



# ***NEW DIRECTIONS***

*(C.I.D. Problem Solving Initiatives)*



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## **FOREWORD**

Detective services within most police organizations have traditionally directed their efforts towards law enforcement. Problem solving, for the most part, was concentrated on crime solving. However, while crime solving is and will continue to be a very important component of our overall problem solving mandate, it cannot stand alone.

The suppression of crime is a formidable and frustrating task. If we are to achieve any significant measure of success we must look beyond the arrest of offenders. The utilization of the criminal justice system as the sole means of problem solving is doomed to failure. Our judicial system is fraught with weaknesses, with no hope of redemption. As more avenues of investigation are cut off from us and police powers are further reduced, we must become more resilient and innovative in our efforts to maintain public safety. Detectives are now looking beyond the courts, and working in partnership with the community to seek crime solutions. This is where the truly beneficial pay-offs are.

Problem recognition and elimination is becoming the order of the day. By focusing on individuals only after crimes have been committed - by being reactive - police cut themselves off from opportunities for crime prevention. Perhaps there are ways to resolve trouble before it escalates into crime.

Detectives must view their jobs as looking at the wide spectrum of crime circumstances. Things like opportunities leading to criminal events, questionable behaviour leading to criminal acts. We have to look for ways to reach potential criminals before they cross the line into serious misbehaviour. Looking for ways to eliminate criminal opportunities, and altering those circumstances will result in real effective problem solving.

A.T. BUERGER  
Superintendent i/c  
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## PROBLEM SOLVING - IN MY MIND

When asked to do a project on problem solving initiatives by detectives - my first reaction was "Where do I start?" For me - a fourth year university student aspiring to be a police officer - this was an excellent opportunity to learn more about policing.

My "task" was to talk with as many detectives as possible and write about how they are dealing with problems they face on a regular basis. Usually, I talked with them more than once to ensure that I had a good understanding of the problems and their solutions. I tried to focus on actual initiatives that detectives have been involved in - but discovered detectives enjoyed letting me in on some amusing fictional scenarios as well.

I learned a lot about police work and problem solving. Most importantly, I recognized the need for all police officers to apply problem solving principles to their everyday work. Problem solving involves looking at a problem to determine if changes can be made to reduce the chances of it recurring. It involves doing what you can as an individual or as a group of individuals to deal with the situation you are faced with. Problem solving requires looking beyond policies and procedures that tend to rigidly dictate what a police officer's job encompasses.

Too often in society phrases such as, "It's not my problem," or "It's always been done this way," are echoed. Instead of trying new ideas, people get caught up in "routine" things; problem solving promotes proactive and innovative measures.

I believe the onus is on all police officers to look beyond going out to a call, making an arrest, and collecting some statistics that document the fact that they were actually working. There is a strong responsibility on the upper management of a police organization to encourage new ideas and allow people to implement them. If initial resolutions to a problem do not work, it can always lead to other, more innovative approaches. Besides, you always learn from your mistakes.

I would like to thank all the detectives, staff sergeants, and constables, who helped me with this project. Your time and input is greatly appreciated. I would also like to thank my supervisor, Sergeant Mike Bradshaw, who always put me "back on track," and allowed me the flexibility I needed in order to work on this project. Unfortunately, due to time limitations, I was unable to document all the initiatives that detectives have implemented or are currently undertaking.

This was a very rewarding, interesting project to have been involved with. I hope as readers you will learn something from these articles or at least come closer to understanding more about problem solving.

Tanya Paziuk  
Training Section (STEP Student)

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## **CIGARETTE THEFT**

### **PROBLEM**

Cigarette theft is a multi-million dollar problem in the Edmonton business community. In 1991, approximately 670 break and enters resulted in losses of over \$3 million worth of tobacco products. To make the situation worse for the business community, some insurance companies have refused to provide coverage on tobacco products. (Insurance companies have the right to deny insurance to any business who does not take adequate security precautions).

The recession, high tobacco prices, portability, ready market and high resale value are reasons why cigarettes have been an ideal target for thieves. As well, many businesses do not have adequate security, making access into their business and to the cigarettes easy for thieves. In addition, most businesses do not have their tobacco products identified, resulting in fewer arrests for this crime.

### **SOLUTION**

Operation B.U.T.T., *Bag Undesirable Tobacco Thieves*, executed in January 1992, was one method explored to combat cigarette theft. Eight Co-ordinated Crime Unit detectives initiated the project, for a trial period of two months, with two objectives in mind. First, detectives set out to stop the criminals committing this crime. Second, detectives wanted community feedback and assistance in finding a permanent solution to this problem.

In order to achieve the first objective, any information regarding tobacco thefts was followed up by detectives. Crime Stoppers tips and intelligence from within and outside the police service were utilized. All of this information was compiled in order to identify common crime patterns and to determine how the operation would be conducted.

The results were interesting: In total, including assistance provided to other investigations, 18 arrests were made, 17 new charges laid, six warrants were executed and four stolen

vehicles were recovered. (These 17 charges consisted of break, enter and theft, impaired driving, possession of stolen property, and theft.)

Although the results were encouraging, detectives had anticipated a much larger number of arrests for cigarette theft and break and enters. However, during the trial period, break and enters within Edmonton decreased substantially. In fact, only one tobacco theft-related break-in occurred on the second last day of the operation. Without criminals committing this crime it is difficult to have a large number of arrests. However, in the outlying areas of Edmonton the number of break and enters increased. One possibility is that thieves were aware that a police crackdown was under way and decided to pursue their criminal intentions elsewhere.

In addition, five businesses have been identified as suspects of selling stolen cigarettes. No charges were laid against the businesses, but they were approached and warned. Investigations will continue in order to ensure this activity does not persist. These businesses are aware that police are "on to them," and hopefully they will make an effort to clean up their affairs.

Liaison with the business community was established in order to develop a long term solution. A number of businesses were contacted by investigators to determine how knowledgeable businesses were about tobacco thefts. Detectives discovered that consistent awareness is necessary within the retail community and the public. Most businesses have not taken sufficient precautions to reduce cigarette theft.

For education purposes, resources from Media Relations Unit and Crime Prevention Unit will be used. Plans are underway for a media release, showing actual footage of break-ins occurring. As well, Crime Prevention Unit will be sending out information to all businesses who sell tobacco products. The material will include information on business security, shoplifting, and Operation Provident. (Operation Provident is a Canada-wide identification

program which provides each business with an identification number to mark all of their property.)

The meetings were very successful in exchanging ideas and uncovering some independent initiatives undertaken by local businesses:

1. A local grocery store was experiencing some problems with cigarette thefts because they were easily accessible. The store management made tobacco products less available to thieves by locking large quantities in a secure area. They also posted signs at the store entrances indicating to customers that all tobacco products on the premises are marked for identification. As well, this particular store is currently working on a non-removable identification label for their cigarette products. To date, there have been no further reports of cigarette theft from this store.

2. Another company responded to their theft problem by changing their policies. Overnight stops by a trucking company resulted in large quantities of cigarette thefts. Occasionally, thieves drove off with full trailers of tobacco products. Policy changes eliminated overnight stops and reduced knowledge of cigarette shipments to a "need to know," basis only. For this company, these small policy changes have eliminated this type of theft.

It is important to recognize these initiatives because some businesses do not look for long term solutions to problems such as theft. The goal of any good business is to make money. Taking extra precautions to avoid theft can be time consuming and costly to the business (ie. using security cameras or hiring security personnel). The Edmonton Police Service applauds efforts such as these, and encourages other businesses to follow their lead.

In addition to communicating with the business community, the Edmonton Police Service has sent a letter to the Crown Prosecutor's Office. The letter emphasizes the magnitude of this problem and recommends that prosecutors bring this to the attention of the courts.

More suitable sentencing for tobacco theft may serve as a deterrent to criminals. Involving the court system is an excellent initiative by Coordinated Crime Unit.

### CONCLUSIONS

Cigarette theft is no small problem. A cooperative approach between police, insurance companies, businesses, the courts, and the community is the only way to deal with this problem. The Edmonton Police Service continues to educate and encourage businesses to take action against cigarette theft. Preventative measures by individual businesses represent one avenue pursued in controlling the magnitude of this serious problem. Projects such as Operation B.U.T.T. are necessary in order to find solutions problems such as cigarette theft.

## STOLEN VEHICLES

### PROBLEM

Auto theft or "joyriding" is a serious crime that has a tremendous impact on society. High profits combined with a low risk of apprehension, make auto theft an attractive and popular crime, especially for young offenders. In Edmonton, there are **over 650** vehicles stolen each month. The damage done to our communities by auto thieves is highly underestimated. Few people realize that there are 20 - 30 auto thefts per day. At the same time, because most auto theft victims have adequate insurance they don't feel the economic impact directly.

For each automobile theft there are additional consequences aside from monetary damages to the owner. The inconvenience of having no vehicle, insurance premium increases, and more importantly, the breakdown of the victim's sense of security are all major factors to consider. Additionally, each automobile theft is accompanied by potential danger to both the police and the community (eg. high speed chases).

Auto Theft Unit's mandate is to target auto thefts for profit (organized criminals making big bucks off the sale of stolen automobile parts). However, the four unit detectives have implemented a number of initiatives designed to educate the public and reduce this crime statistic.

### INITIATIVES

The creation of a data base is one initiative Auto Theft Unit implemented to assist detectives and patrol constables to be more efficient. This data base allows any vehicle to be checked by make, model, colour, Vehicle Identification Number (V.I.N.), license number, location stolen, location recovered, and/or the suspects, enabling all police officers to develop operation strategies and target high auto theft crime areas.

## **PUBLIC AWARENESS**

1. The officer i/c Auto Theft Unit has contacted Honda Canada Incorporated to express concern about how easily Honda vehicles can be re-vinned (V.I.N. altered) after being stolen. Hopefully, Honda will consider making some changes in regard to this problem.

2. Approximately 20 percent of thefts occur because vehicles are left running and unattended by owners. S/Sgt. Stewart, Auto Theft Unit, has proposed some changes to the Highway Traffic Act to reduce this percentage. People who leave their vehicle(s) unattended and insecure will be fined. This will serve as an incentive to vehicle owners to secure their vehicles at all times. (The theory of opportunity comes into play here.) The Insurance Bureau of Canada will be sending a letter to the Solicitor General in support of the Edmonton Police Service's recommendation.

This information is currently being reviewed by the Alberta Solicitor General's Department.

3. Auto Theft Unit continues to provide Crime Stoppers with the description of two stolen vehicles each week for publication in the **Auto Trader** (a weekly publication for buying and selling used cars).

4. Auto Theft Unit detectives have lectured to a number of different agencies in an effort to create more awareness. A number of auto dealers have been taught how to recognize vehicles with altered V.I.N.s. In addition, auto dealers have been encouraged to inform consumers of the auto theft problem and of the various anti-theft devices available. Educating the community and establishing and maintaining a rapport with auto dealers will help to increase the number of recovered stolen vehicles.

