



Government of
Saskatchewan

Building Partnerships to Reduce Crime

SEPTEMBER, 2011



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PREMIER'S MESSAGE



Our province is growing and our economy is sound. For many Saskatchewan residents the benefit of our economic advantage is a healthy, prosperous lifestyle. But we all know prosperity does not touch everyone. While the majority of our citizens feel safe and are safe, some of our citizens become vulnerable to crime and to the factors that lead them to criminal behaviour.

Although we have achieved reductions in crime rates through the innovative and dedicated work of our police, corrections and justice officials, it is a fact that Saskatchewan's crime rate remains the highest provincial rate in Canada.

We cannot rely on traditional methods of law enforcement alone to reduce crime. As our Saskatchewan police leaders have observed – we won't arrest our way out of this problem. We also recognize that many communities are challenged to ensure that healthy, productive and viable lifestyles are achievable for all their citizens. One of the most important responsibilities of government, institutions, community leaders and others is to set the foundation that enables individuals to go about their days, safe from harm.

We must renew this commitment and we must do it now. We cannot let current levels of crime continue. Everyone deserves a safe environment in which to thrive and prosper. "Building Partnerships to Reduce Crime" has been created because we need to articulate more than a hope for change. We need to do something about it and we need to do it together.

Your provincial government and your police leaders have been working to determine new solutions to the challenge of crime in Saskatchewan. The risk factors for both crime and victimization in our province are clear. They are, to a large degree, the same factors that place citizens at risk for a host of other health, social, educational and employment problems. These combined factors tend to occur amongst the most disadvantaged segments of our society. We recognize that a multi-faceted approach – involving all of our partners – is the best approach for reducing crime.

I wish to thank the many organizations that helped move this initiative forward. We are grateful for the contributions of Saskatchewan's municipal police services and the RCMP's 'F' Division whose collective interest in the future of policing and crime reduction in the province became the catalyst for this work. Staff members in many of our Ministries have also contributed much time and expertise, demonstrating their strong commitment to this strategy.

This initiative has been championed by the Minister Responsible for Corrections, Public Safety and Policing, the Honourable D.F. (Yogi) Huijghebaert. I especially want to acknowledge his leadership and his commitment to "Building Partnerships to Reduce Crime".

I invite everyone to help us continue this important work. Your contributions are essential to making a difference in our society.

Premier Brad Wall

MESSAGE FROM THE PRESIDENT, SASKATCHEWAN ASSOCIATION OF CHIEFS OF POLICE



On behalf of all of the sworn and civilian members of our province's police services, I express our collective commitment to "Building Partnerships to Reduce Crime". We are excited to be part of this multi-partner mobilization in pursuit of a safer Saskatchewan and safer, healthier communities for all of our residents. For many of us, the opportunity to work directly with our partners across government in crafting broad-based and innovative solutions has been a career-long ambition.

Police officers know, perhaps more than most, that crime suppression and law enforcement alone will never be enough and moreover, should never be seen as the first course of action to address the circumstances that lead people into conflict with the law. Prevention and early intervention have been proven again and again to be the most essential and lasting solutions to crime and for these to be effective, we must all work together.

We believe, and the research supports, that Saskatchewan can be proud of its police services. We operate at the highest standards of Canadian police practice and we know that Canadian policing is envied around the world. But, we also know that many of the conditions affecting our society are unique to Saskatchewan's rich history and to rapid changes in more recent years. And we know that policing cannot solve these problems alone.

We welcome new opportunities under this provincial initiative to seek, build and deploy new solutions to crime and victimization together with our partners across the human services system. Our members see the growing urgency for a comprehensive, whole-of-government approach to crime reduction every day.

A handwritten signature in black ink, appearing to read 'D. McFee', written in a cursive style.

