



**Youngstown Capital Region Housing Project**  
*Using the SARA model of problem solving*





## **YOUNGSTOWN CAPITAL REGION HOUSING COMPLEX COMMUNITY DEVELOPMENT PROJECT**

The Edmonton Police Service (EPS) Neighbourhood Empowerment Team (N.E.T.) commenced operations in the Britannia-Youngstown community in 2007. In the ensuing time, the community was divided into five regions based on commonalities such as geographical areas, usage and crime trends. One of the identified regions was the Youngstown Capital Region Housing Complex.

Capital Region Housing Corporation is a management body incorporated by ministerial order (H:187/94) under the *Alberta Housing Act*. They are a not-for-profit owner, developer and manager of affordable housing in the Alberta Capital Region. The complex located in Britannia-Youngstown has 134 units (including 24 townhouses) located in five buildings. There is an on-site complex manager/maintenance man. The complex borders the Mayfield Common Mall to the South and West, Centennial Court multi-family housing (Region 5) to the North and single family residential (Region 1) to the East.

This complex had long been plagued with family violence, drug activity and problem tenants. Illicit activity increased in 2007/2008 and this area was frequented by police responding to calls for service and on-view events. After going to numerous calls for service at two of the address, it was noted by police that certain tenants were associating with known drug dealers and gang members. This warranted an in-depth look at the complex with regards to this and other problems and illicit activity.

N.E.T. commenced an in-depth project using the SARA model to address these problems. Through a comprehensive analysis it was determined that the complex had many problems ranging from drug and gang activity to social disorder. Goals and objectives were developed, in concert with a wide array of stakeholders, leading to a comprehensive plan readily embraced by the community. As crime and disorder was addressed and removed, the community became empowered and took an active role. The community capacity building effort increased with emphasis on families, youth and community involvement.

A quantitative assessment was completed which demonstrated a marked reduction in police related calls for service as measured against the EPS eight crime indicators. A qualitative assessment demonstrated that the community had evolved into a healthy family environment. Capital Region Housing has stated that this development went from “worst to best” in the city, and efforts are underway to make this a model to be used in other developments. The community now sustains the effort internally in a positive manner.

# Youngstown Capital Region Housing Project

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## **Britannia-Youngstown Community Background and Region Assessment**

1. In September 2008, a focus meeting was held by the Neighbourhood Empowerment Team (N.E.T.) assigned to the Britannia-Youngstown community. The neighbourhood was examined for common social themes and crime trends allowing projects and programs to focus where they could have the most impact. Subsequently, the neighbourhood was divided into the following five regions based on the following justifications:

- a. Region One: Single family residential area primarily north of 102 Avenue. This area includes a number of established families and persons who have lived in this area for many years, along with a number of newer families that have recently moved into the area. The community league operates in this area. Most police related problems originating in this area are family disputes, theft from autos, break and enters, vagrancy spreading up from the commercial district to the south (Region Three). At the time of this meeting, the community league was fragmented and the community had developed a bunker mentality, ignoring crime and disorder that was occurring in the neighbourhood.
- b. Region Two: Multi-family dwellings and walkups primarily between Stony Plain Road and 102 Avenue. This area has a high population of transient families and single persons, which creates community ownership issues. Although the majority of buildings follow good practices, it is common for illicit activity in the way of drugs and prostitution to flourish in buildings where these practices are not followed. Vagrants frequently use the buildings to sleep and drink in during the winter months. It is common to find overflowing dumpsters and derelict cars in this region.
- c. Region Three. Commercial district bordering north and south sides of Stony Plain Road. Although there are a number of outstanding businesses in this region, there also exist a disproportionate number of pawnshops, liquor stores, massage parlors, and adult stores. Prostitution, drugs, vagrancy and gang activity are prevalent.

- d. Region Four: The Youngstown Capital Region Housing complex. With its own management level, bylaws and security patrols, this region was thought to be self-sufficient. However, drugs, prostitution, family disputes and gang activity are commonplace. This complex is the source of a high number of calls for service.
- e. Region Five: Centennial Court. Recently converted from rental apartments to owned condos, this region has long had problems associated with low-income rental buildings. A number of these condos are rented by off-site owners, creating many of the same issues found in Region Two. Family violence and addictions are two of the most common occurrences.

Of the five regions listed, this report will outline the project that dealt with Region Four, the Youngstown Capital Region Housing complex.

### **Youngstown Capital Region Housing Project**

This project utilized the SARA model of problem solving (*Scan, Analyze, Response, Assessment*).