5. In order to educate the Crown Prosecutor's office as to the methods currently used to steal cars, an invitation for updated information was extended to an Auto Theft Unit detective. The presentation was beneficial because some prosecutors were able to offer their own feedback.

## UPCOMING INITIATIVES

1. 1992 September 10, Auto Theft Unit, in conjunction with the Alberta Motor Association (A.M.A.) introduced "**STOP THIEF.**" This new program is modelled after the Combat Auto Theft (CAT) program that exists in other North American cities. CAT has proven to be very successful in reducing the incidence of car thefts. The Alberta wide program is fully sponsored by the Alberta Motor Association.

The program is simple and free to the public. Voluntary participants will be issued a sticker for their back car window. Any vehicle with a "**STOP THIEF**" sticker observed on the road between 1 a.m. and 5 a.m. will be stopped by police. Program participants understand that if they are out on the road between 1 a.m. and 5 a.m., police will assume that the vehicle has been stolen.

It is impossible to predict whether "**STOP THIEF**" will be a success. However, it will help to create public awareness and will assist the police in readily identifying stolen vehicles. It will also give police grounds to stop vehicles on the road between 1 a.m. and 5 a.m..

2. V.I.N.s are often removed from vehicles sitting in salvage/auto wreckers yards. To address this problem, Auto Theft Unit will be targeting these businesses. Local salvage yards will receive unannounced visits from Auto Theft Unit Detectives. Missing V.I.N.s will be recorded, entered onto police computers and compared to recovered vehicles to identify criminal operations.

3. To educate the public, the Edmonton Police Service will sponsor the first ever "**AUTO THEFT PREVENTION WEEK.**" Auto Theft Unit will supply a recovered stolen auto to show the public some of the damages incurred and how easily access can be obtained by thieves.

4. Judges and prosecutors will be educated regarding the true cost of vehicle thefts. Some auto theft offenders are not being penalized appropriately for their actions. Increased awareness within the court system would allow for appropriate sentencing of these criminals.

### CONCLUSIONS

Auto theft is not a "victimless" crime, and the public and manufacturers must recognize this. Separately the community, police and the courts are ineffective at reducing auto theft or "joyriding." A consistent, coordinated effort within all sectors of the community is the only way to reduce a serious, all too prevalent crime.

## **FAMILY VIOLENCE RESPONSE TEAM**

The police provide free 24-hour, accessible service for disputes or problems of any type. One area which requires more police expertise and attention annually, is family violence. Often, police are the first (sometimes the only) agency to respond to family violence complaints. Many of these calls are from repeat victims.

1991 June 12, the **Family Violence Committee of the Mayor's Task Force on Safer Cities**, made a number of recommendations in their report, **Family Violence: Breaking the Cycle**.

One of the recommendations in this report was the development of an integrated team response to family violence, using the Edmonton Police Service and Community and Family Services. As a result, **The Family Violence Joint Follow-up Response Team** was established in 1992 January for a six month trial period.

Edmonton is not the first city to test an integrated team approach for dealing with family violence. Other programs (ie. London, Ontario; Vancouver, British Columbia; and Duluth, Minnesota) were researched and noted to be very effective in dealing with family violence. These other programs assisted in developing the family violence team model for Edmonton. However, Edmonton's program is unique from other programs because the social worker and the police officer work out of the same office and follow-up each case together. The goal of project members was to reduce the number of family violence calls, in particular, calls from repeat victims in North-East Edmonton.

**The Family Violence Joint Follow-up Response Team** was made up of Detective Jack Tetz and Social Worker Susan Kinsman. Their expertise and interest in dealing with family violence made them excellent candidates for the program. Kinsman has a Masters of Social Work and has specialized in family violence for the past seven years. Tetz, a ten year member of the Edmonton Police Service, has studied family violence and is on the board of WIN House (Women in Need).

The area the family violence team served was determined by examination of police compiled statistics. North east Edmonton was chosen because 40 percent of all Edmonton Police Service family violence calls originate from there. Social factors in the area such as unemployment, poverty and high density, subsidized housing, contribute to this high percentage.

Most of the team's files are cases that have been referred by the Edmonton Police Service or Community and Family Services. The cases are usually complex, high risk, and/or recurring situations. The team also focuses on situations where the victims are from different ethnic backgrounds or there are language barriers. However, in any situation where the team believes joint intervention will be beneficial and victim/perpetrator cooperation is present, a follow-up investigation is conducted.

The team receives approximately 30 family violence cases weekly. These are reviewed and cases for follow-up are chosen based on selection criteria. A background check is completed on each file before the team contacts the victim(s). The team makes an appointment to visit the victim(s). Depending on the circumstances, the interview is carried out in the victim(s) home or at the family violence team's office. A follow-up visit is not carried out until the situation is safe for the victim and the team. The team contacts the perpetrator, providing that the victim is in agreement with this, and the perpetrator is willing to cooperate. Contact with the perpetrator generally occurs in the family violence team's office, unless the perpetrator is incarcerated.

While team members generally interview the victim/perpetrator jointly, the role of the detective and social worker are defined according to professional expertise. Tetz generally carries out the investigative role - ensuring all legal considerations are dealt with appropriately. Tetz's responsibilities include providing information on restraining orders, criminal investigations, outstanding orders, and laying any additional charges.

Kinsman takes a broad look at the circumstances and needs of the family. She looks at the history and social functioning of the client(s) in order to determine the client's needs. The social worker's role may also include providing support, brief counselling and referral of the client to an appropriate community support agency.

Each family violence case is assessed on an individual basis and the amount of intervention is based on the client's needs. However, there are certain points stressed during the team's intervention. Addressing the safety needs of the victim and her family is a priority for the team. What the victim can expect from the justice system, how the justice system works, and court process information, if applicable are explained to the client. The advantages of reporting the assault to the police were outlined by Tetz. Kinsman provided details on the various community agencies and how they help the victim to deal with their situation. As well, the team explained every stage of their investigation to ensure the victim understood why they ask the type of questions they do. It is very important for the team to assure the victim they want to help.

Another objective is to encourage and direct family violence victims to work towards solving problems themselves. The team supports the victims in developing a better sense of control and understanding the violence in their relationship. (This stage help to initiate the problem solving process for the victim.)

If necessary, the team also provides moral support for the victim during the court process. In one situation a lady did not speak English very well. She was intimidated by the court process and had no previous experience providing evidence in court. The team explained the court process thoroughly, and practised with the lady what she wanted to say in court.

When the time came for her to present her evidence, the victim understood what was expected of her and expressed herself very effectively. Subsequently, her husband was sentenced to serve jail time and is presently on probation.

## ADVANTAGES

There are many advantages to using an integrated team response to dealing with family violence. By attending the residence together, Tetz and Kinsman provide a better assessment of the situation and needs of the client. Social workers and police officers very often need to ask the same questions in order to get an accurate idea of the situation. Having a social worker present may also help the victim to provide more information. As well, because both Kinsman and Tetz assess the situation together, the victim is saved from having to relive the victimization over and over.

Together, the team has a broader level of knowledge of the resources that may be helpful to the victim. The police and social work disciplines complement each other with their legal and social expertise regarding family violence. Through the team approach, the needs of the victim and the family can be more accurately assessed.

The direct link between a number of different community agencies is also very beneficial. Some obstacles can be overcome by having a team member contact the agency rather than the individual victim(s). Assisting and linking the client to a suitable community agency, saves a distraught victim from the necessity of negotiating through a maze of services. This demonstrates to the client that the team has a personal interest in their affairs.

The composition of the team confirms the seriousness and concern about the problem of family violence. Victims need to understand that there are legal sanctions for what they have experienced and that there are social support agencies available to meet their specific needs.

In addition, The Family Violence Joint Follow-up Response Team, has been a resource for other police officers and social workers. In many cases, a follow-up investigation cannot be provided by initial investigating officers or social workers, who are restricted by time, resources and other job responsibilities. The team was available to provide support and resources to these victims and offenders, that may otherwise have been overlooked.

## EXAMPLES

1. Police received a number of complaints of assault from a woman by her husband. When police arrived at the residence, the victim was unwilling to cooperate or assist them in their investigation. This woman was later severely assaulted by her husband again. The victim was hospitalized and required surgery as a result of her injuries. The investigator charged her husband with aggravated assault. He was remanded in custody until his preliminary hearing. This particular case was referred to the family violence team because of the extent of the injuries suffered by the victim and the recurring nature of complaints. After a brief discussion with the victim in the hospital, the team discovered that the victim wanted to end the relationship. However, she feared her husband would harm her and her children if she attempted to leave the relationship. Previous charges and restraining orders had not deterred her husband from harassing her. Fear of her husband and lack of faith in the justice system prevented her from cooperating with various agencies wanting to assist her.

Shortly after the charges were laid, her husband was released on bail with a "no contact condition." His first stop was to visit his wife in the hospital. He threatened her and insisted if she proceeded with criminal charges, she would never see her kids again. The victim told the team of her husband's visit, and he was arrested and placed in custody. Both Tetz and Kinsman took legal steps to ensure the victim of her safety and that of her children. The team assisted and supported her throughout the legal process. This resulted in her providing evidence at the preliminary hearing, her faith being restored in the justice system, and realization that there is help available.

2. Through the established link within the community, the team was able to help solve an outstanding missing person file and lay a homicide charge. A woman who was assaulted went to a City shelter where she confided in a worker, alleging her partner had killed a person. The shelter contacted the team for assistance and an investigation concerning the allegations was initiated. The information provided by the shelter led police to north eastern Alberta, where a body was recovered.

## CONCLUSIONS

The Family Violence Response Team has been very well received within the community. Feedback received from clients has been very positive. At the time of writing this report, an evaluation of the program's effectiveness was in progress.

The problem of family violence will not just go away if left alone long enough. If the problem is not addressed effectively and consistently, it will likely escalate. The Edmonton Police Service and Community and Family Services are interested in finding answers to the problems of family violence. Experimentation with projects, such as the Family Violence Joint Follow-Up Response Team, will help bring community agencies closer to finding answers to this growing concern.

## **GAS STATION ROBBERIES**

In 1991, Domo Gasoline Corporation stations were the victims of approximately 16 percent of all commercial robberies in Edmonton. Fifteen of Domo's 17 Edmonton stations were robbed at least once and one station was hit on eight occasions. Fifty-one robberies occurred in total with Domo suffering over \$70,000 in losses. These offences caused additional concern because Domo employees were being attacked during these offences. In one case, an 18 year-old male was shot and seriously injured.

In reviewing the files it became clear that Domo was a target for a reason, and if the reason or reasons could be eliminated then maybe the number of occurrences would decrease. In addition it was identified that internal thefts and related problems were hurting Domo significantly.

Problem solving strategies were first attempted by Staff Sergeant John Paton. Upon his retirement the project was inherited by Staff Sergeant Ray Richardson and Detective Ken Montgomery, Armed Robbery Unit.