Chief Dale McFee
President, Saskatchewan Association of Chiefs of Police

MESSAGE FROM THE ASSISTANT COMMISSIONER, COMMANDING OFFICER RCMP 'F' DIVISION



"Building Partnerships to Reduce Crime" is the culmination of a great deal of work by our community safety partners which include police services and provincial government agencies and ministries.

The RCMP as the Provincial Police Service and I, as the chief of the provincial police service, are fully committed to the approach which has been developed. We have always recognized the value of partnerships in policing but we have come to realize that we have not been as effective as we should have been in engaging a broader spectrum of partners and stakeholders. Crime affects all of us in some way and therefore each of us have a stake in making our communities safer and more secure.

Within the police community we have a clear understanding of our responsibility to respond to calls for service from the citizens of Saskatchewan and to enforce laws. This includes related activities such as investigations, searches and arrests but we also understand that these activities alone will not reduce crime in the long term. "Building Partnerships to Reduce Crime" underlines the need for more effective collaboration and a unified approach to the prevention and reduction of crime. This means that police officers, like other partners in the community, may have to step outside of their comfort zone and support activities not normally associated with their traditional role to achieve a safe and secure Saskatchewan.

The members and employees of the RCMP have always strived to provide a high level of police service for the people of Saskatchewan and have been willing to explore new approaches to ensure that this is maintained. I know that this approach will lead to positive change and ultimately a reduction in the levels of crime throughout the province. The strong relationships that we have with citizens, communities, community leaders, government agencies and policing partners will ensure that "Building Partnerships to Reduce Crime" will have the positive impact that we all envision for our province.

A handwritten signature in black ink, appearing to read "R. Mirasty".

*Russ Mirasty,
Assistant Commissioner, Commanding Officer RCMP 'F' Division*

WHAT IS NEEDED TO REDUCE CRIME?

What is needed is a Crime Reduction Partnership in which all parts of the justice system and human services system contribute, in deliberate and co-operative ways, their combined efforts, expertise, information, intelligence and resources in the most appropriate ways to address the full spectrum of crime reduction.



Intervention: Services such as substance abuse treatment, education and employment are used to change behavior and the environment in a manner that mitigates the risk factors that lead to victimization and offending.

Prevention: Information, public education, social supports and other activities engage individuals at risk of victimization or offending and reduces the potential for crime and disorder.

Suppression: Uses the law to deter and control crime. This includes surveillance, arrests, prosecution and incarceration.

WHAT DO WE KNOW ABOUT COMMUNITY SAFETY IN SASKATCHEWAN?

We know that:

- The most successful community safety and crime reduction efforts are:
 - owned and led by the community,
 - built on community strengths,
 - supported by local and provincial leadership.
- Communities with a range of services are better prepared to address the needs of the victims of crime. They also must address the needs of their high-risk population that is in danger of coming into conflict with the law.
- Sharing relevant information, working collaboratively and implementing integrated services for high-risk individuals, families and communities is the most effective method of increasing community safety and reducing crime.
- High-risk individuals can adopt more positive lifestyles and become productive citizens with the support and resources of their families and communities.
- Transparent and accountable public institutions result in public confidence. Policies, programs and practices that address the needs of high-risk individuals, families and communities must be evidence-based.
- Low crime rates promote a sense of safety and security.



HOW WAS THIS PARTNERSHIP DEVELOPED?

From 2007 through 2009, the Province engaged police leaders in extensive consultations with the goal of formulating a shared vision for policing policies, practices and priorities that would meet the needs of a changing Saskatchewan.

The consultations revealed the unanimous view of police and government officials as to the best path forward. It would place greater emphasis upon continued integration of enforcement efforts, the alignment of policing and the full human services system behind the priorities of prevention and intervention and community mobilization to address the three pillars of crime reduction (prevention, intervention and suppression).

The Crime Reduction Project researched and analyzed global, national and provincial literature sources. There is no doubt from the research that the practice trends we have been following in Saskatchewan are on the right track.

