



**BURNABY  
BUSINESS PROPERTY CRIME  
REDUCTION INITIATIVE**

**Prepared by  
the Business Property Crime Reduction Working Group  
of the Community Policing Committee**

**June 2008**

# **BURNABY BUSINESS PROPERTY CRIME REDUCTION INITIATIVE**

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## **Business Property Crime Reduction Working Group Membership**

<b>NAME</b>	<b>COMPANY/ORGANIZATION</b>
<b><u>Members:</u></b>	
Pietro Calendino, Chair	Burnaby City Council
Pauline Ashton	Tonko Realty Advisors
Mike Bueschkens	North Road Business Improvement Association
Carl Dillon	City of Burnaby Community Policing Committee
Shane Eldstrom	Metropolis at Metrotown
Diane Gillis	City of Burnaby Community Policing Committee
Ron Henderson	Kingsway Imperial Neighbourhood Association / Libra Scale
Carey Siddoo	Burnaby Heights Merchants Association
Debbie Zurowski	Edmonds Town Centre Business and Community Association / Bank of Nova Scotia
<b><u>Staff Resources:</u></b>	
S/Sgt. Kevin Yeates	Burnaby RCMP Detachment
Sarah Slack	Burnaby Planning Department
Joan Selby	Burnaby Planning Department

## EXECUTIVE SUMMARY

Burnaby's Business Property Crime Reduction Working Group was established as a time-limited subcommittee of the Community Policing Committee in autumn 2007 with a mandate to develop a strategy to combat business property crime in Burnaby. The Initiative presented in this report is the culmination of ten months of work by the Working Group.

The Business Property Crime Reduction Initiative provides an overview of presentations to the Working Group by experts in the crime prevention/crime reduction field. The Initiative also articulates a goal of reducing property crimes committed against Burnaby businesses, and a number of objectives and actions for pursuit of that goal. Many stakeholders will need to be consulted with and/or involved in the implementation and ongoing monitoring of the Initiative, including business owners/operators, business and/or community associations, the Burnaby RCMP, the City of Burnaby, and Community Policing volunteers. It is expected that - with some exceptions - implementation of the Initiative could be completed by spring 2009.

The six actions proposed in the Initiative can be summarized as follows:

*Actions Pertaining to Raising Awareness Among Business Owners/Operators of Steps They Can Take to Better Protect Their Properties From Criminal Activities:*

- provision of information on Crime Prevention Through Environmental Design (CPTED) and other relevant crime prevention principles to business owners/operators
- encouragement of business owners/operators to share relevant information among themselves

*Actions Pertaining to Improving Communication and Information-Sharing Between Business Owners/Operators and the RCMP:*

- development of a "Report Crime" campaign targeted to business owners/operators
- facilitation of information-sharing on police response and follow-up to crime calls, and on realistic expectations of police response in specific situations
- administration of a client satisfaction/victimization survey of business owners/operators to improve our understanding of business property crime

*Actions Pertaining to the Design and Maintenance of Public and Private Property Around Repeatedly Victimized Businesses:*

- launch of a physical infrastructure improvement pilot project in a high-crime commercial area in Burnaby.

## **PREAMBLE**

The development of a strategy to address business property crime in Burnaby was approved by Burnaby City Council as one element of the Community Policing Committee's (CPC) 2007/08 Workplan. The Business Property Crime Reduction Initiative outlined in this document is the culmination of ten months of work by a Working Group formed by the Committee. The Working Group was chaired by Burnaby Councillor Pietro Calendino, who also serves as Chair of Burnaby's Community Policing Committee. It consisted of ten members drawn from local businesses, shopping centre management, and business and/or community associations, as well as from the Community Policing Committee, and the Burnaby detachment of the RCMP. The mandate of the Working Group was to identify ways to prevent and/or reduce the incidence of business-related break and enters, vandalism, and theft. To assist in developing its recommendations, the Working Group hosted presentations by experts on relevant topics, the highlights of which are summarized below. The Working Group also reviewed a wide range of information on property crime prevention strategies in other jurisdictions, and some Working Group members attended a two day *Safer Communities Symposium* sponsored by the Union of British Columbia Municipalities.