It was the police's position that cigarettes, especially cartons, not be accessible throughout the night. Cash, already being placed into drop safes, should have been a deterrent but it wasn't. The internal problems appeared to be part of the risk of hiring unskilled labour and paying minimum wage. In 1991, Domo recorded over 20 known internal thefts with losses exceeding \$40,000.

Understanding big business is key to solving problems of this nature. Any successful business wants to make as much profit as they possibly can. Employee satisfaction and safety are not priorities. Therefore, Detective Montgomery had to convince the company that there was a serious problem which could be remedied by taking certain measures. To do this, cost-effective proposals were developed and company concerns were considered.

After lengthy negotiations and brainstorming sessions, Domo officials agreed to implement some practical measures which have proved to be cost-effective compared to previous losses. Any person now applying for employment with Domo must undergo a criminal record check conducted through the E.P.S. Security Clearance Detail. Domo has an account with Security Clearance Detail to eliminate the inconvenience of paying each record check individually. Detective Montgomery has recommended that a warning be attached to the application outlining the security clearance process to discourage applicants with a criminal record from applying. This additional measure would save the company more money if they implement it.

Cigarette cartons are now secured at night in specially constructed metal cabinets which are locked at a set time each day. The key is dropped into a floor safe along with cash exceeding the minimal amount employees normally carry. Importantly, new signs have been placed at each station clearly advising of these last two practices. It was felt unless the bad guys were made aware of the security measures robberies would still occur.

Since these strategies have been implemented the results are impressive. Internal thefts and related problems have been reduced to an almost non-existent amount. Robberies, about 20 this time last year, have been reduced to two and one attempt, and no Domo employees have been attacked.

In the near future a manual or a video presentation will be available to all Domo employees to educate and inform them of the robbery occurrences and precautions they can take. A classroom presentation has been ruled out because of the high employee turnover and the difficulty of getting the employees all together at once.

The Domo file indicates only one way of the many ways that C.I.D. is involved in problem solving.

Written by Detective K. Montgomery

## RTJNAWAY YOUTHS

### PROBLEM

A number of repeat runaway youths were coming to the attention of the Edmonton Police Service. Why are these youths constantly leaving the "safe" confines of their home? Or are their home lives the cause of their continual missing person status?

Some youths runaway from home to live life in the "fast lane" - no restrictions - no responsibilities. These youths simply do not like the "rules of the household," and generally lack the maturity and experience to understand their parents\* viewpoint. However, a number of youths run away to escape family violence: physical, sexual, emotional abuse, and/or neglect. It is these situations the Edmonton Police Service is particularly interested in uncovering.

### SOLUTION

Through the combined efforts of the Missing Person Coordinator and Youth Unit a new initiative has been developed to try and understand why some youths make a career out of running away. Once the file of a youth, who has gone missing twice, is concluded at the Missing Persons Unit, all appropriate information is sent to the Youth Unit. (Files are only concluded from Missing Persons when the youth has been located.)

The officer i/c Youth Unit reviews the files to determine if a follow-up investigation is necessary. If it appears that some police intervention may be useful, a Youth Unit Detective is assigned the file. The detective arranges a meeting with the parent(s) and the youth to discuss the situation. In some cases, an arrangement will be made to talk to the child alone first. Each situation is assessed by the detective to determine what kind of approach is appropriate.

The detective identifies himself and the reason he wishes to speak to the youth. He then lets the youth discuss a variety of topics, but focuses on why the youth ran away from home.

Some situations have been remedied through negotiation between the parent(s) and the child. For instance, one detective found out that the youth felt too restricted by her parents. Her curfew was not late enough and her responsibilities at home always interfered with her social life. Through mediation initiated by the detective, the parents and the child came up with a more flexible, suitable list of rules to follow. To date, no further problems with this child running away have been noted.

One example to indicate the potential of this program is a recent case regarding a 15-year-old girl. It had become routine for her parents to report her missing; police would open a file and conclude it after she returned home. A Youth Unit detective was assigned this file and arranged to meet with the parents and girl to discuss her behaviour. After a lengthy, personal discussion the detective and the parents found out that the girl had been sexually abused when she was 5-years-old. Prior to this discussion, the parents had no idea this incident took place. A 60-year-old family friend abused the girl while she was in his care. The young girl couldn't tell her parents and, as a result, carried this stress by herself for the last 10 years.

If the detective had not made the effort to talk to the girl and her parents, she probably would still be running away from home. In this case, the parents can now help their daughter deal with her pain through different, more sensitive methods. In a situation where sexual abuse is the uncovered, the file is sent to Child Abuse Unit. The investigation is continued to ensure the parent(s) and child are receiving appropriate assistance.

### ADVANTAGES

There are many advantages to this follow-up initiative for "repeat missing juveniles." Youths sometimes need the presence of a neutral party to express themselves or discuss different things they have experienced. Some young people view their parent(s) as traditional, and

think they won't understand what they are going through. Detectives can help by addressing the concerns of both parties and assisting them to reach a compromise.

Detectives also gather intelligence on these youths and other youths during the interview. This is useful in cases where the young person is involved in some criminal activity and/or the youth continues to runaway. In these cases, the Missing Persons detective and Youth Unit detectives have information on the youth's frequent "hang-outs," activities and friends.

Targeting runaway youths early may prevent future problems. Young people are susceptible to both positive and negative influences. Police interest in youth activities may divert them towards more constructive activities.

One of the most significant advantages of this approach is getting detectives into the community. This will expose detectives to different situations and bring them closer to understanding some of the issues that affect young people today.

## CONCLUSIONS

The Edmonton Police Service is concerned about family violence and the effect it has on young people. Follow-up investigations on repeat runaway youths require a personal, proactive approach by Youth Unit detectives.

No initiative will "solve" all family problems. There needs to be interest within the family to work problems out or to reach a compromise. However, getting detectives into the community, showing parents and children that the police do care, will produce more positive results.

## **CODE OF SILENCE**

1991 June 15, the E.P.S. Asian Investigation Unit was established to liaise with the Asian community. However, from the beginning the two unit detectives have faced a number of different obstacles. Cultural and language barriers make the Asian community suspicious of the police; A historical mistrust of the police makes the job particularly challenging. They do not trust authority figures and choose to remain silent instead of assisting the police in apprehending perpetrators.

In Edmonton there are approximately 80,000 Asians - the unit deals with approximately 10 percent. In 1991 the unit became an excellent resource for all police officers and made a great deal of progress through their initiatives. Small initiatives such as providing multi-lingual business cards and advertising police services in Asian newspapers have enabled detectives to get to know the community better. The following is an example of how the Asian Investigation Unit is applying problem solving strategies.

### **PROBLEM**

A local local pool hall was experiencing some difficulties dealing with a group of young Asian men. Customers and staff were harassed, property was damaged and safety was a concern when these groups were in the pool hall. Previously, police responded to these calls and advised the staff and owners not to allow these troublemakers in. One Friday evening a fight broke out between two men and someone almost got shot.

### **SOLUTION**

Detectives Colin MILTON and Randy JONES, Asian Investigation Unit arranged the meeting between the owners and staff of the pool hall. The purpose of the meeting was to address their concerns and propose some possible solutions. At the conclusion of the meeting, detectives highlighted some security risks and made a number of recommendations to the owners and staff.

First, detectives recommended the installation of surveillance cameras at the front doors, at the cash counter, and any other areas where problems could arise. Detectives also suggested they post signs throughout the building advising patrons of this new practice.

Second, detectives recommended business owners create a membership card/club. In the past identification was not required when equipment was rented. When problems arose, police and owners had difficulty in identifying who was responsible. A card with a picture on it or other identification (ie. driver's licence) would be useful before renting any equipment to patrons. It was suggested that staff retain the identification until the property is returned or that this information be recorded in a log book.

Third, it was identified that the cash register contained too much money and was easily accessible to patrons. Securing all money in a safe, except for the minimum required to provide change, or making bank deposits at irregular intervals would reduce the chance of a robbery taking place.

The final suggestion was to hire private security personnel (bouncers) to keep troublemakers out of the building.

Pool owners and staff were very satisfied with the actions recommended by police. However to date, the hiring of security personnel is the only recommendation implemented by the owners. So far, there have been no other reported problems at the pool hall. It should be noted that the summer months (the time of writing this report) tend to be a slow season for pool halls.

## CONCLUSIONS

Many victims of Asian crime will not assist police due to fear of retaliation by perpetrators or losing business. Continued interaction and communication between detectives and the Asian community will eventually break this "**code of silence.**"

## **BUY AND BUST**

### **PROBLEM**

Over the years undercover drug operations conducted by E.P.S. Drug Unit have produced impressive results. One procedure used by police to deal with street level drug dealers is a "round-up" operation. A "round-up" involves purchasing drugs from dealers, but waiting until the **end** of the operation to make the arrests. Although these operations were very successful, several problems can be noted.

First, at the end of each operation anywhere from 10 to 15 percent of the suspects could not be located or identified. Some drug dealers are transient or use different aliases. Trying to locate people under these circumstances is time consuming and reduces the number of arrests significantly.

Second, "round-up" operations are expensive. Detectives must work outside of Police Headquarters to maintain the low profile nature of this operation. An apartment is rented and vehicles are either rented or purchased for detectives. In addition to these expenses, money used to buy the drugs during the operation is never recovered. Obviously, for operations that can last up to six months, the department's costs are substantial.

Third, these operations do not have any long lasting effects on the drug business. For example, most suspects are arrested in the confines of their home. This low-key approach does not create any public awareness to our drug problem, or the steps police are taking to minimize it.

Finally, the last couple days of a "round-up" operation tie up a great deal of manpower. As many as 30 police officers can be recruited for the final days of an operation.

Present budget and manpower restraints make a "round-up" operation an impractical method for dealing with street level drug dealers.

## SOLUTION

To explore other methods of apprehending drug dealers, **Operation S.T.O.N.E. (Street Team On Narcotics Enforcement)** was executed in January 1992. This five month project set out to reduce the expense of drug operations, arrest the suspects, and produce long term effects in the community.

To eliminate the problem of not locating suspects, arrests were made immediately after each drug purchase - a **"buy and bust"** strategy. In most cases, two drug buys were made before the criminals were arrested. In one instance, two drug buys were made and the suspects were arrested within two and a half minutes!! In addition, out of 138 suspects, 137 were arrested and charged with possession of drugs for the purposes of trafficking.

## ADVANTAGES

All police members involved on the project worked out of Police Headquarters and used police vehicles. Most of the money used to make the drug purchase was recovered at the time of arrest, reducing the expenses of the operation dramatically.

Importantly, a **"buy and bust"** approach may have a long lasting effect on the community. The arrest stage of the operation is visible to anyone in the immediate area of the drug purchase. Other people may think twice before participating or allowing this type of criminal activity to take place. Due to police interference, some taverns have already taken steps to eliminate drug activity on their premises.