The research clearly indicates that the individuals in society most likely to commit offences are those facing a variety of risk factors and no one sector has the ability to effectively address all of these factors in isolation. Often no single jurisdiction or location has the scope to fully prevent or investigate offences or to adequately prosecute and supervise offenders. Integrated and partnership approaches are the only viable method of dealing with crime in our modern society.

Acting on the consultations, the province's nine human services ministries and eight largest police services collaborated to define the way forward. Through extensive research and an examination of best practices, including innovative models and targeted initiatives already underway in many Saskatchewan communities, the partners identified larger goals that need to be achieved through long-term, sustainable action.

The result is this initiative that represents a new and dynamic approach to reducing crime and violence – one that will greatly enhance efforts currently underway. It is not a “one-size-fits-all” project.

The development of this initiative has been just one of the Government of Saskatchewan's four, across Government, projects. The others include the **Child Welfare Transformation Strategy**, **First Nations and Métis Education and Employment Strategy** and the **Autism Strategy and Fetal Alcohol Disorder Strategy**. These projects have been brought together under the **Saskatchewan Child and Youth Agenda**.

Common to these projects is the recognition that many of the issues facing children, youth and families at risk are interconnected and common across different ministries, agencies and mandates.

These factors include domestic violence and abuse, alcohol and substance use, low education/employment, victimization and crime. As a result, the entire human services system is, in many cases, serving a ‘common client’ across many sectors.

Work continues to ensure that those who are serving common clients share information, support each other and use standard measurement tools. This will enable progress and successes on all fronts to be monitored and adjusted in meaningful ways.

CRIME REDUCTION – WE LEARN BY DOING

While the approach itself is new, the path towards it has been forming for some time. The pathway can be followed by discussing several important initiatives undertaken in recent years by provincial ministries and agencies, the policing system and community-based organizations. These activities helped give definition and certainty to the integrated, partnership approach.

Communities improve their safety by developing local understanding of their assets and needs, identifying risk factors and taking action to reduce the influence of risk factors. This approach is recommended by the World Health Organization which suggests intervention and prevention practices need to focus on seven areas:

1. safe, stable and nurturing relationships between children and their parents and caregivers;
2. enhancing life skills in children and youth;
3. reducing the availability and harmful use of alcohol;
4. reducing the access to guns, knives and pesticides;
5. promoting general equality to prevent violence against women;
6. changing cultural and social norms that support violence; and
7. victim identification, care and support programs.

Programs that target children and victims to reduce the influence of risk factors include The Children Exposed to Violence Program which operates in eight cities in Saskatchewan and community-based victim services are available in 87 per cent of Saskatchewan communities.

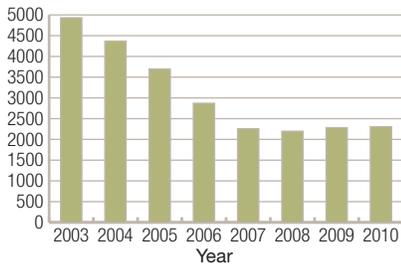
Integrated, Targeted Initiatives

In response to local concerns regarding high crime rates the Provincial Government has entered into partnerships with municipal officials, police services, First Nations and Métis groups, community organizations and other local Government representatives to respond to specific crime-related issues identified at the community level. The goal has been to build local capacity to reduce crime and provide programs that reduce re-offending.

These targeted crime reduction strategies support the goals of building community capacity to enhance public safety and reducing re-offending through the use of effective program interventions.

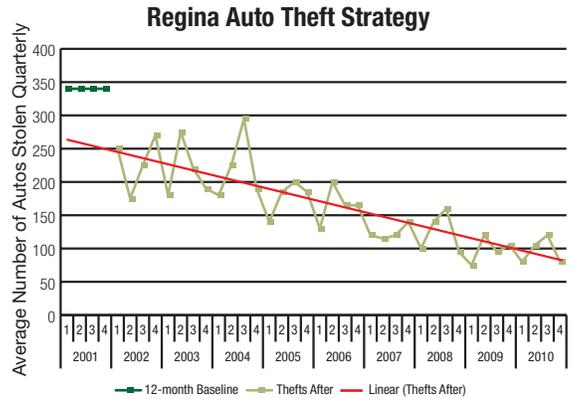
Each initiative targets specific offending profiles and has common elements including partnership-based governance structures, dedicated and funded resources and a local committee overseeing the management of cases.