## **CONTEXT FOR THE INITIATIVE**

### **1. Business Property Crime in Burnaby**

Burnaby RCMP detachment records indicate that the overall crime rate in Burnaby fell by 16% in the ten years between 1997 and 2006. In the five year period between 2002 and 2006, property crimes decreased by 9%. However, in the same five year period, business property crime, including break and enter and retail theft (shoplifting),<sup>1</sup> has increased to a level which is unacceptable to both the RCMP and Burnaby City Council. Commercial areas with a particularly high incidence of property crime during 2007 and the first quarter of 2008 include several separate blocks on Hastings Street, an eight block strip along Kingsway, a twenty block strip along the Lougheed Highway, and the district around Byrne Road and Marine Way in the Big Bend.<sup>2</sup>

Results from an October 2007 safety and security questionnaire conducted by the Heights Merchants Association (HMA) suggest that the three types of crimes of most concern to HMA members are break and enter; graffiti, vandalism and property damage; and shoplifting, in that order. A November 2007 survey of business and property owners along North Road by the North Road Business Improvement Association (NRBIA) revealed similar results, and also indicated that almost three-quarters of survey respondents would like NRBIA to engage in regular graffiti removal.

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<sup>1</sup> Target goods for commercial break and enters tend to be computer equipment, items made from metal, machinery and tools, and flat screen and plasma televisions. Cash is also taken when available. Target goods for retail theft (shoplifting) tend to be consumable goods, personal accessories, and household articles.

<sup>2</sup> While break and enter offenses tend to be distributed through all commercial districts, retail theft (shoplifting) is much more concentrated: approximately 76% of all incidents occurred in businesses located in eight non-contiguous blocks in Burnaby's Town Centres.

The escalation in some types of business property crime, especially in the context of a decreasing crime rate overall, and the concerns of business owners/operators surveyed, provide a catalyst for taking action. Reversing the business property crime trend would benefit the entire community by freeing up police resources for more violent and/or life-threatening crimes, and by making the community a more attractive and safe place for businesses to operate and for customers to patronize. It would also provide direct benefits to business owners/operators by reducing their losses, and their expenses for such items as insurance premiums.

## **2. Focus and Scope of the Initiative**

For the purposes of this Initiative, business property crime includes the following offences:

- break and enter;
- vandalism (including graffiti); and
- retail theft (including shoplifting<sup>3</sup>).

The Initiative focuses on pragmatic, short- and medium-term interventions which can be undertaken at the local level by a partnership of businesses, business and/or community associations, the police, the City, and local citizens to reduce the types of crime noted above. The Initiative does not present solutions to specific problems, but rather proposes approaches or actions which, if implemented, could have a positive impact on crime levels.

## **3. The Causes of Crime and Effective Prevention Measures: Learnings from Presentations to the Working Group**

The factors contributing to crime - including business property crime - are many and varied, ranging from those which are social or systemic in nature (e.g., poverty, racism, mental illness, justice system inefficiencies) , to those related to a particular business premise and/or the area in which a business is located (e.g., poorly maintained property, dark isolated landscapes).

In his presentation to the Working Group, *Professor Ray Corrado of Simon Fraser University's (SFU) Criminology Department* provided an overview of the social development approach to crime prevention. Social development addresses the economic, social, familial, and individual root causes of crime such as poverty, discrimination, family violence, substance abuse, and mental illness. Professor Corrado, who has been researching the criminal behaviour of youth for thirty years, noted that the risk factors for youth violence are predictable, and that early intervention is critical. At the pari-natal stage, for example, interventions focusing on substance abuse, malnutrition, and high stress levels among pregnant women are required in order to reduce the incidence of fetal alcohol syndrome and other

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<sup>3</sup> According to RCMP representatives and a security specialist serving on the Working Group, retail theft (shoplifting) is often an "inside job", carried out by staff.

developmental deficiencies. At the neo-natal stage, programs which address parental depression and which help mothers bond to their babies are required for appropriate brain development in infants. In early childhood, Head Start Programs can be effective with children who exhibit excessive bedwetting, cruelty to animals, fire setting, and excessive aggression to siblings and other peers.<sup>4</sup>