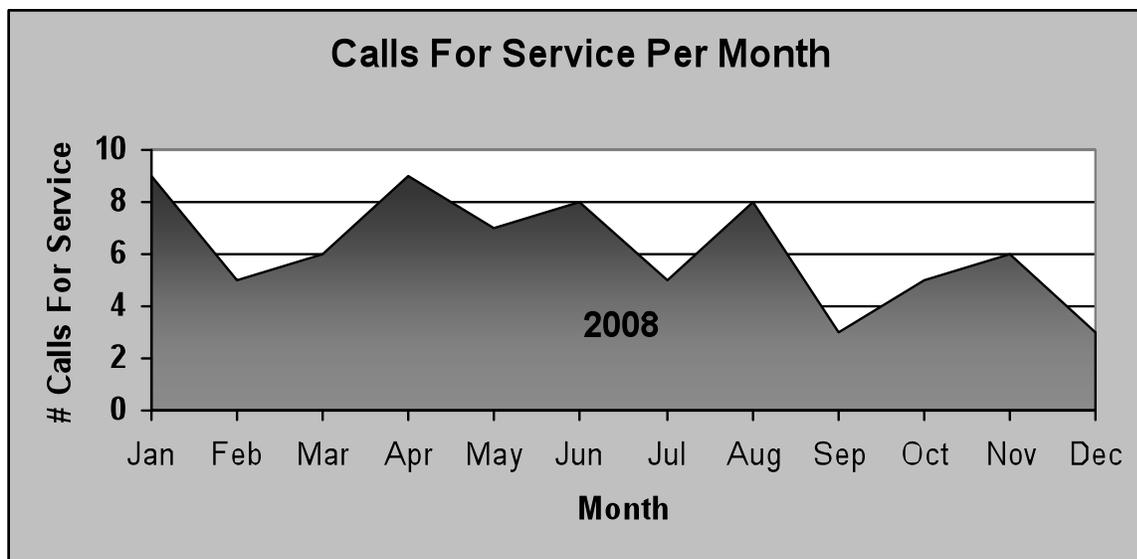
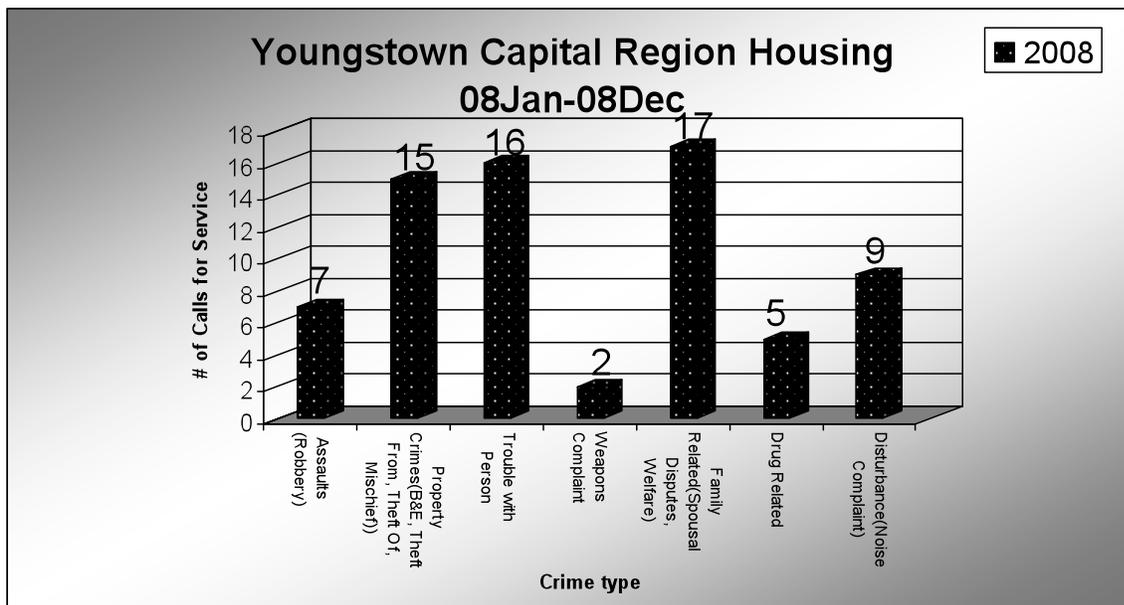
#### **SCAN**

2. Capital Region Housing Corporation is a management body incorporated by ministerial order (H: 187/94) under the *Alberta Housing Act*. They are a not-for-profit owner, developer and manager of affordable housing in the Alberta Capital Region. The complex located in Britannia-Youngstown has 134 units (including 24 townhouses) located in five buildings. There is an on-site complex manager/maintenance staff member. The complex borders the Mayfield Common Mall to the south and west, Centennial Court multi-family housing (Region Five) to the north and single-family residential (Region One) to the east.

3. This complex has long been plagued with family violence, drug activity and problem tenants. Illicit activity increased in 2007/2008 and this area was frequented by police responding to calls for service and on-view events. After attending numerous calls for service at two of the address, it was noted by police that certain tenants were associating with known drug dealers and gang members. This warranted an in depth look at the complex with regards to this and other problems and illicit activity.

## ANALYSIS

4. Quantitative Analysis. The West Division analyst provided an in-depth statistical analysis of crimes taking place at the complex. These statistics showed two things: a higher than normal number of calls for service to an apartment complex in this area; and a concentration of violence/trouble related calls (assaults, trouble with persons, weapons, family disputes and disturbances). There were also a large number of property related calls from the complex.



5. Qualitative Analysis - Tenants. To further analyze the issues in the complex, we conducted one-on-one and group interviews with tenants to get their perspective. A weekly coffee hour was established at the tenant centre provided by Capital Region Housing Corporation (CRHC). This was used as a forum to build trust and to determine the root causes of crime and disorder. The following is a prioritized list of issues brought forward:

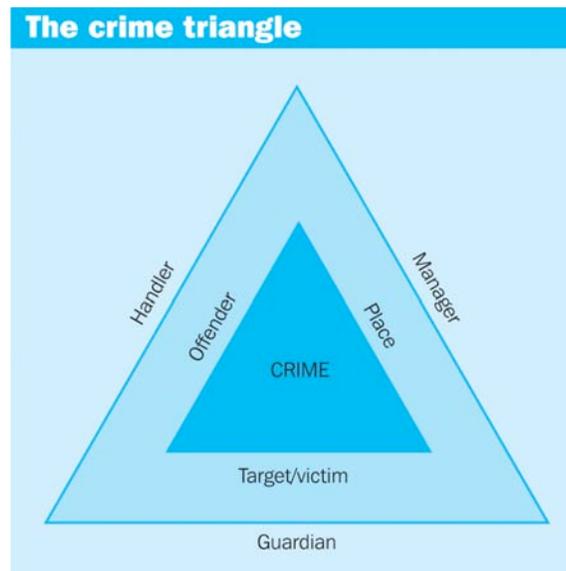
- a. Drug houses. The tenants identified four drug houses at the outset, which grew to seven as time went on.
- b. Prostitution. Many tenants felt that prostitution was occurring at one of the residences. Known prostitutes were seen coming and going from this residence on a frequent basis.
- c. Violence. Violence stemming from persons frequenting the drug houses made tenants feel unsafe in both the complex common areas and in their homes. Many expressed that threats of violence were commonplace should a tenant complain/talk to police or management.
- d. Lack of management response to issues. Tenants perceived that management was unresponsive to their needs.
- e. Lack of parental control over children. Tenants felt that children of all ages were able to roam at will in the complex with little or no supervision.

6. Qualitative Analysis – Management. We also deemed that it necessary to meet and interview management from the complex. The following is a prioritized list of issues brought forward:

- a. Lack of police presence and response.
- b. Uncoordinated effort between police and CRHC management.
- c. Problem tenants and the slow eviction process.

7. In order to verify this data, offender suite visits and surveillance was conducted. This confirmed drug and gang activity associated to certain suites in the complex. During this time unsupervised children throughout the common areas and tenant disputes were frequently observed.

8. Following our qualitative and quantitative analysis, we looked at the region utilizing a tool known as the Crime Triangle. The Crime Triangle is derived from the Routine Activity Theory of environmental criminology. The Routine Activity Theory states: “predatory crime occurs when a likely *offender* and a suitable *target/victim* come together in a time and *place* without a capable *guardian* present.” It is a useful tool in problem oriented policing because it allows for a broader range of solutions not focused specifically on the offender. The controller elements associated to this tool are *the Guardian, the Handler, and the Manager* (see insert of crime triangle below).



9. Partnerships, assisting agencies and roles. Prior to looking at the Offenders/Places/Victims in depth, a detailed look at possible partnerships and assisting agencies (*Handlers/Managers/Guardians*) was discussed along with support that could be provided. These agencies will be utilized as stakeholders as their services are required. **Annex A** provides a detailed contact list for supporting agencies. A summary of the agencies and provided services are as follows:

- *City of Edmonton Community Services*

- Jasper Place Revitalization Initiative - involve tenants in project and funding.
- Park Watch - community events involving the complex tenants.
- Social worker assigned to area - community capacity building in complex.

- *Residential Tenancy Dispute Resolution Service (RTDRS)* - evictions related to problem suites.

- *Capital Region Housing Manager* - partnership in crime prevention and capacity building.

- *On-Site Manager*- partnership in maintenance and identification of problem suites.
- *Community Recreation Coordinator (CRC)* - program development and capacity building.
- *Fusion Canada* - program development and capacity building.
- *Boys & Girls Club* -youth programming and advice on complex programming.
- *Green Shack Program* - youth programming.
- *Edmonton Police Service*:
  - Report A Drug House section (RADH).
  - N.E.T. Team.
  - Crime Prevention Unit for Crime Free Multi Housing (CFMH).
  - West Division Crime Analyst and Field Intelligence Officer.
  - VICE SNUG program.
- *Beretta Security* - hired by CRHC for the Youngstown Complex.
- *Sheriff's SCAN Team*.
- *Bylaw* - assist with complex bylaw issues such as private parkers.

10. Crime Triangle Analysis. **Annex B** details an in-depth analysis of the offenders, victims/targets and locations and partners them with possible handlers, guardians and managers. **Annex C** further details targeted offender addresses and persons (Annex C is not included in this submission because of confidentiality). A generalized summary from these annexes is as follows:

### ***Offenders***

- Drug house tenants, occupants and visitors.
- Prostitution (prostitutes living in drug houses, conducting trade at the complex).
- Problem Tenants (ranging from drug use to family violence).
- Youth Problems (ranging from pre-school to adolescents).
- Vagrants (utilizing common areas, vestibules, loitering, drinking, etc).
- Maintenance (an expressed lack of maintenance by the tenants).

### ***Victims/Targets***

- Tenants (impacted by drug/gang activity, not feeling safe at the complex).
- Tenants (impacted by family violence local to their suites).
- Tenants (impacted by perceived poor maintenance issues at the complex).
- CRHC/Tenants/buildings and grounds (mischief conducted on property).

### ***Places***

- Seven suites identified as drug houses.
- Vestibules used by vagrants.
- Common areas used by unsupervised children, vagrants.
- Complex lighting - poorly maintained, dark at night.

- Parking lots - drop off spot for stolen/derelict vehicles.
- Neighbouring Mayfield Common – short term problem visitors use area to park.
- Neighbouring Gordon Drynan Park – vagrants, drug deals/use.

11. Hypothesis. A feeling of apathy, despair and loss of control permeates a large number of the tenants at this complex. Tenants express that this is no longer their home and many have expressed that they intend to move as they cannot effect any change and are frustrated. Drug activity has increased in the complex to the point that gang culture has become commonplace and tenants are afraid to do anything about it for fear of reprisal. Lack of caring by the tenants has led to other social problems, petty mischief and vandalism in the complex.

