



## **Full Circle Community Safety:**

*Changing the conversation about ~~police~~ economics and performance  
Community Safety*

**A Handbook and Guide in Support of New Multi-Agency  
Metrics for Community Safety**

**ISIS 2012**

## ***Full Circle Community Safety***

Policing in Canada today is being challenged from many directions, not the least is a search for a contemporary analysis of the role the police have in community safety and the opportunities and challenges that face the police in assisting to build stronger, safer and more vibrant communities across Canada. The police cannot do it on their own. There needs to be a multi dimensional response to community safety. Many groups and agencies must be part of the solution. The search for a solution to community safety is rooted in the socio-economic realities many are facing. The increasing financial costs of our public institutions are a major motivator for such an analysis, discussion and collaboration. Across Canada and at every jurisdictional level, public institutions and their leaders are engaged in a continuing dialogue with their respective governing authorities, their funding bodies, the communities and the citizens they serve as to the ever growing role, responsibility and cost of community safety.

At issue in these negotiations are the growing expectations and necessities of safety and the rising costs associated with meeting these needs, juxtaposed with the frequent media reports and increasing perceptions among many citizens that “crime is down in Canada”. Yes, these favourable crime trends are real for some, and yes, our levels of community safety are something all Canadians should celebrate, but these observations are only true in the aggregate.

For many at risk groups of Canadians, this is not their daily reality. The new reality is that the fear of crime is up for far too many Canadians. For our related agencies and their oversight authorities, these statistics do little to explain the increasing demands on public resources, the continuing unsafe and challenging conditions for public sector partners, police, and the very real fears of crime and victimization in far too many families, communities and neighbourhoods. No one today has to go farther than media sources to see the constant reminder of the drivers of this fear of crime.

What is lacking is an adequate vocabulary to both clearly express and respond to this situation. In this handbook and accompanying model, ISIS 2012 reframes how community safety is viewed by creating a new model whereby community safety is about more than crime statistics and no longer a priority concern just for the police. Yes, the police have a vital role in the criminal justice system, and in their own core business functions such as enforcement, crime prevention and suppression, all of which they do very well. The new reality requires that the community must leverage the sustainable and substantial resources of our government institutions to partner with traditional safety providers in ways that the Canadian experience has not utilized effectively up to now.

The ISIS 2012 model maximizes the potential of community safety through a collaborative approach with partners, such as Social Services, Education, Housing and Health, to name but a few. ISIS 2012 is recommending an enhanced dialogue with partners to leverage their expertise to strategically focus on safer and healthier communities. This handbook will explain a new model with 10 new dimensions to community safety, what they mean, what other jurisdictions in the world are doing in relation to these dimensions, how to operationalize this model in your own sector and community, how the model can be used as a planning tool and ultimately, a tool that measures the whole spectrum of community safety.

ISIS 2012 challenges all community leaders, including police, to re-examine what you do, how you do it, and to question if you are the best suited to do it. We believe these Full Circle Community Safety Metrics will encourage and help all community leaders to change the conversation.

There are a growing number of indicators suggesting that crime and calls for service are declining in Canada but this does not reflect the daily reality for at-risk Canadians and does little to explain the increasing demands on police resources to respond to being asked to 'do it all and to not say no'. What's lacking is an adequate vocabulary for clearly expressing and responding to this situation.



ISIS 2012 meet with police and community leaders as part of a social action group in Rinkeby-Kista District, Stockholm, Sweden

***In an African proverb... "it takes a village to raise a child." In Canada it will take all of our shared resources to keep our communities safe.***

### Table of Contents

Part 1	Strategic Dimensions	4
Part 2	Operational Implications	10
Part 3	Foundational Principles	12
Part 4	Reporting Dimension	13
Part 5	Radar Diagrams & Applications	20
Part 6	ISIS 2012	22
	The Full Circle Community Safety Model	24

## Strategic Dimensions

The first five dimensions of the Full Circle approach to Community Safety collectively reflect a strategic concept of operations that, to be effective, must draw all resources and capacities together under a common purpose.

In our global field research, we consistently encountered strong and successful examples of a new style of operations that were bringing renewed energy, hope and optimism to some very troubled communities, and in the inverse, where things were not working, several of these dimensions were notably absent.

We have chosen to label these as the 'strategic dimensions' since each of them is intended to inform and shape the strategic focus, from the highest levels to the front-lines, of each and every partner agency or sector that has a stake and role to play in reducing risk factors, building on assets, and ensuring safe and healthy communities .

Broad shared responsibility must reflect accountability processes for community safety to shift from individual stakeholders to the collaborative umbrella of a shared strategy.

In contrast to 'incident-driven' responses, an increased focus on reducing victimization and targeting the crime-related risks that lead at-risk people into conflict with the law.

It is evident that the most successfully implemented programs and initiatives are those that are not only supported, but mandated by higher level government authorities.



A move away from top-down and silo approaches of service delivery to collaborative models that engage the community as a whole in a sustainable long-term strategy.

