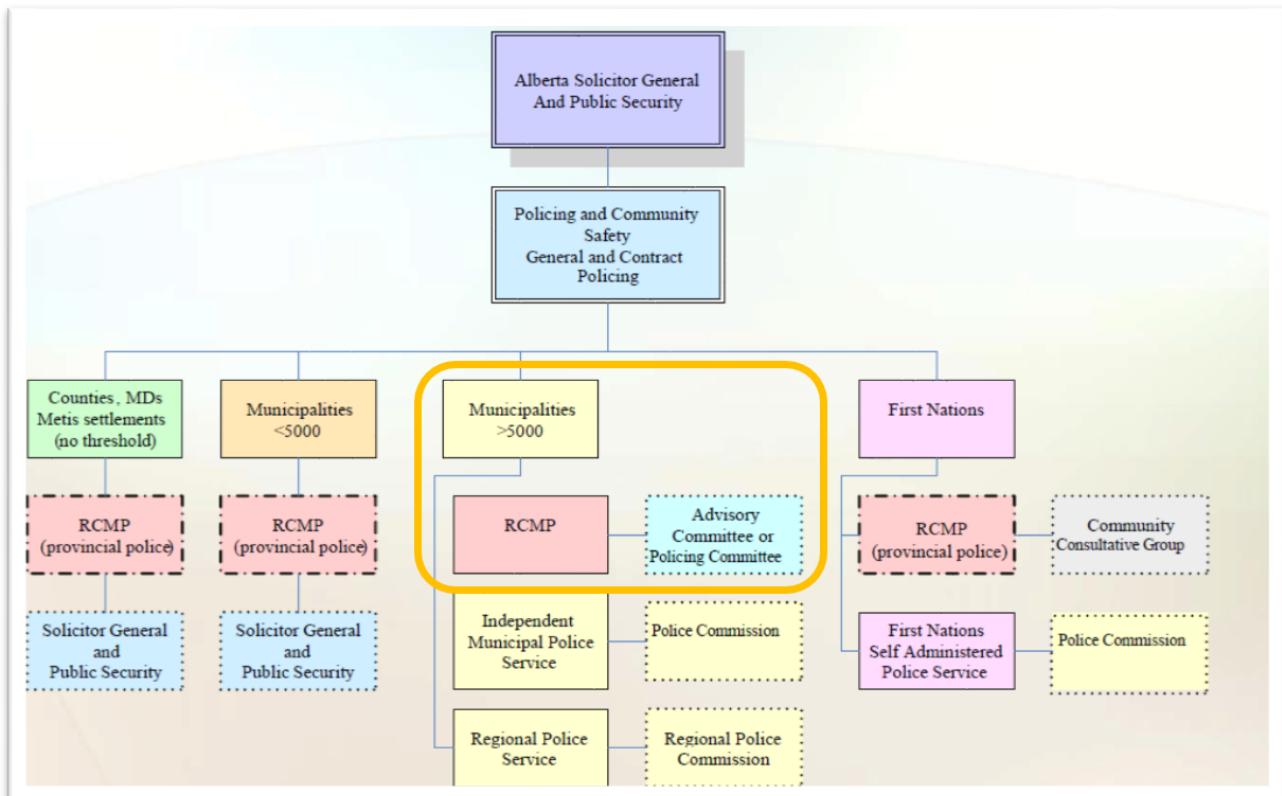
8.2 Provincial Oversight¹¹

Alberta municipalities with populations more than 5,000 persons must provide for their own municipal policing. Municipalities have the option of contracting with Canada for the services of the RCMP. Municipalities electing to contract with the RCMP signs a Municipal Police Service Agreement (MPSA) with the federal government to provide services of the RCMP.

The cost of policing is shared between the municipality and the federal government (70/30 percent respectively, until a population threshold of 15,000 is reached at which point the cost share moves to 90/10).¹²

The following diagram provides a snapshot of the Provincial oversight of policing in Alberta. The Town of Olds contracts with the RCMP, which is highlighted in the diagram.

Figure 4 Provincial Oversight



¹¹ Emerging Accountability. Kristine Wolski. Government of Alberta. Solicitor General and Public Safety

¹² The Ministry of Justice & Solicitor General and Alberta Association of Police Governance (AAPG) handbook

8.4 Establishing Municipal Police Committees

There are generally two preferred options for municipalities to form local policing committees, Community Advisory Committees (CAC), which are established by the local detachment commander, and Policing Committees (PC) created through a municipal bylaw or resolution.¹³ The following table (Table 1 – Committee / Advisory Committee Comparison)¹⁴ provides a comparison of how each option is structured.