## **RESPONSE**

12. Goals and Objectives.

### ***Goals***

- Remove illegal activity.
- Reduce and stabilize calls for service.
- Address nuisance crimes.
- Sustain crime prevention efforts through management and tenant base.
- Engage and empower youth.
- Reduce isolation of single parent families.

### ***Objectives***

- Evictions of drug house tenants.
- Identify and remove prostitution.
- Identify and remove gang activity.
- Reduce nuisance crimes, shift ownership to tenants and complex management.
- Re-establish Crime Free Multi-Housing program.
- Commence a weekly community hour.
- Establish youth programming.
- Create awareness of resource and social support information.
- Provide family intervention and supported referral.

13. General Outline. Achieving the goals and objectives will be completed addressing issues concurrently as follows:

- a. ***Crime & Disorder Reduction.*** A consolidated front loaded response to deal with crime and disorder will be done by targeting the larger issues such as gang activity and drug houses first and continuing through the prioritized list of crime and disorder issues. As success is achieved in relation to this goal, more input and task actualization will be placed on partners and less on police. This will support sustainability and pave the way for community capacity building efforts.
- b. ***Community Capacity Building.*** These efforts will be started and continued in parallel with the crime and disorder reduction efforts. As success is achieved, residents will be mobilized and empowered to take ownership of issues and the improvement of quality of life within the complex. Through community development strategies, education and empowerment, resident capacity and control will be addressed.

14. Exit Strategy. The Crime and Disorder exit strategy will remove the existing entrenched drug houses, gang activity violence and petty crime. By educating tenants and management and through proper screening of future tenants, the complex requirement for a large police presence will be eliminated. Once the project has been affected, the complex management and security company will deal with the vast majority of minor problems as they occur.

The community capacity exit strategy will be developed through a collaborative effort of community agencies and tenants. The group will hear tenant concerns and develop support strategies to proactively resolve issues. The focus will be to mobilize tenants to participate in the development and implementation of crime prevention activities under the stewardship of CRHC management.

15. Task Assignment

| <b>Crime/Disorder Type</b>    | <b>Task</b>  | <b>Assignments</b>  |
|-------------------------------|--|---|
| Drug Houses / Prostitution    | Drug house closures  | <ul style="list-style-type: none"> <li>- N.E.T. Constable – Identify drug houses</li> <li>- N.E.T. Constable – Assemble/coordinate resources to appropriately close each drug house as strategy dictates.</li> <li>- CRHC management – coordinate hearing with RTDRS for tenant eviction of identified suites.</li> <li>- On-site manager – work closely with N.E.T. constable to quickly remove evicted tenants.</li> <li>- Resources – RTDRS, RADH unit, EPS Patrol units, SCAN, Bylaw, SNUG program, Vice unit.</li> </ul> |
| Gang Activity                 | Remove gang activity from complex  | <ul style="list-style-type: none"> <li>- N.E.T. constable – identify gang elements operating in the complex.</li> <li>- N.E.T. Constable – assemble/coordinate resources to appropriately remove gang activity from the complex.</li> <li>- CRHC management – coordinate hearings with RTDRS for tenant eviction of identified suites or tenants.</li> <li>- Assist Gang Unit, Beat and Patrol constables.</li> </ul>   |
| Problem Tenants               | Work with problem tenants (everything from persons utilizing drug house to family violence to nuisance activities such as unsupervised youth, minor mischief, litter, neighbour disputes, etc)                           | <ul style="list-style-type: none"> <li>- CRHC management – screen tenants.</li> <li>- Community Services Social Worker/N.E.T. social worker – create sustainable programs.</li> <li>- Refer tenants to external supports.</li> <li>- N.E.T. constable – enforcement &amp; education as required.</li> </ul>   |
| Vagrants                      | <ul style="list-style-type: none"> <li>- Reduce/eliminate area as a congregation point or hang out area for vagrants</li> <li>- Engage tenants in proper use of common areas and Gordon Drynan Park next door</li> </ul> | <ul style="list-style-type: none"> <li>- CRHC management/on site manager – maintenance of facilities (broken window theory), target hardening.</li> <li>- Tenants – ownership of area. Not allowing “unknown persons” into controlled areas.</li> <li>- N.E.T. constable/civilian – education of tenants.</li> <li>- N.E.T. constable – enforcement. Enactment of agent status program.</li> <li>- Park Watch – establish park watch in Gordan Drynan Park</li> </ul>   |
| Target Hardening/ Maintenance | Re-establish Crime Free Multi-housing (CFMH)   | <ul style="list-style-type: none"> <li>- N.E.T. constable – spearhead the re-establishment of CFMH. CFMH social</li> <li>- CFMH unit – support</li> <li>- CRHC management – complete CFMH requirements and maintenance</li> </ul>   |