The **"buy and bust"** approach to apprehending drug dealers may produce more positive outcomes in the court system. In the past, problems such as prolonged court appearances, mistaken identities, and lack of witnesses, have allowed drug dealers to go free. Using a **"buy and bust"** approach, witnesses are present, and criminals are apprehended immediately. Therefore, there is a greater chance of obtaining a guilty plea and a conviction in court.

In some taverns drug dealers went about their affairs very comfortably. It was obvious to detectives that some owners and employees were either participating in, or knew of these illicit drug activities. Subsequently, S/Sgt. BOK contacted the Alberta Liquor Control Board to inform them of a number of different businesses allowing this illegal activity.

The Alberta Liquor Control Board is now aware of which licensed premises allow the sale of illegal drugs. Businesses who continue this type of activity will have their licenses revoked. Detectives plan to keep in contact with the A.L.C.B. to update and inform them of other illegal drug activities on licensed premises.

### CONCLUSIONS

**Operation S.T.O.N.E.** is an excellent example of how applying problem solving principles can produce desired results: There were no problems in identifying suspects, and a great deal of money and manpower were saved. It is believed that efforts such as **Operation S.T.O.N.E.** will have a much greater impact within the community and the courts. A **'buy and bust'** approach is a very effective and efficient method for reducing street level drug activities.

## KNOCK 'N TALK

### PROBLEM

Drug Unit receives a large number of tips concerning possible drug dealers. These tips come from a variety of different sources. Some informants provide detectives with concrete information while others offer very little information to warrant an investigation.

Budget and manpower restrictions prevent police officers from following up every complaint/tip that crosses their desks. Conducting surveillance with only 11 detectives in the unit is not an option for dealing with most of these calls.

In the past, a large portion of this intelligence was never formally dealt with by detectives. In an effort to process more of this information a new approach is being tested by Drug Unit.

### SOLUTION

This new approach, adopted from the United States, is referred to as KNOCK \*N TALK. The following theoretical example explains how the procedure can be used.

A concerned resident contacts Drug Unit with information about her neighbour who she believes is a drug dealer. The complainant has observed her neighbour spending an unusual amount of time in the garage. The garage has black plastic on the windows, is heated, and has a turbine on the roof. The caller has noticed numerous people visiting her neighbour's home. The complainant has also noticed that when visitors arrive at the house, her neighbour goes out to the garage. About a minute later he re-enters his home and his guest(s) leave shortly after. The complainant stresses that she does not want to create any trouble, but would feel much better if the police checked it out.

In a case such as this, the staff sergeant of Drug Unit reviews the complaint and checks to see if any other complaints of a similar nature have been documented. (This information

alone is insufficient grounds to obtain a search warrant.) A background check is carried out for the suspect and the complainant to see if either of them has any prior involvement with the police.

Detectives do not proceed with KNOCK \*N TALK until they have gathered information about the suspect. Before approaching the suspect detectives find out as much information as possible through police computers and the Central Crime Information Unit.

In the particular example with the heated garage, detectives do a "power" investigation to see if the suspect's power costs are comparable to other homes the same size. If the suspect's power costs are unusually high, this information is used by detectives in their assessment of the suspect's activities. The staff sergeant and detectives then determine if a KNOCK \*N TALK approach is a suitable method for dealing with the complaint.

As the name KNOCK 'N TALK implies, detectives knock on the door to speak to the tenants of the home. The detectives identify themselves and explain why they are interested in talking with them. If consent is given by the occupant(s) of the home to enter and search the premises, the police do so. If no consent is given by the tenant, police leave the residence. In cases where no entry into the suspect's residence is granted, police would continue the investigation if necessary.

The results of this simple, inexpensive initiative have proven to be very interesting. So far, the unit has approached 15 residences. Other than being a little surprised by the direct approach used by detectives, people have been very co-operative.

Detectives have received 100 percent consent to search the residences for drugs. So far, the detectives have seized drugs from all of the residences approached, or there have been indication that drug activity is taking place. Small amounts of cocaine, hashish, and marijuana are the products that have been seized. In one case, 6 1/2 pounds of marijuana were seized using the KNOCK 'N TALK approach!!

To date, none of these cases have gone to court, so no assessment of how the Alberta court system views this approach can be provided.

To demonstrate how responsive people have actually been to the KNOCK \*N TALK approach, a true example will be used. A woman called Drug Unit because she noticed an unusual amount of traffic in her neighbourhood (a common complaint). Detectives did some research into the complaint and believed a KNOCK »N TALK would be a suitable method for dealing with the situation. Two drug unit detectives talked to the owner of the house and ended up seizing a small amount of drugs. The staff sergeant thanked the complainant for her help and encouraged her to call back if she had any more concerns regarding her neighbour.

Two days later, the lady called drug unit convinced that her neighbour was selling drugs again. (She saw a taxi cab pull up to the residence. A man got out of the cab, went into the house and was back in the cab within two minutes). The detectives were not convinced that the neighbour was selling drugs again, but they went to talk to him anyway. Before detectives even knocked on the door, the owner opened the door and said, "Hi guys." He addressed the detectives by name and handed them one gram of cocaine which he said he had forgotten to give to them at their last visit.

#### ADVANTAGES

This initiative is very advantageous for the police. No lengthy surveillance has to be conducted before approaching the suspects. Therefore, a KNOCK \*N TALK approach is not time-consuming or expensive. Detectives can process more of the intelligence they have available to them. It also enables the Drug Unit to identify and confirm active drug dealers in the city.

A KNOCK \*N TALK strategy helps to create awareness within the drug community. Suspects that have been approached are aware that the police know what is going on and are out in the community doing their job. Detectives follow-up on drug dealers that do not

feel any pressure to clean up their affairs as a result of police interference. Knowing the police are interested in their illegal activities may serve as a deterrent for some people.

A KNOCK \*N TALK strategy can serve as an excellent follow-up for approaching well-known drug dealers who have remained "low-key" for a while.

Importantly, this direct, efficient approach attacks concerns expressed by the community. In cases where there is no reason for alarm by the complainant, the police can notify him/her immediately. All complainants are informed about the outcome of the police investigation. So far, citizens are very pleased with the actions taken by police. The KNOCK 'N TALK strategy is a problem solving approach which encourages community members to talk to police and helps to prevent small problems from escalating into larger ones.

### CONCLUSIONS

The Edmonton Police Service is the first in Canada to test the KNOCK \*N TALK approach. Although this initiative is still in its experimental stages, it is a effective method for dealing with small scale drug operations.

### NOTE:

*Providing that the police officers take the necessary precautions in ensuring the owner/tenant understands what is going on and CONSENTS to the actions of the police, the police can search the premises. However, there are two points that should be noted by police (in particular, Canadian police) before implementing an initiative such as KNOCK 'N TALK. Consent to enter the premises must be explicit or any evidence seized may not be admissible in court. If the consent given by the suspect(s) is somewhat ambiguous, the police could be faced with a civil suit (ie. trespassing). As well, the owner/tenant would have the right to expel the officers from his/her premises.*

*A KNOCK 'N TALK procedure is not an alternative to obtaining a Search Warrant In cases where detectives have enough grounds to proceed with a Search Warrant, a KNOCK \*N TALK will not be used.*

## PROSTITUTION

Prostitution is a complex social problem with no easy solutions. Prostitution is accompanied by a number of associated problems which can destroy the image and morale of a neighbourhood. Using a trial and error approach, the E.P.S. has made some progress in dealing with this difficult problem.

### SPECIFIC PROBLEM

Although prostitution has always been a focus of Vice Unit, an increasing number of complaints prompted more police and community involvement. Communities in the downtown core were turning into hooker ghettos. Condoms and syringes littered the parks and playgrounds. In addition, heavy traffic, noise, fights, assaults, and drug and alcohol abuse, associated with prostitution, had become intolerable.

Prostitution in Edmonton has traditionally existed in two downtown areas: McCauley and Boyle Street. However, in the last few years, prostitutes have migrated to Norwood, McDougal and Cromdale, (all close to the downtown core).

### INITIATIVE #1 - TREE TRIMMING

Low-hanging branches along streets in the McCauley area caused residents to feel unsafe during the night because of prostitutes soliciting business. Prostitutes were relatively "low-key" to the general public, but visible enough for their customers. A beat patrol constable in this area contacted the Parks and Recreation Department to have these trees trimmed. It was thought that prostitutes would be discouraged from working in this area if they were more visible to the general public and the police.

### RESULTS

Lighting on the street is improved as a result of having the trees trimmed. Interestingly enough, both residents and prostitutes felt much safer in the area at night. (A positive outcome even though it did not deter prostitutes from working in the area.)

## **INITIATIVE #2 - INCREASED LIGHTING**

Dark alleys and poorly lit areas provide a haven for prostitution and other criminal activities. In effort to combat this problem, a McCauley beat patrol officer contacted the Public Works Department. Exterior lights were placed at a school in the McCauley area and in other locations to test the potential of this idea. The school was a particular community concern because young kids were being harassed by prostitutes and Johns, and needles and condoms had to be cleaned up every morning.

## **RESULTS**

Increased lighting in dark alleys and at the school produced a noticeable reduction in "car date activity" between prostitutes and Johns. This is a positive result because many complaints to police were due to this type of activity. Increased visibility in these areas also made the community feel safer. Increased lighting was accompanied by less condoms and needles littered in the school parking lot. As well, fewer cars were observed at and around the school during the night.

Except in a couple of areas, increased lighting did not deter prostitutes from working. Some prostitutes moved to other areas, while others remained where lighting was installed because they felt safer.

Community members also felt their vehicles and homes were safer. They believed that less vandalism and theft would occur as a result of the increased lighting in the area. The Edmonton Police Service has no statistics to support or dispute the community's perception.

## **INITIATIVE #3 - INFORMATION FLYER**

A McCauley beat patrol member asked the Transportation Department to set up a traffic counter in areas where there was a large volume of traffic. The information gathered from the traffic counters was used to produce a flyer. The flyer was circulated throughout

downtown Edmonton to generate more support and concern for the effected areas. See Attachment "A" for sample of the flyer.

### **RESULTS**

Increased community involvement and public awareness were direct results of the distribution of this flyer. This initiative lead to more community involvement.

### **INITIATIVE #4 - CHECK STOPS**

Check Stops were set up in areas within McCauley that were directly affected by prostitution. It was hoped that increased police presence would dissuade prostitutes and Johns from frequenting the area. Vehicles were approached in a diplomatic manner. Police officers advised the occupant(s) that the area is a high crime area, known for prostitution, and that McCauley has a problem with high traffic volume. Officers suggested to the person(s) that if they did not live in the immediate area it would be a good idea to refrain from driving through. All license plate numbers, names, and other pertinent information were recorded for permanent keeping.

### **RESULTS**

Increased police presence in the area was successful at the time of the operation. Police officers noted that there were very few repeat "offenders." Impaired charges and driving suspensions were issued. Community residents were very happy with the show of police presence. As well, prostitutes moved out of this area - but again, continued their activities in another area. Unfortunately, manpower and budget restraints make these operations impossible to undertake on a regular basis.