Saskatoon Break and Enter Offences



The Saskatoon Crime Reduction Strategy began in response to community concerns related to break-and-enter activity. A Gang Strategy was also conceived as a response to the problem of gang-related crime and these initiatives were later amalgamated as the Crime Reduction and Gang Strategy. Steering committee membership includes the City of Saskatoon, Saskatoon Police, CPSP (Adult Corrections and Young Offenders) Saskatoon Tribal Council (STC), Social Services, Justice, the Regional Intersectoral Committee and Central Urban Métis Federation Inc. (CUMFI).

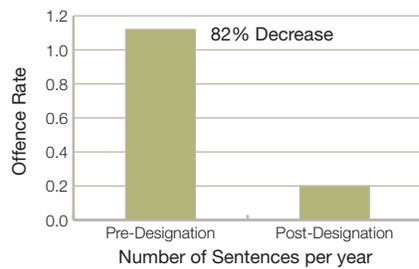
As shown in the accompanying graph, the strategy resulted in a 50 per cent decrease in the total break-and-enters over the first five years of operation. The City experienced a sudden increase in break-and-enters in 2010 and the committee adapted its services which again resulted in a significant decrease in break-and-enter activity by the end of that year. The University of Saskatchewan completed evaluations on both strategies and showed that the collaborative nature of the initiatives is working well with participants reporting that information-sharing and networking were among the most important and highly valued elements.



The graphs show the Regina Auto Theft Strategy is a powerful example of how integrated partnership efforts can produce striking results. The Regina Police aligned their efforts with Provincial Corrections and Justice officials, Saskatchewan Government Insurance and community-based organizations to bring about a 70 per cent reduction in car thefts.

The strategy used an intensive supervision and intervention model to target and rehabilitate offenders. This had the collateral benefit of reducing other kinds of criminal behaviour including an 82 per cent decrease in acts of violence among those designated for attention under the auto-theft strategy.

**Youth with Prior History of Violence
Rate of Offending for Violent Sentences**



The *La Ronge Crime Reduction Strategy* (CRS) is designed to decrease property and violence-related offences by focusing on chronic adult offenders. In 2010 the initiative began including youth found guilty of violent offences.

A steering committee that includes CPSP, the local RCMP, the La Ronge Band and officials representing the town of La Ronge oversee the strategy. Resources for the strategy include a coordinator through the Kikinahk Friendship Centre, which is funded through CPSP Adult Corrections and a dedicated adult probation officer.

Fifteen adults and ten youth are currently in the program and there is a list of offenders waiting for services offered through this targeted initiative. Since the inception of the program 40 offenders have been actively involved in the CRS. Out of these, 24 or about 60 per cent, are considered to have been fully or partially successful in leading more positive lives in and outside of the community.



Human Service Ministries' Perspectives on Crime Reduction

This initiative is the result of the collaborative efforts of police services and the human service ministries. The partners have learned that although the organizations have specific mandates and serve defined client groups there is considerable overlap in the vulnerable populations served.

Research demonstrates that the greater the number and severity of risk factors a child, youth or adult encounters the greater the likelihood the individual will experience lifestyle problems such as involvement in the criminal justice system. Research also suggests that by changing just one aspect of a person's life he or she may be less likely to become involved in the criminal justice system.