Community partners effectively identify and address distinct community issues identified through collaborative processes at the most local level.

**Broader Shared Responsibility**

Responding to community safety is a complex venture that requires multiple agencies to align, take responsibility and commit to working together. These partnerships must link community safety providers to the communities they serve. Broad shared responsibility must reflect accountability processes for community safety to shift from individual stakeholders to the collaborative umbrella of a shared strategy. Remember police are only one of these partners. There are many others. Police can no longer bear the burden of community safety alone.

*In New Zealand, the Maori Wardens program is an excellent example of a community group working with police to take more responsibility for creating a safer community not only for the Maori people but for all residents of New Zealand.*

Some Indicators:

- Inclusive participation in leadership and responsibility.
- Systemic change opportunities are recognized.
- Seamless exchange of information and solutions implemented.
- Active and genuine investment of professional time and talent from multiple disciplines.

**“Community Safety is not the sole responsibility of the police and the police should not be like a 'supermarket'.”**

*Fundacion Paz Ciudadana, Patricio Tudela Poblete. Santiago, Chile, 2012.*



**Risk-Driven  
Victimization  
Focused**

Our research revealed a very notable shift in the focus on community safety in many countries, with less emphasis being placed on the 'incident-driven' and 'response' focus of both statistics and operations that we tend to see in Canada, to an increased focus on reducing victimization and targeting the crime-related risks that lead at-risk people into conflict with the law. This does not mean shifting police into pure 'prevention' mode, rather, it acknowledges that even our approaches to intervention and suppression can be directed more effectively by risk factors, and real and perceived victimization than by responses to incidents and levels of crime reporting such as UCR, crime stats etc.

***“The rich are worried about crime. The poor are worried about just getting by.”***

*MGen Jacobs, South Africa, 2012.*

Some Indicators:

- Systems are in place for risk driven intervention involving multiple partners.
- Deployment is aligned with individual and neighbourhood-level risk factors.
- Tools available to recognize and diagnose individuals, families and communities at risk.
- A properly aligned risk driven system to improve community safety, education and employment.
- An evident shift in measuring community safety from the perspective of victimization rates as opposed to rates of offending.

*Bogota, Colombia semi-annual victimization surveys by the Chamber of Commerce in collaboration with an independent think-tank, surveys the community to determine what they feel the greatest risk is and the police, think-tank and the Chamber of Commerce jointly respond by creating the programs to respond to these risks. Sweden took it further taking the survey information and attaching a dollar figure to the risk.*

### Some Indicators:

- Meaningful involvement; attendance at programs by a diverse mix of community actors.
- Links between community groups strongly established.
- Stakeholder composition includes public, private and NGO sectors at all levels.
- Structured, trusting and collaborative partnerships are operating.

Our research uncovered countries that moved from self-contained silo approaches to collaborative models that engage the community as a whole in a sustainable long-term strategy. In these countries, community safety transformed into a mindset and is built on strong, equal-partner relationships.

The results saw greater sharing of information and improved community perception of the police.



**Community  
Engagement**

***“...if we are to succeed in reducing crime there has to be cooperation between the police, local authorities, NGO’s, the community, all community leaders, the church, and even local companies. Everyone in society needs to have an interest in keeping it safe.”***

*Erik Nadheim – Norwegian National Crime Prevention Council, 2012.*

*The Community Police Forum in South Africa is legislated to be formed in every community for the purposes of communication and ownership of local issues.*

Many nations in our studies had rich examples of national community safety programs with built-in flexibility to meet the

specific needs of individual communities. Through a common framework, community partners effectively addressed distinct community issues that were identified through regular qualitative surveys conducted by independent groups. Operational

procedures were then adjusted relative to successes and failures.

## Local Needs & Priorities

*In 1990 the Norwegian Police launched a night walker volunteer, community safety project that developed into the Night Ravens. This program aims to prevent violence, damage and to strengthen social networks through adult volunteer's being present in the community. Currently spread throughout the country with more than 300 groups.*

## Some Indicators:

- Individual communities recognize their risk factors.
- A process is available to bring local champions together to establish local priorities.
- Knowledge, tools and resources are applied to develop local solutions.
- Methods exist to combine evaluation and measurement at local level.

***“Building relationships takes time, it takes energy, and it takes coordination.”***

*Supt Mark Wright LAC NSW, Blacktown, NSW, Australia, 2012.*



## Some Indicators:

- Governments lead and support the holistic approach to Community Safety.
- Community Safety is an evident priority in the mandates of multiple ministries and agencies.
- Reporting structures are aligned with the holistic approach.
- Unique needs of marginalized communities are a whole-of-government priority.