### **INITIATIVE #5 - PARKING LOT CLOSURES**

A number of prostitutes and Johns conducted their activities in parking lots after business hours. The Norwood beat patrol constable, talked with business owners and encouraged them to close off access to their businesses after hours. Gates and chains were installed in order to prevent prostitutes and Johns from using these areas.

## RESULTS

The parking lots are no longer used by prostitutes and Johns. Community and business members are very pleased with the police involvement. Unfortunately prostitutes have re-located in other areas that cannot be secured.

## INITIATIVE #6 - POLICE PRESENCE

Neighbourhood foot patrol police officers sent out memos and spoke to other officers at the beginning of shifts to inform members of the problems of prostitutes and Johns. When time permitted, members went out to various areas in an attempt to discourage prostitution.

## RESULTS

The community was very pleased with increased patrols in the area. Johns didn't stop and prostitutes moved to locations where there were no police officers. An excellent initiative, but unrealistic to consistently allocate enough manpower to enforce.

## INITIATIVE #7 • COMMUNITY INVOLVEMENT

In conjunction with Communities for Controlled Prostitution and the McCauley Community League, the E.P.S. organized meetings and a protest march against Johns. The issue of prostitution was addressed from a community members perspective in order to make politicians aware of the problem.

## RESULTS

This initiative was successful because it enabled residents to get out in public and voice their opinions and concerns. Due to the success of this initial meeting, and the level of enthusiasm, community members decided to form a Crime Advisory Board in order discuss ideas and activities more formally. Phone campaigns to politicians were implemented and are ongoing. One group lobbied the Crown Prosecutor's office to have Johns perform community service work, the idea being to have these Johns understand what residents in the downtown area have to live with as a result of prostitution. Litter pick-up and park

maintenance are examples of activities community members want Johns to perform. Community service work by Johns is currently still being considered by the courts.

McCauley Community newspaper also publishes the names of convicted Johns. This has little impact on Johns re-entering the neighbourhood because the newspaper has circulation only within that particular community.

### **INITIATIVE #8 - SHAME THE JOHNS CAMPAIGN**

Seven communities got together to decide what they can do collectively to discourage prostitution. They decided that there needed to be "direct action" towards this problem. The group, which is quickly becoming a national organization, is referred to as "**Action Against Johns**." Several marches were organized by community members and police officers to gain more support from politicians and increase public awareness. This initiative was implemented to send a message to prostitutes and Johns— to express community disapproval of their activities in their neighbourhoods. The group is completely non-violent and non-confrontational. Placards identifying who they are, "Actions Against Johns" on one side and "Johns go home," on the other side, are carried by all group members.

### **RESULTS**

Police support these community members 100 percent in their efforts to conduct these marches and meetings. The only request the police have is that the group keeps them informed of their activities and ideas. "**Action Against Johns**" group members are very pleased with the Edmonton Police Service's interest in their activities, and are satisfied with the action taken by police so far. The group has been an asset to police, not only reducing prostitution— in the neighbourhoods but crime as well. Since the group has been organized and active, there has been a drop in prostitution related calls to the Edmonton Police Service. In addition, fewer vehicles have been observed circling the neighbourhood by "**Action Against Johns**" members. Increased community awareness through extensive media coverage was also achieved by this community group. Community members can make a difference!!!

## INITIATIVE #9 »TARGETING JUVENILES/INTERACTION WITH SOCIAL AGENCIES

Approximately 50-60 percent of Edmonton prostitutes are under the age of 18 years and some of them are as young as nine years old. Diversion of these young girls is important to the Edmonton Police Service. Vice Unit Detectives pay special attention to these girls by communicating with them regularly and monitoring them when possible. The police have also contacted other agencies, such as the Juvenile Probation Office and Crossroads Outreach Program, in order to get these girls permanently off the streets.

1. The Juvenile Probation Office has been particularly helpful to the Edmonton Police Service by providing special attention to young prostitutes placed on probation. Vice Unit detectives and probation workers cooperatively decide what is the best course of action for an individual. In some cases, a warrant for a breach of probation may be issued in order to apprehend the offender and protect her from the further dangers of prostitution. In addition, probation officers have identified psychologists who specialize in prostitution related counselling, and refer involved youths as a condition of their probation.

2. The Crossroads Outreach Program is one of the agencies Edmonton Police Service members have developed a close working relationship with. Crossroads is designed to help prostitutes get off the street. Three full-time workers walk areas known for prostitution to provide referrals for support, "bad date" information, or someone they can talk to. "Bad date" information is a pamphlet Crossroads developed to advise girls of dangerous men in the area. Crossroads Outreach workers work together with the police to identify prostitutes, finding runaways, and provide support during the court process.

## RESULTS

These agencies have provided neighbourhood foot patrol officers and Vice Unit detectives with valuable information and pamphlets to distribute to prostitutes while they are walking the streets. Passing out this information may deter individuals who are considering becoming prostitutes. Increased interaction between the various social agencies and the Edmonton Police Service has been very useful. More information has been exchanged and

police officers are able to help prostitutes get in touch with agencies that have the resources available to help them.

#### INITIATIVE #10 - PICTURES AND STREET INFORMATION REPORTS

Street Information Reports and pictures are taken of all prostitutes that neighbourhood foot patrol officers and Vice Unit detectives come into contact with. These photos are kept in binders, are updated, and contain any other significant information available about the particular prostitute. These photos and Street Information Reports are also useful for patrol officers.

#### RESULTS

This initiative is useful as it enables all police officers to identify and verify a prostitute's identity. As well, any new prostitutes in the area are identified - and targeted immediately.

#### INITIATIVE #11 - REPORT A PROSTITUTE HOTLINE (RAP.)

To record the movement of the prostitutes, their times of operation, and reduce the number of calls received by the police complaint line, the "Report A Prostitute" (R.A.P.) hotline was developed. Business cards outlining the service were distributed in communities frequented by prostitutes. A telephone answering machine is set up to receive the calls. The date, time, location and description of the prostitute are the information required from the caller. All calls are documented and placed on a map.

#### RESULTS

This service has proven to be very effective because calls are diverted from police complaint line and police know where the prostitutes are frequenting. The feedback from the community has been, generally, very positive. Most community members have felt their concerns were addressed and that they were doing "their part" in dealing with the problem. However, some community members were annoyed because police officers were not dispatched to the scene immediately.

## INITIATIVE #12 - PARENTS PREVENTION OF PROSTITUTION

The Edmonton Police Service received a number of phone calls from parents of prostitutes. Detective JoAnn McCartney (Vice Unit) spent as much as three hours a day on the phone talking to these parents. Detective McCartney realized that these parents needed a support group in which they could share their feelings of guilt, shame and anger. With the assistance of Cst. Terri Uhyrn, Det. McCartney organized a support group called P.P.O.P. Parents Prevention of Prostitution (based on a Regina, Saskatchewan, organization).

The non-violent group's goals are simple: to help each other deal with their feelings and encourage each parent to talk with their daughter. No prostitutes, pimps, or Johns are harassed. The first meeting took place at police headquarters with the two police officers, a social worker, and seven parents in attendance. Subsequent meetings were arranged in which other social agencies, such as Crossroads Outreach workers, attended. Through these meetings, members realized that one-on-one sessions would be more beneficial to the parents. At the group meetings, everyone vented their frustrations but no one came any closer to understanding their daughter and how they could deal with her. With the groups present structure, parents have been able to sort out their feelings and concerns much better.

The Elizabeth Fry Society, Crossroads Outreach Program, Communities for Controlled Prostitution, and the Edmonton Police Service are just some of the agencies that refer distraught parents to P.O.P.P. Three parents are available 24 hours a day to help parents of prostitutes. These volunteer parents provide the parent(s) with advice, support and referrals.

Det. McCartney and Cst. Uhyrn developed an excellent initiative using problem solving strategies.

### INITIATIVE #13 - 1992 - "YEAR OF THE JOHN"

In an effort to emphasize the role Johns play in prostitution problems, the E.P.S. declared 1992 as the "Year of the John." This means that during 1992 police will target the activities of johns in addition to the activities of prostitutes. Public health concerns such as A.I.D.S. and community concerns prompted this stance by the Edmonton Police Service.

Vice unit does surveillance in the downtown area to actively target these johns. Any vehicles that circle a particular area five or six times are stopped to find out if they are soliciting prostitution services. If the vehicle appears in the area over a period of time a letter is sent out to his home. Police take every precaution to ensure that recipients of the letters are actively seeking the services of prostitutes and are not involved in legitimate business in the area. To date, 118 letters have been sent out to various johns. So far five have been returned because the person has moved with no forwarding address. (See Attachment "C" for a sample of the "Dear john" letter.)

### CONCLUSIONS

None of these initiatives have made a long term impact on Edmonton's problem of prostitution. In most cases, prostitutes have moved to other areas of the city. Factors such as the demographics of Edmonton could have affected the success of some of these initiatives. In any case, each idea tested has encouraged the implementation of new, more innovative alternatives to deal with prostitution.

Society has very mixed attitudes, beliefs, and values regarding prostitution, which makes this problem even more difficult to tackle. No "ivory tower" solution will cure prostitution. Consistent effort must be made within the community, the court system, and the police service in order to have any impact on this problem.



### HOW DOES THE PROGRAM WORK?

At least two months in advance, the National Parole Board forwards pertinent file information on federal inmates who are eligible for full parole (after serving 1/3 of sentence), or mandatory supervision (after serving 2/3 of sentence). The files are first reviewed by a parole liaison officer who works within the police department, and are then sent to (C.C.I.U.).

The officer i/c C.C.I.U. reviews the file and makes appropriate recommendations. In order to provide an accurate assessment of the possible parolee, the file data is reviewed very carefully. Factors such as the severity of the offence, time spent in prison and the institution's psychological evaluation of the offender are taken into account.

In addition, the availability of family and community support to meet the needs of that particular inmate are taken into account. This is the area where the police can be of most use to the National Parole Board and the community.

The reason the inmate chooses Edmonton is another important factor for consideration. If the person has no family support system in Edmonton, has never been to the city, and has a number of active criminal friends in Edmonton, the police would request that he not be released here.

Out of 280 applications that have been processed to date, six parolees scheduled to be released in Edmonton were not as a result of the police assessment.

### ADVANTAGES

The Community Assessment Program is very beneficial to the Edmonton Police Service, the National Parole Board, and the citizens of Edmontonians. It allows the E.P.S. to voice an opinion on whether offenders, eligible for parole, should be allowed early parole or paroled into the Edmonton area. As well, police have advance notice of the possibility of an offender's release into the Edmonton area.

The National Parole Board benefits because they can make a more educated assessment of the offender's ability to function in a particular community. Very pertinent information may be overlooked by the Parole Board that could affect the well-being of a community.