| <b>Community Capacity Problem</b>                                       | <b>Task</b>  | <b>Assignments</b>   |
|---|--|--|
| Root Causes of Crime (poverty, lack of support, inaccessible resources) | <ul style="list-style-type: none"> <li>- Family interventions and supported referrals</li> <li>- Opportunities to create trusting relationships with partners and other professionals</li> <li>- Provide resource information/education</li> </ul> | <ul style="list-style-type: none"> <li>- Assist - CS social worker</li> <li>- Lead – N.E.T. civilian</li> <li>- Assist - Children’s Services social worker</li> <li>- Assist - Spousal Violence Team</li> <li>- Assist - Fusion</li> <li>- Assist - Boys &amp; Girls Club</li> </ul> |
| Limited Awareness of Role in Crime Prevention                           | <ul style="list-style-type: none"> <li>- Education</li> <li>- Support to implement initiatives related to crime prevention</li> </ul>  | <ul style="list-style-type: none"> <li>- Assist - CS social worker</li> <li>- Assist – N.E.T. civilian</li> <li>- Lead – N.E.T. constable</li> </ul>   |
| Isolation and Limited Involvement in Community                          | Host events and provide opportunities for residents to connect   | <ul style="list-style-type: none"> <li>- Lead - CS social worker</li> <li>- Assist – N.E.T. civilian</li> <li>- Assist - Fusion</li> </ul>   |
| Unsupervised Youth  | <ul style="list-style-type: none"> <li>- Youth programs</li> <li>- Parental involvement</li> </ul>   | <ul style="list-style-type: none"> <li>- Assist - CD social worker</li> <li>- Assist – N.E.T. civilian</li> <li>- Lead - Fusion</li> <li>- Assist - Boys &amp; Girls Club</li> </ul>   |

**ASSESSMENT**

16. Evaluation of Task Achievement.

| <b>Task</b>                       | <b>Evaluation of task achievement</b>   |
|-----------------------------------|---|
| Drug House Closure / Prostitution | <ul style="list-style-type: none"> <li>- Seven drug houses closed through a combination of charges and evictions.</li> <li>- Prostitutes living at one of the drug houses were evicted, effectively eliminating the problem. One of these prostitutes later moved to a different suite, this tenant was evicted and the prostitute removed. No further problems reported or observed.</li> <li>- Education of tenants on drug houses and reporting methods leading to further evictions on suites associated with drugs and similar activities in the complex.</li> <li>- These timely evictions helped create a ‘no tolerance’ environment.</li> </ul> |
| Remove Gang Activity From Complex | <ul style="list-style-type: none"> <li>- Gang associations with REDD alert identified and tenant associations targeted leading to one suite eviction.</li> <li>- Gang associations with East African Crime syndicate identified and tenant associations targeted leading to one suites eviction.</li> <li>- Continued presence of N.E.T. and tenant programs to increase visibility and reduce atmosphere conducive to gang culture.</li> </ul>   |
| Problem Tenants                   | <ul style="list-style-type: none"> <li>- Close relationship with CRHC Management to deal with problem suites / tenants early before problems grow (utilizes crime free lease addendum).</li> <li>- Youth activities initiated by Fusion and N.E.T. (Breakfast Club) to engage</li> </ul>  |

| <b>Task</b>   | <b>Evaluation of task achievement</b>  |
|---|--|
|   | <ul style="list-style-type: none"> <li>- complex youth and parents in safe and supervised activities.</li> <li>- Support and referrals provided to numerous individuals and families, which helped reduce root causes of crime.</li> </ul>   |
| Vagrants  | <ul style="list-style-type: none"> <li>- Complex maintenance enhanced to include target hardening of multi-family dwellings.</li> <li>- Lighting fixed</li> <li>- Enactment of agent status and bans of problem persons</li> <li>- Tenants taught “ownership” of area. Not letting vagrants into buildings.</li> <li>- Reporting of vagrants loitering/drinking in area.</li> </ul>  |
| Crime Free Multi-Housing Re-engagement  | <ul style="list-style-type: none"> <li>- Site evaluation conducted by EPS crime prevention unit with recommendations completed by CRHC management.</li> <li>- Safety social completed to educate and update tenants.</li> </ul>  |
| Weekly Tenant Meeting   | <ul style="list-style-type: none"> <li>- Established weekly meeting to break down barriers, gain the cooperation and trust of tenants and provide a forum for tenants to be heard.</li> <li>- Tenants were given the opportunity to see the correlation between expressing their concern and action being taken to improve the condition by supportive professionals, this developed trust, bolstered tenants sense of control and motivated tenants continued involvement.</li> <li>- Supported the tenants to develop and implement programs and initiatives to increase community cohesiveness and participation as follows: complex potluck barbecue; monthly family potluck dinners; community gardens; children’s toy bin; yard sale; kids club; and breakfast club.</li> </ul>  |
| Resident Participation in Crime Prevention and Community Wellness Initiatives | <ul style="list-style-type: none"> <li>- Supported tenants to develop and implement crime prevention strategies.</li> <li>- ‘No Drugs’ campaign - solicited the commitment of residents to not allow drugs or other illegal activities into their home.</li> <li>- Apartment Watch had tenants monitoring, tracking and reporting suspicious activity in the complex.</li> <li>- Complex potluck barbecue; monthly family potluck dinners; community gardens; yard sale; kids club; and breakfast club.</li> <li>- organized family component of the CFMH Safety Social, marshmallow roast.</li> <li>- Tenants are currently developing a survey which will be implemented in January 2010. This is an opportunity for a greater number of tenants to express concerns, provide possible solutions and to participate in their community.</li> </ul> |
| Youth Programming   | <ul style="list-style-type: none"> <li>- Weekly breakfast club and kids club established with Fusion for parents/youth. These initiatives have a strong following of youth who are learning appropriate behaviours and interactions. The programs have grown beyond the space allocated in the current tenant centre and are thus limited in growth potential.</li> <li>- Children’s toy bin: tenants collected gently used outside children’s toys which were then available for all of the complex’s children to use, the toys responsible use was encouraged and modeled with appointed parent supervision.</li> <li>- CRC moved the green shack program to Gordan Drynan park next door to engage youth which was an area particularly observed as lacking by tenants during the analysis portion of the project.</li> </ul>                     |