***“When the insurgents are winning we are not being outfought we are being out-governed.”***

*LCol Rob Bell, Canadian Forces Military Police, The Briars, 2012.*

During our field research, we discovered many innovative community safety initiatives being implemented by various community stakeholders. It was evident that the most successfully implemented programs and initiatives were those that were supported, and often mandated, by government authorities. This is not only directing the police but all community partners. This fostered increased buy-in by all agencies contributing to community safety and by the citizens themselves. Resistance to change is always difficult to manage, however a strong mandate and actionable executive level directives from governing authorities provides one of the best means to overcome such resistance to new ideas and ways of doing business.



**High-Level  
Directives &  
Imperatives**

*The iwi led crime prevention plan is responding to the adage “if you keep doing things the same, you’ll keep getting the same results.” The iwi plan could radically change the way things are done and conversely, change the resulting outcomes, simply because iwi will do things differently than they have done before.*

## ***The Full Circle Strategic Dimensions point towards new modes of operation as characterized in the following selected global and domestic examples.***



### **South Africa**

#### *Integrated Development Services Act*

National legislation that requires alignment of all local, provincial and federal stakeholders to work together for the purpose of community safety, economic viability and sustainable development.

#### *Cape Town Improvement District; 2003 bylaw*

Broad based community engagement based upon a realized shared responsibility supported by national legislation and the development of the local bylaw (Cape Town CID).

**Strengths:** Publicly sanctioned-Privately directed.

**Weakness:** Business Improvement District model is not always aligned with larger public expectations.

**Outcome :** Cape Town Business Improvement District has seen a substantial return on investment due to crime prevention and community safety initiatives.

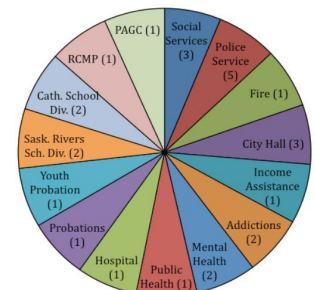
### **Canada**

In Prince Albert, Saskatchewan, an emerging model has attracted significant national attention. Dubbed "Community Mobilization Prince Albert", this model is an interactive-interagency approach that uses analytical data to deliver services to those in need before they enter criminality. This Community Mobilization model was inspired by their own research work from Glasgow, Scotland. ISIS examined this model as part of its domestic research.

Community Mobilization in its essence, is a root-cause reduction strategy, offering assistance, options and choices to those in need, (i.e. family dysfunction, addictions, mental health, education, readiness to work, and employment), before they enter a system.

Their Scotland research clearly pointed out that all pieces must work together in a global strategy – failure is met when certain pieces are identified and worked on in isolation. With the focus on increasing interagency work, Community Mobilization is the natural evolution of the next step in crime reduction strategies.

The model in place in Prince Albert includes many of the dimensions within the community safety model. Of particular note are the local needs and priorities and the inclusion of the strategy under the Saskatchewan government's Building Partnerships to Reduce Crime strategy. This is a prime example of a local solution that fits higher-level directives and imperatives. Presently the strategy is striving to improve on their qualitative assessment and analysis and multi-disciplinary evaluation through partnerships with the University of Saskatchewan and the University of Regina.



## Australia

*COM4unity:* In 2009, in response to police and community concerns about the increasing number of young people involved in antisocial behaviour and public order incidents in Blacktown, Supt Mark Wright brought together a number of non-government organizations to discuss a positive and proactive approach. This group provides a range of activities and links to local service providers and support mechanisms for youth in the Blacktown community.

*Strengths:* COM4unity is successful because it has taken a holistic approach to community safety, it is made up of employees and volunteers from local organizations and businesses, youth services, local police, Westpoint Shopping Mall management and security and members of Blacktown City Council.

*Weaknesses:* This is only a local initiative.

*Outcome:* Thursday nights used to be “fight-night” in Blacktown and it was not uncommon to see upwards of 2000 kids congregated with in a small area. Through a well-aligned approach, COM4Unity is building upon and achieving its objectives. Fight night is now a thing of the past .



## South America

### *Plan Nacional de Vigilancia Comunitaria por Cuadrantes*

National program mandates inter-agency cooperation with community members, local government authorities and other public sector services. Colombia has been divided into 2000 districts. Since 2007, over 165,000 consultative meetings have been held.

*Strengths:* Local community and partners engaged in needs identification and problem solving, hotspot assessment. Directed by the Office of the President.

*Weakness:* Quantitative assessment rather than qualitative assessment.

*Outcome:* 11% decrease in crime.

## Norway

*SLT and SaLTO Model:* Collaborative crime prevention model with a holistic focused approach. Within and between agencies, municipal and national government, communities, youth and their families in accordance with government proposition in 2006.

*Strengths:* Includes both a Central and Local Steering Group; embeds a municipally paid coordinator with the police for day to day collaboration; creation of follow up teams for each youth at risk and contact police for each youth victim, involvement of local police in concerned conversations; sharing of valuable data and inclusion of education, child welfare and health personnel; involvement of community members in planned safety walks.

*Weaknesses:* Reliability of tracking method to determine concrete success of the model.