Table 1 Committee/Advisory Committee Comparison

Structure	Policing Committee (PC)	Community Advisory Committee (CAC)
Establishment of	Created through municipal bylaw or resolution	Established by the Detachment Commander
Governance rules	Council prescribes the rules governing the operation of the policing committee	Detachment Commander determines how the CAC functions
Appointments	Council appoints members	Appointed by Detachment Commander
Membership	Not less than 3 or greater than 12	Determined by Detachment Commander
Composition	Council member of municipal employee membership varies depending on the size of the committee, but neither can serve as chair or vice-chair	
Remuneration	Council may provide reasonable remuneration or a gratuity allowance	
Term	Between 2 & 3 years (maximum 6 consecutive years)	
Public Complaints Director	Committee appoints	
Municipal Policing Agreement (MPA) Oversight	Oversees the administration of the MPA as delegated by the Mayor or CAO	
Yearly plan	In consultation with the Officer in Charge, develops a yearly plan of priorities and strategies for municipal policing	Advises the Detachment Commander on the policing concerns and problems of the community
Direction to Detachment Commander	Issues instructions to the Detachment Commander respecting the implementation and operation of the yearly plan	
Collaboration between Council and Detachment	Represents the interests and concerns of the public to the Detachment Commander	Serves as a communications vehicle back to the community
Detachment Commander selection	Assists in the selection of the Detachment Commander	

There are an estimated three hundred and fifty-six registered municipalities in the Province of Alberta. Of the 356 municipalities, thirty-one (12%) are members of the Alberta Association of Police Governance (AAPG), including the Town of Olds. The next section reviews the thirty-one municipalities whom are members of the AAPG, how municipalities have been structured as committees, commissions, councils, or societies, and whether each municipality has a policing committee in place.

¹³ Establishing a PAC Lesley Kelly. Manager, Policing Oversight & Funding Programs. Law Enforcement and Oversight Branch, Justice & Solicitor General, March 22, 2016

¹⁴ Adapted: Town of Olds Request For Decision (RFD). Presentation: Establishing Policing Committees. Debbie Godfrey, CAO and Council Assistant. May 12, 2008.

8.5 Municipal Police Committee Structures

As mentioned above, there are an estimated three hundred and fifty-six registered municipalities in the Province of Alberta, thirty-one of which are members of the Alberta Association of Police Governance (AAPG), including the Town of Olds. This section reviews the municipalities whom are members of the AAPG, how the municipalities structure themselves as committees, commissions, councils, or societies, and whether each municipality has a policing committee in place. Table 2 provides a snapshot of the current structure of each member municipality of AAPG.¹⁵

Table 2 – AAPG Snapshot: Municipal Policing Governance

Committee	Commission / Council	Ad hoc or no committee	Society
 Blackfalds Policing Committee	 Blood Tribe Police Commission	 Clearwater County (Highway Patrol) No Police Committee	 Town of Olds Olds & District Community Policing Advisory Society Police Advisory Committee
 Canmore Policing Committee	 Calgary Police Commission	 Chestermere Protective Services No Police Committee	
 Coaldale Police Advisory Committee	 Camrose Police Commission	 City of Leduc No Police Committee	
 Drumheller & Area Policing Committee	 Taber Police Commission	 City of Lloydminster No Police Committee	
 Fort Saskatchewan Policing Committee	 Edmonton Police Commission	 City of Red Deer Community Safety Ad Hoc Committee	
 Fort Saskatchewan Policing Committee	 Lakeshore Regional Police Commission	 Rocky View County Calgary Community No Police Committee	
 High River Policing Committee	 City of Lacombe Lacombe Police Commission	 Town of Cardston No Police Committee	

¹⁵ <http://www.aapg.ca/members/olds-district-community-policing-advisory-society>

 Hinton Police Advisory Committee	 LRPC Lethbridge Regional Police Commission Lethbridge Police Commission	 Whitecourt Town of Whitecourt No Police Committee	
 Pincher Creek Police Advisory Committee	 Medicine Hat Police Commission	 Lac La Biche County Protective Services No Police Commission	
 Okotoks Public Safety Advisory Committee	 Tsuu T'ina Police Commission		
	 Yukon Government Yukon Police Council		

9.0 Promising Practices: Crime Prevention through Social Development

Research in the community and social development sector provides promising crime prevention information. Inadequate social conditions such as housing, family income, and education that leave their deepest marks on children and youth and are risk factors that can lead to a criminal pathway in life. By improving community social conditions using social interventions that address risk factors, communities provide new opportunities for young people and families that serve as protective factors against criminal behavior.