Each ministry has specific expertise based on research and best practice. By working together to reduce the risk factors experienced by vulnerable individuals the human service ministries can improve the potential for positive outcomes, strengthen communities and increase public safety. Some of the key actions human resources ministries carry out have contributed to and can continue to contribute to the goal of reducing crime and victimization. In some cases the actions will be the sole responsibility of individual human service ministries; in other cases ministries are collaborating to address the specific needs of their overlapping client populations.

Community Outreach Services:

Each health region provides services that extend the reach of addictions services to non-traditional sites including police cells, schools, community service centres and organizations and the streets. Outreach programs have also been successful in engaging clients who would not otherwise attend office-based services.

Early Childhood Development and Integrated Services:

The Government of Saskatchewan's Early Childhood Development and Integrated Services has done considerable work to identify measures that can be used to determine family and community risk indicators for vulnerability. It uses an in-hospital birth questionnaire to identify family vulnerability, an early development instrument to assess school readiness and a community risk indicator assessment. The information received from these questionnaires is analyzed and the results are shared with regional and community level school divisions, health regions and community agencies so that communities have a greater capacity for evidence-based decision making.

Construction Careers

Construction Careers Centres are operated by the Saskatchewan Indian Institute of Technologies (SIIT) in seven locations across the province. Centres are located in Regina, Saskatoon, La Ronge, Prince Albert, North Battleford, Meadow Lake and Yorkton.

Each Construction Careers location is industry-driven; meaning that the programming is designed to address the local demand for skilled labour.

The programs provide access to training and trade certification, links to employment and follow-up support.

Strong connections with local industry and student-centred supports from SIIT create an opportunity for program participants to gain entry into a lasting career in the skilled trades.

In 2010-11, 51 per cent (997) out of 1,939 participants were employed and a further 21 per cent (408) had completed the program.

A Shared Commitment to Progressive and Integrated Policing Practices

The concept of Integrated Policing has been widely adopted across Canada and around the world. Saskatchewan can be proud of the many leading edge examples of these practices. They are the result of the continuing strategic plans of our police services and the cooperative efforts between them and the province.

Together with our partners in municipal, provincial and First Nations policing the government remains committed to a number of important initiatives that support keeping Saskatchewan's policing practices strong, current and progressive. Saskatchewan is fortunate to have positive, cooperative and well-integrated relationships among our police services, their governing authorities and the province. We will continue to build on these important connections.

The integrated Internet Child Exploitation (ICE) unit was established in 2008 to investigate crimes such as Internet luring and the distribution of child pornography. It currently has a complement of 11 provincially-funded officers from the RCMP and three municipal police services working together in major centres across Saskatchewan. They focus on protecting our children from exploitation over the Internet.

Since being established ICE has conducted more than 300 investigations, laid more than 60 charges and has participated in a number of confirmed rescues of children in Saskatchewan and across Canada.



Photo credit: Tourism Saskatchewan

The Province recently approved the new **Provincial Police Service Agreement with Canada** which provides a renewed horizon for our provincial RCMP 'F' Division. It also contains important enhancements to our accountability processes, accommodations, and our ability to maintain closer alignment between provincial policing and our overall public safety system. Our **Public Complaints Process** has also been enhanced and work is underway to update the roles and oversight effectiveness of our Provincial Police Commission and to strengthen Police Boards at the Municipal and First Nations levels.

Each of our municipal and First Nations Police Services continues to work at the leading edge of police practices and community relations. We will continue to support those efforts.

Government has invested funding to provide 120 additional police officers in the province. Most of these positions have been dedicated to integrated and partnership-based policing initiatives.

A Commitment to Effective Intervention by Prosecutions and Courts

The Provincial Government is committed to reducing the risk offenders pose to the community by:

- creating a violent offender response unit within Public Prosecutions to identify those offenders who pose a significant risk to the community and to ensure resources are dedicated to intervening to interrupt their criminal activities;
- working with partners to reduce the influence of gangs and to interrupt them and organized crime through mechanisms such as increased focus on seizing the proceeds of crime;
- improving the ability of the courts to effectively and efficiency process cases; and
- using video-conferencing to reduce the risks involved when transporting offenders.