*Outcome:* Actively engaged local community with a regional and national approach demonstrating that community safety and youth are the responsibility of the entire community.



## Foundational Principles

Foundational principles provide critical underlying support for an associated system of actions, beliefs, and interpretations. For their strategic aims to be attained over the long term, all parties engaging in a Full Circle Model of Community Safety must adhere to and monitor these foundational principles.

Some of these are admittedly qualitative in nature, and thus often difficult to measure objectively. In the best models we found, these limitations are overcome through collective dialogue and continual, mutual evaluation of the effectiveness of the partnerships and processes being employed.

*Shared Data* -Community Safety cannot be achieved by the continued reliance on individual silos of information. Opening these silos and building relationships to facilitate open data sharing while still respecting the privacy of the individuals involved is key to successful outcomes. It is self evident that at no time should the privacy overrule the safety of an individual.

A Chile example has shown that the police provided all their data from the mid 90's to current day to independent analysts, which allowed the data to present possible solutions to current problems.

*Trust* - An open society dedicated to a common goal of Community Safety is characterized by a free flow of information based on maximum transparency and a free market place of ideas. The trust that is needed to challenge the status quo and current neighborhood security issues while having the courage to view challenges and opportunities to confronting those issues is at the heart of the trust principle to build with your community partners. Our global research has shown that it is imperative to recognize that no one group or agency has a monopoly on solutions and that no one group or agency owns the answer to community safety. The foundation of trust will ensure that all participants are comfortable with their partners and that problem solving can be done without fear of blame or embarrassment.

A Norway example brings together decision makers from the Norway National Police and Mental Health to provide common direction with one voice in a unified protocol to address mental health issues in an efficient manner.

*Courage to Let Things Develop* - Society must be prepared for socio-economic changes to often be generational. Changing societal norms is a long term process. ISIS 2012 has seen that countries are prepared to think in generational versus annual terms, and to value positive progress as much as program completion.

A Swedish example has shown us that one project took five years to show participation by the community prior to the potential for engagement.

*Innovation* - The attitude to change, alter and adapt has been a central theme to combating issues of crime and safety. Countries, cities and neighborhoods who are under the threat of community destabilization, that are fearful and distrustful of those around them, cry out for innovation. ISIS 2012 has seen that those in times of crisis are the most open and engaged to the potential for change. Innovation, alteration and modification are at the core of those communities most motivated to find collective solutions.

A Holland example mobilizes concerned citizens through the use of social media and sms text messaging.

*Multi - Disciplinary Solutions* - No one community or public agency has all of the solutions to community safety. It is only through the collaboration of multi-disciplined partners representing various levels and expertise that real change can occur. Problems can be better understood and diagnosed through multiple lenses, and the implementation and action on solutions must involve those most suited to their execution.

*Philosopher Karl Popper, when consulted on the South African Constitution, noted that:*

***“important socio-economic outcomes are rarely, if ever achieved through grand policies designed by a small group of planners with minimal input or debate, but rather through interactive, incremental processes whereby policies are constantly and publicly questioned, tested and improved”.***

## Reporting Dimensions

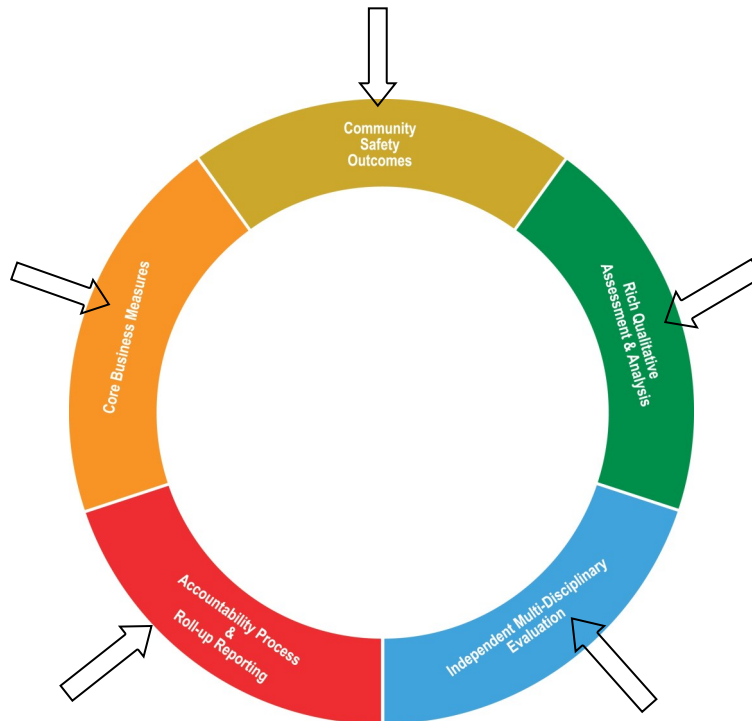
The outer five dimensions are all about how we can determine and report on the value of our collective investments in Community Safety, and they can be applied at all levels, from national, to local, and to neighborhood. In the nations, states and communities where the full circle of community safety was evident, the value being derived from a full range of investments was being measured and reported through multiple channels, and was neither contained nor defined by individual sectors.