In her presentation to the Working Group, *Mary Beth Rondeau, Planner with the City of Vancouver*, described the Crime Prevention Through Environmental Design (CPTED) approach to crime prevention. CPTED is employed to address crimes of opportunity, and involves the alteration or initial careful design of the physical environment to reduce opportunities for crime and nuisance activity, and to increase feelings of safety (where appropriate). The primary principles of CPTED include:

- surveillance: the ability of individuals to easily view what is happening around them through such means as the placement of windows overlooking entrances, adequate levels of lighting, careful store layout and placement of commercial stock, and regularly pruned and fine-textured landscape elements;
- territoriality: the extension by individuals of their sense of private space or “turf” into semi-private and public places as a means of “claiming” those non-private spaces, and “defending” them against criminal activity;
- access control and target hardening: the securing of a premise or area through such means as locks, electronic security systems, wire-reinforced glass, sensitively designed bars on windows, solid blocking in walls adjacent to door hinges, locked cabinets for potentially high-theft items, and street closures;
- maintenance and image: the positive upkeep of a property so as to communicate to potential lawbreakers that the property is cared for and will be defended (e.g., prompt removal of graffiti and disposal of litter).

Ms. Rondeau indicated that information on the application of CPTED principles could be accessed through the website [www.designcentreforcpted.org](http://www.designcentreforcpted.org).

In his presentation, *Staff Sergeant Kevin Yeates of the Burnaby RCMP* provided the Working Group with an overview of the crime reduction concept. He noted that crime reduction encompasses problem-solving activities, enforcement actions, and prevention measures, and is based on a number of principles ranging from a focus on habitual offenders and crime causation, to the use of reliable crime data and accountability for results. According to S/Sgt. Yeates, the benefits of employing a crime reduction model range from increased co-ordination and integration of information and better problem management in a cross-agency environment, to increased efficiency and response to community needs and concerns.

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<sup>4</sup> Research indicates that children who exhibit all four behaviours are at-risk for violence and serious criminality in their later years.

In his presentation to the Working Group, *SFU Criminology Professor Paul Brantingham* described the core of crime reduction as:

- the prevention of repeat victimization;
- the reduction of opportunities and temptations for crime (through such means as application of CPTED principles and careful land use planning);
- the reduction of anti-social behaviour (through the types of early interventions highlighted by Professor Corrado); and
- the management of offenders, especially prolific offenders (through treatment of underlying conditions and assistance with re-integration into society).

Professor Brantingham also noted that the issue of crime against businesses is not well understood by police, planners, or criminologists. He indicated that the Institute for Canadian Urban Research Studies (ICURS) lab at SFU is attempting to rectify that knowledge deficit using simulation modeling to show how offenders move around the streets, to predict the impacts of changes in land use, and to identify trends in crime rates.

#### **4. How Business Property Crime is Addressed in Burnaby**

Through Burnaby's Community Policing partnership, the City, the RCMP, the business community, and community policing volunteers already sponsor or support a number of activities aimed at preventing or reducing business property crime. These activities are being carried out to varying degrees and at various times in different neighbourhoods in Burnaby, depending on the nature and extent of criminal activity. The existing activities can be roughly categorized into the following three types of interventions.

##### **a. Situational Crime Prevention**

Situational crime prevention interventions are taken to better protect a particular property against criminal activity. These types of interventions address potentially problematic characteristics of a specific crime location such as lack of security precautions, or poor image and/or maintenance of the premise.

One existing situational crime prevention initiative is the City's CPTED Review process. Through the process, all plans related to commercial, industrial, institutional, and multiple-family residential rezoning applications; plans for new City facilities; plans for liquor establishments; and community plans are reviewed by CPTED-trained RCMP representatives and City staff. Suggestions for changes to the design which could discourage opportunities for crime are communicated to the developer/designer, who can incorporate them at his/her discretion.

A related situational crime prevention strategy currently employed by the Burnaby RCMP is the provision of individualized, on-site CPTED assessments to "hotspots" or businesses which are repeat victims of property crime. As a result of

a CPTED assessment, business owners/managers are provided with suggestions for changes to their physical premise to better protect it against criminal activity.

The City's Anti-Graffiti Strategy serves as a situational intervention as well. The City's Graffiti Bylaw requires property owners to remove graffiti from their property, and the Anti-Graffiti Co-ordinator provides business owners/operators with support to facilitate compliance, and to reduce the likelihood of graffiti in the first place.