Evaluations done in Canada, the U.S., Europe and (Figure 5 Community Development Crime Reduction Statistics) other countries reveal that certain social interventions work, they are cost-effective, and they provide additional social benefits and can yield positive, measurable benefits within three years, with reductions in crime of 25% to 50% within 10 years.

"Given the important financial, social and personal costs of crime, investments in crime prevention through social development make economic and social sense. The Canadian government acknowledged this principle when they created the National Crime Prevention Strategy (NCPS) in 1998.¹⁶

Figure 5 - Community Development Crime Reduction

Social interventions can yield positive, measurable benefits within three years, with reductions in crime of 25% to 50% within 10 years.

¹⁶ <http://www.ccsd.ca/resources/CrimePrevention/index.htm>

9.1 Social Interventions that Work

Several social interventions have shown to reduce the risk factors known to lead to an increasing risk for social displacement and criminal behavior. Issues such as low family income, poor housing and unaddressed special needs, increase the likelihood that when a child grows up, they will come into trouble with the law as a teenager and adult. Community initiatives focusing on building community, improving family income, housing affordability and quality, early education, and addressing special needs populations, have shown to decrease the likelihood of the development of criminal pathways from childhood to adulthood.

Early intervention into the lives of children and families at risk has shown to be the most effective in preventing crime. The cumulative effect of multiple risk factors is the most damaging to children. Interventions that address multiple risk factors and build on the existing strengths of individuals and communities tend to be the most effective approaches.

A number of key social interventions reduce the risks of criminal involvement, including:

- Building Community (Neighborhoods)
- Addictions Treatment
- Countering Violence
- Early Childhood Education
- Employment
- Housing
- Income
- Positive Parenting
- Recreation
- Rehabilitation
- Secondary Education
- Special Needs Programming

Building on individual and community strengths, and identifying gaps in key areas related to reducing the risk of criminal involvement, has shown to be a positive strategy. Crime prevention through social development has shown to be cost-effective and has shown other positive impacts including a reduction in human suffering and an increase in the social contribution of at-risk individuals.

10.0 SUMMARY

The governance review results highlights the top five topics and key considerations for the PAC to consider reviewing its governance and structure. The review also highlights acts & policies guiding policing committees, municipal requirements & responsibilities for committees, recommended Provincial oversight guidance for establishing policing committees, how municipalities in Alberta structure police committees, and promising practices related to crime prevention.

10.1 Recommendations

1. Share the Governance Review report with PAC stakeholders.
2. As a committee:
 - Discuss the report and make sense of the report contents.
 - Come to agreement & understanding about the report contents and what is important.
 - Identify priorities.
 - Agree on next steps and create an action plan to implement required changes.

The Town of Olds is grateful for the opportunity to support the Town of Olds Community Policing Advisory Society, and the Police Advisory Committee, in their efforts to help make future decisions about how to best govern and structure the PAC and best serve the community in a meaningful and productive manner.

APPENDIX A: ELECTRONIC SURVEY

Town of Olds – Police Advisory Committee Governance Review

Survey

The Town of Olds is conducting a survey on behalf of the Olds & District Community Policing Advisory Society and the Police Advisory Committee (PAC).

The purpose of the survey is to collect PAC stakeholder feedback about the PAC mandate, the goals of the PAC, and the added value PAC offers to members.

PAC Stakeholder feedback will be collected, analyzed, themed, and a stakeholder report will be prepared and distributed to stakeholders.

We value your input and expertise.

Sincerely,
Town of Olds

- ① What has worked well? Focus on what it is you appreciate about the PAC.

- ② What do you see as the ideal outcomes of the committee? What should the PAC focus be?

- ③ To achieve the ideal outcomes you described in question #2, what do you see as the challenges/barriers to doing so?

- ④ What are your expectations of a PAC?

- ⑤ In what ways can you or your organization contribute to the PAC?

- ⑥ Please share any additional information you think will be valuable in moving the PAC forward.