These dimensions provide a language and a framework by which all partners in Community Safety can measure and report on their effectiveness to their accountable authorities, to each other, and to the public at large.

It is also in this series of dimensions that the model reconciles the need for each sector or discipline to continue fulfilling and accounting for its effectiveness within its core business mandates.

The most effective programs and initiatives measure the outcomes of their programs, as manifest in safer and healthier communities and improved quality of life indicators for all.

The more traditional input and output measurements that focus on the statistical measurement of core functions of each sector (for example, crime levels and clearance rates for policing).



Regular deliberate assessments of community safety, primarily from the perspective of the general public, on parameters including fear of crime and victimization, exposure to crime and confidence in all aspects of the criminal justice and/or social support systems.

Ethical and administrative accountability evidenced by clear, mandated reporting and accountability processes within agencies and sectors, laterally across various partner groups and the public, and vertically integrated to higher level authorities.

Independent third-party examinations of community safety initiatives that enhance both the reliability and validity of programs, and agencies willing to share their data and experience to gain insights for continuous improvement.

## Community Safety Outcomes

Community safety outcomes are the result of community safety initiatives. In the countries we visited, the most

effective initiatives included those that measured the outcomes of their programs. Some examples of outcomes include: a reduced fear of crime and increased perception of safety

in the community; positive economic impacts at the local level; a reduction in school drop-out rates; an improved employability for at-risk populations; and a reduced reliance on social services and health care.

***“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.”***

*Saskatchewan Premier Brad Wall 2011*

## Some Indicators:

- Reduced fear of crime and increased perceptions of safety.
- Reduced victimization levels.
- Positive economic indicators.
- Reduction in school dropout rates and increased participation and completion rates.
- Employability indicators improve for marginalized populations.
- Less reliance on social services and health care.
- Indications of community pride and quality of life issues.
- Reduced bullying and intimidation in schools and at-risk environments.

*CID (Cape Town City Improvement District) Establishment of Urban Management project in Cape Town .*

*CID works in partnership with local NGO's and local business on environmental improvement projects and community safety. Their work results in higher tax value for property, business retention and a decrease of criminal activity within the sector.*

Core business measures have been an integral aspect of community safety measures internationally but many nations have realized that this alone does not accurately reflect all

### Rich Qualitative Assessment & Analysis

aspects of safety. In order to correct this measurement gap, substantial efforts have been undertaken to conduct regular deliberate assessments of community safety, primarily from the perspective of the general public. Parameters include fear of

crime and victimization, exposure to crime and confidence in all aspects of the criminal justice system. Nations have found that these concerted efforts have yielded up to a 70% response rate on a consistent basis and that the results have been worth the investment. Interpretive analysis is subsequently conducted by academics and professionals, the results of which assist government decision-making. A challenge remains to reach some of the more at-risk populations within the community.

*In 1990's politicians became interested in "value for money" with more emphasis on police efficiency and greater interest in evaluating work. Using National Council for Crime Prevention in Sweden to conduct surveys and using criminologists to interpret data to inform government on community safety and set strategic social direction.*

### Some Indicators:

- Improvement in the variety, timeliness, frequency and quality of data collected and analyzed.
- Enhanced and meaningful shared dialogue about community safety and social wellness.
- Plain language information sharing between community safety partners and citizens.
- Active and ongoing qualitative survey processes bringing in multiple, rich picture perspectives to inform all efforts and programs.

***The police do a "wide range of initiatives. None of it is being measured. The problem is that if the police work remains behind the walls, then it is not perceived, then the capacity to lobby for the budget is less."***

*Lucia Dammert – Consultant –  
Community Safety, Santiago, Chile*



## Some Indicators:

- All communities surveyed frequently (across multiple dimensions of Community Safety).
- A wide variety of evaluation methods are used.
- Evaluation is conducted through academic research and other 3<sup>rd</sup> party agencies.
- Agencies and sectors willingly cooperate in third party evaluation processes.

***“It is important to discover how citizen behavior, feelings of security, victimization rates and experiences, reported crime, and various police practices interrelate. Considering these factors together gives a far richer and more meaningful assessment than the number of crimes known to police, or cleared by arrest.”***

Gary T Marx, 1976

In all of the countries we visited we found that independent third-party examinations of community safety initiatives enhanced both the reliability and validity of their programs.

In addition, the evaluation of outcomes of community safety initiatives by experts from a variety of academic and vocational disciplines often led to more innovative advances in the program or the discovery of new measures to enhance community

safety. In the countries we visited we found that public service agencies who shared their data with independent experts from a variety of fields to review gleaned increased credibility and acceptance of their work and in many cases, discovered new metrics relating to their community safety initiatives.