#### **b. Environmental Crime Prevention**

Environmental crime prevention interventions are taken to better protect a specific geographic area from criminal activity. Such interventions address the potentially problematic characteristics of a larger geographic area around crime locations, such as illegitimate street activity, low levels of lighting, and unattended-to vandalism.

*Citizens' Crime Watch* is an example of an environmental intervention. The purpose of the volunteer-driven program is to assist the police in the prevention of crime, and in the detection and reporting of crime by serving as additional "eyes and ears" on the street, and as reporters of suspicious activity. Realtors and City of Burnaby staff play similar roles through *Realty Watch*, a partnership between the RCMP and the Realty Board, and *City Watch*, a partnership between CUPE Local 23 and the City of Burnaby. Foot patrols and bike patrols, consisting of uniformed RCMP members, Auxiliary Constables, and/or citizen volunteers, also serve in a similar capacity.

The Burnaby RCMP works with the business community to alert business owners/managers to current criminal activities and suspects in an area. This practice is especially practical and effective in geographic areas with business improvement or other types of business and/or community associations (e.g. the HMA in Burnaby Heights, the NRBIA in the Lougheed Town Centre, the Edmonds Town Centre Business and Community Association (ETCBCA) in Edmonds Town Centre, the Kingsway Imperial Neighbourhood Association (KINA)).

As well, from time to time, if a specific neighbourhood or geographic area experiences a rash of crimes, the RCMP will sponsor a public meeting to relay information on the crimes to and alert the public to the situation. Through such a vehicle, information on the types of crimes, targeted goods, potential suspects, and possible public and police responses can be shared.

The *Positive Ticketing Program*, piloted at Lougheed Shopping Centre, and which focuses on youth, is another example of an environmental intervention. Through the program, young people engaging in helpful and/or benign activities in the shopping centre are provided with a "reward", such as a free movie pass or a pass

to a recreation centre, by security personnel and/or police officers who come into contact with them.

**c. Policing and Enforcement**

Policing and enforcement interventions address police response, capacity to apprehend and convict, and access to crime research and analysis.

The RCMP and City staff enforce the City’s regulatory bylaws, at least three of which can impact business property crime (e.g., the Graffiti Bylaw, the Unsightly Premises Bylaw, and the Second Hand Dealer Regulation.)

In his presentation to the Business Property Crime Reduction Working Group, *Superintendent Rick Taylor, Officer-in-Charge of the Burnaby RCMP Detachment*, advised that Burnaby is employing leading edge strategies, such as the establishment of Community Police Offices and programs involving residents and business owners/operators, to combat crime. He described the teams or investigative elements at the detachment, such as the Strike Force, the Plain Clothes Division, the Problem-Oriented Policing (POPS) Team, and General Investigation, as key elements of Burnaby’s crime suppression strategy. According to Supt. Taylor, a key focus for the Burnaby detachment is “career” or prolific offenders, a group of about 20% of offenders who commit approximately 80% of crimes. Concentration on crime “hotspots” or repeatedly victimized properties or areas is also a focus. Another key focus is a partnership with the SFU ICURS lab, which provides the detachment with critical crime research and analysis. Finally, Supt. Taylor advised that the Burnaby RCMP do have concerns that some crimes are not reported. He noted that police cannot respond, implement strategies, or develop a prolific offender profile if they do not know there is a crime problem.

All of the existing efforts outlined in this section likely have a positive impact on crime. However, current business property crime trends suggest that more needs to be done. The six new activities outlined in this Initiative are intended to complement and enhance the effectiveness of the existing activities, which, it is assumed, will be continued.

**ACTION PLAN**

**Goal of the Initiative**

The goal of Burnaby’s Business Property Crime Reduction Initiative is to reduce property crimes committed against Burnaby businesses, thereby enhancing Burnaby’s attractiveness as a business location.

**Objective #1:** to educate and raise awareness among business owners/operators about steps they can take to better protect their properties from criminal activities.