Therapeutic Courts:

The Government of Saskatchewan has implemented three domestic violence courts to address violence and victimization as well as two drug treatment courts. Evaluations of these initiatives provide evidence of the effectiveness of this therapeutic approach.

In the domestic violence courts, re-offending is reduced when offenders enter the treatment option and victims are better supported. In the drug treatment courts, offenders reduce their drug use and their criminal behaviour which can lead to an improvement in their lifestyles.



Dedicated Substance Abuse Treatment Unit:

The Designated Substance Abuse Treatment Unit (DSATU) is a specialized unit at the Regina Provincial Correctional Centre dedicated to providing a comprehensive in-patient addiction treatment program to male inmates.

The project is a partnership between the Saskatchewan Ministry of Corrections, Public Safety and Policing (CPSP), the Regina Qu'Appelle Health Region and the Saskatchewan Ministry of Health. Three hundred and sixty seven offenders (93 per cent) of the participants have successfully completed the treatment program.

A Commitment to the Most Effective and Proven Corrections Practices

Effective rehabilitation programs are those programs that have been demonstrated to reduce re-offending. The Government adopts some of these programs in a focused way within a case-planning structure. This approach is referred to as effective correctional practice and because it recognizes and incorporates the unique differences and needs of youth and adults, the practice can apply to both adult and young offenders.

In addition to defining which particular programs most effectively reduce offending, research has identified the following three important application principles which will continue to inform our practices in Saskatchewan:

- focus on high-risk offenders;
- deliver rehabilitation programs that diminish the factors in the life of an individual that promote offending; and
- provide risk management (supervision) and risk reduction (rehabilitation) interventions that are coordinated between police services, community service agencies, human service Ministries and the Ministry of CPSP.



Culturally-Sensitive and Community-Driven Programming for First Nations and Métis Communities

Through continuing engagement and partnership with First Nations and Métis leaders Government has taken action to help address the community safety needs and concerns of First Nations and Métis communities including:

- expanding alternative justice measures and the use of restorative justice practices;
- expanding the number and capacity of programs and services that are delivered by First Nations and Métis organizations and communities;
- providing Aboriginal court workers to assist accused persons going through the criminal justice system;
- Saskatchewan's first self-administered police service in the File Hills First Nations communities;
- enhancing culturally-relevant First Nations and Métis programs/services in custody facilities and developing cultural supports within communities;
- creating a pilot project in the File Hills First Nations Police Service to train and deploy Peacekeepers who have the status of special constables. This is an effort to enhance the police service's capacity to engage with communities; and
- developing a Peacekeepers training pilot project in partnership with the First Nations University of Canada and the Saskatchewan Institute of Applied Sciences and Technology.



HOW DO WE MOVE FORWARD?

Serving as a prime example of this broadened and intensified approach, the still-forming *Community Mobilization: Prince Albert* has achieved rapid recognition across Canada as an innovative and highly promising model. As shown here, participation at the twice-weekly Prince Albert Hub extends well beyond the usual players.

Representatives from police and from across the human services spectrum meet and collaborate to develop and implement immediate, real-time solutions to individual, family and community safety risks. The trends and recurrent issues are then addressed to determine sustained and system-wide solutions via a Centre of Responsibility that is similarly representative of all of these players.

A Comprehensive, Strategic, Province-wide Commitment to Crime Reduction

The previous examples are all good news projects. There are many more underway and they all reflect positive trends in reducing crime. However, they are not enough. Our crime rate and severity levels are still too high and our at-risk populations continue to grow.

Our experiences and our successes have laid a foundation and pointed the way forward. Now, we must expand our integrated efforts and broaden our crime reduction partnerships to meet the challenges faced by many Saskatchewan people.

We must provide strong, vocal and sustained government leadership.

We must create a sense of ownership and responsibility for crime reduction that is shared by individuals, communities, industry and government.