APPENDIX B: DOCUMENT REVIEW

Olds & District Community Policing Society Meeting Minutes

- March 22, 2016
- January 26, 2016
- November 24, 2015
- September 22, 2015
- May 26, 2015 AGM
- March 24, 2015
- January 27, 2015
- November 25, 2014
- September 23, 2014
- May 27, 2014
- March 25, 2014
- January 28, 2014
- November 26, 2013
- September 24, 2013
- May 28, 2013 (AGM)
- March 26, 2013
- January 22, 2013
- December 4, 2012
- October 16, 2012
- May 22, 2012
- March 27, 2012
- January 24, 2012
- November 22, 2011
- May 24, 2011
- March 12, 2011 (Planning Workshop)
- Minutes/Agendas
- Olds & District Community Policing Society Bylaws
- Mission & Goals
- Key Goals 2011 - 2014
- History 1995 - 2004
- Police Service Delivery and Costing, Analysis
- Town of Olds Speed Zones Review, September 2010
- History document. <http://www.oldsruralcrimewatch.ca/pdfs/ocphist.pdf>
- Regular Council Meeting February 11, 2008 Town of Olds Request For Decision (RFD) Council Appointment to Olds & District Community Police Advisory Committee
- Regular Council Meeting February 11 2008 Town of Olds submits councilor Lesley Winfield
- ODCPAS May 27, 2014 Meeting Minutes <http://www.oldsruralcrimewatch.ca/pdfs/ocp/may2714.pdf>
- ODCPAS <http://www.oldsruralcrimewatch.ca/pdfs/ocpbylaw.pdf>
- Distribution Funding Letters – Police Advisory Funding. Feb 12, 2004, Jan 12, 2005, Jan 23, 2006
- Planning Workshop. <http://www.oldsruralcrimewatch.ca/minutes/mar1211.pdf>
- ODCPAS Jan 24, 2012 Meeting Minutes <http://www.oldsruralcrimewatch.ca/minutes/jan2412.pdf>
- ODCPA Nov 24, 2015 Meeting Minutes <http://www.oldsruralcrimewatch.ca/pdfs/ocp/nov2415.pdf>