**Independent  
Multi-  
Disciplinary  
Evaluation**

*FIP – Foundation for Ideas for Peace. Privately funded independent think-tank comprised of academics from multiple disciplines conducting an evaluation of the National Plan for the Community Surveillance of city quadrants in Colombia.*

In order to maintain the public's overall confidence in the police, both ethical and administrative accountability must be present.

## Accountability Process & Roll-up Reportings

Measuring performance outcomes, general productivity, and public satisfaction is integral to enhancing and maintaining the public's trust and confidence in their policing services. Our international analysis has shown

that in order to be most effective there must be clear, mandated reporting and accountability processes not only within agencies but laterally across to the various partner groups.

*The HMIC provide oversight and accountability to 43 police services in the United Kingdom as mandated by the Police Reform and Accountability Act. The accountability will be enhanced at the local level through the election of local police commissioners by response from the local community; expectations and communications.*

### Some Indicators:

- Consistent multi-disciplinary reporting structure exists.
- Processes exist to motivate underperformers and non contributing partners.
- Outcomes are aligned with community safety strategic priorities at all levels.
- Achievements and challenges are shared laterally and vertically.

***“We have become the social agency of first resort for the poor... We need to re-examine police processes to determine just what requires the armed authority of the state in your living room.”***

*Gascan and Foglesong,*

## Some Indicators:

- UCR and Crime Severity Index.
- Clearance rates.
- Calls for service.
- Allocation of enforcement budget.
- Success of prosecutions.
- Recidivism rates.
- Emergency room admissions.
- Mental health interventions.
- Reliability and consistency of core measures.

***“The expectations of society depend on the victimization, not on the police statistics.”***

***Fundacion Paz Ciudadana  
Mariela Frindt Kullmer & Patri-  
cio Tudela Poblete Santiago,  
Chile***

*The Australian Federal Police supplement their reporting with key performance indicators such as level of crime, perceptions of crime, police response, public confidence in police, road safety, supporting the judicial process, crime prevention (perception of crime and diversionary programs).*

Core business measures are the more conventional measurements with which we are familiar and focus on, for example, the statistical measurement of crime, incarceration rates, or the costs of addiction services. Traditionally organizational productivity has been based upon quantitative statistics only. A major challenge to current statistical gathering in Canada is not that crime rates are dropping or rising (on average) but rather there is an inconsistency and inaccuracy in the definitions of crime reporting. The same dimension can be applied to all sectors and we recognize that each sector would have their own core business measures. In our studies, we have found that there are additional indicators that would broaden the picture of what community safety measures encompass. If we think about community safety as the goal rather than a means of crime control, we will be able to expand our conventional approaches to measurement across the system.

**Core  
Business  
Measures**

# Applying the Full Circle Model

The ten dimensions of community safety and associated indicators presented provide a model for the evaluation of community safety measures at the local, regional, provincial and national level. The application of this model requires a companion tool for measurement that provides the same level of flexibility as the overall model.

Each agency involved in community safety can utilize the indicators provided, and any additional indicators developed, to determine an overall score for each of the ten dimensions. The scale used for this measurement must be agreed upon by all the agencies involved in the community, and should remain consistent across agencies. Once the score is calculated for each dimension, the agency can then plot their results on the radar chart. The resulting chart provides a visual representation of each agency's contribution to community safety at that point in time. In the perfect scenario, the map of dimensions would encircle the entire outside perimeter of the chart demonstrating complete coverage of the ten dimensions of community safety. (Chart 2)

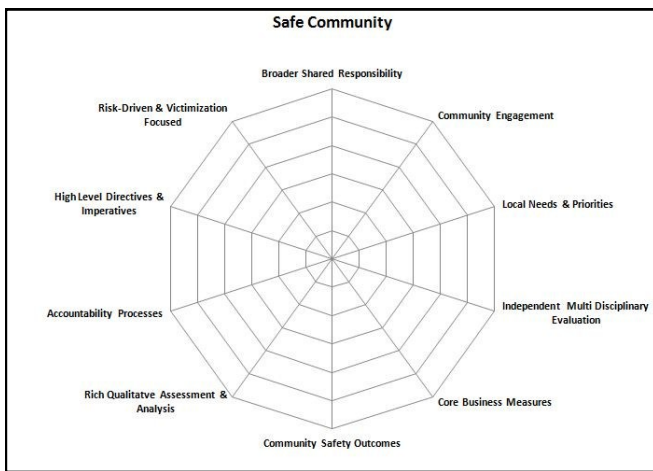


Chart 1

In order to provide such a measurement tool, ISIS 2012 is recommending the use of a radar area chart. A radar chart is a graphical method of displaying multivariate data in the form of a two-dimensional chart of three or more quantitative variables represented on axes starting from the same point. The relative position and angle of the axes is typically uninformative. In the case of the community safety model however, the dimensions of community safety have been arranged on the chart in a logical order suggesting the top half of the chart represents a strategic commitment to the full circle approach, and the bottom half of the chart represents the measurement and reporting processes necessary for sustained community safety. (Chart 1)