We must change the way government functions by implementing a more integrated approach to providing client services.

We must continue to support our police officers.

We must continue to support the victims of crime.

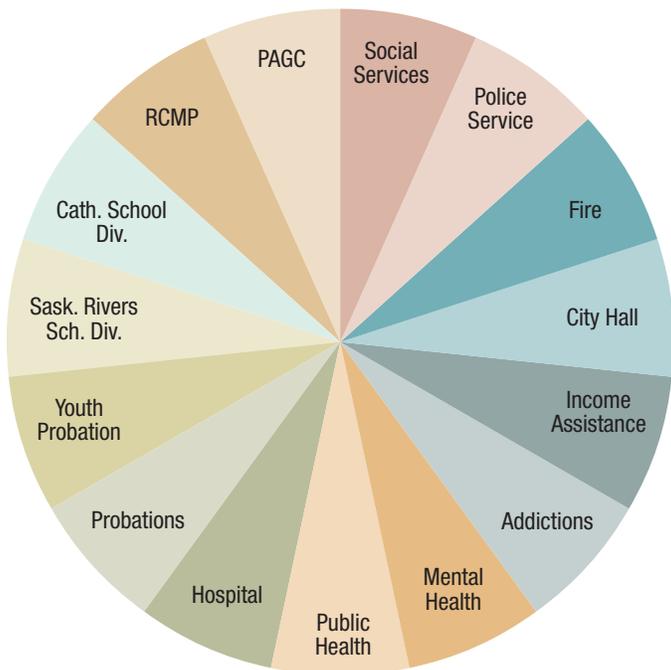
We must build upon the strengths of individuals, families and communities to promote positive outcomes.

We must target our services to individuals and families with the highest needs and to those who are at the greatest risk of coming into conflict with the law.

We must continue to engage with First Nations and Métis organizations to build culturally responsive services and programs.

We must be prepared to rigorously measure and track our successes and our challenges.

“Building Partnerships to Reduce Crime” represents a commitment to these proven practices, coupled with an intensified focus on this provincial priority by all involved. By building upon the successes we have achieved and by more effectively and more fully engaging others who have important roles to play we can achieve much more.



WHAT IS OUR VISION?

By setting out clear goals and by adopting and applying a set of uniform measures and indicators we can continue to guide our collective efforts and build partnerships to reduce crime and victimization.

- **We will dramatically reduce crime, violence and victimization.**
- **People who commit crimes will be held accountable for their actions.**
- **Victims of crime will be supported.**
- **Our criminal justice system will be effective and efficient for all and responsive to cultural needs.**
- **People in conflict with the law and those at risk of coming into conflict with the law will be supported in their efforts to build positive, crime-free lives and to more successfully participate in education and employment opportunities.**
- **We will work to reduce substance abuse and addiction, to promote healthy environments for children and youth to grow and learn and to reduce the risk factors that lead to crime and violence.**
- **All citizens, families and businesses will feel safe in their communities, free from fear of being victimized by crime.**



THE NEXT STEPS

This three-level model is an example of how the Partnership could work at the provincial, regional and local level.

Policy and broad priorities emanate from the 'all of government' approach taken at the provincial level.

Community Safety Planning including local analysis, innovative tools and lasting solutions should arise from similar partnership arrangements in place at the community level.

And front-line, client-centered, real-time services should also reflect the full participation of all agencies that have a role to play in crime reduction and/or the reduction of the health and social risks that can affect individuals, families and communities.

Engagement

We will engage Municipal Officials, First Nations and Métis leaders, Police Boards, Police Leaders, Members and their Associations, community-based organizations (CBO's) and other interested parties to mobilize a shared commitment to take action to reduce crime.

Local Action and Initiative

Community leaders across the province will be encouraged to establish local mechanisms for Community Safety Planning to guide new and continuing integrated programs specific to their situations, challenges and opportunities related to crime reduction.