APPENDIX C: OLDS COMMUNITY POLICING ADVISORY SOCIETY HISTORY

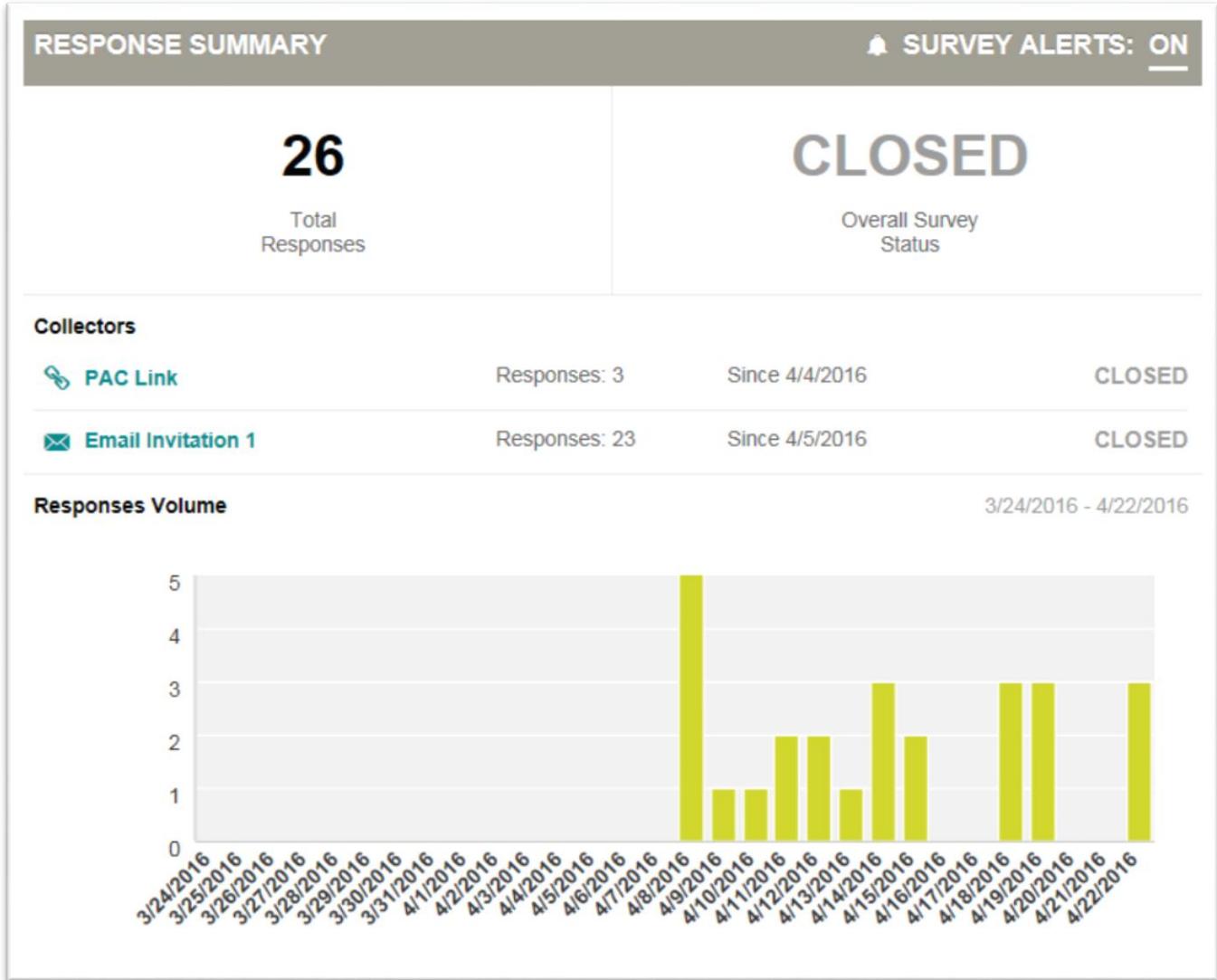
- November 28, 1995 – Inaugural Meeting – Terms of Reference & Officers Elected.
- January 30, 1996 notes:
- 1996 – Concerns on restructuring the RCMP in rural detachments; reduction of rural officers to move to Freeway.
- Crime Report – “Educating residents & businesses to be aware of incidents in their neighborhoods is viewed as a successful strategy in deterring crime.”
- Armed robbery @ Olds Hotel – suspect caught because witness got description and license number of vehicle.
- Bowden Redi-Mart robbery to be profiled on Crime Stoppers
- Hwy. 27 & 2A – 4-way stop recommended. “AB Transportation doesn’t view intersection having unusual safety record. Lobby will continue
- Education blitz for J-walkers & unsafe crossing @ OHS
- RCMP presence @ OC liquor function. RCMP presence seen as positive & working well.
- Police Visibility – Suggestion of bike patrols
- Training Workshop – Robbery Prevention for high risk businesses
- Oct 22, 1996 – Community Policing – Red Deer Sub-division Red Deer Municipal Detachment
- April 14, 1997 – Learning for Success '97 CAC Workshop
- Olds Detachment Community based policing initiatives:
 - 1. School liaison officers/PACE Program (Police Assisting Community Education grade 5-7
 - 2. Olds Emergency Response
 - 3. Bike Patrol
 - 4. Stop Theft / Business Watch
 - 5. O & D Community Policing Advisory Society
 - 6. RCW
 - 7. COP – Olds & Bowden
 - 8. COSP – started 1996
 - 9. CAVSS
 - 10. O C Liaison Officer
 - 11. Neighborhood Place
 - 12. Community Constable
 - 13. Block Parent
 - 14. Special Olympics
 - 15. Olds RCMP Awareness Day
 - 16. Youth Sports
- June 3, 1997 Open house held
- August 1999 – Town of Olds approves Public Advisory Committee on Protective Services as result of review from AB Municipal affairs. COMMITTEE CREATED