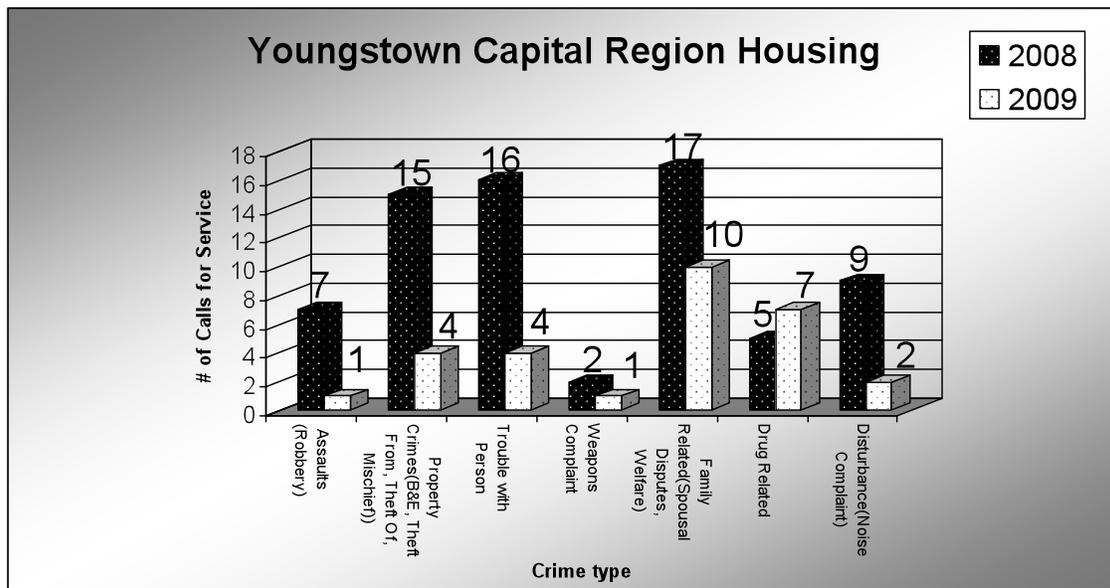
| <b>Task</b>             | <b>Evaluation of task achievement</b>   |
|-------------------------|---|
|                         | <ul style="list-style-type: none"> <li>- Currently tenants are planning a Youth Smoking Awareness Campaign as concerns over the number of youth finding and smoking cigarettes is increasing. This initiative was generated solely from residents concerns and is being primarily planned by the group and is indicative of the tenants growth in capacity and initiative.</li> <li>- Community spirit events.</li> </ul> |
| Community Participation | - Tenants participated in the planning and running of events designed for the greater Britannia-Youngstown Community as follows: Park Watch events, Britannia-Youngstown Canada Day Celebration, Boys & Girls Club events.  |

17. Comparative Statistical Analysis

|   | <b>2008</b> | <b>2009</b> | <b>% change</b> |
|---|-------------|-------------|-----------------|
| Assaults (Robbery)                                    | 7           | 1           | decrease 86%    |
| Property Crimes (B&E, Theft From, Theft Of, Mischief) | 15          | 4           | decrease 73 %   |
| Trouble with Person                                   | 16          | 4           | decrease 75%    |
| Weapons Complaint                                     | 2           | 1           | decrease 50%    |
| Family Related(Spousal Disputes, Welfare)             | 17          | 10          | decrease 41%    |
| Drug Related  | 5           | 7           | increase 40%    |
| Disturbance(Noise Complaint)                          | 9           | 2           | decrease 78%    |

The comparative statistical analysis shows a marked decrease in calls for service excluding “Drug Related” calls. The increase in drug related calls are directly attributable to calls generated by the N.E.T. Constable to report on action taken on identified drug houses.

This table provides a graphed statistical analysis comparing 2008 and 2009 calls for service.



18. Community and Stakeholder Feedback.

- a. Tenants: Tenant feedback has been very positive. Initially a despondent and detached atmosphere was pervasive in the complex. Tenants primary concern was their children and own safety due to the fear of drugs, gangs and violence in the complex. This sentiment has all but disappeared. Normal interaction and worries about programming for children and complex cohesiveness are now their prime concerns. Tenants overall are very grateful and engaged.
- b. CRHC: Feedback very positive. Initially CRHC felt police and other agencies were detached and non-responsive. This has changed to a close professional working relationship.
- c. Beretta Security: The security company hired by CRHC has indicated that this complex has gone from one of the “worst” CRHC complexes to one of the “safest and best.”
- d. Fusion Canada: This organization has indicated that attendance and participation in their community programs (initially supported by community initiative funding from West Division) has grown and is entrenched.

19. Exit Strategy Achievement. The Crime and Disorder exit strategy has been effectively achieved. Police now respond to this complex less frequently. The Crime Free Multi-Housing program is in full effect with the CRHC management taking firm ownership of tenants and complex bylaws. Beretta Security has taken ownership of the day-to-day problems now that fear of gang violence and spillover violence from drug houses has been removed. The Community Capacity Building Exit Strategy is ongoing. Partners such as Fusion, Community Services social worker and N.E.T. civilian continue to support residents as they create and implement crime prevention initiatives.