Support, Tools and Methods

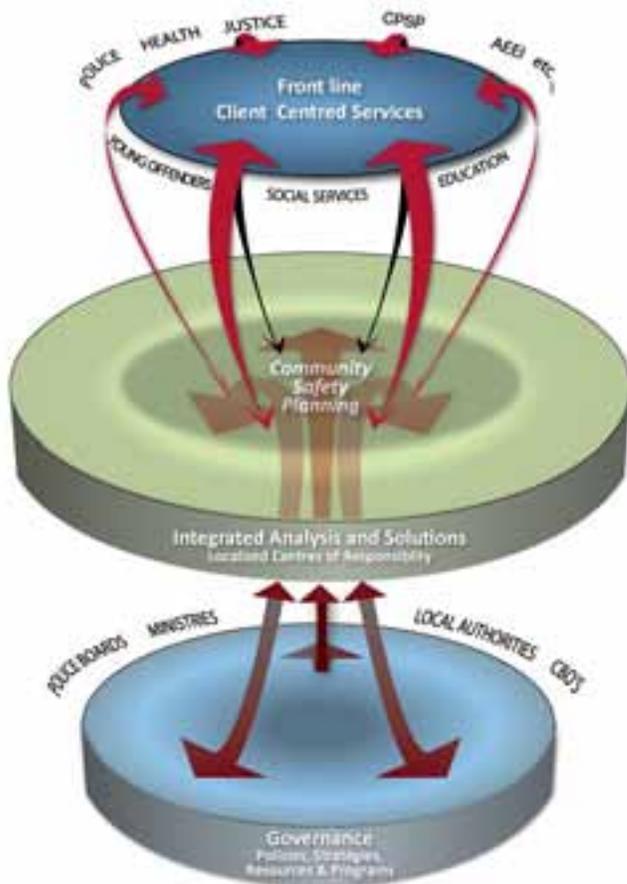
We will enable information sharing between human service agencies to ensure intervention and services are client-centered. We will continue to develop and make available a variety of evidence-based tools, techniques and best practices that can be applied at the local level – and we will continue to learn from innovations flowing from the front lines in every community.

Measurement

A provincially-representative team will continue to develop a robust and valid 'basket of measures' that can be consistently applied across the partnership and its related initiatives. New measurement regimes will remain aligned with those being developed in support of Government's other projects.

Ongoing Reporting and Communication across the System

We will continue to report on our collective achievements and challenges.



The high degree of trust and confidence our citizens place in our police is a valuable asset that we must continue to value and protect.

OUR INVITATION

This partnership is an invitation to all of us to work together. We each have an important part to play in reducing crime and victimization and in building better lives and safer communities for everyone in Saskatchewan.

We Need Your Involvement
We Want Your Active Participation
We Ask for Your Support
We Encourage Dialogue

Contact Information

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The following are the Charter members of the Project to Build Partnerships to Reduce Crime.

Project Champion
Honourable D.F. (Yogi) Huyghebaert,
Minister Responsible for Corrections,
Public Safety and Policing

Chair, Deputy Minister *
Corrections Public Safety and Policing

Deputy Minister *
Justice and Attorney General

Deputy Minister *
Social Services

Deputy Minister
Advanced Education, Employment and
Immigration

Deputy Minister
Education

Deputy Minister
First Nations and Métis Relations

Deputy Minister
Health

Deputy Minister
Municipal Affairs

Deputy Minister
Tourism, Parks, Culture and Sport

President *
Saskatchewan Association of Chiefs of Police

Assistant Commissioner *
RCMP 'F' Division

Chief of Police
Estevan Police Service

Chief of Police
File Hills First Nations Police Service

Chief of Police
Moose Jaw Police Service

Chief of Police
Prince Albert Police Service

Chief of Police
Regina Police Service

Chief of Police
Saskatoon Police Service

Chief of Police
Weyburn Police Service

** Denotes Executive Steering Committee Members*

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