- January 18, 2000.
- Crime Report – Frauds up 129% - time consuming with search warrants and grounds for evidence gathering. Community Constable working on alcohol awareness & safe drinking week. Officers trained on new intoxilizer system. Secondary highways response now moved to Provincial control. New Impaired Driving Legislation - loose license immediately. Satisfaction in shredding on the spot.
- College – new Code of Conduct Policy – Staff & Students – On & off College property. Mock accident done @ OC with support of CAC.
- Riding in back of trucks becomes illegal.
- March 2000 + thefts in dealership lots. Latest scam – theft on the go – stripping new vehicles on railway cars being transported.
- Sgt. Requests lobby to govt. for support of resources for May long-weekend patrols, etc
- Provincial RCW - AGM @ Beaverlodge – stressed Eco terrorism.
- May 16, 2000 – Support Bike Rodeo @ OES. Receive grant for Bike Rodeo & safe driving
- Bowden rest stop – RCMP office.
- letter to town re: school zone designation on 54th street (by Harmattan green).
- Support to continue Community Constable.
- Olds & District Chamber of Commerce hosts Appreciation luncheon for RCMP, Fire & Emergency Responders
- September 2000 – Solicit Gen- receive grant for school sign upgrading
- Shortages of RCMP recruits as depot scales back – lobby to increase
- Town Protective Advisory Committee disbanded and replaced with CAC
- Delegates report on Crime Prevention Symposium @ Rocky
- Chinook Edge eliminates bussing for safe grad
- October 2000 – Mock accident @ OC – joint project of CAC and OCSA
- May 2001 – 2 delegates for ACCPA Annual Conference
- Plan Armed Intruders Preparedness presentation at OC
- Lobby to increase crown attorneys
- Letter of support to move OHS
- Consider speed boards
- Olds hosts Provincial CAC Workshop
- Letter to Sol Gen. re: Health Info Act – constraints imposed on RCMP to protect public
- Letter to Town re: recommend Stop Lines on crosswalks for schools
- November 2000
- CAC requested to hold information sharing meeting of Emergency Plan groups so everyone knows their role and others roles.
- CAC puts Crime Prevention Tips in paper for visibility
- Traffic speed control reports reviewed by CAC. Traffic classifiers gather stats for Olds & Sundre
- OC – Students Crime Stoppers Program started

- November 19, 2001 – AB Minister of Transportation responds to our letter for Hwy. 27 improvements including traffic signal equipment upgrades & coordination, intersection improvements & access mngrt. Alterations to assist with planning for town's future growth.
- Nov 3, 2001 – Community Policing Advisory Committees Millennium Symposium:
- Jan 2003
- Letter to support Special Constable enforcement of highways. Presentation of MVC Pan Endemic Emergency Plan
- Letter of disapproval to Infrastructure of change of speed on Hwy 27 west side. Kevin Heppler introduced as new constable for MVC. Jan 22 – 1st Police Officer for a Day – OES (provided funding)
- Feb 2003 – Letter O & D Chamber on traffic congestion – main street & 50th & 4-way stop at 57 received.
- March 2003 – Farm B & E's up. Step up work with RCW. Didsbury COP starts up. Fund 2 delegates for ACCPA Annual Conference. Special Constable shot on routine traffic stop near Grande Prairie.
- May 2003 – task team formed to address arrival of OC students
- MVC creates traffic plan for secondary highways. Letter of concern that Fish & Wildlife down to 1 officer.
- Nov 2003 – Lobby transitional speed zone west side of Olds Hwy 27. Presentation Drug Awareness. Website approved for creation: olds cac.org – by volunteer Geoff Lynn. Inspection Services gets +1 officer. Speed reader board purchased by town.
- August 5, 2003 – Article in Olds Albertan. Arrest @ Gun Point. 2 men on main street intent to commit robbery of business in Olds
- January 2004 – Olds RCW hosts provincial conference. RCW supports special constables to carry side-arms and to re-instate front license plates. Bill 207 coming forward to require motorists to reduce speeds passing emergency vehicles – letter to support bill. S & R – assist Edmonton with murder investigation. Traffic safety concerns @ Co-op corner – crossing lights for pedestrians should be lower for visibility
- Mar 2004 - Bowden Youth Group – council looking at creating skate board park. MVC working on rural traffic plan and rural addressing system. Penhold rail de-railment used in AB Disaster Services Workshop. 2003 impaired charges exceed 2002 which was thought to be highest ever, even though intoxilizer situated in Didsbury.
- May 2004 – Olds Skate Board Park grant initiative
- September 21-22, 2004 Okotoks hosts Prov AB Municipal Police Committee / Commission workshop
- November 2004 – Highway patrol unit (4) sought for Olds – Suggestion to province to install mile markers on Highway 2. New Detachment.

- Misc. Some of the presentations included: Crime Scene Protection; Impaired Vision Goggles; AMA – Mission Possible; Restorative Justice. Sgt Dave Lee wins Olds & District Chamber of Commerce Spark Plug award for Community Policing.
- QUOTE: A POSITIVE ATTITUDE CAUSES A CHAIN REACTION OF POSITIVE THOUGHTS, EVENTS AND OUTCOMES. IT IS A CATALYST ... A SPARK THAT CREATES EXTRA-ORDINARY RESULTS.

APPENDIX D: TOTAL RESPONSES



END