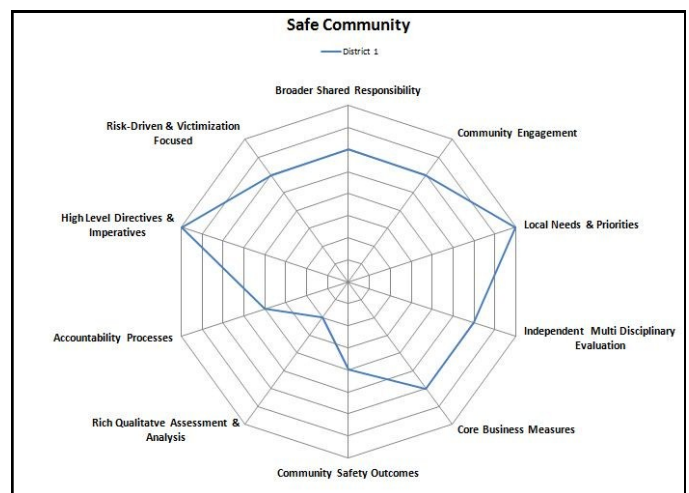


Chart 2

The radar chart allows for the plotting of multiple data sets on the same chart so long as a consistent measurement scale is applied to all sets of data that are to be plotted. In the case of larger organizations, each district or area can record their results and display them on the same radar chart to provide an overall view of the entire agency with regard to community safety. This provides the administration with direction on where resources can be most effectively used to address any possible deficiencies that are identified. (Chart 3)

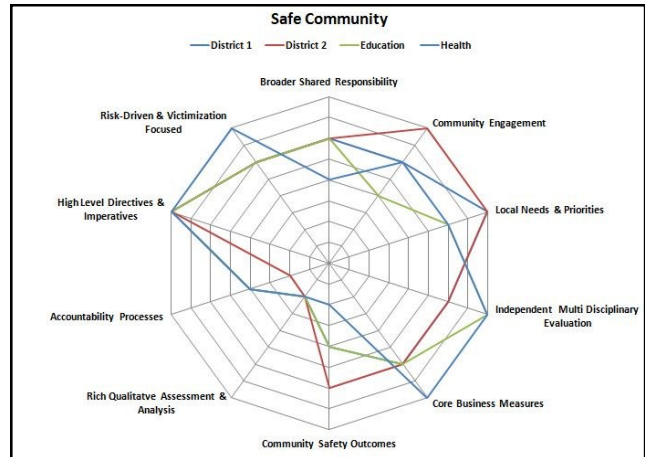


Chart 4

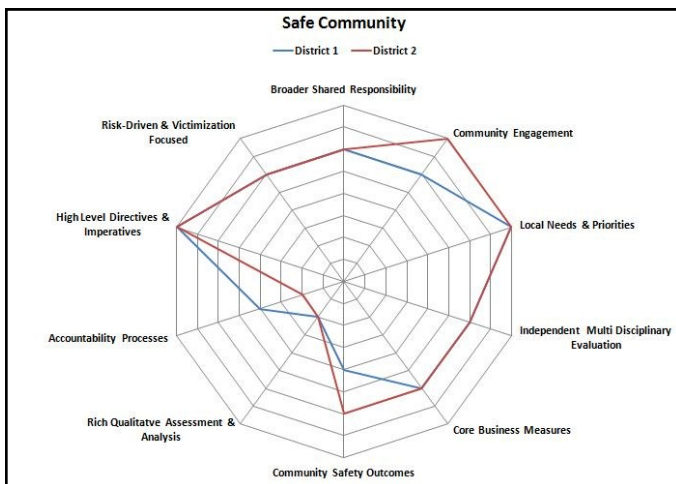


Chart 3

The radar chart can also be used to show the progression of community safety over a period of time. To be used in this manner, a baseline level of community safety is established using the dimensions prior to the start of a program. These results are then compared to the measures received following the implementation of a community safety initiative. When used in this way, the chart becomes an effective tool for the measurement of the impact of a community safety initiative on either the strategic or reporting dimensions, or both.

When all partner agencies have developed their own indicators for each dimension, these can also be plotted. The results from all agencies are displayed on the same chart, and the completed image provides an overall view of the entire community safety spectrum. This information can then be utilized to identify gaps in resources or services across all community safety agencies. (Chart 4)

“Maori and others have promoted many options over time to reduce Maori offending. While some programs and initiatives have been successful, few survive the political shifts of time.” (IWI Lead Crime Prevention Plan, NZ)

“Cops in England have stepped back from doing everything for everyone.” (Roger Baker, HMIC)

“If you can’t paint an accurate picture of the problem, then you can’t solve it.” (AEIOTu. Jeremy BEDZOW. Bogota, Colombia)



“Get personal on a professional level” (Lars Alvarsson, Swedish National Police)