To date, the C.C.I.U. has only advised the National Parole Board to reconsider the release of 70 of the 280 files processed. If they were to refuse every application, the National Parole Board would simply file all police recommendations in the waste basket. Each file is assessed on an individual basis and addresses legitimate concerns.

Initiatives such as the Community Assessment Program are very valuable because they encourage interagency cooperation. As well, they help to utilize other agency resources.

#### MONTHLY REPORTING

In conjunction with the Community Assessment Program, the E.P.S. has implemented monthly reporting practices for parolees (federal inmates only.) All parolees released on full parole or mandatory supervision into the community are required to report to the police monthly. If they violate this condition of their release, they may be sent back to jail.

This policy allows police to monitor parolees and keep track of some of their activities. Noteworthy changes such as in appearance, residence, and/or employer are recorded by divisional crime intelligence officers.

Monthly reporting is advantageous because the parolee must be in regular contact with the police. A police officer who is having trouble locating a parolee can make arrangements to see that the individual during one of his/her monthly visits.

#### CONCLUSIONS

Mandatory monthly reporting and the Community Assessment Program represents a progressive step for the National Parole Board and the Edmonton Police Service. Neither

of these programs offer solutions to the many problems that exist within the criminal justice system, but they are an excellent start.

## **UNLAWFULLY AT LARGE**

A person is "unlawfully at large" when he/she escapes lawful custody or refuses to come back to the institution in which he/she is presently remanded. A large number of people are reported "unlawfully at large" on a daily basis. It is not uncommon for persons "unlawfully at large" to become repeat offenders, especially those who have been arrested for robberies, break and enters and/or sex offences.

In the past, offenders who were unlawfully at large, (from provincial institutions only) were not actively pursued until they came to the attention of the police. Subsequently, the officer i/c of Coordinated Crimes Unit (C.C.U.), has initiated a program designed to actively target persons who are unlawfully at large from provincial institutions or community agencies. (Criminals serving time in provincial institutions are serving time to a maximum of 2 years less one day).

## **HOW DOES IT WORK?**

As in the past, the Solicitor General's Department sends the E.P.S.'s Records Section the particulars of the person unlawfully at large. Information such as height, weight, the place of custody in which the person failed to return to, contacts, and friends are included. Records Section then issues an Alberta wide warrant for the arrest of the unlawfully at large person. Next, Central Crime Information Unit checks the names in order to update information contained on police computers and/or to gather other pertinent information about the person. The officer i/c C.C.U. then receives the information about the unlawfully at large person. At this stage, the officer i/c C.C.U. ensures the warrant is still outstanding. A decision is made as to whether or not the person is potentially dangerous to the public. High risk offenders are determined by the number and severity of offenses. Files of people who have committed offenses such as break and enters, robberies, and sex offenses are carefully reviewed. When it is determined that a person unlawfully at large is likely dangerous to the community, detectives will look for the person.

The only drawback to this program is that there is insufficient manpower in the C.C.U. Detectives within this unit are bound by other responsibilities such as surveillance of threatening criminals. However, in the future the program will expand to divisional patrol members. This will allow for a greater coverage of the Edmonton area, and more manpower targeting "unlawfully at large" individuals. Neighbourhood foot patrol officers would be an asset in locating certain individuals more quickly through their knowledge of their particular beat area and (possibly) personal contact with the offender and/or friends of the offender.

### ADVANTAGES/EXAMPLE

As a crime prevention measure the unlawfully at large program cannot be statistically documented.

One recent example which indicates the program's success involves a man with a previous record for armed robberies. This person served some time but went unlawfully at large from the institution in which he was placed. Detectives, following him, spotted him near a shopping centre. He proceeded to run through the mall. They ended up catching him and discovered he had stolen credit cards and a gun in his possession. Obviously, his actions and behaviour were not directed toward legitimate activities. In this particular case, the detectives did prevent a situation from becoming a major problem.

### CONCLUSIONS

The unlawfully at large program is an excellent initiative put forth by C.C.U. However, once the program expands to include all divisional patrol members it will be even more successful. This program offers a proactive approach and is very useful in keeping "track" of potentially dangerous criminals.

## EDMONTON'S TOP 40 YOUNG OFFENDERS

If you read the papers, watch television, or have personally experienced the Young Offender Justice System in action - you know that there are many reasons for concern. With our present system, rehabilitation and redirection of young offenders has, at times, proved to be ineffective. The Edmonton Police Service is committed to finding solutions to the inadequacies within the Youth Justice System.

Youths are overwhelmingly represented within the criminal justice system. In 1991, youths represented 6.95 percent of Edmonton's total population.<sup>2</sup> Yet, young offenders accounted for 60 percent of all persons charged in property offenses. It should be noted that a small percentage of these young offenders commit more than their share of crime. For example, in 1991, the top 164 young offenders accounted for 15.82 percent of all property crime charges laid against young offenders by the E.P.S.

To deal with the serious problem of repeat juvenile offenders, Det. Mark Fritsch and Insp. Gary Jones researched and encouraged the implementation of a program called Serious Habitual Offenders Comprehensive Action Program (SHOCAP). SHOCAP originated in the United States in late 1970's, and is designed to target repeat juvenile offenders.

### SHOCAP CRITERIA

Any young offender who has ten or more criminal charges against him/her as established by Central Crime Information Unit qualifies to be a candidate of SHOCAP. Other agencies, such as Probation and Divisional Crime Information Offices, are sent a list of the possible SHOCAP's and are encouraged to offer input.

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<sup>2</sup> In 1991, Edmonton's total population was 614,655; total youth population (12-17 years) was 42,778.

Youth Unit then narrows the list down to the top 40 young offenders. The young offenders' charges and convictions, severity of the offenses, and present status of the youth (ie. open or closed custody or not in custody) are all taken into account.

It is important to note who youths that fall into this classification are not average kids who get into a little trouble now and again. These youths have proven over time to be committed to criminal activities and have exhausted many of the resources offered by the juvenile justice system.

The youth can "lose" SHOCAP status by demonstrating they are no longer criminally active. Getting a job, attending school regularly, participating in constructive activities, or turning 18 years of age will drop a juvenile off the list.

### **OBJECTIVES**

The main objective of SHOCAP is to target and monitor the activities of serious habitual offenders. This goal is achieved through information sharing and cooperation among agencies involved with the Young Offender Justice System. Sometimes monitoring or collecting the information will result in re-incarcerating the young offender. The aim of SHOCAP program is to monitor the serious offender's activities sufficiently so they are not out in the community committing crime. As well, through communication, these potentially dangerous young offenders should be more severely and appropriately dealt with by the youth court system. They should not slip through the loop-holes of the youth justice system.

### **RESULTS**

Due to the short period of time SHOCAP has been implemented it is difficult to provide concrete data to support its effectiveness. However, there are a number of incidents which suggest the program has achieved some positive results.

While working, two Youth Unit detectives overheard on the radio a "robbery in progress." The detectives responded to the call to obtain a description of the perpetrator from the victim. A chronic young offender that the detectives had been monitoring fit the description give by the victim. Using current information, pictures, and known contacts the detectives were able to track the youth down and charge him with robbery that night. The youth ended up back in the young offender centre. If the youth had not been a SHOCAP young offender, and the detectives did not have prior contact with him, he would not have been apprehended for this robbery.

Increased communication between the criminal justice system, schools and social service agencies, have also proven to be effective in monitoring the activities of these chronic offenders. For example, while talking with a serious young offender, a youth worker noted that the offender had planned to seek revenge on an individual upon his release date. The youth worker felt that this youth has the ability to carry out such a threat. Instead of concealing or ignoring the information, this particular worker notified Youth Unit. Police are determined to ensure the youth does not carry out his threat when he is released. Without knowledge of an appropriate police contact, perhaps this information would not have been provided.

## CONCLUSIONS

This program offers many advantages. First, agencies can provide a more realistic assessment of the offender within the youth system. Importantly, the agencies build a mutual trust and these serious young offenders are less likely to be overlooked. More accurate identification, and more complete, current profiles on these juveniles are also a benefit. Getting to know these young offenders and making them aware that they are being monitored can interrupt some of the destructive activities these youths tend to be involved in. As well, these juveniles can be excellent sources of information for E.P.S. Patrol members and detectives also benefit from updated and comprehensive material on these youths.

If more concern can be generated within the youth justice system the potential of SHOCAP will be realized. Unfortunately, SHOCAP's full capabilities are limited due to budget restraints and lack of cooperative effort. If the court system was more responsive the program would be much more successful. Judges are not applying one important objective of the program: sentencing these youths appropriately. An example to illustrate this statement is a 15-year-old SHOCAP youth whose record for one year contains **35 formal charges**. Theft, possession of property by crime, robbery, mischief, and assault with a weapon are some of the activities this juvenile had been involved in. To date, this young offender's most severe sentence has been two months in closed custody. It would appear, in this particular case, that judges have been somewhat lenient on this serious young offender.

Youth Unit, for the most part, is responsible for the administration and execution of this program. The implementation of this program demonstrates the Edmonton Police Service's commitment to developing long and short term ideas to problems within the community.

Recently I had the opportunity to attend Youth Court with a detective from the Youth Unit. A SHOCAP youth was appearing for his preliminary hearing. For whatever reasons, the court did not have the appropriate documentation for this young offender. Fortunately, the detective was in court to provide the court with current documentation as to the youth's activities. If the detective had not been there to identify to the judge that the youth was an active and serious criminal, he would have been released into the community until his trial date. Instead, the youth was remanded in custody.

## THE SPORTS BANK

The Edmonton Police Service receives a large number of calls involving young kids. Some of these kids have no ties to their family, friends, or community and, as a result, are directing their energies to disruptive activities. Other youths have parents who do not have the resources to enable their child to participate in a sport. Two key community members, Bob Sangster and Wilf Brooks saw a need for intervention for these underprivileged children. Cst. Al Dubeta recognized the same need for youths in the downtown area. Dubeta and Brooks organized a roller blade hockey game on a downtown street in an effort to measure community interest.

That hockey game spawned the idea for "SPORTS CENTRAL," which opened in 1991 November and has provided over 250 youths with sporting equipment. Sports Central is a non-profit organization for kids who want to participate in a sport, but cannot for various reasons. Sports Central's purpose is to use the unlimited imagination, creativity and persistence of the community to help underprivileged children participate in sports.

People must be referred to Sports Central through a community agency such as the police, social services, Kinsmen, or a church group. Each case is reviewed on its individual merit - no one is turned down if a need for assistance is recognized. All equipment must be donated - nothing is purchased or traded. (This policy is to avoid the organization turning into a trading centre for people without a need.) All the equipment and funding for Sports Central is a result of corporate and private donations. No equipment that is useable or can be reconditioned is turned down.

The nature of Sports Central and the overwhelming support of the community and police make it difficult to give credit to all those involved. Brooks'and Sangster's contributions to this initiative cannot be understated. S/Sgt. Hugh Richards played an integral part in involving detectives from Youth Unit. Youth Unit Detective Rocky Maze was assigned the file and did a great deal of the initial promotion of Sports Central through advertising and

encouraging members to become involved. In addition, Edmonton Parks and Recreation contributed a great deal of time and energy in getting Sports Central going.