20. Moving Forward.

This project has realized a number of successes. However, to make this project truly sustainable and provide a fully self-sufficient community, it is evident that a number of resources will be required. The following recommendations aim to provide that sustainability. Ideally these

recommendations would be embodied in the CRHC operating objectives and policies in order to ensure true sustainability.

- ***Focus on crime prevention.*** Continued focus on the crime free program and tenant participation in self generated programs.
- ***Funding.*** As ownership of programs/initiatives is transferred to the resident group, financial resources must be available to allow effective implementation.
- ***Support.*** An individual well versed in community development and individual support will be required on an ongoing basis.
- ***Partnerships.*** Maintenance of current and development of new partnerships is crucial to community growth.
- ***Accommodation – Allocated space for programming.*** Sufficient open hall space to allow community programs to run is an urgent requirement.

## 21. Conclusion.

This project has achieved the stated goals and objectives of reducing crime and disorder while concurrently addressing the community's capacity to achieve greater wellness. In order to achieve this result, the project utilized a vast amount of resources internal and external to CRHC. The project also recognizes that it is very likely that without continued efforts on behalf of partners and the support of tenants, the complex will degrade to its original state.

Such a concentration of resources will not be available to all CRHC complexes and may not be available in concentration to the Youngstown complex in the future. It is therefore necessary to establish a preventative and proactive approach to the operating strategies utilized by CRHC Management for these complexes. True success of a healthy community can be realized with implementation of the recommendations presented.

### **Agency and Officer Information:**

#### ***Key Project Team Members:***

N.E.T. Constable Wayde Peachman and  
N.E.T. Community Capacity Builder Connie Marciniuk

#### ***Project Contact Person:***

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## **Annex A**

To *Britannia-Youngstown Capital Region Housing Project Document*

Dated 2009 December 3

### **AGENCY CONTACT INFORMATION**

| <b><i>Agency</i></b>  | <b><i>Contact</i></b>  | <b><i>Phone/contact info</i></b>  |
|---|--|---|
| Community Services Jasper Place Revitalization Project                  | Marian Bruin   | 780-944-5417  |
| Community Services - Park Watch   | Jeannette Wright   | 780-944-5447  |
| Community Services Social Worker  | Nicole Magilton  | 780-944-5790  |
| Capital Region Housing Management                                       | Shelley Smok<br>Alyson Roach   | 780-702-9631<br>780-702-9629  |
| Capital Region Housing Maintenance                                      | Fisher Scott   | 780-884-6677  |
| Residential Tenancy Dispute Resolution Service                          | <b>Edmonton Office</b><br><br>1703 TD Tower<br>10088 - 102 Ave.<br>Edmonton, Alberta T5J 2Z1 | Phone: dial toll-free 310-0000 (then 780-644-3000)<br>Fax: 780-644-2266<br>E-mail: <a href="mailto:rtdrs@gov.ab.ca">rtdrs@gov.ab.ca</a> |
| Community Recreation Coordinator (CRC)                                  | Darb Erickson  | 780-944-7596  |
| Fusion Canada (not-for-profit community capacity building organization) | Jocelyn Hansen   | 780-699-1087  |
| Boys and Girls Club   | Heather Belanger   | 780-481-7293  |
| Green Shack Program   | Through the CRC  |   |
| EPS Report A Drug House section (RADH)                                  | Patricia Kobewka   | 780-421-2372  |
| Beretta Security (Hired for CRH)  | Gary Sye   | 780-983-4642  |
| SNUG program in cooperation with VICE                                   | Kari Thomlason   |   |
| N.E.T. Constable  | Cst Wayde Peachman   | 780-984-1419  |
| N.E.T. Civilian   | Connie Marciniuk   | 780-426-8021  |
| EPS Crime Prevention Unit (CFMH)  | Cst Dale Brennis   |   |
| EPS West Division Analyst   | Heather Hlus   | West Division   |
| EPS West Division FIO   | Alana Harrison   | West Division   |
| Sheriff SCAN Team   | Paul Hennig  |   |
| Bylaw   | John Lazaruk   | 780-983-5650  |