Actions:

1. *Provide business owners/operators with information on CPTED and other relevant crime prevention principles.*

As noted above, the Burnaby RCMP already provides individualized, on-site CPTED assessments to “hotspots” or businesses which are repeat victims of crime. However, it is not possible, from a resource perspective, for the RCMP to offer an on-site CPTED assessment to all businesses which might desire it or benefit from it.<sup>5</sup> Nevertheless, it is possible to provide business owners/operators with general information on CPTED principles and approaches that they can use to modify their premises to better protect them from criminal activity. Such information is already provided to businesses by the RCMP on an ad hoc basis. A more formal approach could be taken to disseminate more comprehensive information more broadly. A mix of information dissemination vehicle types – including print, digital, verbal, and personal contact - would maximize exposure to the information. Possible vehicles include, but are not limited to:

- free seminars for business owners/operators sponsored by the City and the RCMP;
- the City’s website ([www.burnaby.ca](http://www.burnaby.ca)) and links from it to other relevant websites e.g., B.C. Crime Prevention Association ([www.bccpa.org](http://www.bccpa.org)); Centre for Problem-Oriented Policing ([www.popcenter.org](http://www.popcenter.org)); [www.designcentreforcpted.org](http://www.designcentreforcpted.org).
- a printed CPTED brochure or checklist<sup>6</sup> delivered through the business license renewal process, through Board of Trade and service club mailouts, or other means;
- features in “The Beat” (monthly insert in *The Burnaby Now*) and other media articles, which can be accessed in print or through the websites of local print media (e.g., [www.burnabynow.com](http://www.burnabynow.com); [www.burnabynewsleader.com](http://www.burnabynewsleader.com))
- regular newsletters/communication tools of business and/or community associations and commercial property managers’ associations; and
- presentations at luncheon and breakfast meetings of the Board of Trade and service groups such as Rotary.

Translation of the brochure or checklist into Chinese and Korean may be advisable.<sup>7</sup>

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<sup>5</sup> There are private local companies which offer CPTED audits or reviews which business owners/operators can be referred to.

<sup>6</sup> The City produced a CPTED booklet targeted to design professionals in 1995. The booklet could be revised and updated to reflect advances in CPTED concepts and to ensure relevance to business settings.

<sup>7</sup> According to 2006 Census data, of the 53,950 Burnaby residents who claimed to speak a language other than English at home, 87% speak Cantonese, Mandarin, or Korean. The next closest language group is Punjabi, which is spoken by 5% of respondents.

2. *Encourage business owners/operators to share relevant information among themselves (e.g., about CPTED principles, about local criminal activities and successful responses to them).*

One of the benefits of membership in a business and/or community association or a business improvement area is ease of sharing information. The HMA, the NRBIA, the ETCBCA, and KINA are all able to communicate with their members in an efficient and timely manner, and the RCMP does take advantage of that ability to disperse important information about crimes and suspects.

In commercial areas where business and/or community associations and other such networks do not exist, businesses could be encouraged to at least develop the necessary communications infrastructure, such as email lists, fax lists, or telephone trees to share information. Business owners/operators could also be encouraged to adopt a “train the trainer” approach to information dissemination, whereby, each forwards relevant information to at least one other owner/operator. Such encouragement could be provided through many of the information dissemination vehicles noted above in Action #1. Again, translation of print materials may be advisable.

Additionally, businesses which are not connected to a business and/or community association could be encouraged to take the initiative to form more formal business improvement areas, with some guidance from the City. Business owners/operators could, for example, be referred to the website of the Business Improvement Areas of British Columbia (BIABC) ([www.bia.bc.ca](http://www.bia.bc.ca)). BIABC is a non-profit organization dedicated to assisting and promoting business improvement areas in British Columbia.

Another possible vehicle for promoting the sharing of information among businesses is the volunteer-based *Business Watch Program*. The program, which encourages business owners/operators to watch out for other businesses near them and to call 911 when suspicious activity is observed, is currently dormant due to its high human resource requirements. However, its revival could be contemplated. A first step in such contemplation could be the establishment of an ad hoc *Business Watch Working Group*, comprised of business owners/operators, service club and/or business association/community association representatives (e.g., Rotary/Lions’ Clubs, KINA, ETCBCA), and City, RCMP, and Community Policing representatives. The Working Group could be tasked with examining ways to make a *Business Watch Program* attractive to businesses; identifying the human, financial and technical resources required to revive the program; determining the degree of business support for its revival; and – assuming sufficient interest exists – working with business owner/operators to find ways to revive and sustain the program.