In one case, a 12-year-old boy, referred to Sports Central by Cst. Larry Polanski, received the hockey equipment necessary to play but still couldn't afford the registration fee. Sangster arranged for the community league to waive the registration fee. By Christmas the boy had scored two goals and was having a great time. He still phones Bob regularly to tell him how he is doing.

An instance of a different nature comes from a 19-year-old visually impaired lady. She had always dreamed of participating in a variety of sports, but no one ever took the time to help her. Sports Central changed that by providing her with skis and figure skates. Plans are underway to provide her with a bike equipped with a trailer for her seeing-eye dog.

Smiles, letters of appreciation, and community support are not measurable qualities. However, what Sports Central does is significant. While this project will not produce the measurable results criminologists and politicians long for, police and the community are combining their resources to achieve a common goal. It shows to children that people care about them enough to provide them with opportunities. Giving kids a sense of ownership and responsibility today, may positively influence their future involvement within our community. These reasons provide the incentive needed to keep volunteers and police working together to keep Sports Central active in our community.

\*\*\*\*\* This initiative would not be a success without the community. While police play a significant part, a great deal of onus is placed on the public. It is obvious from the response and support that an organization of this nature was long overdue. \*\*\*\*\*

## **PROCEEDS OF CRIME**

Most legitimate occupations do not yield profits or salaries that allow an individual to carry around \$20,000 in cash or have impressive seven digit bank accounts. However, some illegal professions permit people to live this luxurious lifestyle. Drug trafficking is one occupation that can be very profitable.

Until the last few years there were no specific Canadian laws enabling police to seize assets obtained through criminal activities. In recognition of the incredible profits gained from the sale of drugs, the Canadian government passed Bill C-61 -- the Proceeds of Crime legislation. This legislation came into effect on January 1,1989 and amended the *Criminal Code, the Food and Drugs Act, and the Narcotic Control Act.*

Bill C-61 encompasses a number of different criminal activities. The application of Bill C-61 to the sale of illegal drugs will be the focus for this article. The Proceeds of Crime legislation was designed to give police the power to seize assets of criminals involved in organized crime. The purpose of the legislation was to dismantle criminal organizations by removing their financial power base and their motivation to remain in business.

As a result of Bill C-61, the Edmonton Police Service Anti-Drug Profiteering Detail, managed by two detectives, was established in 1991. The Royal Canadian Mounted Police, who have worked with anti-drug profiteering strategies for a longer period of time, are a valuable resource for the detectives. Initially detectives underwent training with the R.C.M.P. to learn more about the legislation and how it works.

Bill C-61 requires extensive use of financial records and bank statements to prove the suspect's property and money came from the sale of illegal drugs. A number of the people who direct large scale drug operations are business orientated. These people are clever enough to cover up their illegal activities in phoney or marginal businesses, thus appearing legitimate and remaining less visible to the police. They also have a number of "little

people" doing all of their dirty work (ie. storing, distributing the drugs, or collecting the money), which makes their involvement even more difficult to prove. Consequently, Anti-Drug Profiteering Detail must also be knowledgeable in accounting, finance, and business matters.

Due to the youth of the Anti-Drug Profiteering Unit and the time it takes to investigate one file, only one Proceeds of Crime charge has been laid. This particular case has an upcoming court date, while other cases are still under investigation. To demonstrate the value of Proceeds of Crime investigations, details of two cases will be highlighted.

#### EXAMPLE 1

Drug Unit established that Mr. and Mrs. SMITH (not their real names) were drug dealers through two marijuana drug purchases totalling 21 pounds. Anti-Drug Profiteering Detail detectives, in co-operation with the R.C.M.P., began a financial investigation of the couple. Further investigation and search warrants allowed detectives to seize an additional 12 pounds of marijuana and \$132,000 cash from their home. Through the review of financial documents, it was established that Mr. and Mrs. SMITH were running an unprofitable business out of their home, were late with their mortgage payments, and were overdrawn on every credit card. Forensic accounting confirmed that the money seized was not from their business profits.

#### EXAMPLE 2

For two years Drug Unit has been gathering intelligence on Edmonton's largest oriental dope dealer— Joe. Enough evidence was compiled about Joe to obtain a search warrant for his apartment. In the apartment detectives found scales, buff for cocaine (to reduce the strength of it), score sheets (I.O.U.'s for drugs) and \$35,000. Joe also has thousands of dollars worth of video equipment in his house. Further investigations determined that Joe has two vehicles: a 1982 Oldsmobile and a 1992 Toyota Forerunner. Detectives talked with a salesman at the dealership where Joe purchased the vehicle, and discovered that he paid \$15,000 cash.

Investigations also revealed Joe has \$80,000 worth of jewellery in a safety deposit box. One article in the safety deposit box has the name of another well-known drug dealer inscribed on it. In addition, Joe pays \$600 a month rent - in cash. Interestingly enough, according to Joe's 1991 income tax documents his income was \$7,000. Investigations also revealed that Joe wants to sponsor other members of his family to come to Canada. Detectives have talked to Immigration Canada and have temporarily stopped the process until this matter can be further investigated and concluded by the courts.

In both of these examples the cases would not have developed to this extent without the Anti-Drug Profiteering Detail. These examples clearly identify the amount of time and resources which must be utilized to develop a case.

#### ADVANTAGES

To establish a case, detectives must access community agencies. Increased communication and cooperation between the police and external agencies such as banks and trust companies is a direct result of Bill C-61. This increased cooperation is useful in creating more awareness within these agencies about money laundering and drug trafficking.

Using Proceeds of Crime legislation, the drug trafficking problem is attacked from a different angle. Drugs do not have to be the main source of evidence. Financial information can be the basis of a case, supplemented with some drug trafficking evidence. This is important because this legislation can target the "big guys" of an organization who do not have drugs in their possession. In addition, financial documents can be more reliable than informants and cannot be cross-examined.

Another advantage of the legislation is having convicted drug dealers come out of prison penniless (or at least less than what they go in with). Drug sentences can be very light in comparison to other criminal sentences. If criminals are inappropriately penalized for their actions, they will continue their activities where they left off.

A final "spin-off" of Bill C-61 is that it has encouraged a closer working relationship between the R.C.M.P. and the Edmonton Police Service. Using this cooperative approach, information is shared, intelligence gathered and efforts are not duplicated. Joint forces operations have been conducted in the past (and will continue in the future) to manage and complete an investigations. With current budget and manpower restraints this is a very practical and positive step for both agencies.

### CONCLUSIONS

The credibility of this article would be greatly reduced if some concerns of this legislation were not addressed. One problem with Bill C-61 is the youth of the legislation. From a police perspective, there is very little information available to understand the mechanics of the legislation. Bill C-61 needs to be tested and interpreted more by the courts in order to develop a clearer understanding of its applications.

In addition, these operations are extremely expensive and time-consuming. Unfortunately, the police do not receive any of the seized property or money. Presently, the federal health department receives everything that has been seized by police upon the conviction of an individual. For example, in the SMITH file, accounting fees alone totalled \$12,000 for the Edmonton Police Service. Obviously, some sort of reimbursement for police agencies needs to be addressed by Canadian parliament.

Despite the drawbacks, the enactment of Bill C-61 is a progressive start. It recognizes that there is a problem with people living very comfortably off the proceeds of crime. Through time, more interpretation of the legislation, communication between various law enforcement agencies, and cooperation from the court system, society should realize a reduction in the number of drug traffickers.

## EDMONTON STUDENT CRIME STOPPERS PROGRAM

The Edmonton Crime Stoppers Unit mounted an initiative in the spring of 1991 to introduce Crime Stoppers to Edmonton's High Schools. This program was to be loosely modelled on programs already in existence in Boulder City, Colorado and Winnipeg, Manitoba. These programs involved one high school with an internal TIPS line manned by a trusted teacher.

Our reasoning to venture into the high schools was multi-faceted. The inadequacies of the judicial system specifically in regards to the Young Offenders Act were evident. It was our hope that if we could identify youthful offenders at an early stage of their criminal actions then perhaps we could be successful in coordinating an intervention team to correct that behaviour. A Student Crime Stoppers concept seemed custom fit to achieve this goal.

A major high school in Edmonton was selected and initial discussions with the school administration commenced. Through a series of meetings it was discovered that this model was not acceptable to the school in its present form and in fact the school's counter proposal was unacceptable to the Crime Stoppers Program. In June of 1991 these initial talks were cancelled.

During the summer months a "regrouping" occurred. Some different approaches were identified and analyzed and from this a new model was produced. This model not only addressed the needs of the school community but included a workable equation by which the Crime Stoppers Unit could maintain control and therefore ensure the integrity of this new program.

A meeting was held with the security consultant with the Edmonton Public School Board. As part of his job he is charged with overseeing the Alarm Control Office of the Public school system which is located at their head office. This office is manned twenty-four hours a day seven days a week. He agreed to the idea that this office would be ideal as the clearing house for all Student Crime Stoppers tips. The TIPS line would operate on the

same strict guidelines that the Community Crime Stoppers TIPS line operates, guaranteeing anonymity on the highest level. Each tipster would be assigned a secret code number prefaced by a designated school identity number for control purposes. The security staff was later trained in this procedure.

The next meeting was held with all thirteen Public high school principals at their monthly gathering. The Crime Stoppers program was explained to them and how the Student Crime Stoppers program would work. All principals were extremely interested and when asked who would like to participate all indicated an interest. The next step took us to a meeting with the Catholic school principals which included nine city high schools. Again our proposal was met on a very receptive and positive note and all schools volunteered to participate.

It was agreed upon that to best monitor and control the progress of this new program a Pilot Phase was necessary. The six Public high schools with School Resource Officers (police) were selected as well as the three Catholic schools who had the same. It was also decided that it would be advantageous to select three other schools with no Resource officers so that comparisons could be made. The Pilot Project therefore consisted of twelve city high schools impacting approx 15,000 students.

The next step was to formalize the report flow. A chart was prepared which illustrated the mechanism by which this program would run with maximum school community involvement, (copy attached). This chart followed the natural flow of criminal occurrences on or in relation to the schools and fully explained how the new program would work.

We needed to identify who the benefactors would actually be with a Student Crime Stoppers organization. It was decided that the victims could be the school itself, the staff at the school, or the students attending the school. These victims would file victim reports at the school administration office.

A Student Crime Stoppers teacher liaison would have access to these reports and would provide the same, minus the victim's name, to the Student Crime Stopper's Board. This board consisted of nine students with three students representing each grade. These students were teacher appointed with the primary criteria being that they should be leaders. It was suggested to the faculty that these student's did not have to be necessarily the "Student Union types" but could and should include leaders who were perhaps a little less society-orientated. Those students nominated had the program explained to them and if they wished to participate then they were appointed as such. The student response was overwhelming in that all those approached agreed to participate.