## Annex B

To Britannia-Youngstown Capital Region Housing Project Document

Dated 2009 December 3

### CRIME TRIANGLE ANALYSIS

| <b><i>OFFENDERS</i></b>  | <b><i>POSSIBLE HANDLERS</i></b>  |
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| <p>Drug House tenants, occupants and visitors.</p> <ul style="list-style-type: none"> <li>- Seven active drug houses ranging from extremely active and selling to users.</li> <li>- Violent tenants with gang connections in two of the suites.</li> </ul>                                   | <ul style="list-style-type: none"> <li>- Capital Region Housing management group</li> <li>- On site maintenance person</li> <li>- Police (Patrol, Beats, CLC, N.E.T.)</li> <li>- EPS Report a Drug House section</li> <li>- N.E.T. civilian social worker</li> <li>- Residential Tenancy Dispute Resolution Service</li> <li>- Beretta Security</li> </ul> |
| <p>Prostitution.</p> <ul style="list-style-type: none"> <li>- Known prostitutes seen coming and going from one of the identified drug houses.</li> <li>- Tenants concerned that the house is also being used as a brothel.</li> </ul>  | <ul style="list-style-type: none"> <li>- Police (N.E.T., Vice, Patrol, Beats)</li> <li>- Metis Child and Family Service (SNUG program)</li> </ul>  |
| <p>Problem Tenants.</p> <ul style="list-style-type: none"> <li>- Six suites identified with problem tenants ranging from drug use to family violence</li> <li>- Social interaction issues. Certain tenants absorbed with finding fault with neighbours and other social issues.</li> </ul>   | <ul style="list-style-type: none"> <li>- RTDRS (Residential Tenancy Dispute Resolution Service)</li> <li>- CRHC management and manager</li> <li>- Police (Patrol, Beats, N.E.T. Constable)</li> <li>- N.E.T. Social Worker</li> <li>- Community Services Social Worker</li> <li>- Fusion</li> </ul>  |
| <p>Resident Youth (ranging from pre-school to adolescents).</p> <ul style="list-style-type: none"> <li>- Young children with no adult supervision in common areas.</li> <li>- Youth smoking throughout complex.</li> <li>- Youth mischief/vandalism to buildings and common area.</li> </ul> | <ul style="list-style-type: none"> <li>- Parents</li> <li>- Tenants</li> <li>- CRHC management</li> <li>- Fusion</li> <li>- Boys &amp; Girls Club</li> <li>- Green Shack program</li> </ul>  |
| <p>Vagrants.</p> <ul style="list-style-type: none"> <li>- Vagrants using the entrances and common areas for drinking/sleeping.</li> <li>- Vagrants going through garbage for bottles.</li> </ul>   | <ul style="list-style-type: none"> <li>- CRHC management and onsite manager</li> <li>- Tenants</li> <li>- Health and wellness centre</li> <li>- Baretta security</li> <li>- Police</li> </ul>  |
| <p>Maintenance.</p> <ul style="list-style-type: none"> <li>- Tenants identified maintenance issues (scattered garbage, non-functional doors, lighting, etc).</li> </ul>  | <ul style="list-style-type: none"> <li>- CRHC management and onsite manager</li> <li>- Tenants</li> </ul>  |
| <b><i>VICTIMS/TARGETS</i></b>  | <b><i>POSSIBLE GUARDIANS</i></b>   |
| <p>Tenants impacted by drug/gang activity and not feeling safe in their homes or at the complex.</p>   | <ul style="list-style-type: none"> <li>- CRH Management</li> <li>- N.E.T. Social Worker</li> <li>- Community Services Social Worker</li> <li>- Fusion</li> <li>- Police (N.E.T., Report a Drug House, Beats)</li> <li>- Sheriff's SCAN Team</li> <li>- Baretta Security</li> </ul>   |
| <p>Tenants impacted by family violence local to their suites.</p>  | <ul style="list-style-type: none"> <li>- CRH Management</li> <li>- N.E.T. Social Worker</li> </ul>   |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>- Spousal Violence Team</li> <li>- Community Services Social Worker</li> <li>- Child Welfare</li> <li>- YWCA</li> <li>- John Howard Society</li> <li>- The Family Centre</li> <li>- Police</li> </ul> |
| Tenants impacted by perceived poor maintenance issues in the complex.   | <ul style="list-style-type: none"> <li>- CRH Management</li> </ul>   |
| Tenants impacted by unsupervised children in the complex.   | <ul style="list-style-type: none"> <li>- N.E.T. Social Worker</li> <li>- Parents</li> <li>- Community Services Social Worker</li> <li>- CRH Management</li> </ul>  |
| Building mischief (breaking of doors, windows, screens).  | <ul style="list-style-type: none"> <li>- CRH Management</li> <li>- Police</li> <li>- Tenants</li> <li>- Security Guards (Baretta)</li> </ul>   |
| Complex mischief (vandalism in common areas such as the telephone pedestals).   | <ul style="list-style-type: none"> <li>- CRH Management</li> <li>- Parents</li> <li>- Tenants</li> <li>- Police</li> <li>- Security Guards (Barettta)</li> </ul>   |
| <b><i>PLACES</i></b>  | <b><i>POSSIBLE MANAGERS</i></b>  |
| Seven suites identified as drug houses.   | <ul style="list-style-type: none"> <li>- CRH Management</li> <li>- Police (N.E.T. Constable, Report a Drug House, Beats)</li> <li>- RTDRS</li> </ul>   |
| Vestibules used by vagrants for loitering/sleeping/drinking.  | <ul style="list-style-type: none"> <li>- CRH Management</li> <li>- Police</li> <li>- Tenants</li> </ul>  |
| Courtyard used by children with no supervision.   | <ul style="list-style-type: none"> <li>- Parents</li> <li>- Tenants</li> <li>- N.E.T. Social Worker</li> <li>- Community Services Social Worker</li> <li>- Fusion</li> </ul>   |
| Complex dark at night lending to illicit activity.  | <ul style="list-style-type: none"> <li>- CRH Management</li> </ul>   |
| Parking lots used as drop off spot for stolen and derelict vehicles.  | <ul style="list-style-type: none"> <li>- CRH Management</li> <li>- Tenants</li> <li>- Police</li> </ul>  |
| Neighbouring Mayfield Common, where short-term visitors to problem suites leave their vehicles.   | <ul style="list-style-type: none"> <li>- RIO Can Property Services (Mayfield Common)</li> <li>- Police (N.E.T., Beats)</li> </ul>  |
| Gordon Drynan Park. <ul style="list-style-type: none"> <li>- Park area next door being utilized by vagrants for drinking.</li> <li>- Park area next door being utilized by dial-a-dopers and customers to consummate drug deals.</li> </ul> | <ul style="list-style-type: none"> <li>- Park Rangers</li> <li>- Park Watch</li> <li>- Residents</li> <li>- Community League</li> <li>- Community Recreation Coordinator</li> <li>- Green Shack Program</li> <li>- Police</li> </ul>         |