**Objective #2:** to improve communication and information-sharing between business owners/operators and the RCMP.

Actions:

3. *Develop a “Report Crime” campaign” targeted to business owners/operators.*

The Burnaby RCMP advises that many business property (and other) crimes are not reported. Possible reasons for non-reporting include assumptions that the police cannot do anything after the fact, fears that insurance premiums will rise as the number of reports/complaints rises, embarrassment, concerns about competitors, and perceptions that the police do not respond to what they might consider to be minor property infractions.

Whatever the reason, this lack of information on the actual extent and nature of the problem hampers efforts to address it. Business owners/operators must be educated about the importance of reporting crime, as a basis for generating statistics on the crime rate and high-crime locations. The link between crime statistics and the allocation of police resources and the determination of police priorities must be highlighted for business owners/operators. A “report crime” campaign addressing this issue could be delivered through some of the vehicles outlined in Action #1, above – perhaps in tandem with information on CPTED principles. It is important to note that one-on-one, face-to-face contact with business owners/operators would be critical to the success of the campaign.

4. *Facilitate the sharing of information between the RCMP and business owners/operators to resolve issues (perceived and real) pertaining to police response and follow-up to crime calls, and to foster an understanding on the part of the business community as to realistic expectations of police response in specific situations.*

A campaign to encourage businesses to be more diligent in reporting crimes cannot succeed if business owners/operators harbour negative perceptions of police response and follow-up to reports of crime. Admittedly, the RCMP cannot respond immediately to every type of call. Business owners/operators must be made aware of proper reporting procedures, of the priority which is assigned various types of calls, and of what they can realistically expect when they make a report. In return, the RCMP will do its utmost to respond to calls, and to ensure that a regular police officer, an auxiliary police officer, or a Victims’ Services representative communicates with the affected business in a timely manner, either by telephone or in person.

As with other educational endeavours outlined above in Action #1, a number of vehicles could be used, including seminars, one-on-one contact, the City’s website, media articles, and brochures or other written communication.

5. *Undertake a client satisfaction/victimization survey of business owners/operators to improve our baseline understanding of business property crime.*

As noted above, it is difficult to develop strategies to address crime or to allocate resources to specific geographic areas or types of crime in the absence of solid information about the incidence of crime. Assuming that a campaign to educate business owners/operators to report crimes more conscientiously will take some time to produce results, a brief, two-page survey of business owners/operators could be conducted to document their experiences as victims of crime and to establish a base line against which changes in crime rates and patterns can be measured. The survey would be designed – and responses analyzed - by a professional (or students working under the supervision of a professional), and the survey process would be overseen by an ad hoc *Survey Working Group* comprised of Community Policing volunteers, and RCMP, City, and business representatives. Depending on the ultimate timing of the various actions outlined in this Initiative, the results of the survey could possibly be used in the design of some of the actions and tasks, and to plan additional police and citizen volunteer initiatives aimed at reducing property crimes against businesses.

**Objective #3:** to ensure that the design and maintenance of public and private property in areas around repeatedly victimized businesses improve opportunities for natural surveillance and defensibility, and discourage opportunities for crime.

Actions:

6. *Launch a physical infrastructure improvement pilot project in a high-crime commercial area in Burnaby.*

Areas with a high incidence of crime are often relatively dark, isolated, and devoid of legitimate street activity. Prompt removal of graffiti and litter, repair and maintenance of infrastructure, and the encouragement of pedestrian activity and other legitimate activities can help discourage crime by conveying the message that an area is cared for. Feasible improvements to lighting, attention to landscaping, and the encouragement of active uses can help to improve surveillance over an area, and to make it more defensible against criminal activity.

It is suggested that a small candidate area with a high incidence of business property crime be chosen as a pilot site, and that an ad hoc *Pilot Area Working Group* be established to review and determine the feasibility of improvements to the physical infrastructure. The Working Group would include representatives from the City, the RCMP, Community Policing programs, property owners in the area, and the local business and/or community association if there is one. The participation of the latter two groups would provide the critical face-to-face contact required to achieve buy-in from the stakeholders. The pilot project would consist of two phases. In the first, the pilot area would be assessed from a CPTED perspective, needed improvements would be identified, cost estimates for improvements would be prepared, and possible sources of funding would be explored. The second phase would involve the submission of a report to Burnaby City Council about the feasibility of undertaking

the recommended improvements, including specifics on the financial responsibility for various elements of the improvement plan. It may be necessary at that point to seek Council approval for expenditure of City funds for public infrastructure improvements through appropriate Local Area Service Programs (LASP) or other funding mechanisms. Assuming some improvements are made, careful post-implementation monitoring of criminal activity in the area – and in adjacent areas – would be undertaken to gauge the success of the project.