This Student Crime Stoppers Board would then convene and select from the victim reports what crime they wished to advertise as the Crime of the Week or Month. The students would then write a short description of the offence with the Student Crime Stopper's TIPS line telephone number. The medium of advertisement was through "Reward" posters which were displayed at several prominent locations throughout the school. These signs were based on our Community Crime Stoppers program posters but incorporated the Student Crime Stoppers TIPS line. Some schools opted to advertise through their daily bulletins and others used both methods simultaneously. Our philosophy was it didn't matter how they wanted to advertise as we wished ownership to be cultivated and as long as the awareness was being raised we knew the program would have a good chance of succeeding.

Forthcoming tips into the Student Crime Stoppers tips line were then processed and sent out to the schools they pertained to. The recipients of the information were either the School Resource Officers or the school principals. They would be responsible for investigating the information obtained keeping in mind that this was only an investigative aid- In other words other corroborative evidence must be obtained which would hopefully include a confession. The Student Tips line staff were trained to differentiate between school-based and community crime. If the crime was community based then the caller was referred to the community TIPS line.

If the tips were successful then the School Resource Officer or principal would prepare a short summary of the occurrence which would include the basic facts of the case, stolen property recovered, vandalism costs, seized drugs value and so on. One important thing we recommended was that the offenders name should not be used so as to comply with the confidentiality aspect of the Young Offender's Act. The Student Crime Stoppers Board would then be convened and they would decide how much to pay the tipster. A Decision Grid was produced which would assist the Student Board in deciding the award amount, (copy attached) After an award was decided then the teacher liaison would contact the Student Tips line and advise them of the award amount which would be entered on the file.

The Crime Stoppers Edmonton Association agreed to finance the award portion of the program. A local bank was approached and agreed to participate in the payment mechanism. A \$5,000 float was deposited at a central branch to facilitate the payments. Each participating high school was partnered with a convenient branch of this bank. When the tipster called in with a tipster code number and an award was forthcoming a set procedure would then be implemented. The tipster would be put on hold, a telephone call would be made to the central bank referring to the tip number and the amount awarded, and then the central bank would wire the money electronically to the designated branch. The tipster would be told to go to the service counter of the bank to receive the money in an envelope with no questions asked. Each participating school would then be billed at term-end for the monies paid out on their behalf. Thus the float would in effect be self replenished.

Each school decided to pay their tipster's from various means. Some schools would access student union accounts, others had fundraisers and some schools simply accessed their school-based vandalism budgets. The bottom line to our organization was that it didn't matter. Each school was allowed to exhibit as much latitude as possible in running this program to enhance their feelings of "ownership". This ownership feeling is crucial if any hope of success is to be expected with this program.

The program was now ready for implementation. At the beginning of February 1992 a news conference was held at a participating high school's conference room. All media was invited and a tremendous turnout was experienced.

The analysis done at school year end was very encouraging. We received 65 telephone calls resulting in the recovery of \$8,050 in stolen property, \$7,950 in vandalism, and \$165 in drugs. Nineteen offenders were apprehended with twenty-one criminal cases cleared. What was very interesting is the fact that on only one occasion were criminal charges laid and that was as a result of a stolen car being recovered. In all other cases restitution was paid by the students and a community service performed. This community service ranged from helping out at a school function to shovelling senior citizens walks in the winter. In all cases the student accepted responsibility for his actions and agreed to the community service commitment. This whole concept is based on the philosophy that the offending student took something out of society and must therefore put something back.

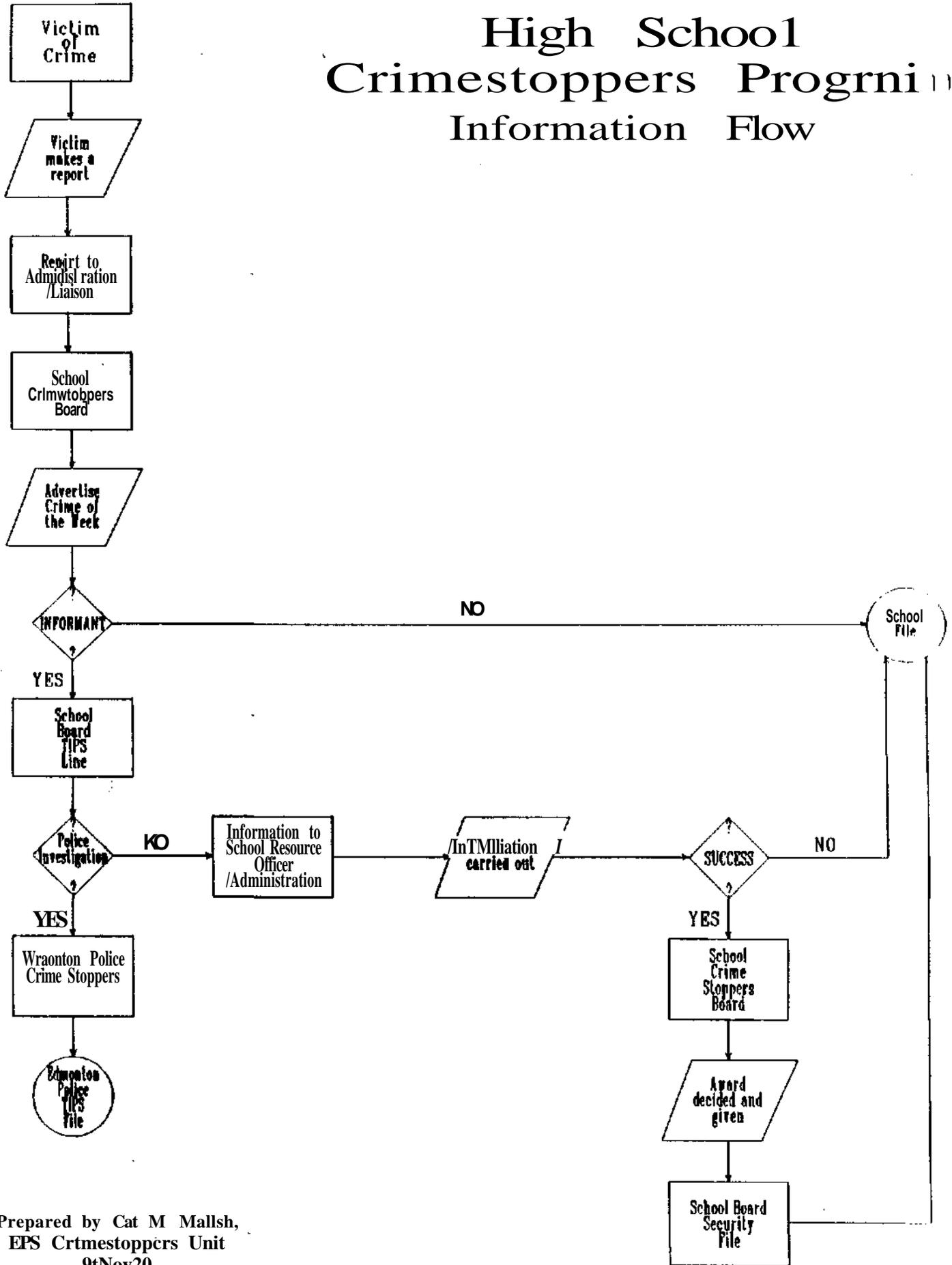
In August of 1992 a meeting was held between all parties involved and it was agreed that the program had merited expansion to all city high schools. Consequently all twenty-two city high schools became involved impacting approx 30,000 students. Plans are in the works to expand the program to include all junior high schools in the new year which will impact another 30,000 students.

If one thing has become vividly apparent in this undertaking it's the attitudes of the students of today. Well over 90% of the student's seem to be tired of the tail wagging the dog. They are simply fed up with 5% of the students causing all the trouble in the schools. They want to leave their jackets for five minutes unattended and have it there when they return. They want to leave property in their lockers and have it remain there safely. The majority of our students are hard working industrious individuals. They work to obtain the things they have and resent the minority taking those things away from them. Sounds like our community at large doesn't it. In fact, some schools are giving their Student Crime Stoppers Board 3 high school credits in return for a minimum of 75 hours of service towards the program.

This program has the potential to change the attitudes of today's youth in a common setting, the school. If we can change their attitudes perhaps they will carry this new found sense of ownership to their community at large.

"YOU HAVE TO BELIEVE".

# High School Crimestoppers Program Information Flow



Prepared by Cat M Mallsh,  
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9tNov20

# EDMONTON HIGH SCHOOL CRIME STOPPERS PROGRAM

## Information Flow Chart Guide

*Victim of Crime* - Can be either a student, employee of the school or the school itself as long as the occurrence was school-based.

*Victim Makes A Report* - Victim responds to school administration office and compiles a theft/damage report.

*Report To Administrative Liaison* - Victim reports are delivered to the school-designated administrative liaison who in turn submits copies of the reports to the School Crime Stoppers Board.

*School Crime Stoppers Board* - Consists of members of the school student body, the school-admin liaison, and the School Resource Officer. In some cases a parent from the school's Parent Advisory Committee may also be appointed a member.

*Advertise Crime Of The Week* - This will be done primarily through the bulletin read to students during their first class on a daily basis. Alternate methods to be considered would be through the school newspaper and notices posted on school bulletin boards.

*Informant* - Tipster would call in to the Public School Board Security Office which is manned on a seven day, twenty-four hour basis. Personnel processing the tips would be trained to differentiate between school-based crime and that relating to the community at-large. If it's community crime the tipster will be referred to the regular Crime Stoppers T.I.P.S. line, if it's of a school-based nature the information will be compiled, a code number assigned and the information would be then passed on to the S.R.O. for investigation.

*Success?* - If the tip prove to be successful, a brief report outlining the circumstances will be presented to the School Crime Stopper Board for an award decision. The suspect's name will be deleted to protect his/her identity. The School Resource Officer will then call the School Security Office where the award recommendation will then be included in the file. Conversely, if the tip proved unsuccessful the Security Office will be advised of such.

*Payment* - The tipster simply phones the School Security Office and inquires about the tip. If the tip was successful the tipster will be directed to a local bank for payment. Edmonton Crime Stoppers Association will fund a \$5,000 float to facilitate the payments. At the end of every month a bill will be sent to each School Board for reimbursement of monies expended.

# STUDENT CRIME STOPPERS

## AWARDS DECISION GRID

CRITERIA	\$10/	\$20/	\$30/	\$40/	\$50/	\$100	MORE
SERIOUSNESS							
MULTI CHARGES							
HIGH PROFILE							
SOLVABILITY							
VIOLENCE?							
TIPSTER JEOPARDY?							

**NOTE:**

This is designed as a guideline for determining award amounts. You simply place a check mark or several in each category depending on the weight you assign the criteria. "High Profile" is the school/community impact the individual crime incurred. "Solvability" means, 'Was the tip critical to the crime solving?'