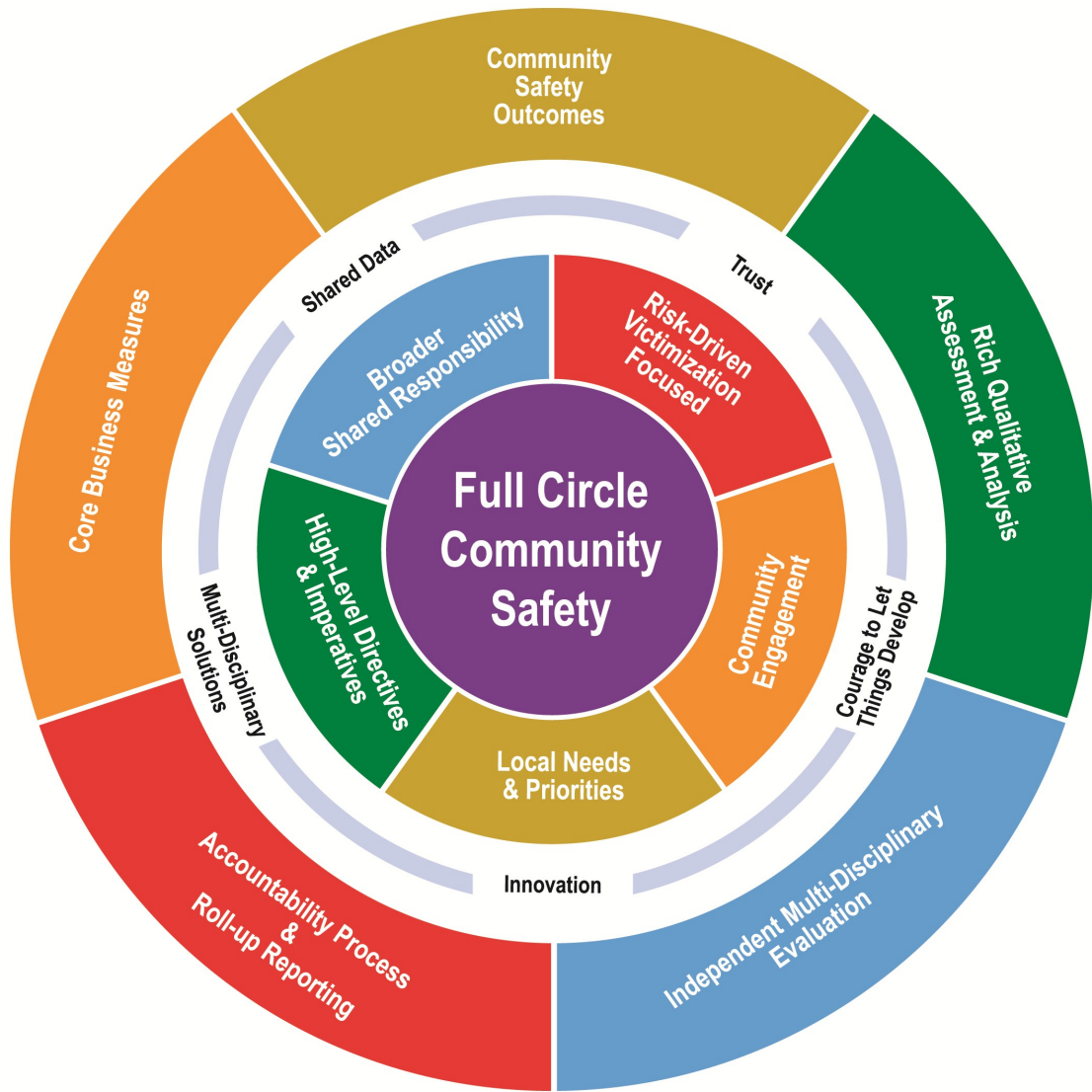


*ISIS 2012 challenges all community leaders, including police, to re-examine what you do, how you do it, and to question if you are the best suited to do it. We believe these Full Circle Community Safety Dimensions will encourage and help all community leaders to change the conversation .*

## ISIS 2012

Inspector Sean Bourrie  
 IT Manager Ron Anderson  
 Superintendent Barry Zehr  
 Superintendent Marlene Snowman  
 Superintendent Rosemary Abbruzzese  
 Inspector Dave Hossack  
 Superintendent Chuck Cox  
 Superintendent Tony Cusimano  
 Major Chris Graham  
 Inspector Michelle Davey  
 Inspector Dave Saliba  
 Inspector Cory Zaharuk  
 Inspector Brian Shalovelo  
 Superintendent Paul Thorne  
 Superintendent Jim Perrin  
 Superintendent Guy Pilon  
 Superintendent Kevin Hackett  
 Program Director Norm Taylor





SUPPOSE YOU AND YOUR PARTNERS COULD MAP YOUR COMMUNITY TO THESE DIMENSIONS?



WHAT WOULD THIS LOOK LIKE?