## **IMPLEMENTATION AND MONITORING OF THE ACTION PLAN**

### **1. Setting Benchmarks**

Before implementing the Action Plan, it will be necessary to set benchmarks against which future change can be assessed. Therefore, current information will be gathered on at least the following:

- general business property crime statistics and reporting of business crime;
- property crime statistics and patterns in the pilot project area;
- existence of informal business networks, and degree of information sharing among business owners/operators and between business and the police; and
- business owner/operator satisfaction with police service – in particular police response to calls for service, and police problem-solving abilities or effectiveness.

The survey of business owners/operators outlined in Action #5 may provide some of the baseline data. However, given the proposed timing of the survey, it may be necessary to gather some of the information through other means at an earlier point in the implementation process.

### **2. Identifying Resource Requirements and Timelines**

It is expected that City staff, the Burnaby RCMP, and volunteers associated with Community Policing and crime prevention programs would take the lead in implementing the Action Plan. Burnaby Council's Community Policing Committee would serve in an advisory capacity, particularly with regards the preparation of materials. The Implementation Guide outlined in *Appendix 1, attached*, provides an overview of tasks to be undertaken, a preliminary estimate of resources required, and an estimated timeline for completion.

Assuming the Business Property Crime Reduction Initiative is approved by the Community Policing Committee and Council in July 2008, implementation will begin in autumn 2008. With the possible exception of items requiring Council funding approval, most elements of the Action Plan should be completed by spring 2009. As is evident from Appendix 1, the majority of the tasks can be done “in-house” with existing City staff, RCMP, and volunteer resources (e.g., preparing and distributing information/educational materials; liaising about police follow-up to crime reports; undertaking the proposed CPTED audit of a pilot project commercial area). Staff

costs aside, there will be expenses for the printing and mailing of brochures and other materials, for the purchase of newspaper ads, and for translating material into languages other than English. These costs are expected to be covered through the existing Committees and Boards annual budget. Possible expenditures for other actions outlined in the Action Plan, such as those for feasible improvements to public infrastructure<sup>8</sup>; for survey design, distribution, and analysis; and for possible revival of the *Business Watch Program*, would require Council consideration for funding approval through subsequent reports.

### 3. Publicizing the Initiative

Communicating to business owners/operators that Burnaby has developed a Business Property Crime Reduction Initiative, and achieving “buy-in” from those business owners/operators will be a critical aspect of implementing the Action Plan. A number of methods can be used to introduce and explain the Initiative to the business community including, but not limited to, the following:

- an article in *InfoBurnaby*;
- articles in the local print media, including the use of “The Beat” in the *Burnaby Now*
- presentations or correspondence to business and/or community associations, commercial property managers’ associations, the Burnaby Board of Trade, and service clubs;
- the City’s website; and
- mail correspondence with individual business owners/operators.

### 4. Monitoring and Assessing Success

Some of the actions in the Initiative – such as the “Report Crime” campaign – could produce relatively quick and tangible results. For other actions, it may take a year or more to detect any attributable changes in business property crime rates or “hotspots”. To gauge the success of the Initiative, it is suggested that the Community Policing Committee conduct a review in late 2010 to identify and analyze any changes in:

- general business property crime statistics and reporting of business crime;
- property crime statistics in the pilot project area;
- information sharing among business owners/operators and between business and the police; and
- business owner/operator satisfaction with police service – in particular police response to calls for service, and police problem-solving abilities or effectiveness.

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<sup>8</sup> The removal of graffiti on City-owned property, and/or anti-graffiti wrapping of traffic control cabinets in the physical infrastructure pilot project area could be accomplished through existing City programs or processes.

In the interim, upon completion of a substantial component of the Action Plan, it is proposed that staff submit a progress report on implementation of the Initiative to the Community Policing Committee and Council.